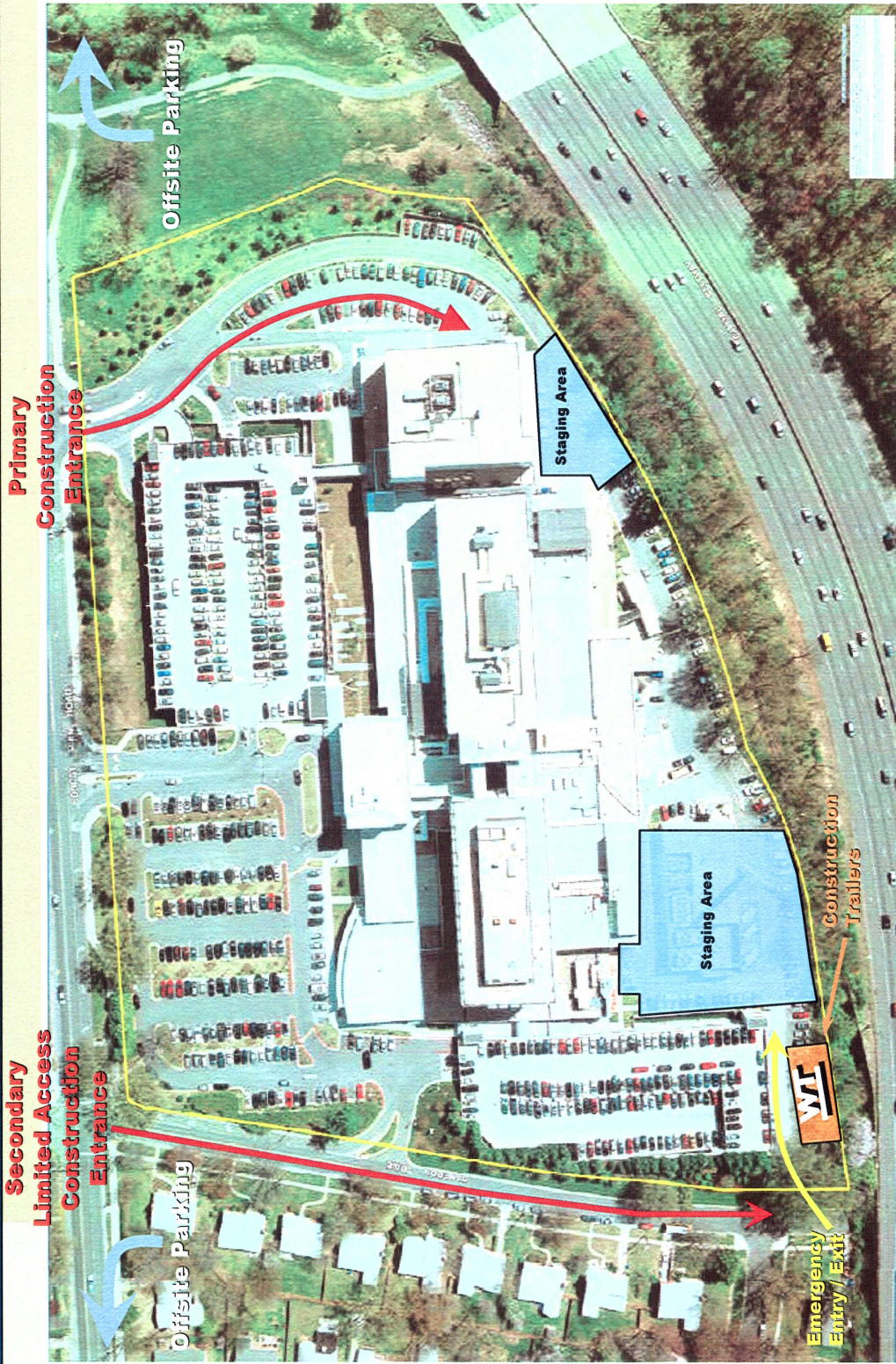


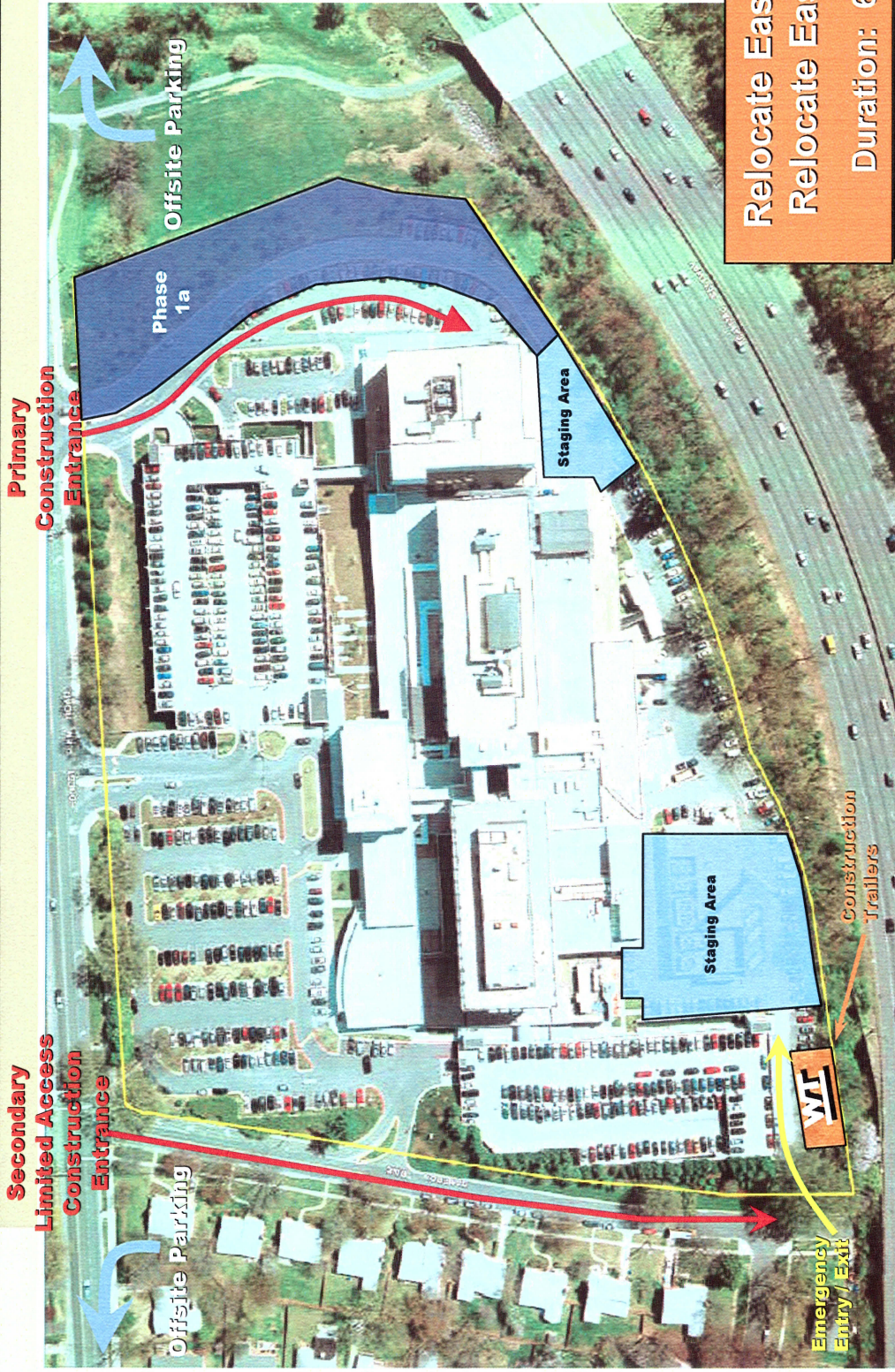
Site Logistics



Year 1												Year 2												Year 3												Year 4											
J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D



