

CHAPTER IV: GOVERNMENT Administration

Objectives

- Maintain a strong public participation program in government decisions.
- Improve budget procedures and keep citizens informed of significant trends and information.
- Streamline permitting processes and periodically review regulations to eliminate unnecessary restrictions and duplications.
- Provide efficient, courteous services to the citizens.
- Periodically review County government structure to ensure that it is the most effective for the current situation. Make sure that information is readily accessible and understandable to the public through more use of the internet.

Sustainability Issues

Sustainable communities provide effective and efficient government to maintain and/or improve the quality of life of residents in the following ways:

- *County government evaluates trends and provides the leadership to deal with problems and challenges.*
- *County government services are timely, effective, and designed to implement the Comprehensive Plan.*
- *As the County changes, quality of life is maintained or enhanced within the abilities of the local government to effect change.*

Effective Government

If it is effective, government represents the will of an informed public. For the public to be "informed", several actions must take place. First, someone, typically the government and/or the press, must monitor trends pertaining to the County, region, and state. That information would include crime, education, land use, revenues, expenditures, etc. Second, someone must relay that information to the citizens. Finally, the citizens must have suitable avenues to receive that information, be able to evaluate it, and communicate

their reactions to the government. The internet is a valuable tool for this purpose.

In addition to strong citizen participation, effective government is influenced by the form of government and the quality of management. The form of government can have an impact on effective communication and proper governmental response. In Maryland, the rules governing the functions and operating procedures of a County Commissioner form of government are determined by State law. The Maryland General Assembly makes these laws. The Board of County Commissioners (BOCC) serves as the administrative branch. The legislative delegation, through the Maryland General Assembly, serves as the legislative branch. With this form of government, the legislative delegation has more influence over County decision-making. New legislation is submitted annually to the General Assembly.

The State law governing the functions and administration of a County Commissioner form of government can be found in Article 25 of the Annotated Code of Maryland. Laws pertaining specifically to Calvert County can be found in the Code of Public Local Laws of Calvert County and in the resolutions of ordinances passed by the BOCC.

Good management is reflected in the quality of service, compliance with legal and ethical requirements, and preparation for changes in service needs. Good managers properly train new and existing employees for completion of tasks and communication with the general public. Ethics are enforced. Periodic studies are conducted to ensure that staff and facilities reflect service needs and salary market conditions. An ombudsman, an appointed public official who investigates activities of government agencies, can help to ensure that citizens receive quality service.

Government organization is also a factor in effective delivery of services to the public.

Efficient Government

If it is efficient, government only performs the services best conducted by a governmental body.

Other services are conducted by volunteers or the private sector. Thousands of tasks are performed by volunteers daily in the schools, libraries, fire and rescue squads, museums, recreation programs, counseling programs, senior centers, etc. Such volunteer service not only helps to reduce government costs, it also helps to build a strong sense of community.

In some cases, it is not feasible to use volunteers, including when there are not enough volunteers, when service coverage must be guaranteed, or when volunteers do not have the expertise to perform the task. Wherever possible, volunteers, however, should be considered to perform services.

If volunteers are not an option for a new or existing task, another approach that should be pursued is privatization of services. If the County hires a private firm to perform tasks, operating costs may be less expensive and government building space can be reduced. Factors to be considered concerning privatization are:

- Cost
- Proper accountability and adequate quality
- Assistance to the local economy.

Actions

- IV-1 Periodically appoint committees, as needed, to review County services. [CA]
- IV-2 Maintain a high standard of customer service and ethics among County employees. [P]
- IV-3 Consider opportunities for privatizing County services, provided that:
 - a. They are cost-effective, and there is competition;
 - b. Performance standards are met; and
 - c. They are phased in and announced in advance so that local businesses have the opportunity to compete. [CA]
- IV-4 Conduct periodic analysis of County government space needs, pay scales, and positions to determine if they are in line with market conditions. [CA]
- IV-5 Develop and maintain good directional signage for County facilities. [GS]
- IV-6 Provide current information concerning the

Actions Continued

- organization of County government, including the functions and procedures of Departments, Boards, and Commissions. Seek ways to distribute copies, particularly to new residents. [CA]
- IV-7 Periodically review County rules, regulations, and practices for elimination, combination, or clarification. [CA]
- IV-8 Periodically evaluate the County computer system and make use of new technology when it results in improved service. [CA, TS]
- IV-9 Among equally qualified applicants, give priority to hiring County residents. [P]
- IV-10 Use the internet as one means of providing information to the public. [All Departments]
- IV-11 Periodically review government organization to ensure that it is structured to provide the best service to the public. [BOCC]

