

PLANNING & COMMUNITY DEVELOPMENT

STRATEGIC PLAN

MISSION

The Department of Planning and Community Development is charged with the responsibility to preserve and protect the health, safety, welfare, integrity and ideals upon which Greenbelt was founded, for the city and its residents and visitors, through thoughtful planning, the guidance of physical growth and change, and the enforcement of city codes which define the quality, character and maintenance of all properties, buildings and infrastructure in Greenbelt.

VALUES

Every task and project undertaken by the department, whether directly or indirectly, provides service to the community. Accordingly, it is this focus which defines the manner in which the department operates.

Be fair, consistent, and effective in taking enforcement actions. Utilize enforcement tools to obtain compliance and not as an ends unto itself.

Plan for all residents of the city – present and future. Represent the interests of all segments of the community, recognizing that everyone is entitled to a safe, healthy and well planned place to live, work, school and recreate.

Respect the opinions of everyone.

GOALS

I. Improve and enhance public safety (Visioning).

Accomplishments

⌘ Several fires and storms resulted in significant damage to homes throughout the city. Eighteen homes were damaged and rendered unlivable in seven separate incidents. Sixty-nine units at Franklin Park were damaged and rendered unlivable during severe storms last summer. Twenty-six units at Franklin Park which were damaged in fires during the last fiscal year remain uninhabitable.

⌘ An electrical fire at the University Square Apartments resulted in a discovery that the majority of the furnaces were not installed per electric code. Staff issued a violation notice and all required repairs were completed.



- ⌘ Investigated a fire at a residential unit which was a known home of a hoarder.
- ⌘ Initiated registration of residential properties for lead paint reporting as required by state law.
- ⌘ Working with the maintenance manager at Franklin Park, the Office Associate created a reporting system for all Franklin Park property maintenance complaints. This reporting system allows Franklin Park to respond to tenant complaints immediately, resulting in more timely correction of property maintenance deficiencies.

Issues

Over the past several years, the focus of much of the inspection/enforcement staff has been at Franklin Park (previously Springhill Lake/Empirian Village). The purchase of the ownership entity in October, 2010 by Fieldstone Properties LLC, has brought owners who appear to have the vision, resources and commitment to improve Franklin Park, address many of the physical, social and criminal problems which have plagued the property, and restore the community to a safe, livable, desirable place to live.

The new owners' initial enthusiasm to undertake many changes to the property has been hampered by problems at the property, such as a higher vacancy rate than they were made aware, a significant backlog in deferred maintenance and outstanding city code violations. This has resulted in improvements promised by the new owners being delayed. Nonetheless, Franklin Park reports that they handled over 6,000 maintenance calls in the first 90 days of their ownership.

Comparatively, from January 1, 2010 until Franklin Park purchased "Empirian Village" on October 15, 2010, there were 527 property maintenance complaints called into the city. Since Fieldstone Property assumed control of the property through February 28, 2011, only 106 complaints have been received. When these numbers are annualized, the department was receiving complaints at a rate of 652 per year under Empirian Village management. As Franklin Park, the complaint number is projected to be 306 for one year. While this number is still high, a 50% reduction in complaint calls is a significant improvement.

Two types of violations which have been particularly problematic to resolve are the infestation of mice and bed bugs. While these violations are, per code, the responsibility of the property owner, the causal conditions can relate to the tenant's maintenance of the unit. Further, addressing infestation of units in an apartment building usually requires treatment of the entire building and permanent eradication requires a regular treatment. Some continuous treatment program to address these infestations must be put in place by Franklin Park.

Over the history of the city's property maintenance program, this department has dealt with several dozen cases of hoarding. Hoarding is a multi-faceted behavior, which impacts many levels of social and government service. In the context of code enforcement, the concern when hoarding cases are encountered is that the accumulation of items, trash, garbage, papers and even animals, often results in a living condition which is unhealthy and potentially dangerous to the occupants. In most code enforcement cases, when code violations are identified, an owner or occupant is capable of taking the steps necessary to remedy the violation. In cases of hoarding, the ability to address the problem(s) may be beyond the physical, financial and psychological ability of the responsible individual to remedy violations and render the housing unit habitable.

The recent occasion of a fire in a house which was considered a hoarding case reflects the seriousness of these cases and the need to direct appropriate resources to assist in addressing the livability issues. City departments and programs currently working with hoarding cases include Greenbelt CARES, Greenbelt

Assistance in Living (GAIL), and this department. Hoarding cases are complex and require a multi-disciplinary approach to make any impact.

Action Steps/Management Objectives

- ⊞ Work with Fieldstone Properties to renovate Franklin Park, while continuing complaint inspection and proactive enforcement to ensure that violations are promptly corrected and needs of residents addressed.
- ⊞ Convene an inter-departmental/public agency internal work group to discuss responses to hoarding cases, coordination of response and resources, and monitoring and follow-up to improve living conditions for those who live in such conditions.

II. Improve transportation opportunities (Visioning).

Accomplishments

- ⌘ Worked with the County and Washington Metropolitan Area Transit Authority (WMATA) to identify and implement bus route modifications to improve transit services in the City.
- ⌘ Worked closely with Transit Riders United of Greenbelt (TRU-G) on the drafting of performance measures related to bus route modifications.
- ⌘ Initiated a city-wide bus stop study.
- ⌘ Worked with the Public Works Department to develop a new bus shelter design.
- ⌘ The Advisory Planning Board will complete a bicycle/pedestrian master plan.
- ⌘ Continued working on grant for Safe Routes to Schools.

Issues

The department continues to be heavily focused on transportation issues, with transit issues at the forefront. With the economic challenges facing the County and the Washington Metropolitan Area Transit Authority (WMATA), there has been a big push by these agencies to implement bus service changes that maximize their resources. The recent changes in bus service have generated a lot of concern amongst transit riders and have demanded a lot of staff resources. The need to address complaints, service levels, performance measures, safety, accessibility, and marketing issues has put a strain on staff resources and required reprioritization of projects within the department's work program.

