Council Passes Charter Amendment

At the March 22, 2010 Council Meeting the Mayor and Council unanimously adopted Charter Resolution CR-03-2010, which amends Article VIII, Sections 802, 806 and 807. The rationale of the amendment is to establish a capital project expenditures budget. Meaning, the Town will appropriate funds to this account that will allow the Town to purchase new equipment and other capital outlay items.

The Town owns two garbage trucks and two dump trucks that are nearing the end of the line. This past winter took a major toll on the dump trucks that caused the Town’s vehicle expenses to escalate. By implementing the capital project expenditures amendment, the Town will have the capability to set aside money for the replacement of vehicles in the near future, as needed.

A copy of the Charter Resolution is available for public inspection at Town Hall, during regular business hours, Monday through Friday 8 am to 4 pm. The amendment will take effect on May 11, 2010, unless petitioned to referendum in a manner described by law.
I was very saddened to hear of the passing of Mrs. Lorraine Kennedy—50 year Town Resident. She died on April 3 at the age of 95 and was with family and friends. I attended her service on April 7 where she was honored by many. Lorraine was extremely active in the community and left a wonderful imprint on Kensington. There will be a special plaque erected in her family’s park, Clum-Kennedy sometime this summer. In addition, donations may be made in Lorraine’s honor for the Noyes Children’s Library, made out to the Town of Kensington.

I was also upset to hear of Mr. Robert Aebersold’s death. Mr. Aebersold was a fixture on Farragut Avenue, having grown up in the home. A tree will be planted in St. Paul Park with a commemorative plaque.

Kensington House Incident – On March 18, 2010 the Montgomery County Police were called to Kensington House on Frederick Avenue after a report of gunfire. An Information Officer relayed the initial reports to the Gazette before any fact checking had been done. The article in the Gazette has since been corrected. According to MoCo Police, after numerous interviews, there was no shooter and no shots were fired. The incident was made up by a young Resident.

Mayor Peter Fosselman

Mayor
Peter C. Fosselman, 3607 Dupont Avenue
301.929.5399
Mayor.fosselman@tok.md.gov

Town Council
Mackie Barch, 10303 Montgomery Avenue
202.270.5404
Mary Donatelli, 10400 Montgomery Avenue
301.962.5356
Sean McMullen, 3423 Wake Drive
301.221.0940
John Thompson, 10412 Mannakee Street
301.949.2764
Mayor.council@tok.md.gov

Town Staff
Town Manager
Sanford W. Daily
swdaily@tok.md.gov
Clerk-Treasurer
Susan Engels
Susan.engels@tok.md.gov
Assistant to the Town Manager
Matthew J. Hoffman
mjhoffman@tok.md.gov
Code Enforcement Officer
Louise Hamilton
Louise.hamilton@tok.md.gov
Facility Manager/Event Coordinator
Shirley Watson
Shirley.watson@tok.md.gov

Town of Kensington
3710 Mitchell Street
Kensington, MD 20895
8am-4pm Monday-Friday
301.949.2424

Town Permits
3804 Washington Street
Addition
10526 Connecticut Avenue
Alter/Repair
February 22, 2010 Meeting Summary:

- Approved the minutes of January 25, 2010 as submitted.
- Authorized the Mayor to execute a revised MOU to receive revenue for speed cameras on Connecticut Avenue.
- Supported the “Marilyn J. Praisner Safe and Earth-Friendly Roadway Act” to eliminate glare from streetlights.
- Introduced Charter Amendment CR-03-2010 to allow for capital project expenditure appropriations to continue from year to year. A Public Hearing will be held on March 22, 2010.
- Authorized the Town to accept an Energy Grant for $11,000 for storm windows for Town Hall.

February 22, 2010 Minutes 7:08 p.m.

Mayor Fosselman, Council Members Barch, Donatelli, and Thompson, Town Manager Sanford Daily, Clerk-Treasurer Susan Engels, and Assistant to the Town Manager Matt Hoffman were present. The Pledge of Allegiance was recited and a Moment of Silence observed. Council Member McMullen arrived at 7:12 p.m.

The Mayor reported he attended a County Council Work Session in which the discussion of Warner Circle Bond for $1,000,000 was postponed to the following week; attended political events for the States Attorney, Clerk of Court and another for County Council Member Marc Eldridge; presided over MML Chapter meeting, Executive Leggett informed municipalities that their funding would only be cut 5% which was lower than anticipated; and attended the CR Zone Hearing at the County Council, Kensington will be the first area in the entire County designated as a CR Zone.