Finance

Objectives

- Ensure that new development pays its fair share of the costs associated with growth.
- Continue to make the budgetary process readily accessible to the public.
- Maintain sound fiscal policies concerning public money investment, taxation, debt limits, and fund reserves.
- Encourage the diversification and growth of businesses to broaden the tax base.
- Ensure that the citizens of Calvert County share the cost of services in a fair, equitable, and rational manner.
- Maintain financial models for long-range financial planning, including long-term financial forecasting model, 6-year capital improvements program, and the debt affordability model.

Sustainability Issues

Sustainable communities recognize long-term fiscal trends and adopt policies to:

- *Balance growth with the ability to provide services to maintain the quality of life*

- *Recognize the relationship between good fiscal health and good land use and economic development policies*
- *Meet the needs of current generations without overburdening future generations*
- *Include citizen input in budget decisions.*

Fiscal Trends

Calvert County enjoys a very strong financial position with relatively low debt and low tax rates. In FY 2003, Calvert County had the 4th lowest real property tax rate and the sixth lowest income tax rate in the State. This allows a comfortable level of flexibility in the County's ability to increase revenue as needed from a variety of sources. After several years of unprecedented growth in income tax receipts, the most recent increase dropped to 5.4% (FY 2003 over FY 2002). The County's fund balance at the end of FY 2003 reflects a total of \$43.5 million.

Calvert County's two main revenue sources are real property and income tax. Real property reassessments were virtually flat through the mid-1990s. There were several years when new construction was the only increase in this revenue source. Recent valuations however, are showing average annual increases of approximately 6% reflecting a surge in the real property values. Income tax receipts powered our economy over the past 5 years. In FY 1997, income tax revenues totaled \$23.6 million; in FY 2003 \$40.2 million, an increase of more than 70%, or more than 9% per year. FY 2004 receipts, however, are expected to be about \$42.9 million.

The third largest revenue source for the County is utility taxes. Since 1975, the County has benefited from substantial revenues from the Calvert Cliffs Nuclear Power Plant (CCNPP) in Lusby. During the 1980s the CCNPP public utility tax payment represented more than one-third of the County's total revenue. In FY 2003, this payment accounts for approximately 7.5% of the County's revenue. Electric deregulation has had a profound impact on revenues received from this source. In FY 2000, CCNPP paid \$21.1 million in public utility taxes. In FY 2003 this payment has been reduced to \$12.7 million, a reduction of \$8.4 million. To offset a portion of this

loss, the State has provided a grant to the County of \$6.1 million. The agreement was to fund this grant and then perform a "look back" analysis to see if further assistance is necessary. Should the State not fund this grant, the Commissioners would either have to cut expenditures or find a way to replace this revenue.

Even after tax reform, CCNPP remains the County's largest taxpayer and one of the largest employers. Having such a large corporate taxpayer has helped the County maintain the same property tax rate since 1987 and income tax rate since 1990 while meeting the demands of our tremendous growth. With CCNPP's recent success in obtaining relicensing and additional capital investments, they will continue to play an important role in Calvert County's economy. If the plant ever becomes inoperable, it would have far-reaching effects on Calvert County.

The other major utility in the County is the Cove Point Liquid Natural Gas Plant in Lusby. In 2003, it began receiving shipments at the offshore loading pier. The investments in the plant generated approximately \$2 million per year in additional public utility taxes.

Other new commercial endeavors throughout the County include the buildout of the industrial park and the commercial growth within the Prince Frederick Town Center. The Patuxent Business Park in Lusby will have a positive affect on personal and real estate tax revenues. It is expected to have more than 650,000 square feet of office space at buildout.

Recent financial forecasts show expenditures outpacing revenues, requiring the use of fund balance reserves. Expenditure growth over the past two years has averaged 8%. With income tax receipts expected to return to a more normal level of growth of 4% to 5% and assessments growing at 6%, the trend suggests that within the next few years additional revenue will be necessary, and the expansion of the County's commercial tax base through targeted industries will be more critical, to balance the budget.