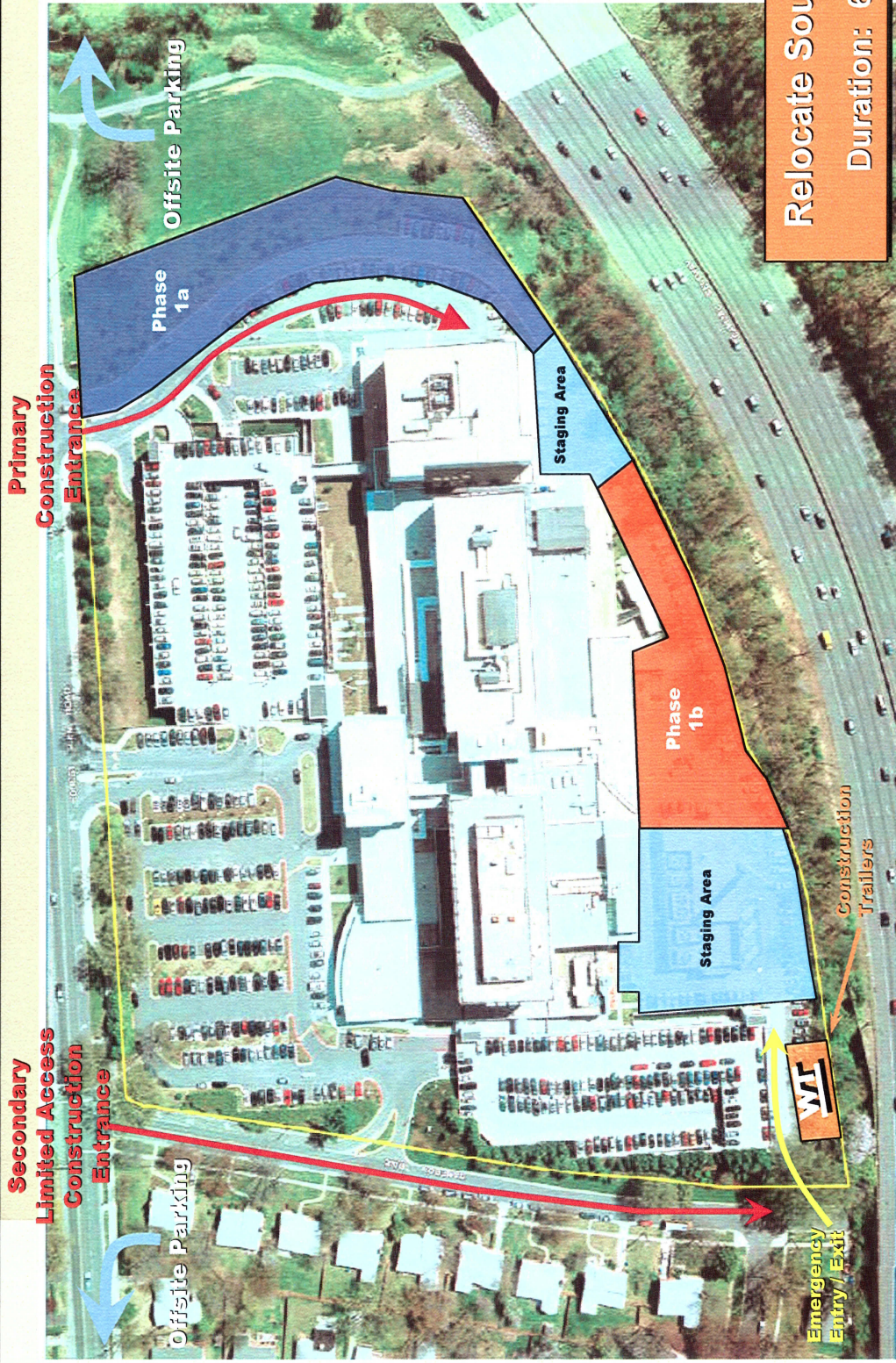
PHASE 1a



**Relocate East Entrance
Relocate East Utilities**
Duration: 6 Months

Year 1												Year 2												Year 3												Year 4											
J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D