Council Member Donatelli and Barch attended the Sector Plan meeting in which Council Member Barch testified.

Council Member Thompson reported SHA has investigated the light at Connecticut Avenue and Plyers Mill Road and will try to make some changes to the intersection to prevent cars blocking the firehouse, including moving the south bound stop line and signage on the road. A resident noted he thought the lights on Connecticut Avenue were not synchronized. The Mayor explained that Connecticut Avenue is a State Highway, the County oversees the traffic lights, and the KVFD location at the intersection play a role in the timing of lights.

Council Member McMullen noted the County withdrew the plan to cut the Ride on Route 33 in exchange for a fare increase, thanked the Crew and Assistant to the Town Manager for their hard work on snow removal during the storm, and suggested planning for repair of potholes.

The Mayor noted at the next Town Meeting, March 8, there would be discussion of snow removal, aging equipment, and services.

Resolution R-04-2010 to approve a revised speed camera memorandum of understanding was discussed. The Mayor noted the speed cameras were not costing the Town anything and the revenue would be used for pedestrian safety and to fund improvements to the intersection at Kensington Parkway and Montgomery Avenue. There were no public comments.

Resolution R-05-2010 to support the Marilyn Praisner Safe and Earth Friendly Roadway Act (dark skies bill) was discussed. The Mayor noted MML supported the bill and the purpose of the bill was to eliminate glare. Also noted the bill is sponsored by Delegate Al Carr. A resident commented in support of the bill.

Continued on Page 4...
Charter Amendment CR-03-2010 amending Article VIII Section 802, 806, and 807 was introduced. The Town Manager noted this would allow for a Capital Project Budget and allow appropriations for long term capital items, vehicle replacements, and insurance reserves to be carried over from year to year. There were no public comments. A Public Hearing will be held on March 22nd.

Resolution R-06-2010, authorizing the Town to accept an Energy Grant was discussed. Tentative plans are to use the grant for storm windows for the 2nd and 3rd floor of Town Hall to prevent energy loss from single glazed windows. There were no public comments.

A resident thanked David Gregg for snow removal and noted for information purposes on the upcoming referendum that beer and wine should not be referred to as liquor but alcoholic beverages.

A resident, who was almost hit at Metropolitan Avenue and St Paul Street, requested light and signage improvements to the intersection. The Mayor explained SHA has made some improvements and the Town is looking at taking over ownership of the road from the State so more improvements can be made. He also noted it was important for residents to send letters to the local delegation regarding the dangerous intersection.

Council Member Thompson invited Sue Payne, a member of Citizens Above Party, to speak on her views regarding the census. She encouraged boycotting the census because of issues with illegal aliens. The Mayor noted that we may have issues with illegal immigration, but questioned Ms. Payne’s motivation. He does not agree with boycotting the census, as it benefits all of us.

Council Actions
Council Member Barch moved to approve the minutes from January 25, 2010. The motion passed 3 to 0. Council Member McMullen was not present.

Council Member Thompson moved to approve Resolution R-04-2010 approving and authorizing the Mayor to execute a Revised Memorandum of Understanding between Montgomery County, the Town of Chevy Chase View and the Town of Kensington Concerning Speed Monitoring Systems on Connecticut Avenue. The motion passed unanimously.


Council Member Thompson moved to introduce Charter Amendment 03-2010 amending Article VIII “Finance”, Section 802 “Proposed Budget”, Section 806, “Over-Expenditure Forbidden” and Section 807, “Appropriations Lapse After One Year”, to provide for a capital project expenditures budget and to allow capital project expenditures appropriations to continue from year to year; and provide for a Public Hearing on March 22, 2010. The motion passed unanimously.

Council Member Donatelli moved to approve Resolution R-06-2010 authorizing the Town to accept an energy grant in the amount of $11,000 and the Mayor to execute an Empower Energy Efficiency and Conservation Block Grant Clean Energy Communities Program Grant Agreement. The motion passed unanimously.

Council Member Barch moved to adjourn the meeting at 8:10 p.m. The motion passed unanimously.