Expenditures - Capital Costs

Calvert County continues to be one of the fastest growing counties in the State. This is clearly reflected

in the construction of new schools. From 1990 to 2000, Calvert County virtually built a school a year, spending more than \$62.9 million in local funding and \$40.9 million state dollars. Although slowing somewhat, school construction still constitutes a major portion of capital construction dollars. Between 2000 and 2010, the County will construct an additional middle school, high school, and elementary school, expand another elementary school, and do major renovation to the two older high schools. There are also plans to expand kindergarten classroom space to meet the full-day kindergarten mandate in 2007.

As the buildings age and more facilities are added, maintenance has become a major concern and each year more money is required to keep our schools efficient and in good working order. For this reason, the Commissioners successfully petitioned the legislature to drop impact fees in favor of the more flexible Excise Tax. The Excise Tax uses essentially the same fee structure as Impact Fees, but can be used for maintenance or other needs, and is not restricted to new construction. This revenue source is projected to cover all routine maintenance as well as some construction costs.

In the area of higher education, the County has partnered with the State to construct a new flagship building for the College of Southern Maryland at Prince Frederick. This \$17.8 million facility located on Williams Road will open in 2005. It is the first of five buildings to be constructed in a campus setting.

In addition to schools, the second area of priority funding is infrastructure, primarily roads, recreation, communications, and water and sewer. Over the next six years, \$26.8 million is allotted for the Prince Frederick Loop Road, \$5 million for Southern Connector Road and Patuxent High School entrance, and \$8.4 million for parks and recreation facilities, including a swimming pool at Cove Point Park. A major expansion of the Prince Frederick Sewer Plant was completed in 2003 to provide for the residential and commercial growth anticipated in the county seat.

To fund this level of capital investment, the County plans to issue general obligation bonds over the next

several years. Bond financing is an economical way to pay for large capital improvements. Because of the County's strong financial position and excellent bond ratings, the County has been able to obtain very attractive borrowing rates. The bonds are paid off over a 15-year term, allowing future generations who benefit from the improvements to help pay for them.

Expenditures - Operating Costs

For the 5-year period FY 1999 through FY 2003, total general fund expenditures and other financing uses increased \$31.3 million or 26.8%: \$19.7 million or 35.6% for the Board of Education, \$11.6 million or 18.9% for County. This increase correlates to the population growth and increased demand for services in all sectors of local government.

Sound Governmental Fiscal Policies

Over the years, Calvert County has adopted several sound fiscal approaches, including maintaining limits on debt and maintaining an unreserved fund balance of no less than 8% of annual expenditures. The County has issued bonds one time in the past six years and received an upgrade from two of the three rating agencies.

Limits on Debt

Most local governments borrow money for major capital projects, thus reducing fluctuations in annual budgets and passing part of the construction costs to all new residents who will be using the facilities. Local governments can, however, get into significant financial trouble if the annual debt costs are too high, particularly if the anticipated growth does not occur. Experts recommend that limits be set as to annual debt costs as a percentage of annual revenues. These limits vary from county to county, as they are dependent on a government's financial situation and prospects. In 2001, the BOCC set the debt limit to not exceed 9.5% of current revenues.

Unreserved Fund Balance

Another sound fiscal policy is the maintenance of an unreserved fund balance, which can be used to meet unexpected budget demands. Each year, Calvert County develops a budget based on anticipated

revenues and expenditures. However, it is not always possible to anticipate decreases in revenue or increases in expenditures due to:

- National or regional recessions or a drop in revenue by one major source
- Unanticipated changes in the tax and spending policies of federal and state governments
- Imposition of mandates by federal and state governments
- Natural disasters
- Court decisions arising from lawsuits.

With an unreserved fund balance, a local government can maintain the orderly provision of services to residents if one of these situations occur. Bond rating agencies also look at whether a local government has an unreserved fund balance because the balance helps secure a government's ability to pay debt in times of economic uncertainty. The stronger the bond rating the lower the interest rate when a government borrows money.

Containing Government Costs

In light of current economic conditions and forecasts, there are several steps that could be considered to help manage costs:

- Examine fees for services to determine if they are sufficient to cover costs.
- Slow residential growth because costs typically exceed revenues.
- Reduce the level of services.
- Encourage retirees to remain in existing homes or to move to the County because they place fewer demands on schools.
- Encourage volunteerism in lieu of expecting government to provide all services.
- Implement new user fees where appropriate.
- Privatize services (i.e., contract services to private firms) - see discussion in the Administration section.
- Implement energy conservation (see Energy, Public Facilities, and Services).
- Require a fiscal analysis prior to providing financial assistance to any commercial or residential project.