PHASE 1b

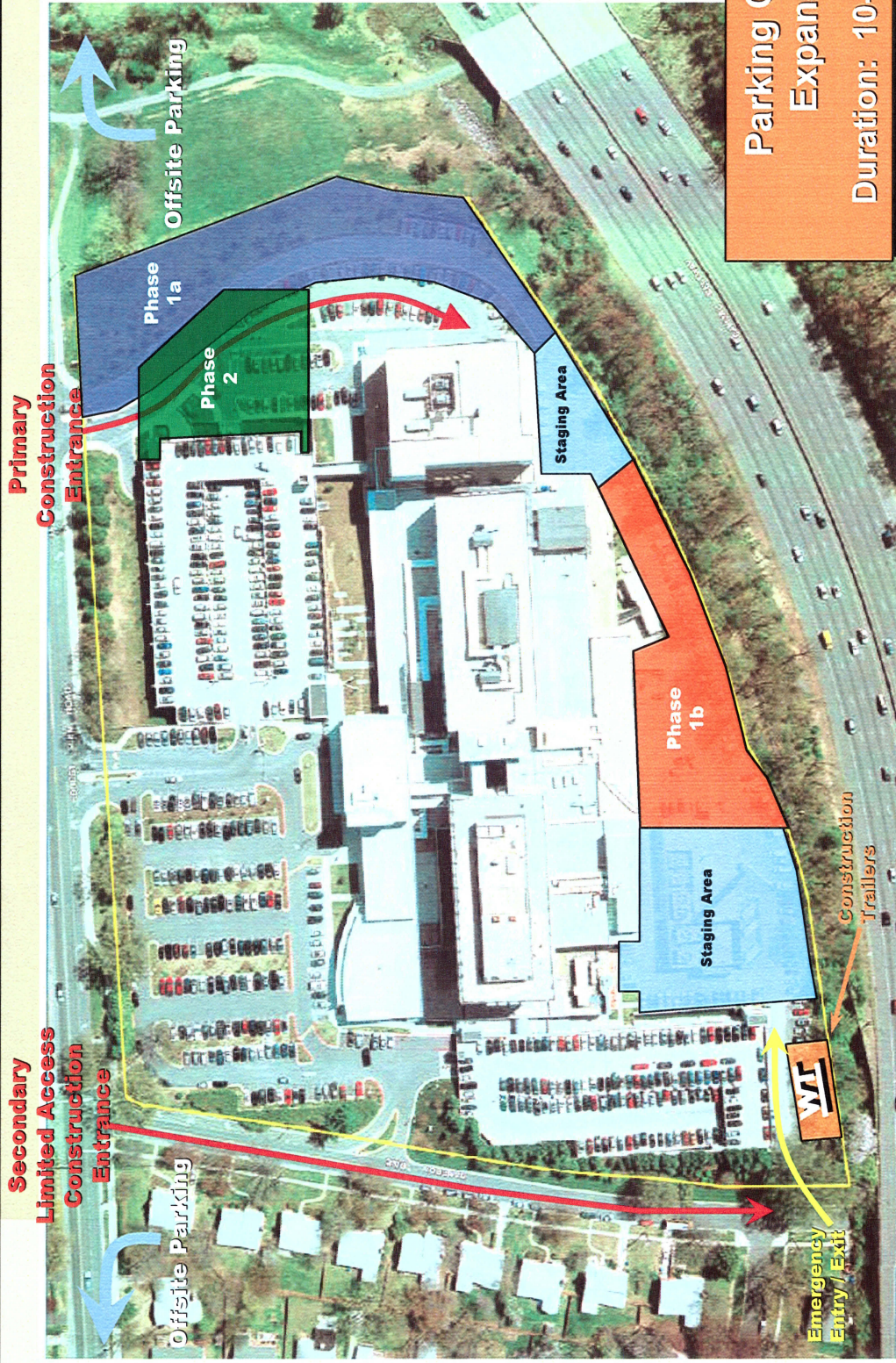


Relocate South Utilities
Duration: 6 Months

Year 1												Year 2												Year 3												Year 4											
J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D

