



**THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION**  
Planning Department, Montgomery County, Maryland  
8787 Georgia Avenue Silver Spring, Maryland 20910

MCPB Date: 10/20/2016  
Agenda Item # 3

**MEMORANDUM**

DATE: October 13, 2016

TO: Montgomery County Planning Board

VIA: Gwen Wright, Director, Montgomery County Planning Department *GW*  
Rose Krasnow, Deputy Director, Montgomery County Planning Department *RK*

FROM: Karen Warnick, Division Chief, Management Services *KW*  
Anjali Sood, Budget Manager, Management Services *Anjali*

SUBJECT: Planning Department FY18 Operating Budget Planning Discussion

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**Staff Recommendation**

Approval to prepare the FY18 Planning Department's operating budget at the Base Budget plus Essential Needs/New Initiatives level.

**Background**

At its September 15 meeting, the Planning Board received a presentation from the Commission's Department of Human Resources and Management (DHRM) on the FY18 budget process including key trends and the budget outlook, strategy, and timeline.

DHRM reported that the assessable base for Montgomery County grew by 13% from FY13-FY17, gradually reversing the declining trends that were encountered in FY11-FY13. The Montgomery County Office of Management and Budget estimates that the assessable base will grow by 5% in FY18.

The Planning Board provided general guidance for developing the FY18 Budget with the recognition that the Planning Department has both mandated requirements and essential needs/new initiatives to meet our expanding and evolving work program. The Board asked that we include any critical essential needs/new initiatives in our budget request, while being cognizant of the County's fiscal challenges and the likely impact that these challenges will have on our eventual budget.

**Budget Preparation**

To prepare for the October 8<sup>th</sup> Planning Board meeting, Planning staff worked diligently over the past several months identifying new master plans and projects to be started in FY18 and elements of our current work program that are inadequately funded. We looked at emerging trends to determine the needs of the future.

## **Master Plans**

In terms of master plans, our recommended FY18 work program follows closely with the work program that was approved for FY17. Several of the plans that we are working on in this fiscal year will carry over into FY18 – these include:

- White Flint 2 - Council review/action and SMA
- Rock Spring - Council review/action and SMA
- MARC Rail Communities Plan - Council review/action and SMA
- Grosvenor Metro Area Minor Master Plan Amendment - Council review/action and SMA
- Bikeways Plan Update – Planning Board and Council review/action
- Highways Master Plan/Technical Corrections & Updates – Planning Board & Council review/action
- Veirs Mill Road Corridor Plan (Wheaton to Rockville) – Planning Board and Council review/action
- Gaithersburg East – Planning Board and Council review/action

We also continue to propose a number of master plans for FY18 that were contemplated in last year's budget discussion – these include:

- Montgomery Hills and Forest Glen – Planning Staff initiation & Planning Board review
- Aspen Hill and Vicinity – Planning Staff initiation and Planning Board review

New master plans that are being proposed for the first time in this budget discussion include:

- Germantown Plan for Town Sector Zone
- Assessment and research for future initiation of a General Plan Update

Detailed information on these new efforts is included later in this memorandum.

A draft of the FY18 Proposed Master Plan and Major Projects Schedule is included as Attachment #1.

## **Major Projects**

Our recommended FY18 work program carries forward a number of projects that are being initiated in the current fiscal year and that will continue into FY18. These include:

- Colocation of Public Facilities Study – Council briefing
- Evolving Retail Trends Study – Council briefing
- Placemaking Initiatives – Planning Board and Council briefing
- Study of Employment Trends – Planning Board and Council briefing
- Corridor Study for 355 – Planning Board and Council briefing
- Silver Spring Streetscape – Planning Board and Council briefing

New major projects that are being proposed for the first time in this budget discussion include:

- The Missing Middle - Design and Economics Study
- Roadway Functional Classification System
- Expanded Bicycle Level of Stress (LTS) Analysis
- Agri-Tourism Study

In addition, at the Council's direction, we will begin regular Master Plan Monitoring of all Master Plans. Detailed information on the additional new efforts is included later in this memorandum.



