

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 growth and change, and the enforcement of city codes which define the quality, character and maintenance of all properties, buildings and infrastructure.

VALUES

Every task, assignment and project undertaken by the department serves the needs of the public, and it is the goal of this department to serve the needs of the public with professionalism, integrity and courtesy.

Be fair, consistent and effective in taking enforcement actions. Utilize enforcement tools for the purpose of obtaining compliance and not as an ends unto itself.

Plan and serve 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.

DEPARTMENT OVERVIEW

Workload and staffing are the most significant and urgent issues for the department. This had been raised during last year's budget review, and the challenge of doing more with less has only grown more pronounced with time. Department staffing was reduced by one position in the current fiscal year (Assistant Director – Community Development) and is proposed to eliminate a second inspector position in the coming fiscal year. Last year it was recommended to increase the half-time animal control position to a full-time classified position. This request was deferred during discussion for FY 2012-2013, but it remains a budget request for this fiscal year.

There have been temporary vacancies in one of the administrative assistant staff positions, as well as a temporary vacancy in the animal control staff that lasted several months. With each of these vacancies and absences, duties needed to be reassigned so that the critical functions of the department were addressed. This provided an opportunity to evaluate what work is being done and how it is being done, which can help us identify priorities and how work gets done.

The department has prided itself on providing demand responsive public service. As the ability of the public to contact Council and staff at will through email has increased, there is a resulting expectation that response and service can and will be provided immediately. We have made every effort to be re-

sponsive to this demand, but this type of service comes with direct and indirect costs. If we do not maintain a staffing level which gives us the minimum number of staff hours to provide this type of service, then the expectation that Council and the public have for certain services will need to be adjusted.

GOALS

Improve and enhance public safety through use of city codes and regulations as necessary and appropriate to protect the public's health, safety and welfare.

Accomplishments

- Conducted approximately 3,000 property maintenance inspections, an average of twelve a day, which includes residential rental, non-commercial and complaint inspections. Complaint inspections receive the highest priority when assigning work load.
- Provided smoke detectors to over 35 residences. The smoke detector program ensures that inspected homes are never left with inoperable or missing fire and smoke detection devices.
- Assigned one inspector to handle complaints about snipe signs. Continued enforcement of handbills (anti-littering), noise complaints, burglar alarm licensing and false alarm reduction.
- Investigated eight complaints of hoarding.
- Obtained court order to raze an unsafe and dilapidated housing unit.
- Inspector Adams has continued monitoring vacant, foreclosed properties. It was necessary for the city to take action to secure one home where there had been a breaking and entering. A lien has been placed on that property to recover those costs. Otherwise, vacant properties are generally being maintained under Inspector Adams' supervision.
- For the first time in six years, Franklin Park addressed all deficiencies listed on its annual inspection report and was subsequently issued an annual occupancy license.
- Franklin Park has improved its response to the city's violation notices, with most notices being closed within 30 days. Complaints declined by 50% from the last fiscal year.

ISSUES

Conditions at Franklin Park continue to improve. For the first time since AIMCO initiated discussions to redevelop the property, the owners have addressed all violations noted on the annual inspection notice within the licensing year. This has allowed the department to issue the annual occupancy license. This is a significant accomplishment and further reflects ongoing improvements at the property.

The number of property maintenance complaints has declined each year since Fieldstone became the owner, but the last year resulted in the largest single year decline in complaints of 50%. In addition, most complaints are addressed within 14 days, and the management has been very responsive when staff has addressed specific complaints to them.

There was a major fire at Franklin Park, which resulted in the total loss of 1 ½ buildings and temporary displacement of residents in adjacent buildings. Franklin Park moved swiftly in assisting the residents in securing temporary housing.

Franklin Park has continued to implement property wide improvements, including opening a centralized, state of the art laundry facility. Several satellite laundry rooms are being planned at locations around the periphery of the property. This allows Franklin Park to close and secure the individual laundry rooms, which had been a major source of code violations, as well as criminal activity. In addition, Franklin Park has leased a portion of the former Giant Learning Center for a medical clinic, which will bring valuable community health services into Franklin Park. Both of these changes will benefit Franklin Park residents and reflect further investment in the property.



There are two vacant residential properties that are in a dilapidated and unsafe condition and the owners have failed to respond to notices and orders to repair the vacant properties. These properties not only are unsafe, but the condition of the properties causes blight to neighboring properties. Working with an associate of the City Solicitor, the city was granted an order to raze one of the two properties. The judge has directed the city to submit an engineer’s report on the condition of the second unit before ruling on the request for an order to raze.

One of the management objectives from last year was to increase the number of residential units inspected to 25% of total units per year has not been achieved for all properties. One reason it has been difficult to increase the number of units inspected is the shift of certain enforcement and administrative duties from the administrative staff to the inspection staff, such as issuance of violation notices and municipal infractions for noise and handbill violations. A vacancy in the administrative staff was recently filled which should allow for more inspection time.

There is a major problem with non-payment of fees and fines, as well as contractors ignoring requirements for building permits. One inspector is spending up to 50% of his time pursuing these delinquencies. For those properties and individuals unwilling to comply with code requirements, municipal infraction citations are issued, which require time for court adjudication.

Action Steps/Management Objectives

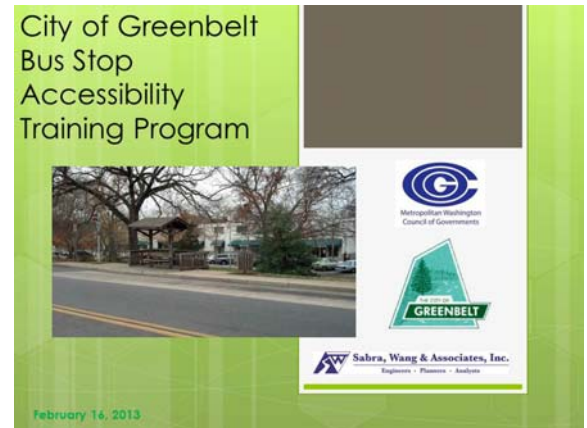
- Secure court intervention in addressing vacant, dangerous and dilapidated properties when owners have abandoned the property and neglect responsibility for maintenance.
- Utilize options to seek and obtain court judgments when necessary to achieve compliance with property maintenance requirements.
- Work with Fieldstone Properties to see improvement to property conditions at Franklin Park. Increase the number of apartments inspected as inspection time allows.

