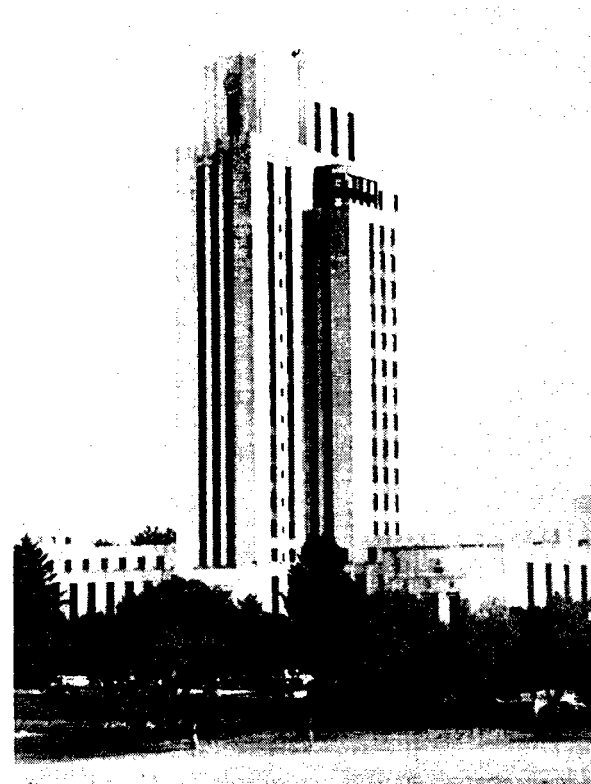


Implementation Plan

The Plan addresses both the capital improvements recommended as well as the possible fiscal consequences of the jobs and housing additions recommended.



8.1 Staging Policies

The Master Plan recommends that development be staged to match transportation facilities. Staging has the following objectives:

1. Address the potential level of development for the Planning Area.
2. Clarify the role and amount of development for each employment center in Bethesda-Chevy Chase.
3. Provide the transportation services and facilities necessary to achieve a moderate level of development in the Planning Area.
4. Protect residential areas which experience high levels of traffic congestion by staging development to match additions to transportation capacity.

The Master Plan staging policies for the Bethesda-Chevy Chase Master Plan area depend on provision of transportation facilities and revisions to the Annual Growth Policy. From time to time, the Annual Growth Policy should be amended to allow a moderate level of development capacity, as changes to highway and the transit facilities and programs endorsed by this Plan are provided. The *Bethesda and Friendship Heights Business District Sector Plans* must subsequently be reviewed and amended to conform to the policies of this Master Plan. Detailed staging policies have not been prepared as of this writing.

8.2 Zoning and Legislation

The Master Plan recommends a Sectional Map Amendment, amendments to the Zoning Ordinance, and amendments to the Annual Growth Policy to achieve the objectives of the Plan. Discussion and justification of these amendments are in the body of the Master Plan text.

Land Use

1. From Chapter 3: Adopt a Sectional Map Amendment to implement the zoning recommended by this Master Plan in Sections 3.2, 3.3, 3.4, and 3.5. (Montgomery County Planning Board and Montgomery County Council.)

Implementation

2. From Section 8.1: From time to time amend the Annual Growth Policy to allow a moderate level of development, as changes to highway, transit facilities, and programs endorsed by this Plan are provided. (Montgomery County Planning Board and Montgomery County Council.)

8.3 Capital/Operating Programs and Fiscal Considerations

This chapter discusses both the capital improvements recommended by this Plan and the possible fiscal consequences of the jobs and housing additions recommended in this Plan. Fiscal considerations should not be the primary determining factor in assessing the appropriateness of the Plan recommendations, because a master plan deals with a variety of worthwhile public policy goals and objectives that cannot be measured in dollars and cents. However, some indication of the magnitude of anticipated fiscal impacts is appropriate for public deliberation.