Emergency Entry / Exit

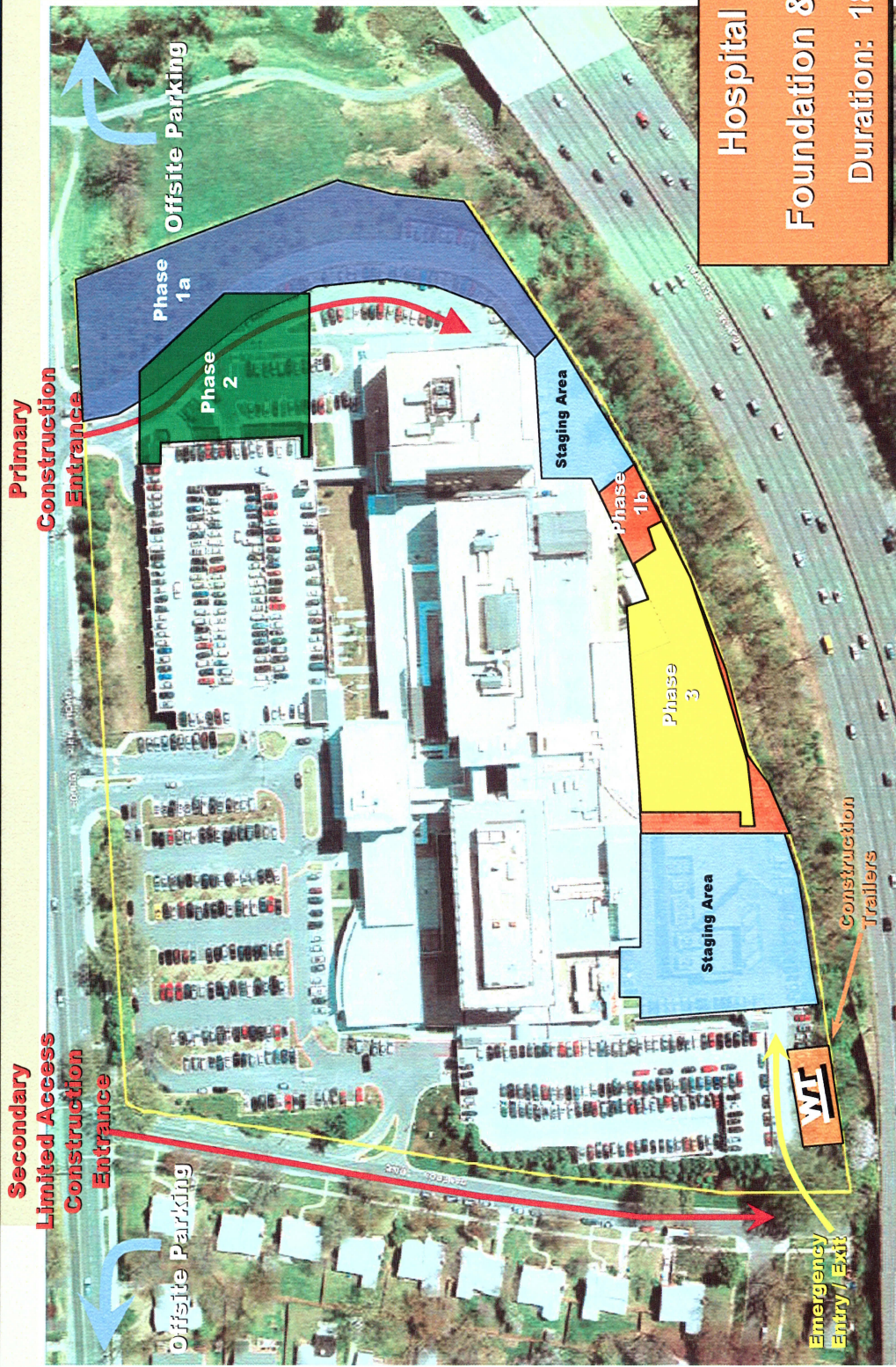
PHASE 2



Parking Garage Expansion
Duration: 10-12 Months

Year 1												Year 2												Year 3												Year 4											
J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D