- Vigorously pursue businesses and property owners who are delinquent in obtaining required permits and licenses, and/or are delinquent in remitting required fees and fines.
- Require completion of annual property maintenance inspection at Franklin Park within a reasonable time frame.

Improve transportation opportunities.

Accomplishments

- Worked with the County and Washington Metropolitan Area Transit Authority to identify and implement bus route modifications which improve transit services in the City including quarterly follow-up meetings.
- Obtained City Council approval for a new bus shelter design.
- Worked with the Advisory Planning Board on a city-wide bicycle and pedestrian plan.
- Replaced three inoperative speed sentry units with two new units offering greater functionality as well as ability to manipulate unit operation from a desk top.
- Obtained Transit Land Use and Connections grant to complete a city-wide bus stop safety and accessibility study.
- Oversaw the completion of bus stop improvements at the Roosevelt Center bus stops.
- Participated in 2035 Maryland Transportation Plan public participation process.
- Worked with M-NCPPC Prince George's County Planning Department on a joint grant to undertake a feasibility study of developing a city-wide bike share program.
- Participated in the Prince George's County Bicycle and Trails Advisory Group.



Issues

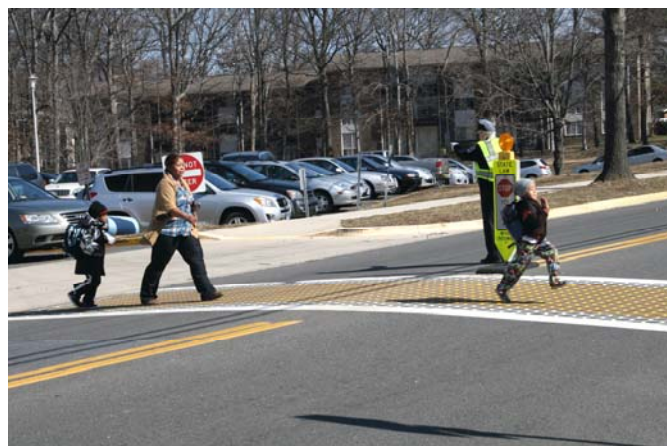
For the past year, the city's three Speed Sentry units have been out of service. The technology of the units is obsolete and the only option to return the existing units to operation is a complete rebuild of the units. The cost to gut and rebuild the existing units is equal to the cost to replace the units. The supplier has offered the city an option to replace two old units with two new units, at the cost to license operating software for two years.

Speed Sentrys are a valuable data collection and traffic calming tool. There are constant requests by the public to place the units in different neighborhoods. The Speed Sentrys are a popular and highly visible tool to be used in traffic control.

In the Department's work program is the management objective to complete a bus stop safety and accessibility study. This should be completed in the current fiscal year and forwarded to City Council in the next fiscal year. This work is being supported with a Transit Land Use and Connection grant program through MWCOG.

The city has applied for a Maryland Department of Transportation (MDOT) grant for a feasibility study for bike sharing. If the city does not receive the grant, it is clear that the city is interested in the possibility of bike share – particularly as neighboring College Park moves closer to implementation – and staff will continue to pursue grant opportunities. Staff has also been discussing potential partnerships in the county to move forward on cooperative bike sharing and bike infrastructure projects including, but not limited to, the Anacostia Trails Heritage Area (ATHA) and the City of College Park.

The Safe Routes to School funding for Springhill Lake Elementary School has been extended through 2013, as the State Highway Administration has not completed the design drawings. The available funding and timeline are tight but the city is ready to proceed with construction once the plans are completed. The improvements are meant to create a safer environment for the students, parents and staff who walk and/or bicycle to school.



As the South Core of Greenbelt Station moves closer to construction, various developer financial commitments will become available to the city. One priority is to construct a sidewalk along the west side of Cherrywood Lane and staff would propose to initiate this project as soon as the funding timing allows.

Management Objectives

- Implement recommendations from the pedestrian and bicycle master plan.
- Complete the bus stop safety and accessibility study.
- Initiate design and construction of a sidewalk on the west side of Cherrywood Lane to be funded by Greenbelt Station.
- Continue to work with County transit staff, Washington Metropolitan Area Transit Authority and Transit Riders United of Greenbelt to monitor bus service and make modifications as needed.
- Continue to work with M-NCPPC Prince George's County Planning Department on a joint feasibility study on a bike share program, if the grant is approved.
- Draft a city-wide Complete and Green Streets Policy.

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

Accomplishments

- Completed construction of the Cherrywood Lane roundabout.
- Worked with project architect, project mechanical engineer, contractor and Pepco to resolve power supply issues associated with the Greenbelt Theater renovation. Obtained product information and installation specifications for replacement of 35 mm projector with a digital projector.
- Managed the design of a new gateway sign on Southway.
- Managed the Safe Routes to School grant for improvements to Springhill Drive. Obtained grant extension to December 31, 2013.
- Investigated funding sources for Greenbelt Lake dredge project.
- Coordinated review of plans for the replacement of Pepco poles and lines.
- Submitted Program Open Space (POS) Annual Program.
- Submitted and received POS reimbursement for Greenbelt Aquatic and Fitness Center Phase I improvements and the Braden Tennis Court Rehabilitation project.
- Monitored the performance of the Rectangular Rapid Flash Beacon and oversaw repairs.
- Assisted in the design and construction of right-of-way improvements on Breezewood Drive associated with the new Greenbelt Middle School project.
- Applied for a Water Quality State Revolving Loan through the Maryland Water Quality Financing Administration for the Greenbelt Lake Dredging project and continued with engineering for dredge portion of the project.