***
March 8, 2010 Meeting Summary:

- Approved the minutes of February 22, 2010 as submitted.
- Discussed snow removal and made suggestions for improvement.
- Approved Resolution R-07-2010 appointing Sanford Daily as Town Manager.
- Approved Resolution R-08-2010 establishing a procedure for payment of Town obligations.
- Discussed Resident’s suggestion of leaf composting.

March 8, 2010 Minutes 7:05 p.m.

Mayor Fosselman, Council Members Barch, McMullen, and Thompson, Town Manager Sanford Daily, Clerk-Treasurer Susan Engels, and Assistant to the Town Manager Matt Hoffman were present. The Pledge of Allegiance was recited and a Moment of Silence observed. Council Member Donatelli was necessarily absent.

The Mayor reported he attended the Annual Affordable Housing Conference: joined the County Council for CR Zone, which was approved; attended MML Legislative Committee, in which the Governor and Lt. Governor were guests, State Storm Water Management Act of 2007 was discussed; attended County Council PHED Committee Meeting to discuss Warner Circle bonds; and noted the transportation Work Session for the Sector Plan was changed to March 17th at 9:30 a.m.

Council Member McMullen noted the Historic District Expansion Committee will be meeting with Fred Boyd; and noted problems with potholes, especially from WSSC repairs and also in front of Post Office from construction of new medical building. The Town Manager will address the concerns along with ensuring silt fencing is used by WSSC.

Council Member Barch will be meeting with Park and Planning to finish working on Urban Design Guidelines and will be following up on Kensington Cabin Park ADA construction.

Snow Removal was discussed. Residents commented both positively and negatively on the snow removal during the record storms. A Resident expressed concern over the poor snow removal on her street and explained the difficulties resulting from it, she requested improvements to the snow removal be made and suggested the Town raise taxes to alleviate budget issues; business owners explained their hardship resulting from commercial parking spaces not being cleared; and a Resident noted sidewalks in front of commercial businesses were not cleared. The Mayor noted the Town had limited crew, some equipment breakdowns, and did not have heavy equipment to relocate the record amount of snow; priority was given to making all streets passable and parking spaces came secondary; the Mayor suggested businesses pool together to help remove snow from parking areas; and noted businesses and Residents that did not clear their sidewalks received letters and would receive fines next time.

A resident questioned the Town spending money on the marketing contract instead of snow removal and the renewal of the contract. Council Member McMullen explained when the budget was approved record snow storms were not even considered and items approved in the budget such as public relations were not in place of snow removal. The Mayor noted the marketing contract was approved by the Council, contracts are not cancelled, but all Town contracts are being renegotiated and renewal would be up to the Council. Also reminded everyone that revitalization of Town is a municipal priority and

Continued on page 6...
the marketing group is part of the ongoing efforts.

The Council noted the snow removal concerns and suggested creating a document for future reference based on this experience, renting in advance when possible, snow removal equipment such as loaders/bobcats; designating parking on one side of the street; designating snow emergency routes; cost sharing with other municipalities; and having contingency contracts.

Resolution R-07-2010 was discussed to approve the appointment of Sanford Daily as Town Manager. The effective date was changed to April 1, 2010 to correspond with the Town Manager’s contract. Council Member McMullen noted he formally supported the appointment.

Resolution R-08-2010 was discussed to implement procedures for payment of Town obligations. The Town Manager explained this would allow for the use of facsimile or mechanically produced authorized signers on Town checks and electronic payments through financial institutions with proper written documentation.

A business owner informed the Council businesses from the Old Town Merchant Association banned together to create Antique Row at the Dulles Expo Center to promote Kensington. She also noted the Garden Party and Sidewalk Sale would be April 17 and 18 and Sidewalk Sales on the second Saturday of the month would begin on May 8. The Mayor offered to have information given to the marketing firm and be published in Town communications.

A Resident requested composting of leaves. The Mayor suggested the Green Task Force meet; interest be determined by obtaining 25 signatures of Town Residents and use of the area near the parking lot off Kensington Parkway for a trial. Council Member McMullen volunteered to guide the project. A resident requested the status of illegal signs at the copy place on Connecticut Avenue. The Mayor noted violations have been issued and the Town will be meeting with the property manager.

**Council Actions**

Council Member Thompson moved to approve the minutes from February 22, 2010. The motion passed 3 to 0. Council Member Donatelli was not present.