## **Base Budget**

### **Known Operating Commitments**

The preliminary known increases in the Planning Department for salaries, benefits, retirement, and other post-employment benefits (OPEB) were reviewed by DHRM at the September 15 meeting.

Information regarding the known operating commitments, mandated, contractual, and inflationary increases for the operations of the Planning Department are provided in the chart below.

CPI increase for contracts and supplies (2.0%)	\$77,000
Adjustments in Risk Management	\$31,500
Adjustments in Departmental Chargebacks to CAS	(\$58,000)
Debt Service for Internal Service Fund Capital Equipment	\$95,000
<b>Total of Major Known Operating Commitments</b>	<b>\$145,400</b>

#### **CPI Increase for Contracts and Supplies and Materials - \$77,000**

The Planning Department is requesting to increase the contracts and supplies budget by \$77,000 or 2.0% over the FY17 Adopted Budget to keep up with inflation.

#### **Adjustments in Expenses for Risk Management - \$31,500 and Departmental Chargebacks for CAS Services - (\$58,000)**

The increases in Risk Management are based on actual expenses on behalf of the Planning Department. The decrease in chargebacks for CAS services is due to the elimination of a large one-time expense in FY17 for a Commission-Wide IT purchase.

#### **Debt Service for Internal Service Fund Capital Equipment - \$95,000**

The Planning Department purchases equipment through the internal service fund (ISF) which finances equipment costing more than \$10,000 that has a life expectancy of greater than six years (the length of the financing term). For the Planning Department, ISF funding may cover computer and information technology system upgrades, large mechanical systems, and passenger vehicles when needed. The Planning Board approves these purchases by approving the debt service payment for the six years of financing.

For FY18, the Planning Department requests an ISF budget of \$500,000. The debt service payment on this funding for FY18-23 is \$95,000.

- \$450,000 (total cost is \$900,000 which will be split with the Department of Parks) for replacement of the IT backbone infrastructure needed to improve the foundation for communication with all systems including e-mail, Office 365, GIS and all other applications. The IT infrastructure backbone provides the foundation for all data transport within and external to the organization. Effectively, it is a digital superhighway providing a path for exchange of information. This backbone replacement consists of hardware, including routers and switches, and software, operating systems, layers of communication protocols, and security components. This backbone replacement includes the latest technology that will be used in the new Wheaton headquarters by all co-located County agencies and is our first step toward our migration of the IT infrastructure to the new headquarters.
- \$50,000 (total cost is \$100,000 which will be split with the Department of Parks) for a Gen9 database server with SSD drives. This server will replace an older GIS database server and

will greatly improve the performance, reliability and expandability of the centralized GIS database that serves both Montgomery Parks and Planning. This resource unifies inputs from many sources into a single source for information across disciplines and other information systems. Because the use of GIS has exploded internally and the web offerings have also increased, the demands on our centralized database have increased. This new server will greatly increase speed by enabling Oracle Database in memory.

#### Development Review Special Revenue Account - Chargebacks and Transfers Out

The Planning Department is proposing to increase the chargebacks from the Administration Fund to the Development Review Special Revenue Account (DR-SRA) by \$85,200 from \$3,041,500 to \$3,126,700 (a 2.8% increase) to cover the FY17 compensation increases. This increase for the FY17 compensation increases was not included in the FY17 budget due to the uncertainty of the requested compensation increases being approved.

The Department has traditionally requested a transfer from the Administration Fund into the Development Review (DR) Special Revenue Fund in recognition of the fact that revenues may not cover the costs of our review efforts. The fund performed well in FY12, FY13, FY15, and in FY16 primarily due to the fees collected for various large projects in CR zones. This performance built a significant fund balance. Due to this large balance and due to sufficient fees being collected in each of these fiscal years, the Council did not approve a transfer in FY14, FY15 and FY16. A \$500,000 transfer was approved for FY17. In the interest of being prudent and not overestimating revenue that may or may not come in during the remaining three quarters of FY17, we are requesting \$500,000 in FY18 to cover potential shortfalls.