The Cost of Sprawl

Sprawl is the spreading of developments (houses and shopping centers) on undeveloped land near a city. (Merriam-Webster) Sprawl development results in decreasing investment in urban areas and increasing costs for rural developing areas. The Bank of America, a major lending institution, has endorsed a study stating that sprawl development is not a financially sound land use pattern. According to the study, sprawl affects taxpayers in a variety of ways, including the costs of:

- Building and maintaining roads and other major infrastructure to serve distant suburbs
- Dealing with social problems that remain in the older urban communities when the middle class moves out
- Solving environmental problems in the newly developed areas.

Businesses are affected by sprawl in the following ways:

- Adverse impacts on the region's business climate, due to congestion and reduction in the quality of life
- A geographical mismatch between workers and jobs, leading to lower worker productivity and higher labor costs (due to long commuting times and inability of some workers to get to jobs)
- Abandoned investments in older communities that become economically uncompetitive.

New residents who commute long distances are affected by:

- The cost of transportation
- Lost time commuting to work and other destinations
- Vehicle exhaust pollution
- Increases in tax rates to provide and maintain new facilities and services.

Calvert County needs to make sure that new development pays its fair share. Otherwise, existing residents have to subsidize the costs of growth.

Expand Commercial Tax Base

The County needs to explore ways to build its commercial base by expanding targeted industries to

help balance the costs of residential growth. A Countywide effort to encourage more commercial and industrial development is needed so that diversity in the tax base can be achieved. At the same time, more cost-effective residential development patterns need to be explored.

When determining the types of economic development to support, the County should give priority to businesses that bring money into the County and respending it in the County. For example, locally owned tourism businesses bring money from outside the County and it is usually reinvested in the County. On the other hand, when money is spent in large corporate stores, a large portion leaves the County and thereby reduces the respending of money in the County.

Actions

- IV-12 Maintain a budget process that allows adequate time for public review before a budget is adopted. [CA, F&B]
- IV-13 Maintain a ratio of debt service to total revenues in accordance with sound business principles. [CA, F&B]
- IV-14 Periodically review investment practices and policies and ensure that funds are monitored. [F&B]
- IV-15 Maintain a sufficient unreserved fund balance as a means of maintaining strong credit ratings and dealing with lower than expected revenues from income sources. [CA, F&B]
- IV-16 Adopt policies that discourage sprawl development. [BOCC, P&Z]
- IV-17 Encourage retirees to remain in or move to the County by considering tax breaks for seniors. [BOCC, P&Z]
- IV-18 Develop and maintain cost-containment measures to ensure that revenues meet expenditures. [CA, F&B]
- IV-19 Maintain fiscal policies that require new development to pay its fair share of the costs of new facilities and environmental impacts. [F&B, P&Z]

Actions Continued

- IV-20 Explore ways to expand the commercial tax base (see Chapter III: Economy). [ED]
- IV-21 Consider nontraditional funding sources to pay for the implementation of Town Center Master Plans and to preserve identified preservation areas. [F&B]
- IV-22 Require a fiscal analysis to be prepared prior to providing financial assistance to any commercial or residential project. [F&B, ED, P&Z]
- IV-23 Develop long-term revenue and budget scenarios, including one without the revenues from an operating nuclear power plant. Evaluate ways to deal with long-term revenue shortfalls. [F&B]

Public Facilities and General Services

Objectives

- Provide public facilities to support planned growth.
- Ensure that new public buildings and grounds are built with multiple public uses in mind.
- Ensure that public facilities are energy- and cost-efficient and easy to maintain.
- Whenever appropriate, locate public buildings in town centers.
- Provide and/or plan the development of infrastructure, such as roads, communications, water and sewer, sidewalks, etc., to enable designated towns to develop.

Sustainability Issues

Sustainable communities are dependent on good public facilities, including buildings, parks, and infrastructure (water, sewer, stormwater management, roads, communications, and sidewalks). Sustainable communities provide public facilities and services in the following ways:

- *Public facilities and services are located in the town centers, if the use is appropriate for a town center.*
- *Public buildings are designed to accommodate a variety of uses.*

- *Public buildings are energy-efficient and easy to maintain.*
- *Needed public improvements (i.e., communications, water, sewer, and stormwater management) are planned and installed in areas where growth is to occur.*

Public Building Locations

Public buildings help to create and define a town. They can establish a town's identity (e.g., the courthouse in Prince Frederick). Public buildings such as post offices, libraries, schools, clinics, and courthouses are frequent destinations and businesses often locate near these facilities to benefit from traffic they generate. Residents of towns also benefit from having public facilities and services within walking or bicycling distance, particularly those who are unable to drive.