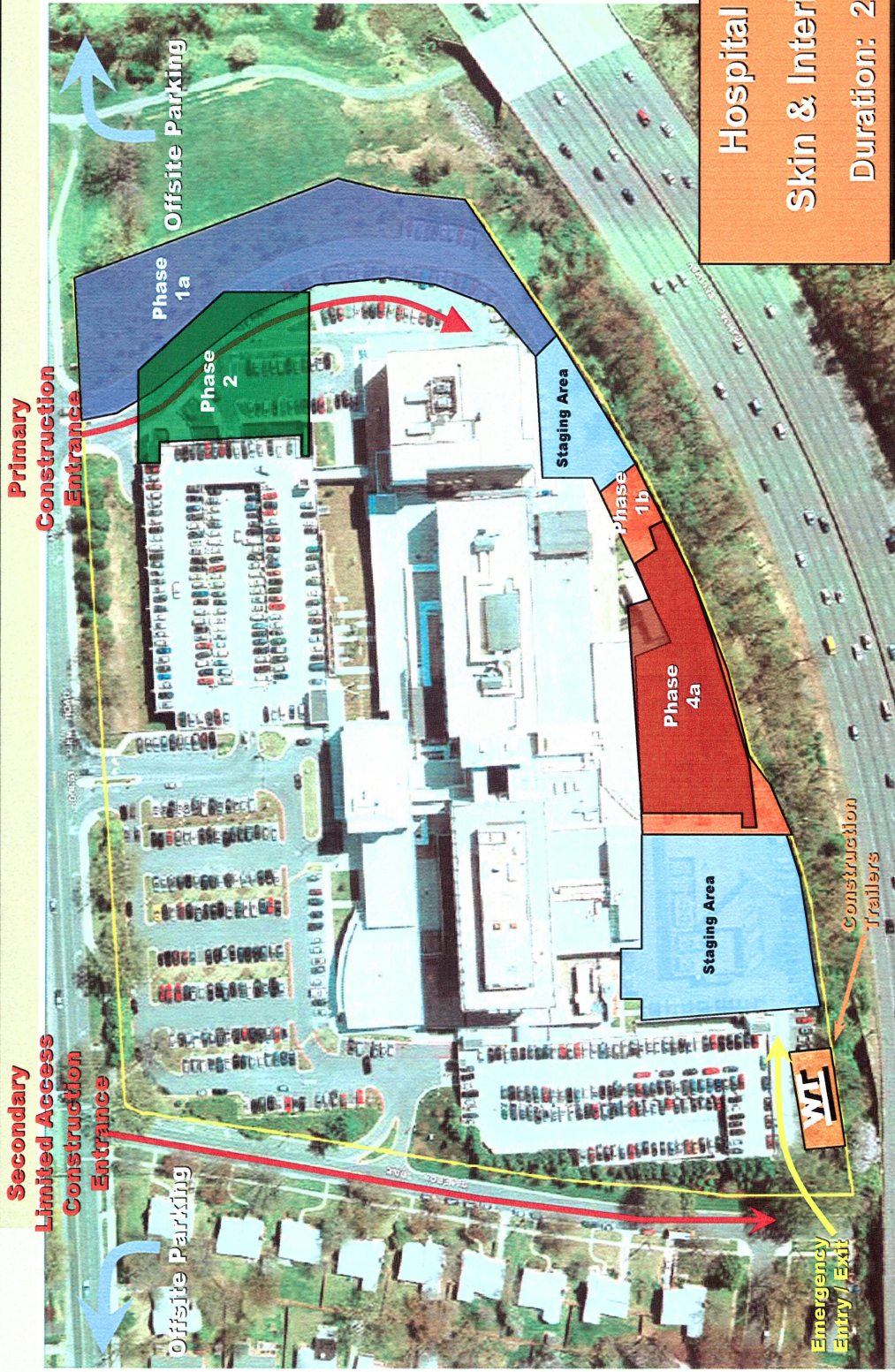
PHASE 3



Hospital Tower
Foundation & Structure
Duration: 18 Months

Year 1												Year 2												Year 3												Year 4											
J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D