Photo by Eric Zhang

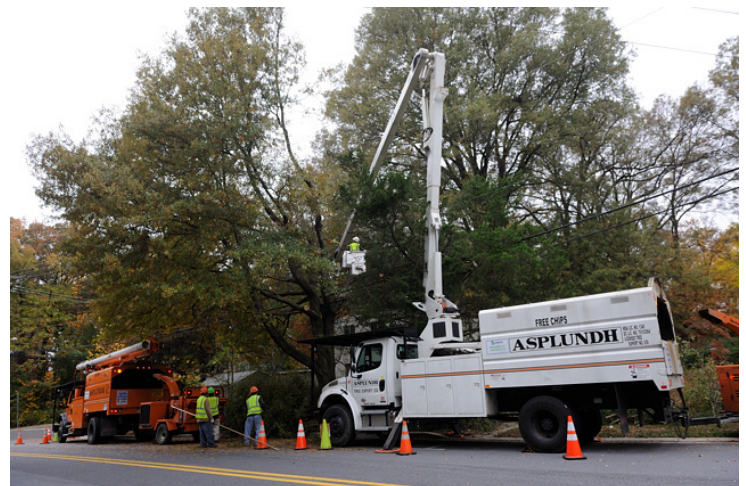


Photo by Eric Zhang

Issues

With completion of the Cherrywood Lane roundabout construction, the Greenbelt Theater renovation is the department's most urgent and highest priority capital project. The project has been delayed due to design challenges associated with extending power into the basement of the building. Since the Pepco power feed serves all of the addresses in the east building of the Roosevelt Center, the project must increase total power delivery to account for all users. In addition, the power distribution panels for every user must be brought up to code. This was not contemplated in the original project scope and has been in redesign for much of this fiscal year.

To further complicate the power supply issue, the actual power service from outside the building must be designed. Months have been spent evaluating how best to extend this service, with available options being to bring the power from the rear of the theater or to bring power from across Crescent Road. Both options present challenges and it has taken several meetings to work through options and obstacles to arrive at the best solution.

Another new issue which must be resolved as part of the theater renovation project is the installation of digital projection equipment. Most major film distributors will discontinue the distribution of movies in a 35 mm format by the end of 2013. This means that digital projection equipment will need to be installed in the theater as part of the renovation project. This is an entirely unexpected expense for the renovation and the estimated cost for the new projection equipment is \$100,000. Discussions are underway with different citizen groups to initiate fundraising efforts to offset the cost of the projector upgrade. Decisions about the projection equipment upgrade will need to be made as final details are worked out for the overall renovation project.

While the city has proposed to the State that the lake dredge project be joined with the dam improvements required as a result of the dam breach study, the city is well beyond the initial period of compliance imposed by the state. The state has approved a time extension to comply with the dam repair orders but the combined cost of the dredge and dam repair will probably exceed \$2 million. Staff has submitted a grant application for the dredge project but the dam repairs will probably need to be funded entirely by the city. Design drawings for the dredge project will be complete by the end of the year, at which time the permitting process can begin.

There are other projects being managed by the department which are time sensitive due to conditions of grants used to fund the projects. The Safe Route to Schools grant has received an additional extension until December 31, 2013 and therefore remains a priority. As soon as final design drawings are received from the State Highway Administration, this project will be ready for bidding and construction.

With \$4 million available to the city by virtue of the Greenbelt Station South Core development agreement, other capital projects may be planned and even constructed in the coming year. It is proposed that the first project undertaken be the construction of a sidewalk on the west side of Cherrywood Lane. Due to the paved width of the street, staff is contemplating construction of the sidewalk within the

paved roadway. This would resolve many problems with grade and utility relocation. Design work should begin as soon as possible.

Staff has been working with Greenman-Pedersen, Inc. (GPI), to resume construction inspection duties for the city. The City Code was revised several years ago to make the permittee responsible for a street construction project responsible for the full cost of any plan review or construction inspection services associated with a construction project, so outsourcing these services will have no cost impact on the city. GPI provided construction inspection on the Greenhill stream restoration project, as well as construction inspection for the Cherrywood Lane roundabout project. This is the most cost effective way for the city to secure inspection services without carrying the cost of employing staff with primary responsibilities in this area.

As a result of a security breach in the rear parking lot of the police station, the gate between the animal shelter yard and the police station parking lot has been closed and secured. This compromises access by animal control staff to the facility and brings with it security concerns for staff. In addition, the animal shelter is not monitored. There have been several instances of individuals dumping animals at the shelter. Animal control staff also work early in the morning into late evening hours without security. Installation of an electronic gate, as well as video monitoring equipment, needs to be done for the security of the facility, as well as security of staff.

Management Objectives

- Apply for grant funding to implement environmental site design projects on city property.
- Undertake and complete renovations of the Greenbelt Theater, including installation of new digital projection equipment.
- Develop and complete the educational component of the Greenhill/Hillside Roads Stream Stabilization project.
- Oversee the installation of a new gateway sign on Southway.
- Continue engineering for Greenbelt Lake and pursue grant funding for the project.
- Install operable gate and security cameras to control access to and monitor the animal shelter.
- Handle the administrative tasks associated with the completion of Program Open Space projects.
- Oversee the construction of improvements to Springhill Drive under the Safe Routes to School program.



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

Accomplishments

- Participated in preparation of the Greenbelt West/MD Route 193 Sector Plan, which included attending over 90 meetings during the course of the planning project.
- Prepared revised covenants for the Greenbelt Station South Core. Held several meetings with representatives of Suntrust and prospective developers as the bank negotiated terms for sale to a new developer.
- Held several meetings with representatives for Greenbelt Station North Core to discuss options for bringing the proposed FBI Consolidated Headquarters project to the North Core.
- Monitored application filed by Greenbelt Station North Core to reroute Narragansett Run.

