



**MONTGOMERY COUNTY DEPARTMENT OF PARKS**  
THE MARYLAND - NATIONAL CAPITAL PARK AND PLANNING COMMISSION

MCPB Item # 11  
07/29/10

July 21, 2010

**TO:** Montgomery County Planning Board

**VIA:** Mary Bradford, Director of Parks *M Bradford*  
Dr. John Hench, Chief, Park Planning and Stewardship Division *Joey Lopez for JEH*

**FROM:** Brooke Farquhar, Supervisor, Park and Trail Planning, Park Planning and Stewardship *Brooke Farquhar*

**SUBJECT:** **Parks and Recreation 2030 Vision and Strategic Plan – Preliminary Findings**

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The Department of Parks and the Department of Recreation have completed Phase I, Information Gathering, for Vision2030, a vision and strategic plan for park and recreation services in Montgomery County. The project is being coordinated across both departments by GreenPlay, LLC, and is on schedule to be completed in the spring of 2011. At the session, Staff and their consultants will present a brief overview of the project including its scope, purpose, and schedule and a summary of preliminary findings. The presentation will include highlights from the public participation and survey, inventory and level of service analysis, service assessment, and the ongoing resource allocation (cost recovery methodology).

The preliminary findings are a result of the first phase of the Vision 2030 project that included six months of community outreach and needs assessment research. The key issues identified through these findings will form the foundation for the development of the Montgomery County Parks and Recreation Vision 2030 and 10-Year Strategic Plan. Prior to the Planning Board session, the findings will be presented in a series of meetings with the public and staff to solicit input on potential strategies to address some of the key issues identified.

In January of 2010, Staff and their consultants presented the Scope, Outreach Plan and Schedule to the Board. The memorandum from that meeting is attached.

Attachments:

1. Planning Process and Timeline
2. Staff Memorandum of 01/28/10 to the Montgomery County Planning Board

*Montgomery County Parks - Park Planning and Stewardship Division*

cc: Gabriel Albornoz, Director, Department of Recreation  
Jeffrey A. Bourne, Chief, Administration & Capital Development Division, Department of Recreation  
Robin Riley, Chief, Facility Operations Division, Department of Recreation  
Park Division Chiefs, Department of Parks  
Rollin Stanley, Director, Planning Department  
Planning Department Division Chiefs

## Attachment 1: Planning Process and Timeline

### PHASE I: INFORMATION GATHERING

DECEMBER 2009-MAY 2010

#### Start-up

December 2009-January 2010

- Begin project
- Refine project goals and work plan

#### Community & Stakeholder Input Process

February-May 2010

- Conduct public meetings and focus groups
- Hold staff focus groups and interviews

#### Inventory and Analysis of Existing Facilities

January-May 2010

- Conduct inventory and analysis of county parks, open space, trails, and facilities

#### Service Assessment and Resource Allocation Analysis

February-May 2010

- Conduct staff assessment of all services
- \*Develop resource allocation assessment and philosophy

#### Survey

March-May 2010

- Conduct statistically valid survey of random sample of county residents

#### Demographic and Trends Analysis

February-May 2010

- Review county demographics and population projections
- Identify parks and recreation-related trends

(\*Note: The resource allocation work will continue through Phases II and III.)

### PHASE II: FINDINGS AND VISIONING

JUNE-SEPTEMBER 2010

#### Findings and Visioning Staff and Community Meetings

- Present and validate key findings of needs assessment
- Hold public meetings
- Identify community goals and priorities

(Volume 1 - Needs & Resource Assessment document is a compilation of the findings and analysis from Phases I and II.)

### PHASE III: PLAN DEVELOPMENT

OCTOBER 2010-FEBRUARY 2011

#### Draft Plan Review

- Draft Vision 2030 and 10-Year Strategic Plan  
October-November 2010
- Staff review of plan  
November-December 2010
- Hold public meetings on Draft Plan  
January 2011
- Public review of Plan  
January-February 2011

### PLAN ADOPTION

MARCH 2011

(Volume 2 – Vision 2030 and 10-Year Strategic Plan and Volume 3-Six-Year Implementation Plan are documents from Phase III based on key findings from Volume 1.)