#### Essential Needs/New Initiatives

The Director and Deputy Director reviewed each division's potential new initiatives and narrowed them down to those which addressed the top priorities of the Department. Many of these initiatives are in direct support of the proposed work program, including new master and sector plans, and are essential to complete the work program. The cost of these new initiatives is \$860,000. This is \$73,000 more than the funds included for new initiatives in the FY17 Adopted Budget.

Many of the new plans and projects proposed for FY18 will require the use of consultant contracts – most of which will utilize existing on-call contracts, the continuation of contracts already in place, or contracts for studies similar to ones already completed such that we only need to modify the scope work for the RFP.

New projects are being recommended for FY18 that require consulting dollars include:

1. Assessment/research for a future General Plan Update (\$75,000)
2. The Missing Middle – Design and Economics Study (\$50,000)
3. New Roadway Functional Classification System (\$100,000)
4. Expand Bicycle Level of Stress (LTS) Analysis (\$35,000)
5. Agri-Tourism Study (\$50,000)
6. University of Maryland's National Center for Smart Growth assistance for the assessment and research for a future General Plan Update (\$200,000); Bikeways Plan Update/Monitoring (\$70,000), and Makeover Montgomery 4 Conference (\$30,000) (\$300,000 total)
7. M-NCPPC 90<sup>th</sup> Anniversary Celebration (\$10,000)
8. Gaithersburg East Master Plan Transportation and Design Studies (\$40,000)
9. Traffic Generation from Mixed-Use Development Projects Study (\$75,000)
10. Biennial Transportation Monitoring (\$25,000)
11. Bicycle Planning Transportation Analysis (\$50,000) (every two years)
12. Placemaking Initiatives (\$50,000) (on-going)

## **Summary**

The chart below outlines the increases for known operating commitments and gives a snapshot of the base budget proposed essential needs/new initiatives. The chart is followed by specific descriptions for each new plan and new initiative.



**MONTGOMERY COUNTY PLANNING DEPARTMENT  
PRELIMINARY FY18 OPERATING BUDGET REQUEST**

		<b>% Change</b>
	<b>FY17 Adopted Budget</b>	<b>\$20,205,706</b>
<b>FY18 BASE BUDGET CHANGES</b>		
	Salaries & Benefits	(\$23,000)
	Major known commitment – CPI Increase	\$77,000
	Major known commitment – Risk Management	\$31,200
	Debt Service for Internal Service Fund Capital Equipment	\$95,000
	Chargebacks for CAS Services	(\$58,000)
	Increase in Chargebacks to Development Review Special Revenue Fund	(\$85,200)
	<b>Subtotal - Base Budget Changes</b>	<b><u>\$37,000</u>      <u>0.2%</u></b>
<b>Less: FY17 One-time Expenses</b>		<b><u>(\$787,000)</u>      <u>(3.9%)</u></b>
<b>Add: Proposed One-time Initiatives</b>		
	Assessment/research for a future General Plan Update	\$75,000
	The Missing Middle – Design and Economics Study	\$50,000
	New Roadway Functional Classification System	\$100,000
	Expanded Bicycle Level of Traffic Stress (LTS) Analysis	\$35,000
	Agri-Tourism Study	\$50,000
	University of Maryland partnership for assistance for the assessment/research for a future General Plan Update, Bikeways Plan Update/Monitoring, and Makeover Montgomery 4	\$300,000
	M-NCPPC 90 <sup>th</sup> Anniversary Celebration	\$10,000
	Transportation and Design Studies - Gaithersburg East Master Plan	\$40,000
	Traffic Generation from Mixed-Use Development Projects Study	\$75,000
	Tools and Analyses for Increased Biennial Transportation Monitoring	\$25,000
	Transportation Analysis Supporting Bicycling Planning (every 2 years)	\$50,000
	<b>Subtotal – Proposed One-Time Changes</b>	<b><u>\$810,000</u>      <u>4.0%</u></b>
<b>Add: Proposed On-going Changes</b>		
	Placemaking Initiatives	\$50,000
	<b>Subtotal – Proposed On-going Changes</b>	<b><u>\$50,000</u>      <u>0.2%</u></b>
	<b>Net Change from FY17 Adopted to FY18 Proposed Budget</b>	<b><u>\$110,000</u>      <u>0.5%</u></b>
	<b>* FY18 Proposed Budget Plus Essential Needs/New Initiatives</b>	<b><u>\$20,315,700</u>      <u>0.5%</u></b>