Two major issues facing the city continue to be how to safeguard against future potential loss of transit service and how to ensure that existing transit services meet the needs of city residents. Related to the latter, there are two major issues that will need to be addressed in FY 2012: 1) Does new bus service adequately serve the needs of residents, and if not, what changes are needed? and 2) What bus stop improvements are needed to make all city stops ADA compliant and safe and how will these improvements be financed? Both of these issues will require close coordination with the operating agencies, as well as TRU-G and the Advisory Planning Board.

The economic challenges facing WMATA, as well as the County will require that the city continue to be strong advocates for transit services and work hard to preserve and enhance the bus service in the city.

With the completion of the bicycle/pedestrian plan by the Advisory Planning Board, staff will continue to look for opportunities to implement the goals and recommendations of the plan. Given the current budget climate, projects will have to be carefully prioritized and undertaken as funding permits.

Last year staff sought and received a Safe Route to Schools grant from the State of Maryland which would focus on the Franklin Park neighborhood and Springhill Lake Elementary School. Work has been done throughout the year including conducting surveys of walking patterns, participation in walk to school programs, and planning for traffic calming construction on Springhill Drive. Due to State procurement procedures, retaining private engineering design services would take months to advertise, select, and receive approval. Instead, the State has presented the city an opportunity for the State to undertake the design which would shorten the design time for the project, would result in immediate approval of the design and procurement process, and would reduce the cost of design by as much as 15%. Staff has submitted a proposal to the City Manager to approve use of the State Highway Administration (SHA) as the design engineers for this project. Depending on the time it takes the SHA to complete the approval, the traffic calming improvements could be underway late in 2011.

Actions Steps/Management Objectives

- ✧ Continue to work with County transit staff, WMATA, and Transit Riders United of Greenbelt (TRU-G) to monitor the success of the new bus service and make modifications as needed.
- ✧ Respond to comments and suggestions from citizens on transit needs and improvements.
- ✧ Implement changes to the pedestrian and bicycle network as recommended by the Advisory Planning Board master plan as adopted.
- ✧ Identify locations for new bus shelters.
- ✧ Complete a city-wide bus stop study, including developing a priority project list for bus stop improvements needed to address safety and accessibility.
- ✧ Work with the State of Maryland to obtain permission to install bus stops on the west side of Cherrywood Lane.
- ✧ Continue working with the State of Maryland on the design of the Safe Routes to School traffic calming improvements and start construction by the end of 2011.



III. Undertake and complete capital projects and infrastructure improvements within budget and in a timely fashion.

Accomplishments

- ⌘ Obtained the construction permit from the Maryland Department of the Environment and awarded a contract for the Greenhill/Hillside Roads Stream Stabilization project.
- ⌘ Submitted Program Open Space (POS) Annual Program and received POS reimbursement for the Mandan Road Playground Improvement project and the Greenbelt Aquatic and Fitness Center, Phase I Improvements.
- ⌘ Coordinated the installation of two bus stops with the Department of Public Works.
- ⌘ Received approval from the State Highway Administration, Federal Highway Administration and the City Council for the installation of a Rectangular Rapid Flash Beacon (RRFB) at the St. Hugh's crosswalk and oversaw installation.
- ⌘ Received a consent order from the State of Maryland Department of the Environment for repairs to the Greenbelt Lake dam. Working with the consulting engineer for the dam breach study, staff is attempting to reach an agreement to allow the most significant of the required dam repairs to be done concurrent with the lake dredge project.
- ⌘ Assisted the Recreation Department in management of the Aquatic and Fitness Center HVAC replacement and at the Springhill Lake Recreation Center.
- ⌘ Through an open RFP process, selected Gardiner and Gardiner as the contractor to undertake the first phase improvements of the Greenbelt Theater renovation through a design-build contract. Worked with Gardiner and Gardiner, GTM Architects and Hurst Engineering to resolve power service issues and develop a scope of work which can be completed with the available funding.

Issues

The three major capital projects being managed through this office are the Greenhill/Hillside Stream Stabilization project, planning for repairs to the Greenbelt Lake Dam and Greenbelt Lake dredging, and undertaking first stage renovations to the Greenbelt Theater.

The Greenhill/Hillside Stream Stabilization project languishes due to the complexity of the project, changes in the scope, involvement by several agencies in the review and permitting, difficulties dealing with the design consultants, and execution of the contract. Current delays are related to differences between the design engineer for the project and the selection of low bidder.

In order to get the theater project moving, staff has broken the project into two phases and sought the services of a design/build firm to identify a scope of work and get the work done with an agreed upon price. The firm of Gardiner and Gardiner was selected to do the first phase design/build work, but determining a scope of work which can be done for approximately \$800,000 has proven difficult.

This year the city received from the State of Maryland Dam Safety Bureau a consent agreement setting forth several improvements the city must undertake to address safety deficiencies with the dam. Some of the issues can be done immediately with city forces, but others will require excavation within the dam, repairs to the spillway, and adding fill material to the height of the dam, thereby increasing the retention volume of the dam. These are complicated repairs which will take a great deal in financial resources, staff time and consultant support. Since the City Council wishes to have Greenbelt Lake dredged, staff has proposed to the State an alternative approach which would allow the city to address the dam safety requirements at the same time the dredge operation is underway. Undertaking the dam repair and the dredge problem at the same time will result in some savings, but the consultant now estimates project cost in excess of \$2,000,000. Staff is investigating sources of outside funding for the project.

For several years, one of the Management Objectives (MBO) has been to establish a capital project management function within this department. The thought was that with this department acting in an oversight capacity, capital projects undertaken throughout the city would be handled under the same process with the same experience in capital project management. This is not to suggest that other departments' are not capable of handling their own capital projects, but this department has been brought into almost every project to provide technical guidance and support; this objective remains an MBO.

