STRATEGIC PLAN

An Overall Approach to Achieving the Vision of Montgomery Village Foundation, Inc.

WWW.MONTGOMERYVILLAGE.COM

Approved by the MVF Board of Directors, May 28, 2009

Mission

Montgomery Village was planned as a "new town", designed with inspiration and care for people living in community with each other and nature. The Articles of Incorporation state that the purpose of the Foundation is the promotion of the health, safety and welfare of the residents of Montgomery Village. Its mission includes:

- Maintenance and upkeep of MVF assets, including lakes, parks, swimming pools, community centers, ball fields and pathways throughout Montgomery Village;
- The Architectural Review Board and Commercial Architectural Review Committee, both of which help maintain the aesthetic integrity of the community;
- Financial management of Village assets and collection of assessments;
- Communications with members on services through *The Village News* and the MVF website (www.montgomeryvillage.com); acting as clearinghouse for Village-wide best practices;
- Recreation programs and classes for all ages;
- Village-wide special events such as the annual July 4th celebration, summer Lawn Theater performances, Flea Markets, after-school programs, holiday programs, etc.;
- Government Relations Department that represents the interests of Montgomery Village to all governments and their agencies;
- Professional Community Management services to HOAs and COAs who contract for those services;
- Professional Landscaping services to HOAs who contract for those services; and
- Professional Landscaping services on County owned roads.

VISION

The Montgomery Village Foundation is a partnership of its members, which include all of our homeowners, dwelling in numerous homes corporations, condominium associations and multi-family rental apartments. We seek to strengthen our community by providing excellent community services to all of our members, fostering dialogue among all our community entities and individual residents, and interacting with state and county officials, ***schools*** and neighboring communities, to protect and enhance our community.

The Montgomery Village Foundation that we envision is an organization that fosters:

- A sense of community pride;
- Active community volunteers;
- Premier parks, recreation and community facilities;
- Strong financial health, with well capitalized reserves;
- Well trained, professional employees, focused on customer service;
- A commitment not only to maintain, but also enhance the natural environment and coexist with our wildlife; and
- Well maintained public and private properties;
- A safe and secure environment for residents.

ORGANIZATIONAL VALUES

MVF supports the Six Pillars of CHARACTER COUNTS!:

Trustworthiness, Respect, Responsibility, Fairness, Caring, Citizenship

They are the underlying principles that support MVF's organizational values:

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CUSTOMER SERVICE	We actively pursue the identification of Member needs to provide effective service to our community with efficiency, accountability and a caring attitude.
COMMITMENT TO EXCELLENCE	We strive to achieve excellence in all we do; we advocate fulfilling our responsibilities as Board members, homeowners and staff, working to pursue suggestions, ideas and creative approaches through training and education, leading to continued improvement in all we do.
FIDUCIARY RESPONSIBILITY	We strive to improve the quality and efficiency of MVF services through cost effective services.
OPEN COMMUNICATION	We promote honest, open communication and easy access to information; transparency builds trust in communication.
COEXISTENCE WITH WILDLIFE	We support our longstanding policies "provide and enhance wherever possible a natural habitat for appropriate species within Montgomery Village" and "support humane treatment of wildlife and act as an advocate of wildlife".
SUPPORT OF "GREEN" INITIATIVES	We support environmental stewardship to enhance and improve the environment, encouraging and educating our residents about waste prevention and use of energy saving technologies.
PARTNERSHIP	We believe in the concept of partnership, working to achieve strong community partners to serve our members, other non-profits, including our schools, etc.

HISTORY

The concept for Montgomery Village began with architect and visionary Clarence Kettler, who, with his two brothers, Milton and Charles, had the idea of building a special town, based on the European model of a "planned community". There were numerous farms in the Gaithersburg area, and in 1962, Kettler Brothers, Inc. purchased the Walker Farm, the first piece of land to become part of Montgomery Village. The Town Sector Zone, a new zoning category, was created for Montgomery Village when it was new. The main purpose of this new zone was to make possible the building of new towns located far enough from the built-up areas of the Washington metropolitan area to permit a high degree of self-sufficiency and independent existence as a separate functioning economic and social unit. The full build-out of Montgomery Village has resulted in attractive and desirable neighborhoods, with ample green spaces and preservation of the many natural features.