**Note:**

\*Total includes the \$500K transfer to the Development Review Special Revenue Fund. Total does not include compensation marker, OPEB PayGo and OPEB prefunding as they are budgeted in the Administration Fund's non-departmental account.

## **New Plans to Begin in FY18**

- **Germantown Plan for Town Sector Zone**

The County's new Zoning Code retained the Town Sector Zone for those areas where it had applied under the previous ordinance. The new Code clearly indicated, however, that it could not be requested under a local map amendment or applied by Sectional Map Amendment going forward, suggesting that the Town Sector Zone no longer had a role to play in implementing county land use plans. In addition, the previous Zoning Ordinance foreclosed requests for reclassification from the Town Sector Zone for 50 years following the zone's establishment. In Germantown, the Town Sector Zone is in place in Churchill Village, north and west of Germantown's Town Center, and the 50-year limitation ends in 2018. The MARC Rail Stations Plan, now underway, includes a small amount of land in the Town Sector Zone, and that plan will reclassify those areas to appropriate zones found in the new code. A review of the Churchill Town Sector Zone—similar to that done in Montgomery Village—is appropriate in advance of the 50-year deadline in calendar 2018. The review would determine appropriate residential, commercial or mixed-use zones for this portion of Germantown.

- **Assessment and Research for a Future General Plan Assessment**

The Montgomery County General Plan, the guiding land use policy for the county, was last updated in December 1993. The 1993 refinement created a 21st century vision for the county updating the Goals and Objectives of the 1964 General Plan by incorporating the visions of the Maryland Planning Act of 1992. The Wedges and Corridors concept first envisioned in 1964 continues to guide land use planning and development activity in the County.

The last twenty-five years have seen revolutionary changes in how residents work, live and play. Modes of travel and commutes are changing as technology and workplace practices evolve. Transportation options that used to include a choice between driving or taking transit, now include ride-sharing alternatives like Uber and telecommuting. Residents and employees are more mobile, changing where and how residents work and live. Instead of being tied to their desk, people are now tied to their smartphone. As the county becomes more diverse ethnically and economically, demographic patterns are shifting. Household structures are changing as people get married later and live longer. Development patterns are also changing including the evolution of office parks to mixed use communities with residential and commercial development. There is also a renewed focus on ensuring that our existing communities continue to meet the needs of all residents.

To assess our strengths and challenges, the Department proposes to undertake research in preparation for a future General Plan update (to be formally initiated after FY18.) This FY18 project will include a comprehensive review of the 1993 General Plan Refinement including: 1. identifying key demographic changes occurring in the community; 2. looking at land use issues arising from a changing economic landscape; 3. evaluating housing opportunities and challenges; and 4. analyzing funding constraints and opportunities for community facilities and infrastructure. How is Montgomery County positioned to meet the future? This assessment is an opportunity to identify key questions and policies that may require refinement through an update to the General Plan.

Timeline: Twelve to 18-month process to be accomplished with in-house resources plus support through the University of Maryland National Center for Smart Growth partnership. There are several key research studies (see description below) which would be undertaken by the Research and Special Projects Division as a part of this assessment effort. This assessment will also require the assistance



and coordination of the Department of Parks as they begin updating the PROS Plan and County agencies.