Action Steps/Management Objectives

- ✧ Manage the construction of the Greenhill/Hillside Roads Stream Stabilization project.
- ✧ Develop and complete the educational component of the Greenhill/Hillside Roads Stream Stabilization project.
- ✧ Oversee the design and implementation of improvements to the Southway gateway sign.
- ✧ Begin engineering for the Greenbelt Dam repair and Greenbelt Lake dredging.
- ✧ Complete first phase of renovations to the Greenbelt Theater.
- ✧ Execute agreement with Greenbrook Estates to assume maintenance responsibility for the community trails system.

- ⌘ Establish internal capital project management process to ensure that projects are planned, bid, negotiated, permitted, inspected, and closed out in a consistent and most cost effective manner.

IV. Maintain an active leadership role in planning for development and redevelopment in Greenbelt West.

Accomplishments

- ⌘ Numerous meetings with representatives of Beltway Plaza in the review of their Greenbelt Place project. Argued in opposition of the case at the Prince George's County Planning Board which resulted in a 2-2 vote. The next step will be for the case to be heard by the Prince George's County District Council in late spring 2011.
- ⌘ Met with several developers interested in purchasing interest in the Greenbelt Station South Core. None of the developers could resolve the complicated issues associated with conditions of approval by the county, the city's development agreement and covenants, financial obligations to Greenbelt, College Park and Berwyn Heights, changes in market conditions, and the significant mortgage debt on the property. Consequently, Sun Trust Bank, the loaner, has foreclosed on the property.
- ⌘ Held several meetings with parties to the Greenbelt Station development agreement to discuss possible revision to terms and details of the plans for clarification, retiming and reassignment of financial responsibility to the North and South Core developers.

Issues

Over the past five years, the development outlook for Greenbelt West has dramatically changed. The redevelopment of Springhill Lake according to the Duany plan was abandoned, Springhill Lake was sold twice and a new majority/manager (Fieldstone Properties) has undertaken what appears to be a viable revitalization plan for the property. Among the changes proposed by Fieldstone Properties, which has renamed the property Franklin Park at Greenbelt Station, is to renovate all units with upgraded appliances, finishes and bathroom fixtures. Franklin Park is also planning to renovate the Market Square retail area and the Giant Learning Center, and to create a resident fitness center. They have signed a contract to provide up to 750 military housing units over the next two years. Combined with management changes, this reflects a sustained strategic approach to this property with an opportunity to succeed.

Since the collapse of the real estate market and the failure of the Greenbelt Station/Metroland project, staff has been approached at various times by individuals/companies interested in taking over development of the South Core. Due to the extensive conditions reflected in the development agreement and covenants, none of those who expressed interest in the project have been willing or able to proceed. SunTrust Bank foreclosed on the South Core property, which was scheduled to be sold at auction in early March. At the conclusion of the foreclosure validation process, which should take several months, it is expected that a new developer will have ownership of the Greenbelt Station South Core, and construction could start in 2012.

There remains a dispute between the contract construction partner for the North Core and WMATA, which is the subject to ongoing litigation. It is not expected that this issue will be resolved and development begun in the North Core during the current or next fiscal year.

The proposed Greenbelt Place project, at the rear of the Beltway Plaza, is in the county development review process. At this time, the project must be reviewed by the District Council. The city has maintained a position of opposition to this project due to the number of dwelling units, the density, and lack of variety in

the proposed housing units, poor integration of the proposed development with the existing Beltway Plaza, inadequate open space and recreation, poor circulation and failure to address functional and aesthetic problems with the property.

Action Steps/Management Objectives

- ✧ Work with the Maryland Department of the Environment on the proposed environmental impacts associated with a permit application filed by Metroland Developers LLC for impacts on Narragansett Run.
- ✧ Work with interested parties if interest materializes in development of Greenbelt Station South Core.
- ✧ Continue to consult with representatives of the Greenbelt Station North Core on the status of development activities.
- ✧ Work with Franklin Park in plans to renovate and upgrade their community facilities as part of the overall renovation of Franklin Park.
- ✧ Continue discussions with Beltway Plaza on their plans for infill development at the property, focusing on issues such as circulation, green space, recreation amenities, housing variety, and improvements to the property frontage.

V. Preserve and enhance Greenbelt's legacy of a planned community (Visioning).

Accomplishments

- ⌘ Received approval from the City Council and Greenbelt Homes, Inc. Board of Directors to vacate a portion of the Crescent Road right-of-way between Eastway and Gardenway in order to modify boundaries between existing right-of-way and historic yards along certain streets. Submitted a vacation petition to the Maryland-National Capital Park and Planning Commission (MNCPPC) for approval.
- ⌘ Reviewed County enabling legislation to provide additional authority to municipalities in zoning enforcement.
- ⌘ Monitored legislation associated with the implementation of the Stormwater Act of 2007.
- ⌘ Provided continued assistance and guidance on an as needed basis to the Farmers Market.
- ⌘ Obtained approval from the Maryland Historical Trust for the installation of a replacement shed at the Greenbelt Nursery School and additional bike racks at the Community Center.
- ⌘ Consulted with new owners of the Greenbelt Plaza apartments on Parkway on plans to renovate the apartment buildings and install a facelift on the exteriors.
- ⌘ Began work with the Maryland-National Capital Park and Planning Commission (M-NCPCC) on the update to the Greenbelt West/Greenbelt Road Commercial Sector Plan.