On Oct. 17, 1966, the Montgomery Village Foundation, Inc. Articles of Incorporation were officially filed and recorded with a mission statement setting forth its purpose to promote the health, safety and welfare of the residents of the community of Montgomery Village. In 1970, the Foundation received its 501(c)(4) nonprofit designation from the U.S. Internal Revenue Service. The Articles of Incorporation set forth the activities in which the Foundation can be involved on behalf of all residents, essentially mirroring what is provided by a city government township. Additional powers are granted to the Foundation through Declarations of Covenants that are included as part of the deed to all residential property within Montgomery Village and associated with either one of the 10 homes corporations, 11 condominium associations or four apartment rental complexes.

Today, Montgomery Village has more than 40,000 residents and celebrated its 40th Anniversary in 2006. The Montgomery Village Foundation, Inc. has nurtured and sustained the growth of the Village and expanded its ownership of public land for the benefit of all residents, which now totals more than 330 acres. The Foundation owns and operates seven pools, 22 tennis courts, four community centers, 18 recreation and park areas, a natural amphitheater and nature center.

2009-10 STRATEGIC GOALS OVERVIEW

1. **Continue Improvement of MVF Operations and Financial Management**
   - Better financial reporting
   - Enhanced Budget Process
   - Support principles of Sarbanes-Oxley

2. **Review MVF committees with regard to structure, function and goals**
   - Audit Committee, MAC, CARC (priority)

3. **Enhance Communications with Members and HOAs / COAs / Multi-family Owners**
   - Village News and MVF web site
   - Educate Members of importance of role of ARB in the community
   - Encourage outreach to and participation of our diverse groups

4. **Improve Overall Appearance and encourage revitalization of Montgomery Village**
   - Private property
   - Commercial areas
   - County property

5. **Improve security in Montgomery Village**
   - Act as facilitator with Police and security companies
   - Review security plan for MVF facilities / parks

6. **Assess / Upgrade MVF Assets**
   - Pools
   - Lake Whetstone shoreline ***and island***
   - Pathways

7. **Develop Plan to make Montgomery Village Foundation a "Green" Operation**

8. **Encourage Commercial Revitalization**
   - Emphasis on Village Center
   - All commercial areas – new restaurants / businesses

STRATEGIC GOAL #1	**Continue Improvement of MVF Financial Management** ▪ Better financial reporting, ▪ Enhance Budget Process ▪ Support principles of Sarbanes-Oxley
Team Leader:	Greg Snellings
Contributing Members / Committee	Finance Staff, EVP, Audit Committee

BACKGROUND

- There have been a lot of issues in the Finance Dept. over the last 5 years, including increased staff turn-over.
- The auditors have identified the need for better internal controls to safeguard MVF assets.
- Lack of a consistent reporting format from Budget to Audit does not provide a smooth transition.
- Staff training and development on technical issues has been insufficient to develop the technical expertise to properly account for MVF complex transactions, e.g., Fixed Asset/reserve accounting.
- The current financial system (aka Jenark) is not a fund accounting system. Thus its linear structure is not conducive to handling the multi-tiered fund structure required for MVF accounting and reporting.
- The current accounting system is also old, thus is very rigid and inflexible with regard to new information requirements. Requests must be made externally for any changes that don't already exist.

APPROACH

- A new Finance Director with accounting and business experience was hired to build a strong financial management team dedicated to accountability, transparency and customer service.
- The MVF Board appoints the Audit Committee members and Treasurer to advise the Board and recommend policies and initiatives.
- The MVF Board is dedicated to the principles of the SOX law and has plans to understand and comply with it through education.

STRATEGIC GOAL #1	Accelerate Improvement of MVF Financial Management ▪ Better financial reporting, ▪ Enhance Budget Process ~~(Sarbanes-Oxley)~~
Team Leader:	Greg Snellings
Contributing Members / Committee	Finance and Administration staff, EVP, Treasurer, Audit Committee

OBJECTIVES	FY 2009	FY 2010	FY 2011 & Beyond
1. Better financial reporting	1. New audit model adopted ***Completed for 2008 audit*** 2. Define roles/functions of Treasurer, Audit Committee ***Established by MVF By-Laws and Committee Guidelines*** 3. Develop new format for monthly financial reports ***In progress. Working to develop consistent reports for budget, monthly financial reports and annual audit.*** 4. Review collection process ***Completed*** 5. Staff development on complex financial transactions ***Ongoing*** 6. Technology enhancements ***Purchased Essbase and began database development***	1. Continue implementation of report modifications. 2. Review collection process based on economic conditions and delinquency trends 3. Essbase database development for reporting model	1. Consider creation of Finance Committee and develop Committee Guidelines 2. Consider purchase of fund accounting software