Attachment 2: Staff Memorandum of 01/28/10 to the Montgomery County Planning Board



**MONTGOMERY COUNTY DEPARTMENT OF PARKS**  
THE MARYLAND - NATIONAL CAPITAL PARK AND PLANNING COMMISSION

MCPB Item #7  
01/28/10

January 22, 2010

**TO:** Montgomery County Planning Board

**VIA:** Mary Bradford, Director of Parks *M Bradford*  
Mike Riley, Deputy Director of Parks for Administration *MR*  
Gene Giddens, Acting Deputy Director of Parks for Operations  
Dr. John Hench, Chief, Park Planning and Stewardship Division *J Hench*

**FROM:** Brooke Farquhar, Supervisor, Park and Trail Planning, Park Planning and Stewardship *Brooke Farquhar*

**SUBJECT:** Discussion of Parks and Recreation 2030 Vision and Strategic Plan – Scope, Outreach, and Schedule

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**BACKGROUND:**

The Department of Parks and the Department of Recreation are currently participating in a process to develop a vision and strategic plan for park and recreation services in Montgomery County. The project is being coordinated across both departments by GreenPlay, LLC and will take up to 18 months to complete.

The Department of Parks and the Recreation Department are committed to making this project effective and productive. While the two departments manage different aspects of parks, stewardship of natural and cultural resources, and recreation and leisure, the needs and values of our customers transcend agency boundaries. We see this as an opportunity to collaborate in the production of a vision and a set of recommendations that will best serve our County.

**SCOPE:**

The purpose of the project is:

- To reach consensus among residents, leaders and the M-NCPPC Department of Parks and the Montgomery County Department of Recreation staff on a future vision for the Park and Recreation system in Montgomery County, Maryland
- Develop planning tools to assist and guide leaders in making wise capital and operating investment decisions with respect to stewardship of the land and facilities as well as programs and services for a parks and recreation system
- To determine if people in different geographic areas or demographic and ethnic groups, use recreation services or view land stewardship differently
- Adopt progressive state-of-the-art approaches to planning that will maintain and promote the two Departments' reputation for excellence
- Determine core services along with a resource allocation/cost recovery philosophy and policy for the park and recreation programs

**The desired outcomes of the project are:**

- A vision for the future parks and recreation system, based upon:
  - Changing demographics
  - Prospective development build-out of Montgomery County
  - Changing and emerging recreation trends
  - Desire to protect and promote the stewardship of the County's Best Natural Areas and cultural resources (i.e., archaeological and historic sites).
  - Community needs and priorities
- Determination of current and future need for programs based upon national and local trends, current availability, and resident desires
- Assessment of current supply and adequacy of land, facilities, and programs
- Projections of short and long-term need for land, facilities, and programs
- Customized needs-based standards for the distribution of land acreage and facilities
- Level of service guidelines for land, facilities, and programs
- Level of service capacity for land, facilities, and programs
- Performance measures and indicators that will be used to track and monitor progress
- Clearly articulated sets of objectives, strategies, and actions steps that will address current need and prepare to meet future needs
- Short and longer-term implementation priorities with action steps, priorities and sequencing, and assignment of responsibilities
- Identification of capital investment priorities

The project will also provide the foundation for the State-mandated update of the Parks, Recreation, and Open Space Plan, also known as the Land Preservation, Park and Recreation Plan.

**The products of the plan will include:**

- Needs/Analysis Inventory
- Services Assessment, Resource Allocation, and Cost Recovery
- 2030 Framework Plan
- Ten-Year Strategic Plan
- Six-Year Implementation Plan

**OUTREACH**

The project has an extensive public outreach component, designed to gather input from users, non-users, and stakeholders of our park and recreation programs and facilities. The process starts with gathering input on the public vision and values for parks and recreation which will become guiding principles throughout the project against which to test findings and recommendations. As our two departments are faced with how best to plan our facilities and programs for the future in a developing county, we will constantly refer back to the vision and values. The outreach methodologies will include public meetings, many focus groups, a website, a statistically valid survey, and a Summit series for stakeholders from government, citizenry, non-profits, businesses, and staff.

**SCHEDULE**

The project will take up to 18 months to complete and is summarized below:

<b>PHASE I: INFORMATION GATHERING</b>	<b>Dec 09 - May 10</b>
<b>Start-up</b>	December 2009-January 2010
<b>Community &amp; Stakeholder Input Process</b>	February-May 2010
<ul style="list-style-type: none"><li>• Conduct public meetings, summit, focus groups</li><li>• Hold staff focus groups and interviews</li></ul>	
<b>Inventory and Analysis of Existing Facilities</b>	January-April 2010
<ul style="list-style-type: none"><li>• Conduct inventory and analysis of county parks, open space, trails, and facilities</li></ul>	
<b>Service Assessment and Cost Recovery Analysis</b>	February-May 2010
<ul style="list-style-type: none"><li>• Conduct staff assessment of all services</li><li>• Develop resource allocation assessment and resource allocation philosophy (Note: the resource allocation work will continue into July)</li></ul>	
<b>Survey</b>	March-May 2010
<ul style="list-style-type: none"><li>• Mail survey to random sample of county residents</li></ul>	
<b>Demographic and Trends Analysis</b>	February-May 2010
<ul style="list-style-type: none"><li>• Review county demographics and population projections</li><li>• Identify parks and recreation-related trends</li></ul>	
<b>PHASE II: FINDINGS AND VISIONING</b>	<b>June-September 2010</b>
<b>Findings and Visioning Staff and Community Meetings</b>	
<ul style="list-style-type: none"><li>• Present and validate key findings to staff and summit participants</li><li>• Invite public review through meetings and/or website</li><li>• Identify community goals and priorities</li></ul>	