Issues

The city and the department achieved a major milestone this year with the approval of revised lot lines along Crescent Road in order to correct historic inaccuracies in platting of the right-of-way, which resulted in several homes and units being in legal right-of-way. This had never seemed such an issue until the mortgage crisis and lenders began looking at legal documents with greater scrutiny. Reaching agreement on the first set of lot line adjustments took over three years, but with the approved modifications to the Crescent Road right-of-way, necessary adjustments have been made. This process will need to continue until all 120 plus GHI units which extend (yard or structure) into city right-of-way are corrected.

Late in 2010, city staff was notified by the M-NCPPC planning staff that there was to be a new Sector Plan for Greenbelt West initiated. This process will take approximately 2 years. The City Council expressed concerns that the Greenbelt West plan is the most recently updated of the plans for Greenbelt, and that plans for the remainder or the entirety of Greenbelt should be studied instead. At this time, the scope for the plan is to include Greenbelt West, the commercial areas of Capital Office Park, Golden Triangle, Maryland Trade Center and Greenway Center, the commercial corridor of Hanover Parkway, and the commercial corridor on both the north and south sides of Greenbelt Road, including areas within the Town of Berwyn Heights. At a recent community workshop, residents from North College Park asked that the scope of the plan be expanded to extend west to Route 1.

Even with the scope of this plan unsettled, the Planning staff will be playing a significant role in development of the plan. The planning team, of which Greenbelt is a member, meets on a bi-weekly basis, with full team meetings monthly. This is a significant addition to the work program for the department, particularly when the need for the project is not well justified.

Franklin Park at Greenbelt Station is not the only apartment complex undergoing renovations. The former Greenbelt Plaza apartments on Parkway are undergoing their own renovation. The owners have been working closely with staff to obtain all approvals necessary for the proposed changes. These renovations are currently underway.

Action Steps/Management Objectives

- ✧ Review all development plans to evaluate potential impacts on the city, neighborhoods, city services and the environment.
- ✧ Monitor State and County planning and zoning legislation to ensure new regulations accomplish desired change.
- ✧ Continue to address right-of-way and yard line discrepancies in the GHI neighborhoods.
- ✧ Take an active role in the Greenbelt West Sector Plan update.

VI. Operate, assign and administer the work program and departmental activities for efficiency without compromising quality and effectiveness.

Accomplishments

- ⌘ Continued conversion of paper plans and files to electronic files.
- ⌘ Undertook review, reorganization, and destruction of files consistent with the department's file retention policy. As part of this process, transferred plans, documents, marketing materials, and other materials to the Greenbelt Museum.
- ⌘ Oversaw the setup, data conversion and implementation of new community development software program.
- ⌘ Conducted a detailed analysis of inspector activities in order to assess if staff time is being used as efficiently as possible and also to determine if routine tasks should be reassigned to create a more balanced workload amongst department staff members.
- ⌘ In order to collect unpaid fines and fees, staff worked with the Finance Department to develop a procedure for placing liens on the property of owners.

Issues

The physical space of the department is overrun with files, papers, plans, cabinets, boxes, furniture, equipment and people. Lacking space for permanent storage, the limited storage area the department has is filled to capacity and work areas are now filled with storage. Steps must be taken to organize office space, remove clutter, discard outdated files and plans, and reorganize office space.

This year, staff took the first step in accomplishing this goal by implementing the department's file retention policy. All archived files were removed from storage, reviewed, destroyed where indicated by the file retention policy, reorganized, and returned to the storage room. Approximately one-half of all files stored were destroyed as a result of this effort. However, due to the nature of the department's procedures as well as the work done, a tremendous volume of paper records is generated. The greatest volume of records are in printed plans and conversion of these plans to an electronic format is very time consuming and there is not a reliable reference program to allow easy access to plans, once converted to electronic format.

Instead of focusing on changing the format of existing records, the department intends to implement new policies and practices to eliminate the need for paper records. This is a viable option once the new community development software is in place. Several of the new policies are listed as action steps but some of the proposed changes include requiring that all building permits be filed electronically. Another change will be to convert to electronic correspondence for all notices, licenses, reports etc. The creation of, handling, mailing and recording of response for every single property file in the department consumes half of the time of the administrative staff and generates literally thousands of mailings every year. Moving to electronic communication will save time, money, paper and will improve the data reporting and handling in the department.

The main department office is not organized in a fashion which provides work space privacy, does not use the area available for administrative functions efficiently, and provides no area for the public to process paper work, sit while waiting or even hold semi-private discussions with staff. Reorganization of the main office space will be completed in conjunction with efforts to improve the overall efficiency of the department.

In another effort to make the department more efficient, we will be examining the cost and benefit of outfitting each inspector with a computing solution with printing capabilities so inspection notices can be issued at the time of an inspection. It is hoped that this, as well as the other solutions/suggestions contained in this narrative, can be implemented once the new community development software is operational.

Action Steps/Management Objectives

- ⊞ Require that all building permits be filed electronically. Refuse commercial applications which are not fully in electronic format. Waive permit fees for minor residential permits (decks, fences, minor interior renovations) filed in electronic format.
- ⊞ Switch to electronic correspondence, notices, licenses, reports, etc. for all commercial properties and apartment rental properties. For owner-rented units (owners with no more than one unit), reduce the annual license fee by \$25 for those who agree to accept all electronic correspondence. Individuals who own more two (2) or more owner-rental units will be required to switch to electronic correspondence.
- ⊞ Create residential checklist for apartment complexes. Management companies will be required to complete the checklist prior to reoccupancy of a vacant unit. A reoccupancy checklist will satisfy the annual inspection requirement.
- ⊞ Evaluate use of tablet or netbooks with printing capacities for inspectors so inspector may issue violation notices at the time of inspection.
- ⊞ Reorganize the main office area including creation of a public work/sitting area, consolidation of staff work area, improved appearance, and more private work space.