Issues

Planning and development issues for Greenbelt West have consumed a large portion of the planning staff's time and attention. After several years of inactivity, Suntrust listed Greenbelt Station South Core for sale to a new developer. Numerous meetings were held with Suntrust and developers interested in the property before bids were accepted by Suntrust. Meetings continued with the contract purchaser during the due diligence period.

As a result of changes in the economy, possible changes in the South Core development concept have been discussed. The most significant change is the elimination of the commercial component of the plan. This is due to the highly speculative character such development would represent, as well as a very isolated consumer market to support any contemplated commercial.

The South Core is preceding in general accordance with the approved plan, except that discussion has continued to replace the commercial and condominium development with townhouses.

The revised development agreement for the South Core resulted in the increase of required developer contributions and improvements to over \$4 million, an increase of nearly \$1 million from the original agreement. A significant change in the agreement allows the City to utilize the financial contributions anywhere in Greenbelt West, versus the prior agreement which required that those funds be used at Greenbelt Station. This will allow the City to consider needs within the context of the neighborhood/community of Greenbelt West. A plan for allocation of these resources will be prepared by staff.

Still remaining to be determined is what will happen at the North Core. If the FBI, or another major federal employer, develops its headquarters at the North Core, there will still be significant planning issues to be discussed, reviewed, considered and negotiated.

Action Steps/Management Objectives

- Monitor development of Greenbelt Station South Core to ensure compliance with development agreement requirements and timely installation of associated public improvements.
- Participate in discussions about the possible relocation of the FBI headquarters to Greenbelt.
- Revise the Greenbelt Station North Core Agreement to reflect new division of responsibilities brought about by changes in the South Core agreement.
- Develop a master plan for South Core funded public improvements.
- Continue opposition to any changes in Narragansett Run, such as those being proposed by the North Core.

Preserve and enhance Greenbelt's legacy of a planned community.

Accomplishments

- Received Prince George's County Planning Board approval for the vacation of a portion of Crescent Road between Gardenway and Eastway.
- Researched historic boundaries of the original Greenbelt gardens.
- Prepared an application for Sustainable Communities Designation.
- Addressed with the Forest Preserve Advisory Board the clearing work in the forest preserve.
- Discovered structural remains from the Hamilton Family home site, as well as the Hamilton Family cemetery.
- Processed one variance application.
- Adopted code changes necessary to implement modifications to the State of Maryland sediment and erosion control standards.
- Reviewed Doctors Hospital nursing home proposal.



Issues

A great deal of time and effort has been expended this year addressing issues associated with uses permitted in the forest preserve, coordination of Public Works activities at and adjacent to the preserve, and use of the gardens and possible expansion of the gardens.

Discovery of the remains of the Hamilton Family home site and outbuildings, as well as the wall surrounding the family cemetery, presents a new challenge to evaluate the importance of these artifacts. While the history of Greenbelt is well known and celebrated, there is very little focus on the prehistory of Greenbelt. Study and evaluation of the Hamilton site should be undertaken to determine its historic,

cultural and archeological value, prior to any discussion of what to do, if anything, with this site.

The first major change to the forest preserve ordinance and management and maintenance guidelines is being considered with a request that regulations be modified to allow non-profit groups be allowed to conduct, under appropriate permits, naturalist and interpretive courses.

Management Objectives

- Review all development plans to evaluate potential impacts on the community, infrastructure, public facilities and environment.
- Evaluate the Hamilton family home site and cemetery to determine appropriate treatments.
- Continue to work with GHI on the vacation of certain right-of-way to address major encroachment issues.
- Participate in the County's 2035 General Plan update.
- Work with the Forest Preserve Advisory Board on possible changes to use regulations.
- Work on becoming a Sustainable Community through the Maryland Department of Planning.

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

Accomplishments

- Served as staff liaison to three city boards – Advisory Planning Board, Board of Appeals and Forest Preserve Advisory Board. Staff attended 47 evening meetings in support of these Boards.
- Attended a broad range of meetings including Baltimore-Washington Parkway Widening Feasibility Study meetings, B-W Rail Intermodal Facility Study meetings, Purple Line, Greenbelt Metro Area/MD Route 193 Sector Plan staff, agency and community meetings.
- Hired and trained a new administrative assistant.
- Evaluated the administrative functions of the department and reallocated duties to improve efficiency and work equality.

Issues

Managing department workload is always an issue, particularly in a small department with responsibility to manage and administer many different enforcement and licensing programs. With the department operating for part of the year with vacancies, department staff had to work harder and longer to respond to the needs of the community, while taking on duties not normally within their purview.

Last year department staffing needs were identified and discussed during this budget. It was proposed that the vacant full time assistant director position be eliminated and replaced with a new one-half time administrative assistant position to handle billing collections, false alarm reduction and licensing, and

building permit processing. This would allow reallocation of billing collections from inspection staff to administrative staff and would allow for administrative duties shifted to the Planning Assistant Director to be more appropriately and efficiently assigned to administrative staff.

The other position requested for this fiscal year is to increase the unclassified half time animal control officer to a full time classified position. Animal control provides services and is on duty seven days a week, including holidays.

In the coming year, it is proposed to make the department's licensing/inspection software, Utopia, portable so that inspectors can use it in the field. Such an enhancement will enable staff to conduct work with greater speed and efficiency. It will also reduce paperwork and filing. This initiative is funded in the Special Projects Fund.