In the last 40 years, many public buildings have been located in rural areas, away from town centers. With our reliance on the automobile for all transportation, public facilities have been directed toward the centers of service areas, rather than in town centers. While zoning regulations have required businesses to be in town centers, public facilities have been exempt from such requirement. Rural sites are less expensive to acquire, but can be more expensive in the long run, considering transportation costs and lost revenue for businesses.

Public Building Functions

Traditionally, public buildings were designed with one public use in mind (e.g., library; post office, or school). In recent years, efforts have been made to build multipurpose buildings such as Southern Community Center, which houses a library, senior center, counseling services, recreation center, etc. Also, the public schools have allowed the County Parks and Recreation Division to set up programs in the schools when they are not in session. Multipurpose use of public buildings makes sense for many reasons, including:

- Reduction in overall County space needs, when compared with creation of separate facilities
- Reduction in parking
- One-stop access to governmental services
- Opportunity for family members to attend

different public functions and/or use services while sharing modes of transportation.

Some County services need only office or meeting room space from which to operate. If it is cost-effective to do so, such services should be located in multipurpose space in all designated town centers. Consideration should be given to providing evening hours to serve those who commute and cannot use the services during working hours.

Other County services function best if centralized. For example, the courts system, along with the State's Attorney, the Sheriff's office, parole officers, etc., need to be located together to maximize efficiency. These uses should remain in Prince Frederick.

Public Buildings and Grounds Maintenance

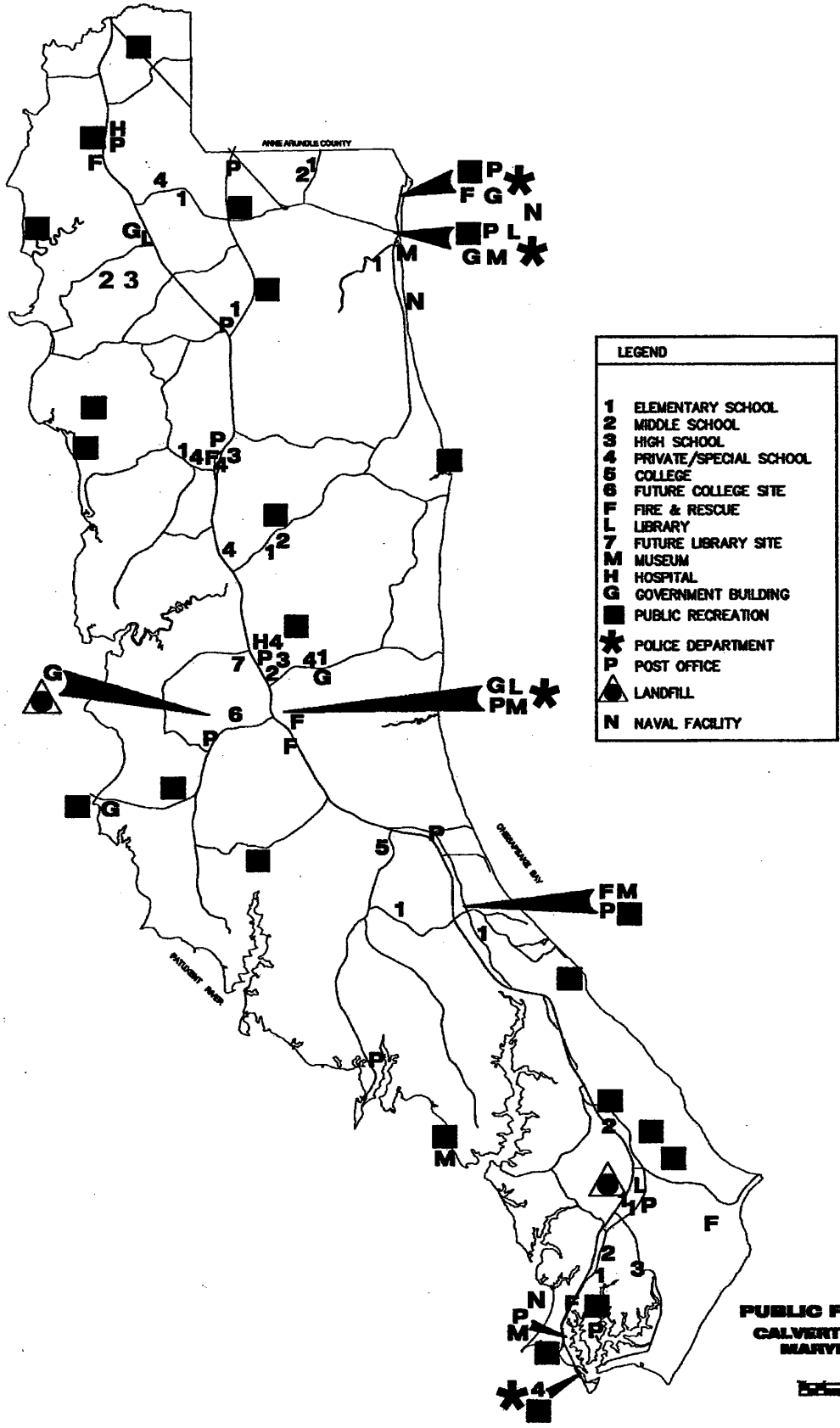
After a new public building is completed, it must be maintained, along with the landscaping, heating and cooling equipment, paper goods, etc. As each building has been erected, there has been no attempt at standardizing the equipment. If several public buildings used the same heating equipment, then the County would be able to make bulk purchases of filters and other often-replaced or disposable items. In addition, the local, public, or private maintenance workers could be trained to do periodic maintenance or make repairs rather than having to hire specialists.