Research Studies related to assessment for a future General Plan update (total \$75,000):

- County Wide Residential Market Study  
The goal of this study would be to build on the Rental Market Housing Study work to more broadly understand trends in the development of different housing product types (beyond just rental housing) and components of demand. One concern that has emerged is a question about how many mixed use town centers can the County support? While the Planning Department's FY17 retail study will help answer the retail demand component of this question, this study will help provide insights into the residential component and the demand for new housing units and product types typically found in mixed-use centers.
- State of Montgomery County Housing and Neighborhoods  
The goal of this study would be to do a comparative analysis of countywide and subarea trends on demographic, housing, and economic indicators, primarily using American Community Survey data. This study would increase understanding of the characteristics of and trends across sub areas. It would help inform policy decisions about needs for investment across different parts of the County.
- Economic Development Indicators  
Provide data to prepare a series of presentations on the "State of the Montgomery County Economy."

### **Essential Needs/New Initiatives**

There are a number of new initiatives that are being proposed which focus on ways to both reimagine and reinvigorate our master planning activities, as well as ways to address significant planning issues and concerns that face Montgomery County.

- The Missing Middle – Design and Economics Study (\$50,000)

This study would look at the barriers to developing "the missing middle" and policy solutions. Multi-unit, clustered infill housing has been recognized as a potential solution to providing housing at a density that balances urban and suburban needs. It is compatible in scale with surrounding single-family neighborhoods, provides housing options along a spectrum of affordability, and meets the growing demand for an increasingly diverse population, such as downsizing seniors, young families, and newcomers to the region. "Missing middle" housing, in essence, provides a solution to the mismatch between available housing stock and shifting demographics. Developing these projects, however, may be challenging due to a variety of factors, such as market and economic challenges, lack of financing, unfavorable neighborhood perceptions and regulatory barriers. This study would provide an in-depth analysis of the challenges and identify potential ways Montgomery County could address them through policy changes or incentives.

- Roadway Functional Classification System (\$100,000)

This study would make recommendations for a new roadway functional classification system. The existing functional classification system is largely defined by how traffic uses a road in urban, suburban and rural contexts. It is important to preserve these existing classifications for the time being (they are tied to funding sources), but progressive communities are adding a second classification system that considers how people, not just traffic, use a road.



- Expanded Bicycle Level of Traffic Stress (LTS) Analysis (\$35,000)

The project will integrate multiple existing sources of data to create a digital multi-modal network for detailed spatial analysis. Knowledge and information will be leveraged from previous work conducted by the Functional Planning & Policy Division to create a detailed bicycle network currently being used to develop the Countywide Bicycle Master Plan update. The project will expand the bicycle network to include pedestrian, transit, and vehicular modes of travel. The project will also leverage existing software licenses owned and managed by the Information Technology and Innovation Division. This software would be a much higher resolution than our modeling networks and be more geared towards analyzing current conditions. The completion of the network will allow staff to perform rich analytics including comparing differences in accessibility between the modes of travel. This will allow staff to monitor the progress of various master plans and more clearly identify gaps in the County's transportation services and pedestrian/bike infrastructure.

- Agri-Tourism Study (\$50,000)

Increased interest in agri-tourism has raised concern and discussion within agricultural/political community over the farming industry and how to maintain its economic viability that matches our county's achievements in agricultural land preservation. The 1980 Preservation of Agriculture & Rural Open Space Functional Master Plan laid the foundation for the preservation of farming and agricultural lands, creating the Residential Density Transfer (RDT) zone and a Transferable Density Rights (TDR) Program. This plan created a solid platform to protect the land and preserve it so that open space and agricultural lands would be preserved for future generations. However, this plan is now 36 years old and generally did not recognize the importance of agricultural economic development to Agricultural preservation.

The agricultural/political community has been trying to address recent issues including agri-tourism, breweries, micro-distilleries, culinary tourism, and the farm-to-table movement through a series of discussions and proposed ZTAs as each separate issue arises. Treating each issue separately could lead to planning and zoning conflicts that could damage the good work and preservation achieved to date. Additionally, it does not provide the County Council with a comprehensive view of the issues. Other jurisdictions across the United States have been dealing with similar issues and have adopted legislation in various formats to help unify and clarify the ever growing agri-tourism industry. The agri-tourism industry shift is not an isolated occurrence and is a real issue communities will need to face. The Planning Department is looking to study land use and zoning strategies that would address the entire agri-tourism debate. This study would involve working closely and cooperatively with Executive Branch agencies to develop a comprehensive, countywide approach to this issue.