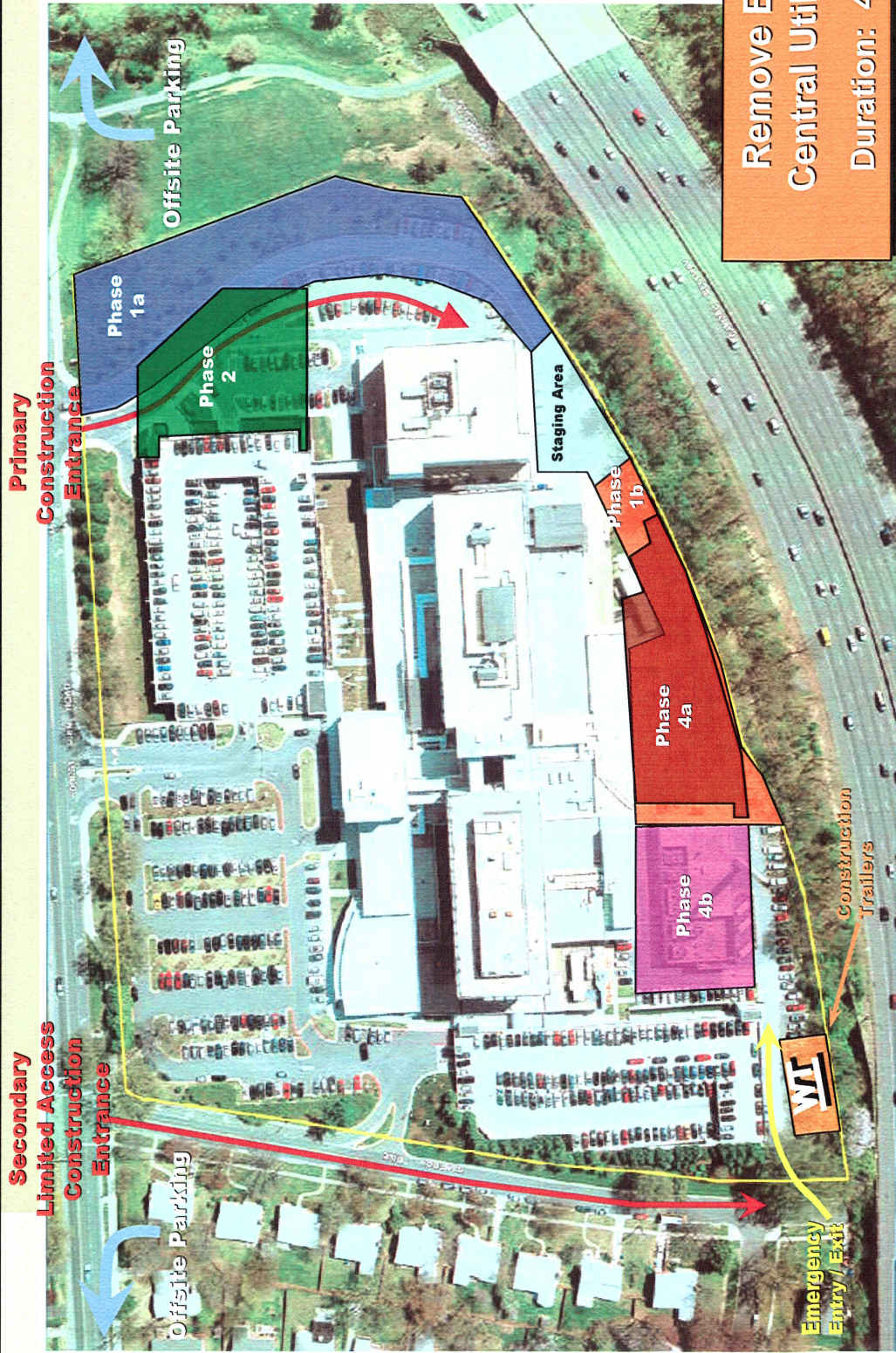
PHASE 4a



**Hospital Tower
Skin & Interior Fit-out
Duration: 20 Months**

Year 1												Year 2												Year 3												Year 4											
J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D

PHASE 4b



**Remove Existing
Central Utility Plant
Duration: 4 Months**

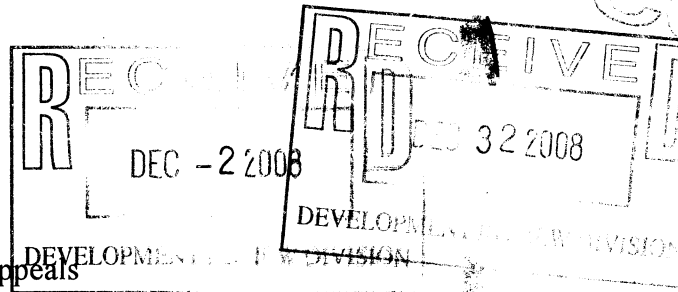
Year 1												Year 2												Year 3												Year 4											
J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D



COPY

Nov. 26, 2008

Allison I. Fultz, Chair
Montgomery County Board of Appeals
100 Maryland Avenue, Room 217
Rockville, MD 20850



RE: Holy Cross Hospital
Variance and Special Exception requests

Dear Ms. Fultz,

Holy Cross Hospital has proposed a bold and comprehensive expansion plan for its current campus and beyond. As the neighbors adjacent to Holy Cross, our Citizens' Associations wish to express our general support of the Hospital's plans.

The anticipated opening of two additional off-site clinics is welcomed and appreciated for the services that they will provide for those in need. The proposal of a new hospital on the Germantown campus of Montgomery College is brilliant. This is a creative approach to combining entities that will make better use of resources, while also assisting in the training of health care professionals for the future. The Germantown location will also serve to reduce the number of patient trips to the Silver Spring facility. Approximately 28% of the Hospital's current patient load comes from the upper northwest areas of the County.

The Hospital's administration and its architectural consultant have worked closely with the neighboring associations as plans were being developed over the past year. We applaud them for listening to and addressing our concerns while trying to achieve their goal of private rooms for all patients. Placing the new patient bed tower at the rear of the campus satisfied all parties. However, we are disappointed that the new parking garage will be built directly on Forest Glen Road. The Hospital is assuring the neighbors that a berm and significant landscaping will make the front palatable, but it is understandable that the homeowners directly facing the Hospital are not enthusiastic about more construction directly across from their front doors. The community had hoped that parking could be accommodated to the east, using a portion of the easement overlooking Sligo Creek Parkway. However, that option was problematic according to Park and Planning.