8.31 The FY 90-95 Capital Improvements Program

The Executive Branch of County Government is responsible for planning, programming, and budgeting for the County's needs. It does this through two interrelated six-year programs.

One is the annually updated Capital Improvements Program (CIP), which funds construction of all public buildings, roads, and other facilities planned by the County. The other is the Comprehensive Six-Year Public Services Program (PSP) and the Operating Budget, which funds County programs and coordinates them with capital expenditures.

Projects that are programmed in the FY's 90-95 CIP for the B-CC Planning Area are listed in on Table 17. The CIP assures that the projects necessary to fulfill the needs of the community and to provide for orderly growth and development are built at the appropriate time and in the proper location. Each project's status is reviewed annually, at which time projects can be deleted, modified, or added. This procedure allows the flexibility needed to balance available resources and public priorities.

Total County general obligation bond requirements for projects in the FY 90-95 CIP for the B-CC area amount to approximately \$50 million. County bonds are issued over several years and repayment, with interest, occurs over a 20-year time span. However, if the entire \$50 million bond requirement were issued today, in 1989, at 6.7 percent interest rate over 20 years, the annual debt service would be approximately \$3.4 million.

8.32 Capital Improvements Recommended, but Not Yet Programmed

In the text, the Master Plan identifies a number of projects and programs to be implemented by government. In some cases, the Plan endorses continuation or modification of existing programs. The Plan also endorses new projects or programs. In each case, the Plan identifies the likely agency to implement the program. Cost estimates for these program changes are not included. This Master Plan provides guidance on the land use patterns and siting of public facilities in the B-CC area at the time of its ultimate build-out. This Plan defers to the County Council to determine the timing for con-

struction of needed CIP projects based on recommendations from the County Executive. Each CIP project will be submitted

The Master Plan identifies a number of projects and programs to be implemented by government. In some cases, the Plan endorses continuation or modification of existing programs.

to the Planning Board through the mandatory referral process. The Board will comment on its consistency with this Master Plan and with other County policies. During annual review of the CIP, the Executive and Council shall determine the level of fiscal commitment to a particular project for that year. Funding decisions necessarily will take place within the context of competing demand for finite resources.

Land Use

1. From Section 3.22: Provide new pathway connections near Chevy Chase Lake at two locations: along the Coquelin Parkway right-of-way and along Jones Mill Road. (Montgomery County Department of Transportation and the Parks Department.)
2. From Section 3.22: Complete studies to relocate the access to I-495 from Kensington Parkway to Connecticut Avenue and to expand turn lane capacity at Jones Bridge Road. (Maryland State Highway Administration.)
3. Section 3.32: Reduce the number of curb cuts and encourage the consolidation of driveways along Old Georgetown Road. (State Highway Administration and Montgomery County Planning Department.)

Table 17

CURRENT APPROVED CAPITAL IMPROVEMENT PROGRAM FYs 90-95

Project	Implementing Agency	Estimated Expenditures (\$000's)	Planned Start of Construction
Stormwater Management			
Beech Ave Storm Drainage	Department of Environmental Protection (DEP)	654	FY 91
Bradmore Dr Storm Drainage	DEP	676	FY 95
Elm St Storm Drainage	DEP	355	FY 91
Wilson La/Exeter Rd Storm Drainage	DEP	268	FY 95
Public Libraries			
Chevy Chase Library Renovation	Public Libraries	769	FY 90
Parks			
Wyngate Woods Neighborhood Park	M-NCPPC, Parks Department	243	FY 95
Public Schools			
<i>Bethesda-Chevy Chase Cluster</i>			
Westland Intermediate Modernization	Montgomery County Public Schools (MCPS)	*	*
North Chevy Chase Elementary Modernization	MCPS	2,768	FY 93
Rock Creek Forest Elem. Add./Modern.	MCPS	2,570	FY
Westbrook Elementary Modernization	MCPS	3,959	FY 90
<i>Walter Johnson Cluster (serving the BCC-Area)</i>			
Ashburton Elementary Addition/Modernization	MCPS	4,302	FY 93
Wyngate Elementary Modernization	MCPS	*	*
<i>Whitman Cluster</i>			
Whitman High School	MCPS	26,841	FY 91
Pyle Middle Modernization	MCPS	*	*
Burning Tree Elementary Addition/Modernization	MCPS	4,560	FY 91