STRATEGIC GOAL #1: IMPROVED MVF FINANCIAL MANAGEMENT

OBJECTIVES	FY 2009	FY 2010	FY 2011 & Beyond
2. Evaluate Budget Process / Product	1. Establish internal (staff) Reserve Committee to make annual changes to Reserve Study ***Completed*** 2. Evaluate program performance – develop performance measures for improved program management and budgeting ***(in progress)*** 3. Review/update allocation model for 2010 budget. 4. Explore new revenue source (Capital Transfer Fee) ***This fee is usually a percentage of the price of a home paid by purchaser at settlement*** 5. Continue cost management practices – personnel and vendor / service contracts 6. Define assessment ceiling increase process for 2010, if required. 7. Review MVF departments and programs for financial viability / community value ***Architectural Standards Dept. review underway***	1. Implement performance measures using Essbase to track trends, to assist with budget decision making. 2. Develop plan for assessment ceiling increase – 3 to 5 years out 3. Develop capital investment plan (new capital projects) 4. Review Recreation Dept. User Fee classes and Village-wide special events	
3. Document / revise internal financial controls	1. Review all internal controls and prioritize those for revision ***In process***	1. Ongoing review of all internal controls	1. Ongoing review of all internal controls

STRATEGIC GOAL #2	**Review MVF committees with regard to structure, function and goals** ▪ Audit Committee ▪ Combination Planning Committee (to study Town Sector Zone)
Team Leader:	Sharon Levine
Contributing Members / Committee	All staff and Board committee liaisons

BACKGROUND

- MVF committee volunteers are an important asset and have contributed significantly to the Foundation and the community. Some MVF committees are mandated by our documents, and others have developed over the years in response to issues and needs.
- The MVF Board believes it is important to review all MVF committees with regard to current needs of the Foundation. The Board requested immediate analysis of the Audit Committee in terms of compliance with Sarbanes-Oxley.
- The MVF Board wants to identify if a new collaborative committee, comprised of members of several existing committees (specifically, TD&PF, COE and CARC) should be put in place to ensure that new developments and zoning issues are reviewed via an efficient process.

APPROACH

- The staff is working with the committee Board liaisons and committee members to review the structure, function and goals of the committees.

STRATEGIC GOAL #2: MVF COMMITTEE REVIEW

OBJECTIVES	FY 2009	FY 2010	FY 2011 & Beyond
1. Review structure, function and goals of Audit Committee	2. Review structure, function and goals of MAC, Audit and CARC (priority). Board to develop priority of which to evaluate. ***Audit Committee role defined by By-Laws and Committee Guidelines.*** ***Restructured Public Safety Committee and developed committee guidelines.***		
2. Increase committee membership for various committees	1. Develop and implement marketing plan to encourage volunteers to apply for committee membership MV News is main vehicle to recruit members Board members are key recruiters. Committees to determine need for additional members and inform Board liaisons. 2. Use Welcome Reception as marketing resource. Have committee table to highlight importance of committee work. 3. Board to decide on status of allowing Board members (non-Board liaisons) to vote on committees.	1. Continue to monitor committee membership and market as appropriate. 2. Develop brochure soliciting volunteers to serve on committees.	

OBJECTIVES	FY 2009	FY 2010	FY 2011 & Beyond
3. Appoint additional committees to further MVF Goals	1. Appoint Long-Range Facility Planning Committee with representatives from various existing committees as well as other residents with expertise in facility planning. ***Recruitment of members is in process; Board expected to appoint at May Board meeting.*** 2. Appoint Board Liaison to Bubble-Up Group to provide regular updates to the MVF Board.	1. Bubble-Up Group to continue to provide regular updates to MVF Board.	
4. Enhance communications and relations between MVF Board and committees	1. Each MVF committee would be invited to attend an MVF Board meeting to highlight their goals and accomplishments. Amend General Guidelines for All Committees to invite on annual basis the Committee Chair and members to attend one Board meeting per year. 2. When appropriate, invite Board members to attend committee meetings with broader community impact. ***Ongoing. Has been successful, especially with COE and TD&PF Committee topics.***		
5. Establish Committee member orientation process	1. Develop guidelines for staff liaisons to orient new committee members.	1. Develop a brochure for Committee Chairs on how to run a successful committee meeting. 2. Implement once a year team-building event for committees, to encourage informal bonding and enjoyment of committee membership.	