VII. Participate in state, county and regional activities to represent and promote city interests.

Accomplishments

- ⌘ Reviewed county stormwater management legislation.
- ⌘ Reviewed and provided comments on the Federal Capital Improvement Program for FY 2011-2016 and the State of Maryland Consolidated Transportation Program for FY 2011-2016.
- ⌘ Participated in the State Planning Directors Roundtable quarterly meeting and Maryland Municipal League Planning directors meetings.
- ⌘ Reviewed the Greenbelt Middle School plans and approved construction permits for lighting, project entrances, pedestrian and site circulation and safety.
- ⌘ Through a routine annual commercial inspection, inspectors identified several hundred packs of cigarettes lacking required tax stamps. Staff contacted the Office of the Comptroller for guidance on response to such findings.
- ⌘ Reviewed plans to install a cellular tower on the grounds of the Goddard Space Flight Center.

Issues

Being situated as Greenbelt is, along several major transportation arteries, adjacent to a commuter rail line and station, bounded by several towns and cities as well as unincorporated areas, abutted by two major federal installations and a federal park, and lacking planning and zoning authority, makes this goal very critical for the city. What makes this even more challenging is that the city has no decision making authority over such plans and projects and there is a wide variety of county, state, federal and quasi-jurisdictional agencies which have to be consulted in the review of these plans.

The highest priority items to monitor in the coming fiscal year include changes to the county stormwater management legislation, maintaining quality control oversight of the new Middle School construction, review of the Federal Capital Improvement Program, and the State of Maryland Consolidated Transportation Program.

Action Steps/Management Objectives

- ✧ Continue to review all proposed county zoning legislation for impact on the city.
- ✧ Participate in county regional and State planning activities and groups.
- ✧ Monitor construction of the new Greenbelt Middle School.

VIII. Invest in the professional development of the staff. Keep the staff well trained and up to date on professional and technological advances. Encourage professional recognition through designation by accreditation organizations and bodies.

Accomplishments

- ⌘ The Planning Director and Assistant Planning Director have maintained their American Institute of Certified Planners (AICP) certifications through continuing education.
- ⌘ Community Planner Amy Hofstra is scheduled to test for AICP certification in May 2011.
- ⌘ Administrative Assistant Pam Lambird continues her leadership with the False Alarm Reduction Association (FARA) professional organization by serving as President of FARA's Mid-Atlantic chapter. She also has committee membership on the national FARA organization. She will be attending the national FARA conference this spring on a scholarship provided by FARA.
- ⌘ Assistant Community Development Director attended the International Code Council (ICC) Annual Conference as a voting member to act on changes to the new energy code.
- ⌘ Animal Control Officer Susie Root became certified by the Animal Control Officers Association (ACOA).
- ⌘ Inspector Anthony Blomquist obtained his ICC Property Inspector Maintenance Inspector certification, as well as his State of Maryland certification as a sediment and erosion control inspector.

Issues

This year Animal Control Officer Susie Root became certified by the Animal Control Officers Association (ACOA). Certification requires completion of two of three professional education and training modules.

Upon completion of the third module in the next fiscal year, the city's animal control program will be recognized as a certified animal control program. Animal Control Officer DeAngelis will complete her second module in the next fiscal year which will earn her the ACOA certification.

Planning Director Craze and Assistant Director Hruby continue to earn required continuing education credits to maintain their designation as Certified Planners. Planner Amy Hofstra is scheduled to take her certification test this spring. Certified planners are required to obtain 32 hours of continuing education credits every two years. Continuing education must include training in law and ethics.

Assistant Director Jim Sterling maintains his certification as a Master Code Official and he is also required to attend training classes to maintain this certification. This year he attended the International Code Council annual conference as a voting member. Supervisory Inspector Matthews is working toward a certification as a Master Code Official. When he completes his training and testing toward this goal, his certification will place the department in a rare category, having two staff members with MCO certification, as there are fewer than 50 MCO's in the United States.

Two of the three Community Development Inspectors have passed their Property Maintenance Code certification tests which are a requirement for the position. They have also passed their State of Maryland Sediment and Erosion Control Inspection tests which are required as the city enforces its own sediment and erosion control regulations.

Pam Lambird is President of the Mid-Atlantic chapter of the False Alarm Reduction Association. Through her participation she has been able to bring new ideas and resource contacts into the city's false alarm reduction program. By virtue of her leadership role, she will be attending the national False Alarm Reduction Association conference at no cost to the city.

As training programs are developed for each staff member, we will look for opportunities to obtain training through remote access whenever possible, which will allow the staff and the city to benefit through continuing professional development while reducing the associated costs of training (travel, lodging, etc.).

Action Steps/Management Objectives

- ✧ Maintain professional certifications utilizing locally sponsored, self-study, and on-line/pod cast training sessions whenever possible.
- ✧ Complete ACAO training so that the city's animal control program may be recognized as a certified ACAO program.
- ✧ Complete Property Maintenance certification for all property maintenance inspectors.



IX. Operate a model municipal Animal Control program which encourages responsible pet ownership through educational events and programs. Continue operation of a no-kill shelter, emphasizing the practices of spay/neuter adoption of homeless animals and management of free roaming cat populations.

Accomplishments

- ⌘ Animal adoptions increased by nearly 20% in the past fiscal year. The program has an adoption/placement rate of 100%, since this shelter operates as a no-kill facility.
- ⌘ Animal Control Officers (ACO) Root and DeAngelis attended training by the Animal Control Officers Association (ACOA). As noted previously, ACO Root has qualified as a certified Animal Control Officer.
- ⌘ Expanded the Pooch Plunge from one to two days due to the popularity of the program.
- ⌘ Hosted the Pet Expo.
- ⌘ Hosted an “Available Adoptables Kissing Booth” at the Labor Day Festival, raising several hundred dollars for shelter operations.
- ⌘ Completed second year operating Trap-Neuter-Release (TNR) program.
- ⌘ Negotiated to receive veterinary services through Lynn Animal Hospital. Services will include in-shelter wellness checks.
- ⌘ Received over \$7,000 in donations which are used to pay extraordinary veterinary bills for otherwise adoptable animals, and to provide temporary support for citizen pet owners unable to pay for routine veterinary care.
- ⌘ Obtained a criminal conviction for a cruelty case. This is the first criminal conviction sought and obtained by Greenbelt Animal Control. Animal Control Officer Lauren Derise managed this case with the assistance of Greenbelt Master Police Officer Gordon Rose.
- ⌘ Increased public outreach through a variety of media and social venues, including the City of Greenbelt Animal Control Facebook page, as well as weekly ads in the News Review.
- ⌘ Expanded in-shelter screening and vaccinations using animal control staff. This reduced costs for medical treatment and testing for certain conditions.