Landscaping must be designed and installed with maintenance in mind, with preference to indigenous materials and those that don't require frequent watering or mowing.

Community Water and Sewer

Whether or not community water and sewer exists has a significant impact on land use patterns. If they are allowed in rural areas, then those rural areas will develop. On the other hand, if town centers do not have water and/or sewer, then buildings might not be effectively concentrated.

Town centers should have community water systems to reduce the number of wells drilled into the aquifers. Each well site (particularly abandoned wells)



LEGEND	
1	ELEMENTARY SCHOOL
2	MIDDLE SCHOOL
3	HIGH SCHOOL
4	PRIVATE/SPECIAL SCHOOL
5	COLLEGE
6	FUTURE COLLEGE SITE
F	FIRE & RESCUE
L	LIBRARY
7	FUTURE LIBRARY SITE
M	MUSEUM
H	HOSPITAL
G	GOVERNMENT BUILDING
■	PUBLIC RECREATION
*	POLICE DEPARTMENT
P	POST OFFICE
▲	LANDFILL
N	NAVAL FACILITY

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represents an opportunity for pollution of the aquifers. Properly managed community wells, therefore, are preferred when economically feasible.

Designated town centers should be considered for community or shared sewer systems. Properly designed community sewer systems can have less impact on the environment than the equivalent number of septic systems, if nitrogen and phosphorus are removed during treatment. In the development of new systems and the expansion of existing systems, careful consideration should be given to the use of new technologies and alternative solutions, particularly those that reduce the impact on the environment. The County authorized a case study of a shared sewer system in the Marley Run subdivision near Huntingtown.

During the preparation of this plan, many concerns were raised about whether or not community sewer systems would be needed for older communities recorded prior to the adoption of County zoning. In 1993, the Board of County Commissioners took steps to ensure that all new construction will be on lots that can accommodate onsite septic fields. In deciding whether or not a specific system is appropriate for older dwelling units, the following should be considered:

- Are alternative technologies available that would not require construction of a system?
- What are the minimum number and location of lots that would have to be served?
- Can the cost be born by those benefiting from the system?
- Can the system be developed without increasing buildout?

Regional Stormwater Systems

Changing land use from open land (which can absorb water) to developed land with impervious surfaces such as asphalt, concrete, and roofs, increases stormwater runoff, which can cause stream sedimentation and erode stream banks. Increased stormwater runoff poses a direct threat to personal property when flooding results from seasonal rainfall and storm events.

State law requires that stormwater runoff be addressed

during the development of a project. Typically, the stormwater devices are installed on site and require maintenance and inspections to ensure that they remain fully functional. There are several advantages to developing regional stormwater management facilities versus individual (onsite) systems, including lower construction costs, lower maintenance costs, and fewer inspections.

Most communities were designed before stormwater management was required. Many have stormwater management problem areas. Typically, these communities have no designated drainage swales or retention areas. State law allows the County to establish stormwater management districts, and it allows for a system for collection and allocation of money to solve the problems.