(Volume 1 - Needs & Resource Assessment document is a compilation of Phase I and II.)

<b>PHASE III: PLAN DEVELOPMENT</b>	<b>October 2010-March 2011</b>
<b>Draft Plan Review</b>	
• Draft 2030 Vision and 10-Year Strategic Plan	October-November 2010
• Staff review of plan	November-December 2010
• Invite public review through meetings and/or website	January 2011
	January-February 2011
• Public review of Plan (hearings, work sessions)	
<b>Plan Adoption</b>	<b>March 2011</b>

(Volume 2 – 2030 Vision and 10-Year Strategic Plan and Volume 3-- Six-Year Implementation Plan are documents from Phase III based on key findings from Volume 1—Needs and Resource Assessment.)

**Attachments:**

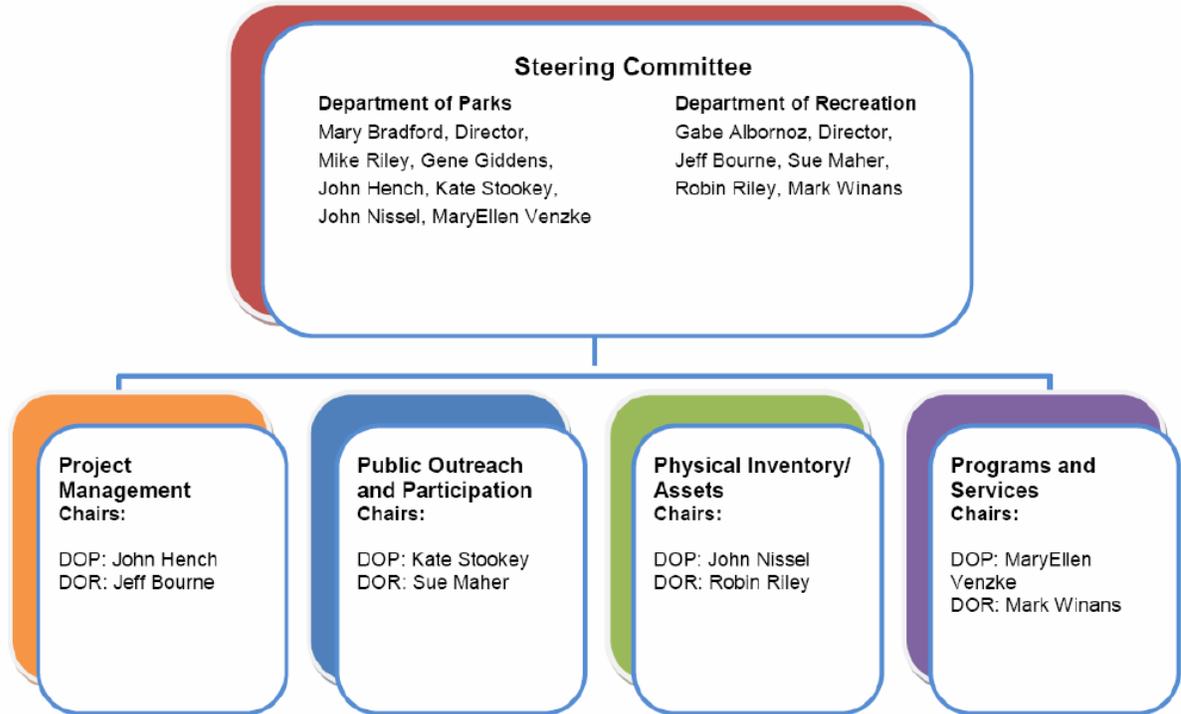
1. Project Staffing Structure
2. Consultant Organizational Chart
3. List of Select GreenPlay Projects

Note: To read about similar project in Prince Georges County, go to [www.2010Beyond.com](http://www.2010Beyond.com).