* Project included in Future School Modernization/Renovations

4. Section 3.41: Develop a scenic overlook on Parcel P 11 to highlight vistas of the Potomac River.
(Montgomery County Planning and Parks Departments and National Park Service.)
5. Section 3.41: Repair and maintain hiker-biker path which parallels MacArthur Boulevard.
(Montgomery County Department of Transportation.)

Development Levels

6. From Section 3.61: Complete the bikeway system on Federal campuses as shown in the Master Plan of Bikeways.
(National Institutes of Health, Naval Medical Command, Montgomery County Department of Transportation.)

Transportation

7. From Section 4.11: Increase feeder bus service to Metro stations, including increases in service frequency.
(Montgomery County Department of Transportation and Washington Metropolitan Area Transit Authority.)
8. From Section 4.12: Provide up to 750 park-and-ride spaces near the boundary of the Bethesda-Chevy Chase Planning Area.
(Montgomery County Department of Transportation.)
9. From Section 4.13: Conduct a vigorous program to implement the Master Plan of Bikeways within the Planning Area.
(Montgomery County Department of Transportation.)
10. From Section 4.13: Implement pedestrian safety improvements on major highways and arterials at selected locations.
(Montgomery County Department of Transportation and Maryland State Highway Administration.)
11. From Section 4.2: Complete programmed highway improvements listed in the text.
(Montgomery County Department of Transportation and

State of Maryland, State Highway Administration.)

12. From Section 4.2: Endorse projects needed to ensure the safety of highway users and pedestrians.
(Maryland State Highway Administration and Montgomery County Department of Transportation.)
13. Section 4.2: Endorse the redesign and improvement of intersections currently operating at high levels of congestion, as well as future congested locations.
(Maryland State Highway Administration and Montgomery County Department of Transportation.)
14. Section 4.2: Implement measures to reduce through traffic on secondary residential streets, as well as on selected primary streets during peak traffic periods.
(Montgomery County Department of Transportation and the municipalities.)

Environmental Resources

15. From Section 5.21: Continue monitoring of old sewer lines to identify and correct leaking sewer lines.
(Washington Suburban Sanitary Commission.)
16. From Section 5.21: Fund more programs to provide rip-rapping or other stream improvement measures for stream sections with existing severe channel erosion problems.
(Montgomery County Department of Environmental Protection and Montgomery County Parks Department.)
17. From Section 5.22: Implement noise mitigation projects for residences abutting I-495, where practical.
(Maryland State Highway Administration.)
18. From Section 5.3: Complete alternatives studies and, if needed, construct a new 60-inch water line to interconnect the Dalecarlia Filtration Plant with an existing water main in the Planning Area.
(Washington Suburban Sanitary Commission.)

Community Needs

19. From Section 6.12: Complete two park projects: the Willard Avenue Neighborhood Park (FY 89-90) and the Wyn-gate Woods Neighborhood Park (FY 93).
(Montgomery County Parks Department.)
20. From Section 6.21: Provide additional senior centers in B-CC.
(Montgomery County Division of Elder Affairs.)

8.33 Operating Budget Program Recommendations

The County annually publishes an Operating Budget and Public Services Program (PSP) that details anticipated revenues and the costs of programs or services which would be provided Countywide or to a specific clientele. Programs and services are not generally designed to be provided to a population limited by the boundaries of a master plan area. However, below is a list of programs or policy recommendations from this Plan which, if implemented, would be included in the County's operating budget. Many program expansions are proposed as desirable, but it must be recognized that Countywide fiscal constraints and competing priorities may not allow these proposals to be implemented soon.

