

**HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT
FY19 Restructuring Proposal**

Staffing Levels and General Programming Responsibilities

HOUSING & COMMUNITY SERVICES DIVISION	PLANNING & DEVELOPMENT SERVICES DIVISION	ECONOMIC DEVELOPMENT SERVICES DIVISION	HCD DEPARTMENT ADMINISTRATION
Staffing Level	Staffing Level	Staffing Level	Staffing Level
Manager 1.0 FTE	Manager 1.0 FTE	Manager 1.0 FTE	Director 1.0 FTE
Housing Specialist 1.5 FTE	Planner 1.0 FTE	Econ Dev Coordinator 1.0 FTE	Arts Coordinator 0.5 FTE
Licensing Specialist 1.0 FTE	Special Projects Coordinator 0.5 FTE		Program Assistant 0.5 FTE
Grants Coordinator 0.5 FTE			
Intern	Intern	Intern	Intern
Housing Intern 0.5 FTE	Planning Intern 1.0 FTE	N/A 0.0 FTE	Arts Intern 0.5 FTE
General Responsibilities	General Responsibilities	General Responsibilities	General Responsibilities
Landlord and Tenant Services Mediation	MC Planning Department Liaison	Business Improvement District	Administration / Coordination
Rental Housing Licensing	Streetscape Improvements	Business Retention and Expansion	Project Management
Owner Occupied Group House Registration	Site Plan Review	Work Force Development Initiatives	Program / Policy Development
Rent Stabilization	Long Term Planning	Technical Support for Local Businesses	Cultural Programs
Fair Return Rent Petitions	Land Use Plans	Main Street Takoma / OTBA	Budgeting
Opportunity to Purchase	Open Space Plans / Projects	Takoma Langley Crossroads CDA	
Tenant Association Organizing	Transportation Plans / Projects	Special Taxing District	
Community Land Trust	Bicycle / Pedestrian Safety Projects	Business Assistance Programs Community	
Housing Reserve Fund	Safe Routes to School Programs (SRTS)	Community Marketing	
Vacant Properties Registry	TkPk 5K Challenge	Redevelopment Projects*	
Community Outreach	Research / Data Analysis	New Hampshire Avenue Initiative*	
PILOT Program	Mapping Services		
Emergency Assistance	Demographic / Census		
Community Grants	Permitting – Municipality Letters		
CDBG Grant Program	City Permits – Vendors, Outdoor Cafes*		
Community Partnership Festival Grants	Redevelopment Projects*		
Redevelopment Projects*	New Hampshire Avenue Initiative*		
Boards / Commissions	Boards / Commissions	Board and Commissions	Boards / Commissions
COLTA	Façade Advisory Board	N/A	Arts and Humanities Commission
Grants Review Committee			

* Cross Divisional Projects

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CURRENT PLANNING AND DEVELOPMENT PROJECTS

Illustrative listing of projects currently assigned to the HCD Department:

- Takoma Junction Redevelopment Project
- Washington McLaughlin / Dorothy's Woods
- WAH / WAU Campus
- Montgomery College Facilities Plan
- John Nevins Andrews School Redevelopment
- Takoma Park Recreation Center Redevelopment
- Housing and Economic Development Strategic Plan
- Purple Line Construction
- Open Space Policy and Plan
- Parking Management Study
- Personal Inventory Tax / Commercial Property Tax Proposal
- MCPS School Expansion Study
 - Takoma Park Middle School
 - Piney Branch Elementary School
- Montgomery County Bicycle Master Plan
- Montgomery County Master Plan of Highways and Transitways
- New Hampshire Avenue Bikeways Grant / Project Design
- US Census – 2020

PERMITTING / MUNICIPALITY LETTER WORK LOAD

The following number of municipality letters were issued to residents seeking to secure a building permit from Montgomery County.

	<u>YTD FY 2018</u>	<u>FY 2017</u>	<u>FY 2016</u>	<u>FY 2015</u>	<u>FY 2014</u>	<u>FY 2013</u>	<u>FY 2012</u>	<u>FY 2011</u>	<u>FY 2010</u>
Permit Letters Issued	218	285	279	268	207	200	234	190	178

* Cross Divisional Projects

DRAFT HOUSING AND ECONOMIC DEVELOPMENT STRATEGIC PLAN

Overall Recommendations

The recommendations below are structured according to the objective of housing and economic development: increased economic development capacity, business attraction, business retention and expansion, entrepreneurship support, workforce development, and preservation and expansion of housing. Recommendations for the development of new affordable housing are built into the category of business attraction, because any new development of housing is likely to be mixed-use and therefore tied to the development of commercial buildings.

Increase Economic Development Capacity

- Create a Bi – County BID Along the Takoma Langley Crossroads/New Hampshire Avenue Corridor
- Establish an Economic Development Unit within the City

Business Attraction

- Infrastructure Improvements to Improve Pedestrian, Bike, and Transit Access in Takoma Langley Crossroads and New Hampshire Avenue
- Special Taxing District
- Grow the Takoma Park Housing Reserve Fund
- Assess a Higher Property Tax on Vacant Structures
- Facilitate the Creation of a Community Land Trust
- Partner with Washington Adventist Hospital
- Utilize Benefits Provided by Enterprise Zone to Encourage Business Investment
- Promote High Density Development in Targeted Areas
- Market Development Opportunity in the Takoma/Langley Crossroads Area

Business Retention and Expansion

- Large Scale Outreach Campaign to Business Community
- Review Personal Property Tax

Entrepreneurship and Small Business

- Create Spaces to Start
- Expand Knowledge of Financing Options
- Business Familiarization

Workforce Development

- Increase Access to Training

Preservation and Expansion of Housing Options

- Amend the Rent Stabilization Ordinance
- Modify the City's PILOT Program
- Make the City's Emergency Assistance Program Available to Refugees and Immigrants
- Aggressively Enforce the Rental Licensing Program Requirements
- Assess a Higher Fee on Vacant Structures
- Explore the Feasibility of Non-profit Management Organizations
- Modify the Tenant Opportunity to Purchase Program
- Modify the Home Stretch Down Payment Assistance Program
- Apply for State HOME Program Funds for Housing Rehabilitation
- Continue the Tenant Rights Workshops
- Continue the Tenant/Landlord Mediation Activities
- Encourage the Development of Accessory Dwelling Units