Council Member Thompson moved to approve Resolution R-07-2010 approving the appointment of Sanford W. Daily as Town Manager as amended with the effective date changed to April 1, 2010 with grammatical and date of adoption corrections. The motion passed 3 to 0. Council Member Donatelli was not present.

Council Member Thompson moved to approve Resolution R-08-2010 implementing procedures for payment of Town obligations as amended with “such financial institutions as designated by the Council” added and grammatical and date of adoption corrections. The motion passed 3 to 0. Council Member Donatelli was not present.

Council Member Barch moved to adjourn the meeting at 9:03 p.m. The motion passed 3 to 0. Council Member Donatelli was not present.

***
Town Elections Monday, June 7, 2010

The Mayor and two Council positions will be open as of June 2010. The two-year term of Mayor Fosselman and Council Members Sean McMullen and John Thompson will conclude at that time and elections for their seats will be held at Town Hall from 6:00-9:00 pm on June 7. All three have the option to run for re-election.

Referendum: There will be a referendum on the June ballot regarding the off-sale of beer and wine within the Town.

Nominations: Individuals interested in running for elected office with the Town of Kensington may do so by filing a certificate of nomination with the Town’s Clerk, Susan Engels, by 4:00 pm on or before the second Monday in May (May 10, 2010).

Voter Qualifications: Every person who is a citizen of the United States, at least 18 years of age, has resided within the corporate limits of the Town for thirty days and is registered in accordance with the provisions of the Town Charter shall be a qualified voter of the Town and shall be entitled to vote at any or all Town Elections.

Voter Registration: Registration by a Town resident with the Montgomery County Board of Supervisor of Elections shall be deemed registered for Town Elections. Applications for such registration must be received at the County Board on or before May 3rd. Please Note: You must be registered by the County with a Town address. Town citizens, who do not register with the County, may register with the Town Clerk by May 25, 2010.

Absentee Voting: Any qualified and registered voter may apply at Town Hall for an absentee ballot, if s/he cannot be present at the upcoming Town Election.

***

Noyes Library

The Town has learned the County has recommended Noyes Library be closed (temporarily) over the next two years for remodeling and program changes. Due to Noyes’ long-standing presence within our community, the Mayor has been working with the County to keep the closure time at a minimum.

The County’s rationale behind the timing of their decision is twofold: firstly, Noyes currently is not ADA accessible and the County sees the temporarily closing as perfect timing to make the improvements, along with easing the administrative cost of having Noyes open in a tough fiscal budget year. Second, the hope of Montgomery County Public Libraries (MCPL) is that by rebranding Noyes as an original concept, similar to that of Baltimore County’s ‘Storyville’ and MCPL’s Discovery Centers, it will become a more stable institution within the budget.

The Town did discuss with the County the possibility to oversee Noyes in the short-term; however, after speaking with MCPL, it was realized that the administrative costs to run Noyes is $250,000 a

Continued on Page 8...
...Noyes Continued

year, not the $35,000 initially thought. The absorption of Noyes into the Town’s budget is just not feasible when it would be one-fifth of the Town’s budget.

The Town will continue to update Residents. Please send any letters of support to:

County Council President Nancy Floreen
100 Maryland Avenue
Rockville, MD 20859
Councilmember.floreen@Montgomerycountymd.gov

***

BUDGET ORDINANCE

Town Manager, Sanford W. Daily, will officially submit to the Mayor and Council the Proposed Budget for Fiscal Year 2010-11, at the April 12th Council Meeting. It must be in the form of an ordinance which must be introduced so it can be officially scheduled for a public hearing as specified by the Town Charter. The Public Hearing Ordinance will be held on Monday, May 10, 2010, at 7 pm or as soon thereafter as it can be conducted.

Following is a review of the current fiscal year and what is to be expected for Fiscal Year 2010-11.

The current fiscal year has seen considerable cuts to the Town’s revenue, specifically Maryland State Highway User Revenues which were cut by 90%. We have been informed that these cuts will continue into the next fiscal year and perhaps beyond. The current fiscal year has not seen any major cuts from the County, however, we do expect a 5% decrease from municipal tax duplications for the FY 2010-11. The County Council has the option to reduce this funding even further during their Budget deliberations.

The Town does expect some revenue increases with the speed cameras that were placed on Connecticut Avenue, but the money will not be disbursed until November, at the earliest.