Enforcement of anti-littering/anti-snipe sign regulations has become very difficult because many of the businesses using handbills and snipe signs do not provide business addresses, and use cell phones, instead of listed phone lines. This means that department staff cannot track the businesses or individuals who are guilty of violating the code to an address. Unless we can identify an individual or a location, we are not able to impose penalties for the violations. New state regulations allowing local jurisdictions to fine an individual placing snipe signs the amount of \$25 per sign is not being used by staff. The fines approved by Council when the anti-littering regulations were first approved set a minimum fine of \$100. One inspector has been assigned responsibility to collect snipe signs and take appropriate enforcement actions. Staff will continue to use the enforcement authority set forth in the city code.

Management Objectives

- Implement portability of Community Development software to inspectors while in the field.
- Upgrade GIS platform and add Adobe CS5 capabilities for map editing.
- Evaluate the False Alarm program and determine opportunities to improve the administrative functions of the program.

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

Accomplishments

- Participated in State Planning Directors Roundtable quarterly meeting, Maryland Municipal League Planning Directors meetings and Metropolitan Washington Council of Governments Planning Directors Technical Committee.
- Monitored the Purple Line, Baltimore-Washington Parkway widening study and WMATA commissioning facility.
- Reviewed and provided comments on the Federal Capital Improvements Program for FY 2013-2018

and the State of Maryland Consolidated Transportation Program for FY 2013-2018.

- Participated in the Health Impact Assessment of the CSX Intermodal Facility project.

Issues

The department has become much more involved in study groups, tasks forces and similar activities to monitor regional activities and plans than in past years. Between these assignments, committee and board liaison duties, Council meetings and works sessions, sector plan meetings and public hearings, the planning staff carries a very heavy meeting schedule. Due to the number of meetings and the associated work requirements, it has been the practice to assign one planner as having primary responsibility to monitor the project, attend meetings, provide briefings as required and present the issue/plan/study to council for review.

Management Objectives

- Review all proposed county zoning legislation for impact on the city.
- Continue to monitor the Maryland Department of the Environment permit filed by Metroland, LLC for the relocation of Narragansett Run.
- Participate in the county's planning process to update the General Plan.

Continue investment 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 Director obtained sufficient hours of training to satisfy continuing education requirements for AICP certification maintenance.
- Attended training sponsored by Maryland Municipal League Code Enforcement and Zoning Officials Association (CEZOA) in hoarding identification, intervention and follow-up.
- Animal Control Officers Susie Hall, Lauren Derise and Kim DeAngelis continued training with the Animal Control Officers Association (ACOA). ACO Hall completed the third and final element of ACOA training, maintaining her national certification through ACOA. ACO DeAngelis completed level 2 of ACOA training and ACO Derise completed her level 1 training as an Animal Control Officer. This is the one national organization that trains and certifies animal control officers.

Issues

Both the Director and Assistant Planning Director have earned their certification from the American Institute of Certified Planners (AICP). There is a continuing education requirement for this certification which requires that 32 CEU's of professional development training be obtained every two years. Training can be found at local and regional conferences and training events, the national conference, seminars, training videos and webinars. The Community Planner will be eligible to test for her AICP certification in the coming fiscal year. This is a training priority, as it is the one internationally accepted designation of expertise in the field of planning.



Both Animal Control Officer II Susie Hall and Kim DeAngelis attended Animal Control Officers Association and Ms. DeAngelis joins Ms. Hall as a certified Animal Control Officer. This designation indicates that they have expertise in all facets of animal control and shelter management, including legal issues, animal care and behavior, proper procedures to secure or trap animals, health care, nutrition needs, disease avoidance, containment and treatment, and disaster preparedness. ACO Lauren Derise has been attending courses and has received training in disaster response and will be placed in charge of developing an animal control disaster preparedness plan. She should also begin attending ACOA training to earn her accreditation as a certified Animal Control Officer.

Supervisory Inspector Thomas Matthews completed Level 3 of Fire Inspector training and is now fully certified as an inspector and instructor in fire inspection. Community Development Inspector Keelah Allen-Smith has completed training in plans review.

In the next fiscal year, Community Development inspection staff will be encouraged to maintain their current levels of training and expertise while seeking new opportunities to add to their technical and professional development. .

Management Objectives

- Meet AICP certification maintenance requirements.
- Inspector Adams to obtain International Property Maintenance Certification.
- Supervisory Inspector Matthews is to pursue training to obtain designation as a Master Code Official.
- Enroll Animal Control Officer Lauren Derise in ACOA training academy for the purpose of completing her national certification training as an animal control officer.
- Community Planner to obtain AICP certification.

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

Accomplishments

- Established a partnership with Greenway Center Petsmart to place adoptable cats in the store's adoption display. This has resulted in an increase in the number of adoptions and a reduction in the time it takes for most cats to be adopted. Held monthly adoption events at the store.
- Sponsored the county rabies clinic, Pooch Plunge, Labor Day kissing booth and parade and Big Daddy fund raiser for animal care.
- Instead of the annual Pet Expo, sponsored a Family Fun Day for families and their pets at Schrom Hills Park. This program featured activities for families and their pets, public service information on pet care, pet adoption groups and opportunities for outdoor play. This program was developed to encourage greater activity for families and their pets, and it also provided an opportunity to bring an organized activity into Greenbelt East.
- Several fundraisers were held on behalf of animal control by the community, including the Community Church Rockathon, Dog Wash and Pampered Pup day by Em's Grooming, bake sales and direct donations. A donation was received from the Peyton and Chase Foundation.
- A longtime volunteer has taken over organizing, training and scheduling volunteers.
- Concluded the 6th year of our trap-neuter-release (TNR) program, trapping free roaming and feral cats, having the cats spayed or neutered, vaccinated for rabies and returned to their feral colony. It is estimated that through the city's 6 years of activity in TNR an estimated 50,000 cat births have been avoided. The Humane Society of the United States estimates that it takes seven years of a TNR program to stabilize the feral cat population.
- Initiated aggressive trapping of free-roaming cats (cats owned by individuals but allowed to roam out of doors) in neighborhoods with recurring complaints.
- Investigated 18 criminal complaint/neglect cases, a four-fold increase from prior years.
- Handled over 500 wildlife calls.
- Developed process to determine and assign breed of various bully breed dogs for future adoption.