**CC: Gabriel Albornoz, Director, Department of Recreation**  
**Jeffrey A. Bourne, Chief, Administration & Capital Development Division, Department of Recreation**  
**Robin Riley, Chief, Facility Operations Division, Department of Recreation**  
**Park Division Chiefs, Department of Parks**  
**Rollin Stanley, Director, Planning Department**  
**Planning Department Division Chiefs**

Attachment 1: Project Staffing Structure

Montgomery County, MD – Parks and Recreation 2030 Vision and 10-Year Strategic Plan  
Staff Organizational Chart (as of 12-10-09)



Attachment 2: Consultant Organizational Chart

Montgomery County, MD – Parks and Recreation 2030 Vision and 10-Year Strategic Plan  
Consultant Organizational Chart



Attachment 3: List of Select GreenPlay Projects

## GreenPlay, LLC Project Experience

GreenPlay assists public agencies and other organizations throughout the nation with all aspects of master and strategic planning, including needs assessment, public process, level of service analysis, trends, benchmarking, demographics, financial and funding analysis, core services identification, operational and maintenance planning, setting strategic goals and implementation for all quality of life services. GreenPlay usually acts as a Prime Consultant managing projects, but sometimes works in conjunction with other firms as a sub-consultant.

Examples of past projects include:

- **Arlington County, Virginia** – Public Spaces Master Plan – “Where the Community Comes Together!”
- **City of Asheville, North Carolina** – Parks, Recreation, Cultural Arts, and Greenways Master Plan
- **Bend Metropolitan Parks and Recreation District, Bend, Oregon** – Comprehensive Parks, Recreation, Open Space and Trails Master Plan
- **City of Brookline, Massachusetts** – Parks and Recreation Master Plan
- **City and County of Broomfield, Colorado** – Open Space, Parks, Recreation, and Trails Master/Strategic Plan
- **City of Cedar Rapids, Iowa** – Recreation Needs Assessment and Master Plan
- **Colorado State Parks, Colorado** – Colorado Front Range Trail Implementation Plan
- **City and County of Denver, Colorado** – Athletic Field Master Plan
- **City and County of Denver, Colorado** – Parks and Recreation Master Plan
- **Grand County Recreation District, Moab, Utah** – Recreation Facilities Needs Assessment Study
- **Grandview, Missouri** – Parks and Recreation Master Plan
- **City of Hamilton, Ohio** – Parks and Recreation Master Plan
- **City of Lake Oswego, Oregon** – Park & Recreation Facility Needs Assessment
- **City of Las Cruces, New Mexico** – Parks, Recreation, and Open Space Master Plan
- **Lake County, Colorado** – Recreation Master Plan
- **City of Lakewood, Colorado** – Community Resources Master Plan
- **Lisle Park District, Lisle, Illinois** – Park District Master Plan
- **Maryland National Capital Parks and Planning Commission, Montgomery County, Maryland** – 2030 Vision and 10-Year Strategic Plan
- **Maryland National Capital Parks and Planning Commission, Prince George’s County, Maryland** – Needs Assessment, 2040 Vision and Framework, and 10-Year Strategic Plan
- **New Mexico Energy, Minerals, and Natural Resources Department – State Parks Division** – 2009 Statewide Outdoor Comprehensive Recreation Plan Update (SCORP)
- **City of New Orleans, Louisiana** – Lafitte Greenway Park Corridor and Trails Master Planning – *In conjunction with Design Workshop*
- **City of San Diego, California, Center City Development Corporation** – Downtown San Diego Needs Assessment for Open Space, Parks, and Recreation
- **Tacoma Metro Parks, Tacoma, Washington** – Mission-Led Recreation Comprehensive Plan
- **National Capital Planning Commission, Washington, D.C. – CapitalSpace Initiative** – District of Columbia Integrated Master Plan
- **Arizona State Parks, Arizona** – Development of Comprehensive Pricing Policy and Cost Recovery Philosophy Facilitation
- **Arlington, Virginia** – Pricing and Cost Recovery Philosophy and Plan Facilitation
- **Carlsbad, California** – Park Development and Operational Funding Options and Strategies
- **National Inventory for the National Recreation and Park Association** – National Football League and USA Football Community Football Assessment – Partnership Fulfillment and National Strategies
- **City of Northville and Charter Township of Northville, Michigan** – Parks & Recreation Organizational Review and Long Term Strategy
- **Oak Park District, Oak Park, Illinois** – Trends Analysis for a Parks and Recreation Master Plan
- **Salt Lake County, Utah** – Organizational Development Study