As with any further development in an already impacted area, additional concerns are inevitable. In this case, the community is also concerned about the persistent traffic (not all due to the Hospital, of course) on Forest Glen Road and through the neighborhoods, and we hope HCH will continue to work with the community on traffic mitigation which will be needed even more after the expansion. Another concern relates to the need for more on campus parking at the Hospital in order to avoid the spill over of visitor parking into the neighborhoods. It is hoped that the project's plan for additional parking spaces will be sufficient to meet the Hospital's current and future needs.

copy

A final point to consider is the overall disruption caused by construction, which most immediately affects the Hospital itself, but is not insignificant to the neighbors facing the facility. The constant vehicular activity (especially trucks) creates considerable disruption as well as noise and dirt. It is anticipated that the Hospital's representatives will strictly enforce the hours of operation with their contractors as well as require them to use the main roads for access and egress, not side streets, as short cuts to avoid lights and traffic.

It bears repeating that the neighbors generally support the Hospital's proposed plans for its current expansion. An all private bed facility is imperative in this day and age. However, it is hoped that, once this work is completed, it will be acknowledged by all parties that the current Silver Spring campus will have reached its capacity. Thus, the approval of the Hospital's Germantown location is vital to the overall success of Holy Cross Health Care Services in Montgomery County.

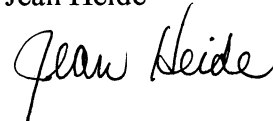
Respectfully submitted,

Margot Cook



President
Forest Grove Citizens' Association
1603 Myrtle Rd, Silver Spring, MD
20902

Jean Heide



Vice President
Northmont Citizens' Association
9702 Saxony Rd, Silver Spring, MD
20910

Copies:

Kevin J. Sexton
President & CEO
Holy Cross Hospital
1500 Forest Glen Road
Silver Spring, MD 20910

Hearing Examiner
Office of Zoning and Administrative Hearings
Montgomery County, Maryland
100 Maryland Avenue, Room 200
Rockville, MD 20850

✓ Carlton Gilbert
Development Review Division
Maryland-National Capital Park & Planning Commission
8787 Georgia Avenue
Silver Spring, MD 20910

**Cheryl A. Gustitus
1515 Forest Glen Road
Silver Spring, MD 20910**

August 28, 2008

Mr. Shahriar Etemadi
Transportation Supervisor
Maryland-National Capital Park & Planning Commission
Countywide Planning Division
8787 Georgia Avenue
Silver Spring, MD 20910-3760

Dear Mr. Etemadi:

I am sending this letter in advance of tonight's meeting with Park & Planning so that you are generally aware of some of our neighborhoods' concerns regarding Holy Cross Hospital's upcoming expansion project. I thought this would aid our group discussion. In the spirit of honesty and transparency, please note that this letter expresses my personal concerns and those of some of my closest neighbors but may not be consistent with the views of all neighbors affected by Holy Cross Hospital's expansion plans.

We have seen the public announcements and the posturing that would lead one to believe that Holy Cross' neighbors are supportive of the hospital's expansion. This is pretty misleading since just about all of us in the Forest Glen, Forest Grove and Northmont neighborhoods would prefer that the hospital not expand its residential Forest Glen campus at all. We firmly believe that the growth of the hospital is already at a level that is negatively impacting our quality of life, the look and feel of our neighborhood and our home values.

As you know, an "outreach" program with the surrounding neighborhoods began several months ago for the purpose of soliciting our support of this project. Unfortunately, the Hospital's conversation with neighbors did not start with "Can we expand without further impacting our neighbors?" Or, "At what point is this hospital already too big for its residential campus?" Instead, it started with, "We've decided to expand, now help us determine what you can tolerate?" Questions raised from the floor by various residents about whether the hospital should expand at all were quickly dismissed by Mr. Sexton and the conversation redirected.

So here we are, as long time homeowners, neighbors and taxpayers, faced with trying to make the best of what we strongly think should not be allowed to happen at all.

That said, based on changing demographics and increasing demands on healthcare, most of us have expressed some understanding of Holy Cross' need to convert to an all private room facility by building a 100-bed tower. To be fair, all neighbors appreciated the administration's willingness to accept input and locate this tower in the rear of the existing hospital. However, this change does not increase the patient capacity at the hospital, so why is it necessary for Holy Cross to invite/encourage more traffic through our streets by building out their parking garage to accommodate more than 300 vehicles?

The parking garage proposal – not the healthcare need – is what brings us to you, the team with the difficult job of striking a balance between our County’s development needs and County homeowners’ quality of life and safety and transportation needs. I have outlined below major concerns that have been expressed:

Traffic and Parking

Holy Cross Hospital’s desire to add over 300 parking spaces is inconsistent with its stated “improved healthcare” needs and with the residential location of the hospital. Holy Cross has publicly stated its need to convert to an all private room facility for healthcare reasons, but it is not increasing patient capacity at this time. Although parking at the hospital can be a challenge, it is being managed today with the existing structures.

Parking needs at the hospital are inconsistent. Weekday peak hours are busy and most (not all) lots are full, but there is an over abundance of space available during the evenings and weekends. Again, we question why the look & feel and the transportation & safety needs our neighborhood should be so permanently impacted to accommodate such an inconsistent need of the hospital.

The hospital’s 2003-2005 expansion resulted in increased traffic through a highly populated residential area, caused numerous “trickle effect” traffic flow problems and has put the safety of residents and pedestrians in jeopardy. This, after independent traffic consultants concluded that there would be little impact on the surrounding neighborhoods. Forgive me for my cynicism, but no independent study or mathematical model can defy the logic – if Holy Cross is allowed to build its Forest Glen parking garage extension to accommodate hundreds more vehicles, those vehicles will be driving to the hospital through our neighborhood.