Issues

Calls for service of all types continue to increase. Animal control has experienced an increase in serious calls of abuse and neglect of a criminal nature. These calls take more time to investigate, determine appropriate enforcement action, and there are often animal care issues associated. The number of cases has increased dramatically from past years.

Other new cases encountered this fiscal year are discovery of the use of a commercial web site for sale of underage dogs and cats, animals not-legal to own and fighting pit

bulls. Some of these ads are for sales in Greenbelt and staff investigates these advertised sales. Possible illegal sales located in other jurisdictions are reported to the responsible agency.

For over five years, the animal control program has operated with staffing of two (2) full-time classified and one half-time unclassified animal control officers. With this staffing, the shelter is maintained on a daily basis, open adoption hours are held twice a week, animal control officers are assigned to patrol the city and answer calls between 12 and 14 hours Monday thru Friday, for 12 hours on Saturday and 8 - 10 hours on Sunday. In addition to these services, there is an Animal Control Officer on-call every hour of every day. Additional duties which exceed those described above include staffing at least two adoption shows each month, taking animals to and from various veterinary clinics where discounted services are provided, conducting home checks and rechecks for adopters, organizing four public events each year (Pet Expo/Pet Play Day, Labor Day booth, Pooch Plunge, Labor Day parade) and organizing and attending fundraisers.

For the past two years, overtime costs and extra hours worked by the part-time animal control reflect actual weekly staffing equal to three full-time positions. This is not due to new programs or initiatives, but is in direct response to demand for service by the community. Demand for these services is not declining but our capacity to provide those services has exceeded the number of personnel hours available to provide those services. Maintaining staffing at the existing level without reducing services is a false economy, as we will pay more for the same hours of work because of overtime and compensatory time expenses. To maintain the level of service at its current level, it is necessary to increase the part-time animal control officer to a full-time position.

In the past year there has been community discussion about feral and free-roaming cats killing song birds and this is true. However, feral cats typically live in areas away from neighborhoods, and while they do prey on birds, they also prey on mice, rats and other rodents and vermin. In fact, in the areas the feral colonies live, the most likely source of food would be rodents.

It is the free-roaming cats that owners believe should be allowed to live outside that are wreaking havoc on song birds. Accordingly, animal control has started to focus on cat trapping in neighborhoods where



wandering cat activity is reported. Trapped cats may be returned to owners if claimed, with appropriate fees and fines assessed. Unclaimed and social cats will be adopted. Feral cats will be placed in a distant colony. There will be a public information campaign associated with this effort.

Finally, the recent Maryland Court Action which ruled that owners of pure bred pit bulls would be held to strict liability standards has resulted in an influx of pit pulls to the shelter. As Greenbelt does not have a breed ban, pit bulls are not euthanized for breed but are held for adoption just as any other adoptable animal. There is a problem in that there are very few pure bred pit bulls coming into a shelter and many surrendered dogs are mixed breed that cannot be identified with certainty. This leaves the entire administration of the breed ban in Prince George's County to be subjective with a high error rate in breed identification. Greenbelt Animal Control has developed an objective basis to evaluate mixed bully breed dogs to determine if the dog can be identified as a pit bull.

Action Steps/Management Objectives

- Pursue grants for additional support of the city's trap/neuter/release program.
- Working with citizen volunteer coordinator, expand the volunteer program to augment paid staff and allow professional staff to spend a greater portion of time on duty in the field.
- Aggressively prosecute animal cruelty and neglect cases.
- Focus attention of trapping of free-roaming cats in residential neighborhoods and taking appropriate punitive action against owners who do not keep their cats properly contained.
- Continue practice of administering prophylactic vaccinations to animals entering the shelter, to reduce possibility of transmission of illness within the shelter.
- Administer medical screening tests which do not require outside lab work.
- Work with the Police Department to provide training in the identification of abnormal wildlife behavior.
- Revise trapping procedures to reflect new state regulations.
- Develop formal process to recognize contributions by volunteers.
- Develop new TNR veterinary partners to keep the cost of the program affordable.
- Prepare a feasibility study to determine the requirements to train staff and/or volunteers as certified wildlife rehabilitators.

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

- Initiated effort to locate and boot or impound vehicles with multiple unpaid parking citations.
- Purchased a mobile tag reader to enhance ability to identify vehicles with registration violations, unpaid citations and stolen vehicles.
- Negotiated a new contract with the mobile ticket writer vendor, Complus. The contract resulted in the department receiving new mobile ticket writers and upgraded software at no cost to the city.
- Parking enforcement officers wrote 4,153 citations during calendar year 2012. That number should increase for the current fiscal year as both parking enforcement positions were vacant in early 2012.

Issues

A review of the Complus monthly reports shows over \$100,000 owed the city in unpaid parking citations and late fees. Some of these fees may not be recoverable because the citations cannot be traced back to specific individuals. However, there are many vehicles with recently issued parking citations. A license plate tag reader will assist the Parking Enforcement Officers identify a vehicle tag with multiple unpaid violations, allowing the officer to investigate and take appropriate enforcement action.

Parking Enforcement Officers continue with focused attention on enforcement of oversized vehicle parking in residential neighborhoods, violations of handicap and fire lane restrictions, and parking of unregistered and/or inoperable vehicles throughout the city.

Officers have worked special details in support of the Police Department, such as Labor Day, 4th of July and Inauguration Day. In addition, the officers respond to a broad spectrum of citizen complaints – illegally parked cars, abandoned cars in neighborhoods, vehicles parked for over 30 days on city streets, suspected inoperable vehicles, etc.