Due to the continued revenue cuts and in order to maintain the current service levels expected by the residents and business owners, and to take care of any unanticipated shortfalls, the Town Manager is recommending that the Mayor and Council increase the property tax rate from $0.122 to $0.15 and increase the business personal property tax rate from $.50 to $.60 to help fund the Town Budget for the next fiscal year.

Based on a review of an average single family home in Kensington, the proposed property tax increase would increase the Town taxes approximately $180 per year. The majority of the funds generated from the proposed rate increase will go to a new account under our Capital Improvement Budget, to establish reserves to replace the Town’s older vehicles and equipment and other capital outlay items as necessary. This new reserve account was created under Charter Amendment CR 03-2010, which is detailed on page one of this Journal.

Again, this is a proposed budget, and the Public Hearing will be conducted on Monday, May 10, 2010, at 7pm.
ORDINANCE NO. O-03-2010

ORDINANCE ADOPTING THE TOWN BUDGET FOR THE FISCAL YEAR
JULY 1, 2010, THROUGH JUNE 30, 2011, AND LEVYING AN AD VALOREM
TAX ON ALL ASSESSABLE PROPERTY WITHIN THE TOWN OF KENSINGTON,
MARYLAND

WHEREAS, the proposed budget for the 2010-11 Fiscal Year must be submitted to the
Town Council on or before the third Monday in April:

WHEREAS, the proposed budget ordinance anticipates its introduction at the April 12,
2010, meeting of the Mayor and Town Council as required by the Town Charter, as
amended; and

WHEREAS, the 2010-11 Proposed Budget provides a complete financial plan, including
anticipated revenues and proposed expenditures, for the fiscal year:

**ANTICIPATED REVENUE**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Taxes</td>
<td>$803,837</td>
</tr>
<tr>
<td>Shared Revenues</td>
<td>559,910</td>
</tr>
<tr>
<td>Licenses &amp; Permits</td>
<td>36,000</td>
</tr>
<tr>
<td>Intergovernmental Revenue</td>
<td>181,786</td>
</tr>
<tr>
<td>Miscellaneous Revenue</td>
<td>51,000</td>
</tr>
<tr>
<td><strong>TOTAL ANTICIPATED REVENUE</strong></td>
<td>$1,632,533</td>
</tr>
<tr>
<td>Grants - County &amp; State</td>
<td>11,000</td>
</tr>
<tr>
<td><strong>TOTAL ANTICIPATED FUND</strong></td>
<td>$1,643,533</td>
</tr>
<tr>
<td>Appropriation</td>
<td>258,481</td>
</tr>
<tr>
<td><strong>TOTAL ANTICIPATED FUNDS AVAILABLE</strong></td>
<td>$1,902,014</td>
</tr>
</tbody>
</table>

**PROPOSED EXPENDITURES**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Government</td>
<td>$699,466</td>
</tr>
<tr>
<td>Public Works</td>
<td>681,548</td>
</tr>
<tr>
<td>Public Safety</td>
<td>35,000</td>
</tr>
<tr>
<td>Parks</td>
<td>45,000</td>
</tr>
<tr>
<td>Non-Departmental</td>
<td>10,000</td>
</tr>
<tr>
<td><strong>OPERATING TOTAL</strong></td>
<td>$1,471,014</td>
</tr>
<tr>
<td>Capital Improvements</td>
<td></td>
</tr>
<tr>
<td>Budget</td>
<td>431,000</td>
</tr>
<tr>
<td><strong>TOTAL PROPOSED EXPENDITURES</strong></td>
<td>$1,902,014</td>
</tr>
</tbody>
</table>
AND BE IT FURTHER ORDAINED that all of the sums set forth herein under the head-
ing “PROPOSED EXPENDITURES” be and hereby are appropriated.

AND BE IT FURTHER ORDAINED that there is hereby levied on all of the assessable
real property within the Town an ad valorem tax at the rate of **Fifteen Cents ($0.15) on
each One Hundred Dollars ($100) of assessed value of said property**, and there is hereby
levied an ad valorem tax on the tangible personal property subject to taxation by the
Town, at the rate of **Sixty Cents ($0.60) on each One Hundred Dollars ($100) of assessed
value of such tangible personal property**.