- Continue the University of Maryland's National Center for Smart Growth Contract (\$300,000)

In 2008, the Planning Department initiated a partnership with the University of Maryland that was designed to be a win-win for both parties. Through a contract with the University's National Center for Smart Growth, the Planning Department was able to hire a number of planning students or recent graduates to help us on a variety of projects as assigned. We believe that a continued partnership with the University is in everyone's interest.

In FY17, these contractual staff are helping with the Bikeways Plan Update, Master Plan Reality Check, and Studies of Employment Trends: Emerging Industries; Future Job Types; Future Workplaces; Design and Planning Implications.

In order to ensure that this partnership will continue moving forward, we are requesting \$300,000 which will cover the costs of three contractual staff from the University of Maryland.

In FY18, the 3 proposed initiatives using the National Center for Smart Growth contract are:

1. Research for a future General Plan update (\$200,000) - The work provided by the National Center for Smart Growth is critical to the success of this assessment.
2. Continued work on the Bikeways Plan Update (\$70,000) – Significant work and community outreach has been completed on the Bikeways Master Plan during FY16 and FY17, but more work is needed in FY18 to complete the project.
3. Makeover Montgomery 4 (\$30,000) – The National Center for Smart Growth partners with the Planning Department to offer the successful Makeover Montgomery conferences every other year. The next one is scheduled for May 2018.

- M-NCPPC 90<sup>th</sup> Anniversary Celebration (\$10,000)

The Maryland-National Capital Park and Planning Commission was established by the Maryland General Assembly in 1927. Today, the Commission is an award-winning, nationally recognized planning, parks and recreation agency. In January 2017, the Commission will begin a year-long 90th anniversary celebration. This funding request is for programs and events during FY18 to promote and celebrate our long tenure of service to the community.

- Gaithersburg East Master Plan Design Studies (\$40,000)

Feasibility studies and/or economic analyses for Gaithersburg East will be identified after we do the project work scope to address the impacts of whatever option the County selects for the implementation of M-83 (Mid-County Highway) with regard to land uses, transportation and design.

- Traffic Generation from Mixed-Use Development (MXD) Projects Study (\$75,000)

This goal of this study would be to develop a more accurate and robust method of estimating the traffic generation from mixed-use development projects. The latest MXD research shows that traffic studies overestimate impacts of mixed-use development by 35%. The new MXD+ 2.0 analysis tool corrects those errors. This study would apply the MXD+ tool to five or six different sector plan areas as a first step to potential adaptation and validation of the tool countywide.

- Biennial Transportation Monitoring (\$25,000)

These funds would support the need to update traffic counts used in support of biennial master plan monitoring efforts in the White Flint, Great Seneca Science Center and Shady Grove. As these areas develop, the complexity of and need for traffic monitoring increases. These additional funds will support the required monitoring of these master plan areas.

- Bicycle Planning Transportation Analysis (\$50,000) (every two years)

These funds will provide support for small studies, data collection and development review assistance for bikeway planning and implementation of the Bicycle Master Plan.



- Placemaking Initiatives (\$50,000) (on-going)

The Planning Department began its Placemaking Program in late FY15 at the request of the County Council. We have had a number of successful pilot programs conducted in Silver Spring to date. Silver Spring Placemaking was a series of workshops intended to focus on ideas for vibrant spaces in Downtown Silver Spring and included community residents and other stakeholders in multiple brainstorming sessions. The purpose was to encourage the broader community to participate in a creative visioning process to propose civic enhancements within the central business district. Amenity fund money has now been received through development proposals to facilitate a number of the ideas. The Department is proposing to build on this past success in FY18 by requesting on-going funding to continue the process and provide for implementation strategies and consulting services to support the Silver Spring Placemaking Initiatives throughout Downtown Silver Spring.