As outgrowths of the previous changes at the hospital:

- the flow (or lack thereof) into the paid parking lot from the main entrance is seriously backing morning rush hour traffic onto Forest Glen Road, making it difficult and dangerous for residents to back out of their driveways.

- the right hand eastbound turning lane into the hospital’s main entrance has increasingly become a through lane for some speeding motorists and a passing lane for some impatient motorists.

- parking on neighborhood streets has increased.

According to hospital administration, only 86 of the more than 2100 hospital employees working at the Forest Glen campus use public transportation to come to work. That’s only 4%! We believe that the Hospital can alleviate some of its own parking problems by implementing more effective incentive programs for employees to use public transportation. When this was raised at our last traffic committee meeting with the hospital, HCH administration dismissed the idea with the statement that “people don’t like to be told how they should get to work”.

The Hospital's architect reported that they will likely build the parking garage extension first. Again, the hospital's administration has led everyone to believe this expansion project is so necessary due to changing healthcare trends. If that's the case, the patient tower, not the parking garage should be their priority. Again, what the hospital administration says to the community members and what it ultimately does are often inconsistent.

I think I speak for all of my neighbors when I say that we are all **very** concerned that the proposed expansion of the hospital, combined with the MCRA's proposed change and expansion of Sligo Creek Golf Course will have a disastrous impact on our neighbors, our quality of life, our safety and our home values. In the context of ultimate impact, these two proposals cannot be reviewed separately, but rather must be analyzed in their totality.

Neighborhood Look & Feel

Although most neighbors understand that the hospital is a business and a service provider to Montgomery and surrounding counties, for better or worse Holy Cross Hospital was built within the confines of a residential neighborhood. Therefore, just like each of us as homeowners, the Hospital has a responsibility to respect the quality of life of its neighbors. All the landscaping berms in the world will not change the fact that the construction of a 4-level cement parking garage will further encroachment upon and significantly alter the "forest-like" look and feel of the Forest Glen/Forest Grove neighborhood.

Hospital administration has said "we think the proposed berm will eliminate any ill effect of the parking facility". I invite any member of the hospital administration to stand on my front porch, in my driveway or in my living room to see what neighbors along Forest Glen Road actually see every day and what we will see if this 4-level cement structure is allowed to be built. If administration did this, they wouldn't be saying that the berm will take care of the sight infringements.

Again, considering that the MCRA may be successful in implementing some or all of its proposed golf course changes, the proposal to extend the Forest Glen parking structure will have a significant and permanent impact on how our neighbor looks and how it feels to live here.

Operating Considerations

Some of us who will bear the brunt of the construction project and experience the greatest impact of the expansion if it is allowed to move ahead as proposed ask for the following operating considerations:

That construction work not begin before 7:00am on weekdays and 9:00am on weekends at all times, even if construction timelines fall behind schedule. We experienced horrendous problems and endured incredible inconveniences during the last construction project (letter attached).

That the construction entrance for both the patient tower project and the parking garage be located in the southwest corner of Dameron, using the roadway behind the hospital to access construction sites in order to lessen the traffic on the already busy Forest Glen Road and alleviate the disruption to "front line" homeowners.

Finally, that the location of a new or extended parking structure be considered at the southwest corner of Dameron. This site would have the least amount of impact on homeowners because Holy Cross Hospital actually owns every house on that part of the street. It would alleviate a fair amount of traffic that already passes up and down Forest Glen in front of the Hospital's main and emergency room entrances. And, it would serve the Hospital's needs/desires to increase parking capacity for patients and visitors to the Hospital and to its heavily used education center.

Speaking on behalf of all neighbors and County residents affected by Holy Cross Hospital's plans, I extend our sincere thanks for taking the time to meet with us tonight and for taking our concerns, our safety and our quality of life into consideration.

Sincerely,

A handwritten signature in cursive script, appearing to read "Cheryl Gustitus", followed by a horizontal line.

Cheryl A. Gustitus

Cc: Khalid Afzal
David Paine
Susan Prehn
Mica & Sandy Hider
Steve Ryan
Chris Ryan

HOLY CROSS HOSPITAL

Community Liaison Committee Meeting

Wednesday, February 11, 2009

7:00 p.m.

Professional & Community Education Center, Auditorium B

Agenda

- | | | |
|------|---|--|
| I. | Welcome | Eileen Cahill |
| II. | Introductions | All |
| III. | Update on Holy Cross Hospital | Kevin J. Sexton |
| | <ul style="list-style-type: none">• Seniors Emergency Department• Proposed Germantown Hospital | |
| IV. | Update on Silver Spring Expansion Plans | |
| | <ul style="list-style-type: none">• Overview• Design Modifications• Construction Phasing• Transportation Management Plan | Eileen Cahill
Phil Tobey
Phil Tobey
Roy Gilmore |
| V. | Open Forum | All |
| VI. | Adjournment | |

Community Liaison Committee mtg
2-11-09

Attendees

① Eileen Cahill
Holy Cross Hospital
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