AND BE IT FURTHER ORDAINED that the Town hereby adopts the imposition of a full
year, one-half year, three-quarter year and one-quarter year tax levies authorized pursu-
ant to Title 10, Sections 10-102, 10-103, 10-104 and 10-105, Tax Property Article, Anno-
tated Code of Maryland, as amended, and authorizes and empowers Montgomery County,
Maryland, to collect and remit the same to the Town of Kensington, consistent with the
imposition and collection of such levies on real property by Montgomery County.

ADOPTED by the Town Council this ____day of____, 2010.

______________________________

PETER C. FOSSELMAN, MAYOR and
President of the Council

THIS IS TO CERTIFY that the foregoing
Resolution was adopted by the Town
Council in public meeting assembled on
the ___th day of______, 2010.
Please Note: The Budget information on pages 11-14 can be found on the webpage by clicking ‘Government’ and ‘Budget.’ The Fiscal Year 2010-2011 is listed as Journal Link.
The Courage of Planning

By Roger K. Lewis

Other than raising taxes, few local government actions provoke as much political controversy as revising a long-range master plan, no matter how visionary the result. Yet visionary plans setting forth new land-use and transportation patterns are indispensable for managing growth.

Witness the controversy swirling around long-range-planning visions contemplated for portions of Montgomery, Prince George's and Fairfax counties. In every locality, within and beyond the Beltway, the same issues dominate the controversy: density and traffic.

People naturally resist change and cling to the status quo when they believe change will adversely affect their interests, especially their interest in driving unencumbered. Perceiving that increased density means increased traffic congestion, voters are understandably skeptical about any plan calling for higher densities, even if the plan also calls for transportation improvements.

Public anxiety about visionary master plans is understandable for another reason: Describing a distant and somewhat unknowable future through long-range master plans is inevitably a risk.

How can anyone be sure or guarantee that planning assumptions, predictions and concepts will be valid in 10 years, much less 50? In fact, despite all the data and quantitative analysis on which planning experts rely, and despite knowledge of current trends, planners cannot see the future with certainty, even in the short term. Thus a comprehensive plan is an aspirational gamble.

But gamble we must, as visionary master plans are necessary to create a reasonably durable framework prescribing the location and form of new development and redevelopment for generations to come.

Today's planners and urban designers generally share common aims, principles and strategies in shaping visionary master plans at all scales -- county or town, city or suburb. They seek to mitigate the costs of inefficient sprawl: to concentrate denser, mixed uses in areas well served by roads, transit and utilities; to redevelop dysfunctional urban and suburban properties, such as obsolete strip shopping centers and "brown fields"; and to increase affordable housing opportunities.

Comprehensive master plans guide zoning policies and regulations as well as the deployment of public services and infrastructure. While aspiring to alter dysfunctional land-use patterns, master plans should respect and protect stable neighborhoods along with valuable public open space. And they provide a long-term context essential for private-sector real estate investment.

To appreciate the difficulty of crafting a master plan, imagine that you are its author. You must take into account a daunting array of research data and forecasts: population and demographic projections -- compositional shifts, for example, among families with children, elderly retirees and singles; personal income; business activity and jobs; tax revenues; housing types and preferences; transportation demand and optional travel modes, and public service needs such as education, health, safety and recreation.

Your plan must help sustain the health of natural and built environments, reduce energy and natural resource consumption, and be economically viable over time. Equally important, it must produce an aesthetically attractive community in which to live, work, conduct business and enjoy leisure activities.

Finally -- and this is the hardest and most controversial task -- your plan must anticipate evolving conditions and satisfy unprejudged needs certain to arise decades in the future. It cannot address only today's problems or respond only to the wishes of today's citizenry.

Your grandchildren and great-grandchildren will inhabit a different environment. Their values and concerns, their modes of living, their behavior and their technologies will not match yours. In 2050, their cars may be much smaller than yours, using little or no gasoline. They may spend more time walking, biking and using transit than driving.
The may spend much of their time socializing, shopping and doing business on the Internet, not face to face.

Of course, given the inevitability of change and the risk of predictions, your visionary master plan must have some built-in flexibility enabling course corrections when predictions don't pan out.

Yet despite the merits of a plan, there always will be opponents unwilling to consider how the future could and should change. Voters tend to worry about only one thing: being stuck in ever-worsening traffic. Thus master-plan adoption ultimately depends on courageous political leaders who, unlike opponents, are willing to plan for the future and accept the risks that planning entails.

Roger K. Lewis is a practicing architect and a professor emeritus of architecture at the University of Maryland.

***