### **Other Projects**

There are several additional efforts that the Planning Department hopes to initiate during FY18 but that will be accomplished using in-house staff and do not have direct budget implications – beyond utilizing staff capacity. These projects are being included for the Board's information:

- Regular Master Plan Monitoring of All Master Plans

The Planning Department has undertaken several monitoring initiatives. The department produces a Biennial Master Plan Monitoring Report for the White Flint, Great Seneca Science Corridor, and Shady Grove master plans. The purpose of the report is to fulfill the monitoring requirements set out in the master plans and provide the County Executive and County Council with advance guidance regarding the implementation of these plans for the five years following the report.

In FY17, the Planning Department undertook a project called the Master Plan Reality Check to assess the outcomes from a select set of master plans compared to the goals set in the plans. Based on the outcomes from the Master Plan Reality Check project to date, council staff has suggested that regular monitoring of all master plans be done to provide Council with more regular updates on progress in plan implementation.

Implementing a system to monitor all plans would require a significant dedication of staff time upfront to define baseline indicators and collect the initial set of data. One key finding so far from the Master Plan Reality Check is that there is very little consistency in how plan goals are defined and to what extent they are quantifiable because plans were completed by different staff at different times. While the Master Plan Reality Check did some initial thinking around a core set of indicators and the level of difficulty in obtaining data, we do not know if this target data is available in all plans. Staff would need to comprehensively review all 40+ existing plans to identify key plan goals and how they are measured. Ideally, we would establish a set of indicators that would be common across all plans, although this may be challenging given the variation we have seen so far in the plans researched as part of the Master Plan Reality Check. Following the establishment of the baseline, staff would need to collect data on the status of the key indicators in plan areas. In the long term, the goal would be to automate as much of this process as possible, but a significant amount of staff time would be required for the first pass and to set up automation data sources and processes. The outcome from this work would be a short report (primarily tabular data) on the status of each plan.



- Vulnerable Road Users

Study of how to make our roads safer for Vulnerable Road Users throughout the County. Road safety has been an issue throughout the country, the state, and in Montgomery County in particular. As more roads are being created and our population continues to grow, public safety on our roads becomes a greater issue. Those most vulnerable on the roads include pedestrians, bicyclists, motorcyclists, children, seniors and people with special needs. These people are more likely to be severely injured if they are involved in a crash.

The number of vulnerable road users is expected to increase substantially into the future for several reasons. Investments in multimodal infrastructure will continue to expand throughout the county as it remains a top priority. Elements such as Bike Share stations, the Purple Line and the BRT are all coming to fruition and will likely expand even more as the county continues to grow and densify. Expanded transit alone will significantly increase the number of pedestrians using roads in our neighborhoods and centers. With the implementation of the Bike Master Plan, expansive networks of bike tracks, bike lanes, bike trails and bike users will be created and linked throughout the county. The percentage of residents who use bikes as a primary mode of transportation each day will increase as will use of bikes by recreational users. As the county continues to densify and infill our centers, pedestrian and bicycle use will increase significantly as the primary mode of transportation in our centers and as we increase connections to our existing and enhanced neighborhoods. As the county population continues to age, the number of vulnerable road users, whether aged or people with special needs, will increase. Greater density at our centers will also require more innovatively designed schools in or near the centers built on unique sites. These sites will most likely promote greater pedestrian use by school children who are very vulnerable to fast moving cars.

This study and creation of Standards and/or Guidelines could be a multi-agency effort managed by the Planning Department and could include groups such as Planning, DOT, DPW, Fire Department and private traffic engineering and architectural representatives. Elements to specifically study could include:

- Identification of the Vulnerable Road Users.
- Identification of the safety issues within the rights of ways in our county.
- Methodologies for evaluating vulnerable road users.
- Methodology for identifying and evaluating the elements that most affect road safety at different transect locations within the county from rural to urban.
- Identifying the specific danger areas for vulnerable road users within the county today.
- Planning/urban design and engineering tools that have been tried for improving road user's safety.
- Short and long-term benefits of the improvements.
- Creation of a set of standards or guidelines to use throughout the county that relate to different urban to rural transect locations and can be tied into all future master plans or the general plan.