STRATEGIC GOAL #3	**Enhance communications with Members and HOAs / COAs / Multi-family Owners** ▪ *Village News* and MVF web site ▪ Educate Members of importance of role of ARB in the community
Team Leader:	**Kim West**
Contributing Members / Committee	Communications staff and Committee, Architectural Standards staff and ARB

BACKGROUND

- The Board wants to make sure that we're using all of our tools effectively to communicate with our Members, such as the *Village News*, MVF web site and other publications. These and other marketing tools should be updated on a regular basis, and new ways of reaching our residents should be explored.
- Emphasis needs to be placed on better explanation of the importance of the role of Architectural Standards and the work of the ARB.

APPROACH

- Communications Committee should continue to reevaluate all publications and the web site, to update or modify.
- Communications Committee should continue to reevaluate *Village News* editorial policy.
- ARB to meet with Communications Committee and department to brainstorm ways to market Architectural Standards in positive terms to the community.
- Solicit information for various publications from homes corporations and condominium associations, community groups and schools

STRATEGIC GOAL #3: COMMUNICATIONS WITH MEMBERS / HOAS / COAS / MULTI-FAMILY OWNERS

OBJECTIVES	FY 2009	FY 2010	FY 2011 & Beyond
1. Enhance / Improve *Village News* and MVF web site	1. Create web pages for communities not managed by MVF, similar to managed community pages ***In progress. NVHC web page went live on 4/14. SVHC and NVHC were contacted to submit information. Contact with other communities to begin third quarter of 2009.***	1. Create interactive kids/VN carriers page on web site	1. Archive MVF / Board minutes on web site
	2. Explore and incorporate social networking and web 2.0/3.0 environment (Facebook, Twitter, etc.) ***Staff evaluation in progress. Security concerns are being researched. Communications Committee to further address.***	2. Enable online payments for classified advertising, PIR applications, etc.	
	3. Identify which MVF policies to add to web site ***MVF Collection Policy and Transportation Policy added to web site. Other policies will be added by end of year.***	3. Continue to enhance *About the Village* section of web site, including rental apartments, points of interest, etc.	
	4. Enhance *About the Village* section of web site, including rental apartments, points of interest, etc. ***HOA/COA compiled listing to be added***		
	5. Incorporate Adobe Flash for images on web site ***Completed***.		

OBJECTIVES	FY 2009	FY 2010	FY 2011 & Beyond
	6. Highlight businesses/restaurants in VN ***To date, published feature articles on three local businesses.*** 7. Write articles for VN to showcase MVF departments and committee members ***MVF Board members' profiles to begin third quarter of 2009***		
2. Facilitate marketing of role and function of ARB and Architectural Standards Department, as well as responsibilities of homeowners	1. Promote AS Home Show ***Provided media marketing sponsorship and outreach, including VN articles and ads, etc.*** 2. Produce Home Show video featuring ARB and Architectural Standards ***Completed*** 3. Enhance AS Web pages ***Updated criteria section to reflect ARB changes; uploaded Home Show video to web site.*** 4. Revamp/reformat AS section in VN	1. Promote AS Home Show	1. Promote AS Home Show
3. Continue dialogue and information exchange with Presidents' Council, Reps and other Community entities	1. Update Presidents' Council and new Board members on editorial policies for *Village News* submissions ***Outreach to take place at PC meeting*** 2. Engage condo associations and multi-family contacts to contribute articles to the *Village News* ***Outreach to take place second quarter of 2009***		

OBJECTIVES	FY 2009	FY 2010	FY 2011 & Beyond
4. Implement survey of resident opinion on MVF services every three years	1. Send community-wide survey to random sample of Village homeowners ***Survey mailed to approx. 1100 homes in early April 2009***		1. 2012 – Implement another community-wide survey
5. Update integrated marketing campaign/theme of Discover the Village (new pictures)			1. Communications Committee to present various options to Board to replace "Discover" marketing campaign
6. Identify other vehicles to market MVF services and programs		1. Explore use of county public access stations for MVF marketing.	
7. Apply for awards / programs to bring recognition to fine programs and services MVF offers	1. Tree City Award		