Land Use

21. From Section 3.11: Maintain and enhance the plantings along the roadsides and medians of major highway corridors.
(Coordination with Maryland State Highway Administration, Montgomery County Department of Transportation, property owners, and local civic associations.)
22. From Section 3.22: Provide safe crossings along Connecticut Avenue near Montrose Drive and Dunlop Street.
(Maryland State Highway Administration.)
23. From Section 3.32: Implement design and landscaping guidelines for maintaining and encouraging a quality appearance and residential character as well as mitigating traffic noise along Old Georgetown Road.
(Coordination with Montgomery County Planning Department, Maryland State Highway Administration, Montgomery County Department of Transportation, property owners, and civic associations.)
24. From Section 3.32: Enforce the Zoning Ordinance, particularly concerning reported illegal business uses along Old Georgetown Road.
(Montgomery County Department of Environmental Protection.)
25. From Section 3.32: Provide safe pedestrian crossings at Old Georgetown Road and Beech Avenue, Greentree Road, Huntington Parkway, Battery Lane, Cedar Lane and Wisconsin Avenue, and Locust Avenue and Cedar Lane.
(Montgomery County Department of Transportation and Maryland State Highway Administration.)
26. From Section 3.41: Apply the criteria established in the *Staff Guidelines for the Protection of Slopes and Stream Valleys* in review of preliminary plans of subdivision and in the issuing of building permits in the Palisades Area.
(Montgomery County Planning Department and Montgomery County Department of Environmental Protection.)
27. From Section 3.41: Continue the use of Glen Echo Park as a regional and community cultural, educational, and recreational resource.
(National Park Service and Glen Echo Park Foundation.)
28. From Section 3.41: Designate MacArthur Boulevard as a State of Maryland Scenic Route.
(Montgomery County Travel Council, Maryland Department of Economic and Employment Development/Office of Tourism Development, Corps of Engineers, and Montgomery County Department of Transportation.)

29. From Section 3.41: Prohibit additional curb cuts along MacArthur Boulevard.
(Corps of Engineers, Montgomery County Department of Transportation, and Montgomery County Planning Department.)
30. From Section 3.42: Explore ways to fund active recreational facilities at the Town of Glen Echo Park.
(Town of Glen Echo, Montgomery County Parks Department, State Department of Natural Resources.)

Transportation

31. From Section 4.12: Establish a full-service personalized ridesharing program for the entire Planning Area to serve both employees and residents.
(Montgomery County Department of Transportation.)
32. From Section 4.12: Expand programs for share-a-ride matching, transit pass subsidies, and vanpool fare subsidies to include participation by existing and new nonresidential building owners and employers.
(Montgomery County Department of Transportation.)

Community Needs

33. From Section 6.12: Explore changes in scheduling and maintenance to improve ballfield use; consider building additional fields on existing parkland.
(Montgomery County Parks Department.)
34. From Section 6.21: Continue to provide assistance to older homeowners with contractor selection, contract preparation, and construction supervision for home improvement projects.
(Montgomery County Department of Housing and Community Development.)

Environmental Resources

35. From Section 5.21: Re-establish a water quality monitoring program.

(Montgomery County Department of Environmental Protection.)

8.4 Planning and Supplementary Actions

Throughout the text, a variety of planning actions are identified. These include: planning studies, Master Plan revisions, government agency planning groups, and neighborhood improvement projects. Such planning actions can lead to future actions which will further the objectives of this Master Plan.