Timing of Infrastructure Improvements

To make major town centers more pedestrian-friendly, infrastructure is needed. A grid pattern of streets is needed to provide opportunities for business and residential development, away from major highways. Water and sewer are needed to provide the concentration of buildings necessary to make pedestrian access feasible. Sidewalks and bikeways are needed to make such alternate transportation safe.

It is much less expensive to acquire sites and rights-of-way before most of a town center develops. Regional stormwater management facilities are often more effective and less expensive to maintain for all parties than individual onsite systems, but need to be planned before much development occurs.

Actions	
IV-24	Be proactive in the development of infrastructure in town centers as called for in town center master plans. [F&B, GS]
IV-25	Permit community or shared water and sewer in all town centers when needed to support environmental health and/or to support County-identified economic development goals, when and if cost effective and economically feasible. [CR]

Actions Continued

- IV-26 Locate new public buildings in town centers, wherever appropriate, consistent with the requirements of the town center master plans. [F&B, GS]
- IV-27 Periodically conduct energy efficiency studies on public buildings and make cost-effective improvements. Consider service of buildings with natural gas, if practical. [GS]
- IV-28 Encourage or require architects of new public buildings to standardize equipment whenever feasible, and to consider the costs of maintenance, replacement, and energy efficiency when designing new facilities. [GS, PW]
- IV-29 Identify problem stormwater and drainage areas. [PW]
- IV-30 Encourage communities with substantial stormwater management problems to petition for establishment and implementation of stormwater management districts. [PW]
- IV-31 Evaluate the use of regional or shared stormwater management systems, on a case-by-case basis. [PW, P&Z]
- IV-32 Require that County and State agencies review plans for any new public buildings to help promote efficient multiple use. [F&B, PW, GS]
- IV-33 Consider using solar energy and other alternative energy as a supplemental energy source (e.g., at the compactor sites). [F&B, PW]
- IV-34 Consider function, aesthetics, and energy efficiency during site selection and site and building design. [F&B, PW]
- IV-35 Include funding in the County budget to properly maintain public buildings and grounds. [F&B, GS]

Interjurisdictional Coordination

Objectives

- Ensure coordination and cooperation between Calvert County government and other public and quasi-public agencies, and elected officials.
- Make intergovernmental cooperation an integral part of planning by developing close working relationships between agencies.
- Work with the towns of North Beach and Chesapeake Beach, as well as the Tri-County Council of Southern Maryland, and Anne Arundel and Prince George's Counties to achieve consensus on regional issues and policies.
- Encourage long-term consistency between the towns' and the County's plans.

Sustainability Issues

Sustainable communities have timely interjurisdictional coordination that enables them to identify and resolve issues at the earliest possible stage when they are usually easiest to address and manage, including growth management, environmental protection, and economic development strategies.

Need for Coordination

Calvert County's relatively small size and location next to the metropolitan areas of Washington and Annapolis make examination of our regional context extremely important. We are part of a dynamic regional economy, transportation network, agricultural land base, and natural resource system. We are influenced by the decisions of neighboring jurisdictions and we, in turn, influence our neighbors and the region.

Southern MD Coordination

Calvert County is part of the Southern Maryland regional economy comprising St. Mary's and Charles Counties. On some levels, such as jobs and market share, Calvert County competes with these other counties. Moreover, the three counties share common interests:

- Common borders with the Patuxent River
- A threatened agricultural economy

- A changing rural lifestyle
- A commuter population.

Calvert County will benefit from collaboration within Southern Maryland to address these issues. The three counties already participate in a number of regional initiatives and organizations, including the Tri-County Council and County Departments such as Public Safety, Public Works, Planning and Zoning, and Economic Development meeting with their counterparts on a regular basis. Coordination is evidenced in (among others):

- Southern Maryland Heritage Partnership
- NPS Gateways Program
- Agricultural Development Commission
- Southern Maryland Regional Transportation Coordination Program
- Southern Maryland Economic Development Association.

Town/County Relations

Calvert County has two incorporated towns, North Beach and Chesapeake Beach. Both exercise local legislative authority independent of the County. Both have their own municipal tax authority and departments of Planning and Zoning and Public Works.

The County and the Towns cooperate in many ways. Examples include:

- County shares revenue with the towns
- Coordination of water and sewer
- Police
- Fire and Rescue
- Schools
- Northeast Sector Plan provides guidance for public facilities such as roads, schools, and parks
- The County and Town of Chesapeake Beach have a Memorandum of Understanding on adequacy of schools.