STRATEGIC GOAL #4	**Improve Overall Appearance and encourage revitalization of Montgomery Village:** ▪ Private property ▪ Commercial areas ▪ County property
Team Leader:	Rob Meier
Contributing Members / Committee	Recreation and Parks, Community Management staff, CARC, TD&PF, ARB, COE

BACKGROUND

MVF provides maintenance and landscaping on Foundation properties and Village roads. The homes corporations and condominium associations maintain their community and private properties. MVF does Architectural Standards inspections for all privately owned properties in Montgomery Village. In addition, a number of homes corporations have developed private property maintenance inspection programs to maintain community standards. MVF encouraged the county to prohibit the parking of large trucks and recreational vehicles on county roads and to encroach on the public right-of-way to improve safety, but also to improve the appearance of these roadways in the Village.

APPROACH

All Montgomery Village property owners are required to maintain their properties in order to keep up property values and ensure a sense of community. The MVF homes corporations and condominium associations, local businesses and local government have put programs and policies in place over time to maintain properties and encourage others to do the same. Regular contact by MVF staff with all of these entities and especially with Montgomery County code officials is necessary to deal with egregious property violations.

STRATEGIC GOAL #4: IMPROVE OVERALL APPEARANCE *& ENCOURAGE REVITALIZATION* OF MONTGOMERY VILLAGE

OBJECTIVES	FY 2009	FY 2010	FY 2011 & Beyond
1. Residential Properties	1. Implement Private Property Maintenance inspections for all managed associations ***Middle Village, Patton Ridge, Stedwick, East Village, Eastgate, Maryland Place, Whetstone*** 2. Update community design criteria and color palettes ***Ongoing*** 3. Work more closely with County re: County code violations ***Ongoing. EVP met with Housing and Community Affairs Director to discuss vacant houses and private property maintenance issues.***	1. Ongoing 2. Explore possible change in By-laws to permit fining for architectural violations	
2. Non-Residential Properties	1. Work more closely with County re: County code violations ***Ongoing*** 2. Implement shopping cart pick-up program ***In effect*** ***3.*** Work more closely with schools to clean up certain areas near homes corporation or condominium properties.		
3. County Properties	1. Contact County re: dead trees on Lost Knife Road ***Email sent, no response to date from county*** 2. Contact County to replace trees on Centerway, Montgomery Village Ave. and East Village Ave. ***Contacted; no schedule provided by County as yet*** 3. Continue to work with J. Donegan on Marketplace development ***Plans were reviewed by CARC and TD&PF and were forwarded to the Board in April***	1. Implement formal street and right-of-way inspection process.	1.

OBJECTIVES	FY 2009	FY 2010	FY 2011 & Beyond
4. Foundation Properties	1. Do comprehensive facility / maintenance inspections of all MVF properties for "touch-up" work 2. Develop photographic portfolio of facilities for maintenance and insurance purposes 3. Implement Lake Whetstone Dock and Boathouse renovations ***Final plans being prepared, bid out summer, construction expected in late fall***	1. Redesign signs for MVF community centers / facilities 2. Implement exterior renovations of Stedwick Community Center 3. Design Montgomery Village entrance signs	1. Implement new signs at MVF community centers / facilities 2. Start implementing design of Montgomery Village entrance signs

STRATEGIC GOAL #5	**Improve security in Montgomery Village** ▪ Act as facilitator with Police and security companies
Team Leader:	Debbie Cipriano and Sharon Levine
Contributing Members / Committee	

BACKGROUND

Crime has steadily increased in Montgomery Village. For many years, MVF has hired private security to patrol around parks and MVF facilities in the evenings and nighttime hours. A number of the homes corporations and condominium associations have hired private security to patrol around their streets and community property.

Montgomery Village Foundation has supported crime prevention efforts including Neighborhood Watch programs, community police meetings and regular articles in the Village News on crime prevention "tips". MVF has also lobbied the County Council for the continuance of the Community Police Officer position, which serves as the liaison between the police and our community representatives.

APPROACH

The Public Safety Committee has been charged by the Board to work with local police, homes corporations, security representatives, and others to improve safety and security in the Village.