- ⌘ Continued expansion of citizen volunteer program, with volunteers ranging in age from 8 to 80. There are now over 30 regular volunteers who assist with shelter cleaning, dog walking, fostering, cat socialization, special programs, fund raising and outreach.
- ⌘ Sent a mailing to all dog park permit owners in order to update the current number of permit holders.

Issues

The animal control program continues to grow, based in large measure to the expansion of the volunteer program and demand for special programs. This year the Pooch Plunge was expanded from a one day to a two day event, due to the number of dog owners who wished to participate. Due to volunteer support, we are now running adoption days at two local pet stores. The program's Facebook has hundreds of friends and it appears that these outreach efforts have resulted in an increase in our adoption numbers.

It is estimated this fiscal year that over 320 cats and dogs will be adopted through the Greenbelt Animal Shelter. This is an increase in 50 dogs and cats over last year and reflects a doubling over the past several years. Due to the limited capacity of the shelter, in order to reach adoption numbers such as those we have seen, the animals that come into the shelter stay a very short period of time before adoption.

We have seen an increase in the number of owner surrenders of older cats. This may be due to the health care needs of the cats, but we have also seen owners who are no longer able to care for their dogs or cats turn them over to the shelter. In these cases, animal control officers try to provide additional support to the owner in an effort to keep the pet and the owner together. This certainly takes more of the animal control officers' time, but results in a better outcome for the pet and the owner.

We are entering the third year of our trap/neuter/release (TNR) program. While it is entirely anecdotal, staff believes that the number of feral/free roaming kitten litters we brought in last year was down from the previous year. Recognizing that most animal control experts estimate that it takes seven years of TNR action before the feral/free-roaming cat population declines, any reduction in domesticated cat births will take the pressure off animal shelters already facing overpopulation in cats. The city's TNR program is supported through Alley Cat Allies, which subsidizes the medical cost for the cats taken into this program.

While the department is addressing feral and free-roaming cat reproduction, more needs to be done to get the public to take responsibility to have their companion animals spay or neutered. Most of the stray animals brought into the shelter have not been altered. Even when these strays are reclaimed, owners express an overall ignorance of the importance of spay and neuter for domestic pets. A goal for this year will be to encourage owners to have their pets altered. In support of this goal, we hope to make available some form of a low cost spay/neuter program.

There have been reports of dog fighting activities in Franklin Park. Animal Control is working with the Police Department and Franklin Park management to locate any possible sites where fighting may be held. More importantly, we are actively seeking and removing any pit bulls found in the city, but most specifically Franklin Park. This year we have removed at least 10 pit bulls from the city. As we continue to develop information about these activities, we will be working with law enforcement to develop a strategy to remove the dogs and address the dog fights.

For the first time since opening the dog park in 1996, we are updating the list of license holders so we can get an accurate count of park users. When the dog park was first opened, it was the only public dog park in the state. There were concerns that the dog park would be overused and for that reason use was limited to city residents only. Since then dog parks have been opened throughout the area. Many of the dog parks require no special license. Several do not limit use to city/county residents. We are aware that there are non-city residents who use the dog park and when they are observed they are asked to leave. The

conclusion after 14 years experience is that our dog park is not overused, but because we do not require that licenses be updated, we have no idea how many licensed users there are.

Staff will be recommending a two-step change to the dog park use policies. First, we would continue to require that city residents obtain a dog park license. The license process lets us confirm that dogs are licensed and have received required vaccinations and inoculations. The cost of this license would remain at \$5. The second stage would be to open the park to non-city residents with a license fee of \$50. License requirements would be the same. We would cap the number of non-resident licenses at 50 to make sure we do not overburden the dog park. In addition, consideration should be given to a Dog Park Friends or user group who could make suggestions regarding the dog park and help in the reporting of violations at the dog park.

A final issue of which we must remain mindful is the cost to operate the shelter operation. It has been the working goal to recover 75% of animal care costs (food, litter, veterinary expenses) through adoption fees. It is not possible to recover 100% of those fees because of the nature of the cat population. Animal Control takes in more cats, usually adult in age, and sometimes with medical needs. These cats take longer to adopt and sometimes it is necessary to waive or reduce the adoption fee for a cat in order to facilitate an adoption. Adoption fees and shelter operating costs are constantly evaluated to contain costs without compromising animal health and welfare.

Action Steps/Management Objectives

- ✧ Obtain ACOA level 3 training for ACO's Root and DeAngelis.
- ✧ Promote Trap-Neuter-Release in the community as a humane and the only effective method to control the feral/free-roaming cat population and seek greater citizen participation in the effort.
- ✧ Establish a process to continually evaluate shelter expenses with adoption costs to allow for maximum cost recovery without impairing the adoption process.
- ✧ Coordinate with the Police Department, Franklin Park management, and County Animal Control to locate and shut down dog fighting operations and to remove any pit bulls from the community.

XI. Enforce parking regulations with an emphasis on violations which create a danger to the public, as well as nuisance violations which adversely impact the public, adjacent properties and neighborhoods.