Ultimately, this study could lead to guidelines that would provide compromise and consensus among all the agencies and the private development community on how to best design our roads, neighborhoods and specifically the public realm so that all users will be safe, especially those most vulnerable.

- Healthy Communities

The cross-sector Healthy Montgomery Steering Committee (HMSC) informs, advises, and ensures implementation of the community health improvement process. The HMSC also serves as the local health improvement coalition for the Maryland Department of Health and Mental Hygiene's State Health



Improvement Process. The HMSC is composed of representatives from all of the hospitals, health care coalitions, healthcare researchers, representatives from MCPS, DHHS, MCRD, and County Councilman George Leventhal.

HMSC's number one priority is Health in All Policies (HiAP), a strategy that takes a more comprehensive approach to health by looking at social, environmental, and behavioral factors and focuses on creating healthy communities. HiAP involves an incorporation and articulation of the health impacts of policies, at all stages of the policy-making process in all sectors. It emphasizes cross sector relationships and the use of metrics to ensure accountability.

While all sectors are included in the HiAP process, Planning takes on a much more visible role. HiAP acknowledges the crucial role that the physical environment plays in creating an equitable, healthy community. As planners, we are involved with providing access to healthy food options and safe spaces for physical activity, as well as ensuring balanced land uses to minimize risk factors to communities. Recreational and travel-related physical activity is directly correlated with land use planning.

In order for the Planning Department to move forward with HiAP in Montgomery County, there are some low cost steps we could begin such as creating a comprehensive list of detailed and specific planning efforts related to health that we are already doing. From there, we can communicate these efforts clearly to all stakeholders – Healthy Montgomery, County Council, public, and developers, which also helps demonstrate the value that we add to the County. We can also tie our health efforts to metrics currently being measured. By looking at the metrics already being monitored, we may be able to refine our recommendations in master plans and extend them to regulatory plans.

There are also a number of opportunities we can take to work with other agencies and constituents to create healthier communities. For example, we can work with the Department of Parks and Department of Transportation to provide better access and visibility to key parks in the County. While they could do this on their own, the Planning Department is uniquely poised to identify opportunities to work between the public and private sectors to better target areas for improvements. Our expertise with the built environment combined with our understanding of the communities in the County make our contributions towards healthy communities invaluable.

Two tangible products to be created by the effort are:

1. A chapter outline to be included in all master plans that outlines the specific measures each master plan proposes that help create a healthier community.
2. A Health Impact Assessment to go with each regulatory plan that evaluates and provides a way to discuss what is provided of any significance by each plan to help frame the conversation.



Master Plan & Major Projects																			
2016				2017				2018				2019				2020			
J	A	S	O	J	A	S	O	J	A	S	O	J	A	S	O	J	A	S	O
FY17				FY18				FY19				FY20							
Westbard Sector Plan																			
Greater Lyttonsville Sector Plan																			
Subdivision Staging (Growth Policy)																			
Bethesda Downtown Sector Plan																			
White Flint II Sector Plan																			
MARC Rail Communities Plan																			
Rock Spring Sector Plan																			
Grosvenor Metro Area Minor Master Plan																			
Bikeways Plan Update																			
Highways Master Plan/Tech. Corrections and Updates																			
Veirs Mill Rd Corridor Plan (Wheaton to Rockville)																			
Gaithersburg East Master Plan																			
Montgomery Hills and Forest Glen Master Plan																			
Aspen Hill and Vicinity Plan																			
Germantown Plan for Town Sector Zone																			
Assessment and Research for Future General Plan Update																			
The Missing Middle Design and Economics Study																			
Roadway Functional Classification System																			
Expand Bicycle Level of Traffic Stress (LTS) Analysis																			
Agri-Tourism Study																			
Traffic Generation from Mixed Use Development Projects																			
Recreation Guidelines																			
Master Plan Reality Check																			
Colocation of Public Facilities Study																			
Rental Housing Study																			
Evolving Retail Trends Study																			
Placemaking Initiatives																			
Study of Employment Trends																			
Corridor Study for MD 355																			
Silver Spring Streetscape																			