STRATEGIC GOAL #5: IMPROVE SECURITY IN MONTGOMERY VILLAGE

OBJECTIVES	FY 2009	FY 2010	FY 2011 & Beyond
1. **Support educational initiatives to prevent crime**	1. Run regular features in Village News and on web site to feature crime prevention tips, police education events, etc. ***Ongoing*** 2. Continue to hold quarterly meetings with police and community managers	1. Continue to hold quarterly meetings with police and community managers 2. Hold regular meetings with commercial businesses 3. Evaluate lighting at MVF facilities to deter crime	
2. Evaluate the purchase of security cameras	1. Solicit proposals for Lake Marion and Nature Center security ***Bids received, analysis not complete***	1. Evaluate other community center parking lots and facilities	
3. Evaluate on a regular basis MVF Security Contract for MVF properties.	1. Work with contractor to make improvements to security report formats.		

STRATEGIC GOAL #6	**Assess / Upgrade MVF Assets:** ▪ Pools ▪ Lake Whetstone shoreline ▪ Pathways
Team Leader:	Peggy Mark
Contributing Members / Committee	Recreation staff, EVP, COE, Recreation Committee, Long-Range Facility Planning Committee

BACKGROUND

Many MVF facilities are up to 40 years old and although they have been maintained over the years and have had numerous improvements added to the original facilities, including, for example, ADA enhancements, have not been substantially changed to reflect modern trends. The MVF Board has recently approved the formation of a Long-Range Facility Planning Committee with the mission to include:

- Identify possible new facilities or upgrades to current facilities that could be accommodated through reserve spending or new capital outlay
- Prioritize the list of possible new facilities or facility upgrades
- Present report to the Board by March 1, 2010.

APPROACH

Implement Long-Range Facility Planning Committee to review current facilities, visit facilities in other areas to see what is available elsewhere, and suggest possible upgrades to existing MVF facilities as well as possible new facilities for the future.

STRATEGIC GOAL #6: ASSESS / UPGRADE MVF ASSETS

OBJECTIVES	FY 2009	FY 2010	FY 2011 & Beyond
1. Renovate Community Centers (according to Reserve plan)	1. Complete interior renovations to Whetstone Community Center ***New floor installed and bathroom upgrades in process*** 2. Replace hot water system at Watkins Mill pool ***Fall construction***	1. Complete exterior renovations to Stedwick Community Center	1. Explore concept of adding Fitness Center at Lake Marion Community Center
2. Renovate MVF Pools, including implementing increased safety measures	3. Complete North Creek wall repair (rebuild and whitecoat) ***Fall construction*** 4. Implement Watkins Mill filter room renovations ***Completed***	1. Add separate baby pool filter at Watkins Mill Pool 2. Add shade shelters at all pools, to address increased concerns about sun exposure 3. Continue to participate with Bubble Up Group to further investigate the feasibility of an indoor pool.	
3. Renovations to Lake Whetstone Shoreline	**3.** Hold meeting with Bob Hoyt, County DEP Director, regarding water quality protection charge and Lake Whetstone ***Presidents' Council met with Hoyt and county indicated that they programmed $40k; no schedule for repair finalized.***		1. Develop plan for shoreline improvements
4. Revisit "Project Pathways"		1. Investigate connecting path from back of NC Lake to greenway that leads through Seneca Park to Damascus	1. Develop plan of path network and identify gaps
5. Renovate Lake Whetstone Dock and Boathouse	1. Secure Bond funding from State ***$80,000 received as matching grant; Final plans underway; bid out in summer, construction late fall***		

STRATEGIC GOAL #7	**Develop Plan to make Montgomery Village Foundation a "Green" Operation**
Team Leader:	Scott Gole
Contributing Members / Committee	Recreation staff, Rob Meier, COE, Recreation Committee

BACKGROUND

MVF has a proud history of stewardship of its natural resources, including parks, open spaces, lakes and ponds. It has developed policies to coexist with wildlife, to effectively minimize and resolve conflicts between wildlife and people on or adjacent to parkland, so as to promote peaceful coexistence. The Village has been recognized by the Arbor Day Foundation with a Tree City Award for 21 years in a row.

Like many organizations, MVF wants to join the "green" revolution to further enhance the environment, by increasing recycling efforts, improving energy efficiencies, purchasing clean energy, utilizing recycled materials when replacing or repairing existing facilities, etc.