Accomplishments

- ⌘ Worked with the Police Department in using the license plate reader in search of stolen cars, stolen tags, expired tags or otherwise illegal vehicle tags. These sweeps have resulted in the issuance of over 200 parking tickets, confiscation of 24 tags, and recovery of several stolen vehicles.
- ⌘ A mobile data terminal was issued to Parking Enforcement, dramatically increasing the ability to query license plates resulting in an increase in tickets written, stolen vehicles located, counterfeit tags confiscated, and several impoundments.
- ⌘ Created an on-line appeal process for administrative review of parking tickets.

Issues

The single most difficult parking enforcement issue year by year deals with illegal used car sales, also known as curbstoning. In the past, Parking Enforcement has attempted to recruit support from Prince George's County zoning enforcement and the Motor Vehicle Administration. Neither entity has offered the support or the solution to the problem.

We have several tools to use in enforcement. Parking of an unregistered vehicle on private property is a property code violation, which is punishable through the issuance of a municipal infraction citation. This enforcement tool has had little impact because the parties to whom the citation is issued do not pay the fee and request a court hearing, which takes several months to schedule. By the time the case comes to court, the unregistered car is long gone and the fine, if imposed, is either too little to deter the activity, or because the violation is abated, some judges dismiss the case. Ticketing of the vehicles is another option, but many of these vehicles have no registered owner so when the ticket goes unpaid there is no individual against whom the fine for the ticket is flagged.

Staff will be forwarding to Council a proposal which will allow vehicles parked on city streets or private property, which are unregistered to be ticketed and booted. In order for the boot to be removed, the responsible party must pay the boot fee and the fees for any tickets. This enforcement mechanism will make it impossible for any individual to sell a ticketed, unregistered vehicle because it is booted.

Parking Enforcement has begun working with the Police Department in the use of the license plate readers. Working in tandem, the Parking Enforcement Officer can write parking tickets on flagged vehicle tags while the Police Officer drives. On the occasions that Parking Enforcement has worked with the Police Department, the number of parking citations issued for expired registration, tags to another and unpaid citations, has increased four fold the number of parking tickets that Parking Enforcement would issue on a routine day.

We have also started working closely with Franklin Park notifying them when a vehicle is issued a 48 hour tow notice. After Parking Enforcement locates a vehicle which will be towed within 48 hours for any one of a variety of violations (no tags, expired registration, inoperable, dismantled), the list and location is provided to Franklin Park. Using their towing contract, Franklin Park can remove those vehicles immediately, which is helping them rid their property of what appear to be junked vehicles.

Action Steps/Management Objectives

- ✧ Continue efforts to eliminate illegal used car sales in the city. This will require a combination of enforcement techniques, including ticketing, issuing municipal infraction citations, and booting of vehicles.
- ✧ Patrol all areas of the city on a regular basis in order to identify parking problems, and remove illegal, unregistered, and inoperable vehicles.
- ✧ Continue working with Franklin Park in the identification of vehicles parked in violation of city code.

PERSONNEL STAFFING

		Grade	Auth. FY 2010	Auth. FY 2011	Prop. FY 2012	Auth. FY 2012
210	Planning					
	Planning & Community Development Director	GC-26	1	1	1	1
	Assistant Planning Director	GC-22	1	1	1	1
	Community Planner I	GC-16	1	1	1	1
	Total FTE		3	3	3	3
220	Community Development					
	Assistant Community Development Director	GC-22	1	1	1	1
	Supervisory Inspector	GC-18	1	1	1	1
	Community Development Inspector I & II	GC-12 & 14	3	3	3	3
	Parking Enforcement Officer I & II	GC-9 & 10	1.5	1.5	1.5	1.5
	Administrative Assistant II	GC-13	2	2	2	2
	Total FTE		8.5	8.5	8.5	8.5
330	Animal Control					
	Animal Control/Shelter Coordinator I & II	GC-11 & 12	2	2	2	2
	Animal Control/Shelter Coordinator I & II	NC	.5	.5	.5	.5
	Total FTE		2.5	2.5	2.5	2.5

PLANNING & COMMUNITY DEVELOPMENT



PLANNING

The Planning Department is responsible for overseeing all physical development in the city. Duties include reviewing development projects for impact on the city; planning, coordinating and managing capital projects; compiling demographic data and the preparation of population and housing projections; coordination of planning and development activities with other public bodies; planning and coordinating environmental enhancement projects; serving as liaison to the Advisory Planning Board, the Board of Appeals and Forest Preserve Advisory Board; preparing special studies addressing particular issues; drafting legislation; and other duties as necessary.

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Estimated
Advisory Planning Board Meetings	15	14	18	15
Forest Preserve Advisory Board Meetings	10	11	10	10
Grants Administered	-	6	5	6
Full Time Equivalents (FTE)	3	3	3	3

Management Objectives

- ✧ Participate in Greenbelt Metro Area Sector Plan development.
- ✧ Monitor interest in development of Beltway Plaza and Greenbelt Station properties.
- ✧ Work with County, Washington Metropolitan Area Transit Authority (WMATA), Transit Riders United-Greenbelt (TRU-G), and others to improve transit service in Greenbelt.
- ✧ Finalize the Safe Routes to School project.
- ✧ Implement the gateway signage for the 75th Anniversary.
- ✧ If funding is identified, undertake Greenbelt Theatre, Greenhill/Hillside Stream stabilization, and Greenbelt Lake projects.

Budget Comments

- 1) Salaries, line 01, are below budget for FY 2011 due to an extended maternity leave.
- 2) The funds budgeted in Other Services, line 34, in FY 2011 were for the electronic copying of plans which has not been done in FY 2011 as files and storage needs have been reviewed.