Federal, State, and Other Agencies

The BOCC is not alone in making laws and policies that affect us. In addition to all the Federal and State legislators and agencies there are regional, local public, and quasi-public agencies not under the supervision of the BOCC. All of the laws and policies

should be working in support of collective goals, which should be reflected in this Plan.

Many State and Federal agencies operate within Calvert County. Those most predominantly involved in local land use issues are:

- Department of Defense*
- Federal Communications Commission
- Federal Emergency Mgmt. Agency
- Federal Energy Regulatory Commission
- U.S. Army Corps of Engineers
- U.S. Coast Guard
- U.S. Environmental Protection Agency
- Critical Area Commission
- Maryland Dept. of Environment
- Maryland Dept. of Health & Mental Hygiene*
- Maryland Dept. of Housing & Community Development
- Maryland Dept. of Natural Resources*
- Maryland Dept. of Planning
- Maryland Dept. of Social Services*
- Maryland State Police*
- Patuxent River Commission
- State Board of Education*
- State Liquor Board
- State Highway Administration*
- University of Maryland*

* Agencies with facilities in Calvert County

Existing Coordination Efforts

Staff-level coordination exists among many organizations. In addition, the following formal plans and oversight groups help to coordinate efforts:

1. Patuxent River Policy Plan
2. Maryland Department of Planning Clearinghouse
3. CHESPAX
4. Tri-County Council for Southern Maryland
5. Northeast Sector Plan
6. Jefferson Patterson Park and Museum Technical Planning Committee
7. Calvert Alliance Against Substance Abuse
8. Local Management Board.

Important Coordination Issues

State and regional coordination are vital in the areas of:

Emergency Protection and Reaction

- Hurricanes and floods are potential threats because Calvert County is a peninsula with many waterfront communities and 143 miles of shoreline.
- The Calvert Cliffs Nuclear Power Plant, the Cove Point LNG facility, and the nearby Patuxent River Naval Air Station are potential terrorist targets.
- Tornadoes, forest fires, and other natural disasters have the potential to do severe damage.

Coping with these emergencies is complicated by the shape of the county and the resulting limited road access in case of the need for evacuation. Only four roads, two of which have bridges crossing the Patuxent, lead into or out of the County.

Growth Management

- The Comprehensive Plan’s land use actions direct growth to areas where it can be most efficiently and economically served with existing public services and facilities. Town centers will accommodate growth that would otherwise occur as scattered suburban development in the rural areas. The ongoing implementation of growth and non-growth areas will require much more than a regulatory process on the part of the County. Implementation will require a high degree of coordination and cooperation among all officials in County, State, federal, and special purpose agencies.

Environmental Protection

- Our waterfront is shared with other jurisdictions.
- Well water and sewage disposal by other jurisdictions affects the County and vice versa.
- Air pollution from the metropolitan area and regions further west has an impact on our environment and quality of life.

Tourism

- Attracting visitors can be made more effective and efficient in cooperation with adjacent destinations in many cases.

This Comprehensive Plan reflects our attitude toward interaction with our neighbors and all public and quasi-public agencies. These actions are sensitive to the need to involve all parties in addressing interjurisdictional issues; thus helping all parties work toward common goals.

- Actions**
- IV-36 Maintain close cooperation with all government agencies in establishing consistent, effective decisions relating to issues such as an improved environment, a better business climate, and higher quality of life. Evaluate the impact and cost of expansions of the Patuxent River Naval Air Station. [ED]
 - IV-37 Continue coordination of transportation planning and programs with all appropriate State, federal, and regional agencies. [P&Z, PW]
 - IV-38 Minimize potential land use conflicts between incorporated towns and the County through coordination and development referrals, including:
 - a. Review of proposed developments which are adjacent to or near town borders
 - b. Continued coordination of capital improvement programs
 - c. Share staff and facilities where such sharing will improve public service capabilities and will avoid duplication of services and waste. [P&Z]
 - IV-39 Cooperate with adjoining counties and regional agencies to ensure that zoning and subdivision regulations permit compatible development along boundaries and the Patuxent River. [P&Z]
 - IV-40 Support State policies that concentrate growth in designated growth centers and policies that protect farm areas. [P&Z]
 - IV-41 Continue regular communication between agency counterparts in local, regional, and State governments. [All Depts.]
 - IV-42 Develop memoranda of understanding with the municipalities concerning the provision of infrastructure and services in connection with growth management. [BOCC]