Action Steps/Management Objectives

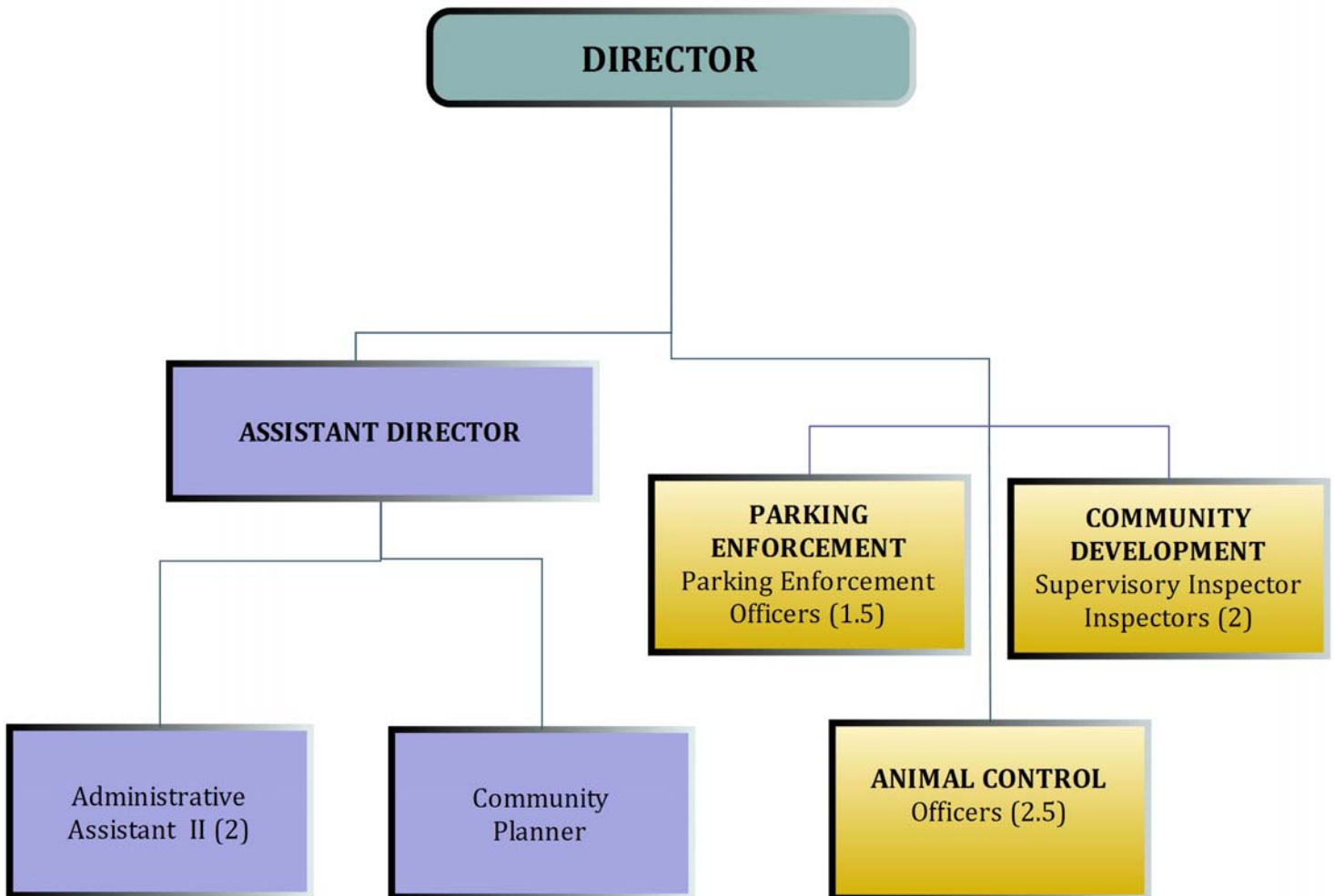
- Pursue violators with multiple unpaid parking citations.
- Continue pursuit of used car sales in residential areas.

Notes...

PERSONNEL STAFFING

	Grade	Auth. FY 2012	Auth. FY 2013	Prop. FY 2014	Auth. FY 2014
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	-	-	-
Supervisory Inspector	GC-18	1	1	1	1
Community Development Inspector I & II	GC-12 & 14	3	3	2	2
Parking Enforcement Officer I & II	GC-9 & 10	1.5	1.5	1.5	1.5
Administrative Assistant I & II	GC-12 & 13	2	2	2	2
Total FTE		8.5	7.5	6.5	6.5
330 Animal Control					
Animal Control/Shelter Coordinator I & II	GC-11 & 12	2	2	2.5	2.5
Animal Control/Shelter Coordinator I & II	NC	0.5	0.5	-	-
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 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Estimated
Advisory Planning Board Meetings	14	16	21	20
Forest Preserve Advisory Board Meetings	11	10	16	12
Other Meetings	211	258	343	330
Grants Administered	6	6	7	6
Full Time Equivalents (FTE)	3	3	3	3

Management Objectives

- Implement recommendations from pedestrian-bicycle master plan.
- Complete Safe Routes to School project on Springhill Drive.
- Manage development review of Greenbelt Station South Core.
- Develop standards for “green/complete” streets.
- Work on becoming a Sustainable Community through the Maryland Department of Planning.
- Undertake and complete renovations of Greenbelt Theater.
- Continue engineering for Greenbelt Lake and pursue grant funding.

Budget Comments

- 1) Salaries, line 01, were lower than the norm in FY 2011 due to an extended maternity leave and a new hire in FY 2012.
- 2) The salary and benefits for the Director of Planning and Community Development are budgeted here, though approximately 50% of her time is spent overseeing the Community Development operation.