PLANNING Acct. No. 210	FY 2009 Actual Trans.	FY 2010 Actual Trans.	FY 2011 Adopted Budget	FY 2011 Estimated Trans.	FY 2012 Proposed Budget	FY 2012 Adopted Budget
PERSONNEL EXPENSES						
01 Salaries	\$244,330	\$262,011	\$267,000	\$229,000	\$268,800	\$272,800
28 Employee Benefits	71,932	80,267	79,200	74,400	86,400	86,400
Total	\$316,262	\$342,278	\$346,200	\$303,400	\$355,200	\$359,200
OTHER OPERATING EXPENSES						
30 Professional Services	\$907	\$206	\$0	\$0	\$0	\$0
33 Insurance	2,107	2,117	2,300	2,000	2,500	2,500
34 Other Services	40	0	1,000	0	0	0
45 Membership & Training	7,514	8,873	9,100	7,100	8,900	8,900
53 Computer Expenses	0	400	0	0	0	0
55 Office Expenses	156	557	300	300	300	300
Total	\$10,724	\$12,153	\$12,700	\$9,400	\$11,700	\$11,700
TOTAL PLANNING	\$326,986	\$354,431	\$358,900	\$312,800	\$366,900	\$370,900

COMMUNITY DEVELOPMENT



This office is responsible for activities relating to the protection of the health, safety and welfare of the community through the enforcement of housing, building, sediment control and construction codes. This office is also responsible for burglar alarm licensing, handbill and noise ordinance enforcement, as well as parking enforcement.

Performance Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Estimated
Board of Appeals Meetings	2	2	3	6
Residential Inspections	1,200	1,987	1,650	1,600
Apartment Units Inspected	615	1,154	1,430	1,400
Construction Permits Issued	2	6	8	8
Building Permits Issued	400	413	420	420
Sediment Control Permits Issued	1	3	3	3
Sediment Control Inspections	150	106	125	125
Noise Ordinance citations	25	9	15	15
Noise Ordinance warnings	250	176	190	190
Noise Ordinance complaints	275	196	200	200
Property Violation Complaints	294	508	450	400
Handbill Violations	45	24	35	35
Burglar Alarm Licenses Issued	165	189	190	192
Day Care Businesses Licensed	13	10	10	10
Alarm Companies registered	25	51	51	51
Non-residential Units licensed	600	561	565	565
Liquor licenses issued	20	21	21	21
Residential false-alarms	250	122	207	240
Non-residential false alarms	430	240	180	200
Police non-response	25	18	20	21
Parking Tickets Issued	3,900	3,970	4,180	4,000
Municipal Infractions Issued	-	565	1,000	200
Full Time Equivalents (FTE)	9.5	9.5	9.5	9.5

Management Objectives

- ☒ Inspect at least 20% of all rental units.
- ☒ Improve efficiencies in departmental processes related to building permits, property inspections and daily operations.

Budget Comments

- 1) The Overtime cost, line 27, in FY 2011 has been caused by efforts related to the sewer break at Roosevelt Center and inspections at Franklin Park.
- 2) The expenses in Other Services, line 34, are payments to a retired inspector for the handling of a continuing matter.
- 3) Revenues have been increased to reflect an increase in apartment license fees and commercial building fees.

COMMUNITY DEVELOPMENT Acct. No. 220	FY 2009 Actual Trans.	FY 2010 Actual Trans.	FY 2011 Adopted Budget	FY 2011 Estimated Trans.	FY 2012 Proposed Budget	FY 2012 Adopted Budget
PERSONNEL EXPENSES						
01 Salaries	\$447,292	\$438,588	\$465,600	\$456,700	\$444,400	\$449,400
25 Repair/Maintain Vehicles	8,181	10,366	8,000	5,000	8,000	8,000
27 Overtime	3,968	8,223	4,000	16,000	6,000	6,000
28 Employee Benefits	141,545	138,736	142,600	152,400	155,200	155,200
Total	\$600,986	\$595,913	\$620,200	\$630,100	\$613,600	\$618,600
OTHER OPERATING EXPENSES						
30 Professional Services	\$25,816	\$2,914	\$8,800	\$8,800	\$800	\$800
33 Insurance	3,642	2,782	3,500	1,300	3,500	3,500
34 Other Services	192	3,145	100	1,200	200	200
38 Communications	10,712	11,568	11,300	11,700	11,700	11,700
42 Building Rental	23,500	24,800	26,000	26,000	27,300	27,300
45 Membership & Training	3,023	2,477	3,400	3,400	3,400	3,400
48 Uniforms	1,863	349	1,400	1,400	800	800
49 Tools	23	159	500	500	500	500
50 Motor Equipment						
Maintenance	5,401	10,077	7,200	13,500	10,300	10,300
Vehicle Fuel	8,327	9,782	10,000	11,800	13,400	13,400
52 Departmental Equipment	4,744	1,325	1,500	1,500	1,500	1,500
55 Office Expenses	17,962	13,595	14,800	16,600	13,800	13,800
Total	\$105,205	\$82,973	\$88,500	\$97,700	\$87,200	\$87,200
TOTAL COMMUNITY DEVELOPMENT	\$706,191	\$678,886	\$708,700	\$727,800	\$700,800	\$705,800
REVENUE SOURCES						
Street Permits	\$37,969	\$65,285	\$50,000	\$100,000	\$100,000	\$100,000
Licenses & Permit Fees	674,654	665,971	656,100	656,100	766,100	766,100
Liquor License	9,160	8,127	8,400	8,700	8,400	8,400
Development Review Fees	3,000	5,000	3,000	3,000	3,000	3,000
Non-Residential Burglar Alarm Fees	21,100	27,100	20,000	20,000	27,000	27,000
Municipal Infractions	36,123	63,750	35,000	155,000	20,000	20,000
False Alarm Fees	54,050	57,480	35,000	35,000	35,000	35,000
County Grants	6,500	6,500	6,500	6,500	6,500	6,500
Total	\$842,556	\$899,213	\$814,000	\$984,300	\$966,000	\$966,000



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