APPROACH

MVF is continuing to lead this effort through education efforts and best practices in facility management and landscaping. The work of the COE is particularly important with regard to looking at different facets of environmental improvement. For instance, a sub-committee of the COE worked to develop a proposal for the use of solar panels for lighting at the South Dock area of Lake Whetstone.

STRATEGIC GOAL #7: PLAN TO MAKE MVF A "GREEN" OPERATION

OBJECTIVES	FY 2009	FY 2010	FY 2011 & Beyond
1. Facilities (lighting, building improvements)	1. Replace Whetstone CC floor with environmentally friendly recycled materials similar to that in the LMCC gym ***Completed*** 2. Review reserves to see what is due for replacement and investigate "green" alternatives to current materials, etc. Identify cost implications. 3. Look at additional insulation for Lake Marion offices for better heat/cooling retention. 4. Install more energy efficient hot water heater at Watkins Mill pool. ***Fall construction***		
2. MVF Properties	1. Develop benchmarks for recycling. 2. Review pesticide program and determine if additional acreage of "no-mow" areas can be identified. 3. Reduce office use of paper; look into use of more recycled paper and products.		
3. Stormwater Management	1. Improve water quality from Marketplace development to Theatre Pond and from Theatre Pond to the creek and Bay ***Staff and COE have reviewed proposal for rebuilding Theatre Pond so that Montgomery County can maintain it.***		

STRATEGIC GOAL #7: PLAN TO MAKE MVF A "GREEN" OPERATION

OBJECTIVES	FY 2009	FY 2010	FY 2011 & Beyond
4. Education of Residents	1. Continue to educate staff and residents of environmental concerns through newsletter/website ***Regular "greening" tips included in the Village News*** 2. Publish in Village News information about alternative energy suppliers.	1. Develop an electronic suggestion box to receive ideas about "going green".	

STRATEGIC GOAL #8	**Encourage Commercial Revitalization** ▪ Emphasis on Village Center ▪ All commercial areas – new restaurants / businesses
Team Leader:	Sharon Levine and Diane Stasiewicz
Contributing Members / Committee	EVP, CARC, TD&PF

BACKGROUND

The Village retail centers have aged, and MVF receives continuous feedback from residents about the need for newer, more upscale restaurants, movies and other retail amenities.

CARC has the authority to review and approve aesthetic design elements for non-residential properties, including lighting and landscaping, and approves plans on behalf of the MVF Board of Directors.

MVF has an agreement with Montgomery County that no signage permits may be issued without a letter of approval from MVF.

TD&PF Committee considers development issues with regard to compatibility of land use in the Village plan. They make recommendations to the Board to take positions on pedestrian and vehicular safety, traffic flow, parking and lighting from a safety perspective.

APPROACH

- CARC and TD&PF Committee are working to share more information with each other, including meeting minutes, letters sent, etc.
- Staff is working with Village businesses to make them feel more a part of the community by partnering with special events, such as Welcome Receptions, Home Show, etc.
- MVF has been working to facilitate community meetings with developers to discuss new proposals for renovations or development plans (e.g., J. Donegan and Webb Tract).

STRATEGIC GOAL #8: ENCOURAGE COMMERCIAL REVITALIZATION

OBJECTIVES	FY 2009	FY 2010	FY 2011 & Beyond
1. Encourage revitalization of aging retail areas	1. Continue to meet with non-residential property owners to encourage a community involved process for revitalization of aging commercial areas. ***Met with WRIT senior management and met with reps of MV Off-Price Center to discuss façade renovation, etc.*** 2. Review revised plans for Marketplace development. ***Ongoing. Board review in April.***	1. Celebrate Marketplace groundbreaking??	1.
2. Build stronger rapport with non-residential property owners (commercial, churches, etc.)	1. Continue to encourage regular partnership with MVF special events such as the Home Show, Village News feature stories, Newcomer Welcome Receptions, attendance at Holiday Inn reopening event, meetings with business leaders such as Sunrise, etc. ***Ongoing*** 2. Consult with businesses on signage ideas, to ensure compatibility with Village design features ***Ongoing***	1. Complete inventory of Village businesses and develop contact list for regular communications.	
3. Develop vision for MVF community plan, to be ready for Masterplan update	1. Arrange for Planning Board tour of Village and discussion of Gaithersburg East Town Sector Zoning	1. Meet with state Dept. of Planning to determine if grant funds are available to assist in visioning process for Town Sector Zone.	