PLANNING Acct. No. 210	FY 2011 Actual Trans.	FY 2012 Actual Trans.	FY 2013 Adopted Budget	FY 2013 Estimated Trans.	FY 2014 Proposed Budget	FY 2014 Adopted Budget
PERSONNEL EXPENSES						
01 Salaries	\$232,325	\$262,518	\$268,600	\$268,900	\$267,900	\$274,700
28 Employee Benefits	67,916	78,356	84,900	85,800	90,500	90,500
Total	\$300,241	\$340,874	\$353,500	\$354,700	\$358,400	\$365,200
OTHER OPERATING EXPENSES						
33 Insurance	\$1,988	\$1,109	\$1,200	\$1,300	\$1,300	\$1,300
45 Membership & Training	8,368	6,301	9,000	8,000	8,000	8,000
55 Office Expenses	273	282	1,000	700	700	700
Total	\$10,629	\$7,692	\$11,200	\$10,000	\$10,000	\$10,000
TOTAL PLANNING	\$310,870	\$348,566	\$364,700	\$364,700	\$368,400	\$375,200
REVENUE SOURCES						
Development Review Fees	\$2,100	\$0	\$1,000	\$0	\$0	\$0
County Grants	6,500	6,500	6,500	6,500	6,500	6,500
Excess Funded 100% by City	302,270	342,066	357,200	358,200	361,900	368,700
Total	\$310,870	\$348,566	\$364,700	\$364,700	\$368,400	\$375,200

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 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Estimated
Board of Appeals Meetings	3	2	2	4
Residential Inspections	2,144	1,744	1,850	3,000
Apartment Units Inspected	1,450	1,040	1,140	2,100
Construction Permits Issued	6	1	1	1
Building Permits Issued	579	433	400	600
Sediment Control Permits Issued	1	0	1	2
Sediment Control Inspections	170	170	230	550
Noise Ordinance citations	25	33	21	30
Noise Ordinance warnings	141	155	125	125
Noise Ordinance complaints	174	160	223	200
Property Violation Complaints	538	438	312	300
Handbill Violations	31	36	41	47
Burglar Alarm Licenses Issued	256	240	231	240
Day Care Businesses Licensed	10	10	10	10
Alarm Companies registered	86	84	79	75
Non-residential Units licensed	572	550	523	540
Liquor licenses issued	20	20	20	20
Residential false-alarms	200	234	288	300
Non-residential false alarms	322	402	478	500
Police non-response	18	30	37	40
Parking Tickets Issued	3,330	3,121	4,300	5,200
Municipal Infractions Issued	557	312	243	300
Full Time Equivalents (FTE)	8.5	8.5	7.5	6.5

Management Objectives

- Inspect at least 25% of all rental units, so that every unit is inspected at least once every four years.
- Pursue businesses and property owners who are delinquent in permits and licenses.

Budget Comments

- 1) The reduction in Salaries, line 01, and Benefits, line 28, is due to keeping an Inspector position vacant in FY 2013 and eliminating it in FY 2014.
- 2) The expense in Other Services, line 34, was for temporary office help in FY 2013.
- 3) The cost of the new code enforcement software, Utopia, is shown in Computer Expenses, line 53.
- 4) The purchase of radios to communicate with the Police, upgrading of the Speed Sentries and a license plate reader is included in New Equipment, line 91.

COMMUNITY DEVELOPMENT Acct. No. 220	FY 2011 Actual Trans.	FY 2012 Actual Trans.	FY 2013 Adopted Budget	FY 2013 Estimated Trans.	FY 2014 Proposed Budget	FY 2014 Adopted Budget
PERSONNEL EXPENSES						
01 Salaries	\$437,503	\$303,127	\$341,500	\$284,100	\$278,400	\$286,500
25 Repair/Maintain Vehicles	7,367	6,110	7,000	4,000	4,000	4,000
27 Overtime	14,585	4,973	2,000	8,000	4,000	4,000
28 Employee Benefits	133,948	110,788	122,600	99,800	105,900	105,900
Total	\$593,403	\$424,998	\$473,100	\$395,900	\$392,300	\$400,400
OTHER OPERATING EXPENSES						
30 Professional Services	\$10,442	\$9,918	\$800	\$1,000	\$800	\$800
33 Insurance	822	883	900	1,000	1,000	1,000
34 Other Services	1,047	0	200	13,000	200	200
38 Communications	11,845	11,529	11,600	10,600	10,400	10,400
42 Building Rental	25,500	26,800	28,100	28,100	29,500	29,500
45 Membership & Training	3,999	1,857	3,400	2,400	2,400	2,400
48 Uniforms	2,139	452	800	1,200	800	800
49 Tools	222	1,162	500	500	500	500
50 Motor Equipment						
Maintenance	19,194	12,184	10,600	11,700	12,000	12,000
Vehicle Fuel	12,085	10,975	14,000	11,000	11,000	11,000
52 Departmental Equipment	2,289	85	1,500	500	500	500
53 Computer Expenses	0	0	8,000	8,000	8,000	8,000
55 Office Expenses	17,833	12,101	13,700	13,500	13,500	13,500
Total	\$107,417	\$87,946	\$94,100	\$102,500	\$90,600	\$90,600
CAPITAL OUTLAY						
91 New Equipment	\$0	\$0	\$0	\$36,000	\$0	\$0
Total	\$0	\$0	\$0	\$36,000	\$0	\$0
TOTAL COMMUNITY DEVELOPMENT	\$700,820	\$512,944	\$567,200	\$534,400	\$482,900	\$491,000
REVENUE SOURCES						
Street Permits	\$128,491	\$7,650	\$85,000	\$150,000	\$80,000	\$80,000
Licenses & Permit Fees	682,698	829,291	812,700	823,800	813,800	813,800
Liquor Licenses	8,814	9,145	8,800	8,800	8,800	8,800
Non-Residential Burglar Alarm Fees	33,675	41,200	30,000	30,000	40,000	40,000
Municipal Infractions	157,451	17,390	10,000	10,000	10,000	10,000
False Alarm Fees	16,208	56,235	35,000	35,000	35,000	35,000
Total	\$1,027,337	\$960,911	\$981,500	\$1,057,600	\$987,600	\$987,600