Development Levels

1. From Section 3.51: Following adoption of the B-CC Master Plan, review and revise the *Friendship Heights Sector Plan* to comprehensively address land use, transportation, and staging issues arising from this Master Plan. Clearly designate a CBD boundary and a larger Sector Plan boundary.
(Montgomery County Planning Department.)
2. From Section 3.52: Revise the *Bethesda Central Business District Sector Plan* to comprehensively address land use, transportation, and staging issues arising from this Master Plan.
(Montgomery County Planning Department.)
3. From Section 3.6: Encourage stronger coordination between appropriate agencies in the mandatory referral process and earlier involvement in review of proposed changes to Federal properties.
(Montgomery County Planning Board, National Institutes of Health, Naval Medical Command, and Defense Mapping Agency.)

Transportation Plan

4. From Section 4.12: Seek agreements from Federal employment centers in the area to provide ridesharing/transit incentives for their employees.
(Montgomery County Planning Board.)

5. From Section 4.23: Recommend revisions to the existing highway classification system. (Montgomery County Department of Transportation, the Planning Department, and the Planning Board.)

Environmental Resources

6. From Section 5.21: Encourage communities and service organizations to adopt local streams to monitor and organize clean up efforts. (Local community associations, municipalities, and other organizations such as: Maryland Save-Our-Streams, Maryland Department of Forestry, and the Montgomery County Parks Department.)

...a moderate staged increase in development in both housing and employment may be fiscally beneficial to the County.

Community Needs

7. From Section 6.12: Encourage neighborhoods and municipalities to adopt local green spaces, when they are able to guarantee continued maintenance. (Local community associations, municipalities and the Montgomery County Parks Department.)

8.5 Fiscal Considerations

In 1988, the total number of jobs in all of B-CC, including the Bethesda CBD, was estimated to be 77,200 and the number of households was estimated to be approximately 34,050. Jobs or employment provide the County with revenues from such sources as property taxes on land and buildings, personal property taxes from corporate assets, transfer and recordation taxes from the sale of property, and various other

charges, licenses, and fees. Employment has generally been viewed as providing to the County a surplus of revenues because the public costs ascribed to employment are much less than the costs attributable to households. Approximately half of the County budget goes for education of our children and all education costs are attributed to households. The other County Government costs—public safety, social services, environmental protection, community development, culture and recreation—are allocated 80 percent to households and 20 percent to jobs.

Households also contribute revenues in the form of property taxes, transfer taxes, charges and fees. However, in Maryland, households pay for the County's piggyback on the State income tax; corporations do not.

For the B-CC area, excluding the Bethesda CBD, the existing jobs are projected to provide a surplus of \$11.1 million (\$25.2 million in revenues and \$14.1 million in costs) and households are projected to contribute a surplus of \$43 million (\$117.5 million in revenues and \$74.5 million in costs*). The surplus in the residential or household sector is due to a

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- * The revenue and expenditure estimates are approximations of the fiscal impact of the current population of the 29,000 housing units and 47,500 jobs in the B-CC area, excluding the Bethesda CBD. The estimates were generated using a mathematical fiscal impact model (REDI) that uses information about the households in the B-CC area obtained from a 1984 Census Update Survey conducted by the Planning Board staff.

Fiscal impact models, including the REDI model, cannot provide precise expenditure and revenue estimates because of the problems in modeling the real world, in posing the proper assumptions, and in obtaining reliable data for input to the model. Providing an order-of-magnitude estimate of the difference between projections of current fiscal expenditures and revenues and possible revenues and expenditures from additional development in the B-CC area is all that is possible or intended in this analysis.

number of factors, including: high household income, high property values, and aging neighborhoods with a declining number of elementary children.

By the end of the life of this Plan, it is estimated that there will be approximately 8,800 additional jobs and approximately 1,400 additional households for the whole Planning Area. Annually, this new employment is estimated to provide \$2.4 mil-

lion in surplus, and households are projected to contribute \$4.3 million to the County for a net surplus of \$6.7 million. The result is a 12 percent increase in projected revenues from new development. This number indicates that in a mostly built-out area such as B-CC with high valued property and relatively few school children, a moderate staged increase in development in both housing and employment may be fiscally beneficial to the County.