



Affordable Housing in an Inclusive Community...

- Invest over \$36.5 million for Affordable Housing including the Montgomery Housing Initiative (MHI) fund and utilize \$10 million from the Affordable Housing Acquisition and Preservation CIP project. This dedicated funding provides for renovation of distressed housing, the acquisition and preservation of affordable housing units, creation of housing units for special needs residents, services to the “Building Neighborhoods to Call Home,” “Housing First,” and creation of mixed-income housing. Within this allocation is \$4.5 million for senior housing. This brings the total investment in affordable housing since FY08 to \$272 million.
- Break ground on a new public/private partnership redevelopment project on the current site of Public Parking Lot Three in the Fenton Street Village area of Silver Spring. Phase One of the project would involve a mix of market rate and affordable housing, street-front retail above a two-level County owned public parking garage, and a significantly sized area of green space as a public amenity.
- Continue funding from federal grants (Community Development Block Grant (CDBG), the HOME Investment Partnership Grant (HOME), and the Emergency Solutions Grant (ESG) to provide funding for affordable housing, rehabilitation, commercial revitalization, focused neighborhood assistance, public services, and preventing homelessness.
- Continue to administer the state-funded weatherization program, which provides energy-saving housing renovations for income eligible County residents.
- Eliminate the need for duplicative inspections by the Departments of Housing and Community Affairs and Permitting Services through efforts to address multiple cross-department violations.

Children Prepared to Live and Learn...

- Provide resources to accommodate the enrollment of 151,354 public K–12 students.
- Make a County contribution to Montgomery County Public Schools (MCPS) of \$1,475.2 million, including \$27.0 million of carryover funds. This County contribution meets the State Maintenance of Effort Law requirements.
- Support MCPS programs through expenditures in other County departments, such as Health and Human Services (HHS), Public Libraries, Recreation, Community Use of Public Facilities, Environmental Protection, and Police.
- Increase funding support through the multi-year, cross-departmental Positive Youth Development Initiative to provide a variety of services for high-risk and gang-involved youth and their families.
- Expand the prevention strategy of the Positive Youth Development initiative to include the enhanced operation of the Plum Gar Community Recreation Center, an additional Excel Beyond the Bell middle school and three “Excel” middle school summer sites, the support of infoMontgomery, and the hiring of a consultant to begin the expansion of the Kennedy Cluster initiative.
- Continue the County’s Youth media initiatives which include digital media training, monthly programming by teens, the Mymcmedia.org/youth web page, new teen blogs, internships, and live events ranging from teen talent contests to educating immigrant families about the college application process.
- Enhance funding support for the expansion of teen produced programming, digital media internships and training, and a teen led transmedia governance committee to create a modern and safe youth centric on line community space.
- Open two additional school-based health centers at Viers Mill and Weller Road Elementary Schools. Continue funding for existing school-based health centers.
- Open two new High School Wellness Centers at Gaithersburg and Watkins Mill High Schools. Continue funding for the existing High School Wellness Center at Northwood High School.
- Add one Linkages to Learning site at Georgian Forest Elementary School to provide prevention and early intervention services, including physical and mental health, social services, and educational support to students and their families.



An Effective and Efficient Transportation Network...

- Provide administrative and planning support for expansion of mass transit options in the County, including the Purple Line, the Corridor Cities Transit Way, and the development of a Rapid Transit Vehicle (RTV) system.
- Implement a bikesharing program to provide down-County residents with an alternative means of commuting. This is in addition to the program implemented for mid and up-County residents.
- Complete the resurfacing and preventive maintenance of 360 miles of roadway, 27 lane miles of curb and gutter, and 34 miles of sidewalk repairs.
- Continue efforts to initiate Transit Signal Priority on Ride On buses.
- Initiate the Accessible Pedestrian Signal retrofit effort, which will provide more easily accessible, raised buttons to press when crossing the road. Also, this effort provides audio cues to indicate when it is safe to cross.
- Continue the next phase of Traffic Signal System Modernization including installing Uninterrupted Power Supply at remaining County owned intersections, adding flashers and beacons to the system, and replacing housing cabinets.
- Replace paper permits in the residential parking permit program with a virtual license plate system, which allows residents to purchase and renew permits online. Also, this effort allows for more efficient enforcement conducted with camera-equipped vehicles using license plate recognition technology.
- Continue to provide funding for pedestrian safety, focusing on education, enforcement, and engineering to make the streets safer for walkers and bikers.
- Recover funds from damage done to County traffic signals as a result of the Rewarding Excellence Program.

Healthy and Sustainable Communities...

- Implement the Stormwater Management program that will comply with the MS4 permit. The Department of Environmental Protection has inspected 1,400 facilities and performed repair work on 1,100 of the County's 4,400 managed facilities.
- Based on amendments to the Water Quality Protection Charge that include a more equitable residential fee system, extend coverage to all non residential property owners, implement credit and hardship programs, and provide a phase-in to soften the impact of increases to the Charge caused by the amendments.
- Encourage and assist departments in hiring graduates of the County's internship programs for people with disabilities through the Disability Employment Initiative.
- Add funding for Ivymount SEARCH program, where interns with disabilities work in County offices and various agencies doing a variety of meaningful jobs.
- Strengthen the outreach to the African, Continental African, Caribbean, and faith communities by restructuring the Office of Community Engagement's Community Liaisons functions.
- Improve the capacity to serve Montgomery County's immigrant population by strengthening the network of public and private partners available at the Gilchrist Center for Cultural Diversity.
- Continue to strengthen the culture of giving and serving in Montgomery County by connecting volunteers with critical community needs through the Volunteer Center.
- Continue the award winning "Weekender Program", a collaboration of the Silver Spring Urban District and the Corrections Department, where teams of non violent offenders help keep Downtown Silver Spring clean.
- Implement a recycling program in the Wheaton Urban District with a Community Legacy grant received from the state. Funds will be used to purchase recycling bins, solar trash compactors, and some funding for façade improvements for businesses and properties along one of the three major state roads.
- Manage approximately 700,000 tons of incoming material including municipal solid waste, rubble, yard trim, and a wide range of recyclables. Maintained operations in compliance with all pertinent environmental and safety regulations.

- Increase the amount of materials recycled in the County through a comprehensive effort to educate residents about ways to reduce their waste reduction, as well as grasscycling, and backyard or on-site composting of yard trim materials and other waste reduction efforts.
- Continue to inspect, repair, and install acoustic fiber optic cable (an early warning system) for large diameter pre-stressed concrete cylinder pipe (PCCP) water mains through the Washington Suburban Sanitary Commission (WSSC). During FY14, WSSC will begin inspecting the next lowest sized PCCP water mains at 36 inches after completing the inspection of all PCCP water mains 48 inches in diameter and larger in FY13.

A Responsive and Accountable County Government...

- Continue the implementation of the web-based openMontgomery initiative, which comprises of dataMontgomery, engageMontgomery, mobileMontgomery, and accessMontgomery. This initiative has made the County more transparent and accessible.
- Deploy a redesigned County web portal to address several improvement opportunities identified by CountyStat. Continue CountyStat's focus on identifying opportunities for greater efficiency and effectiveness.
- Continue the Department of Permitting Services' Streamlining Development initiative, which identifies areas of cross-agency process simplification and improvements.
- The Office of the Inspector General will continue to promote efficiency and integrity in County government and County-funded agencies by focusing on audit and investigation subjects identified through discussions with County officials and residents. The IG's four-year plan beginning in FY14 will be presented to the Council in October 2013.
- Fully fund the Council's Office of Legislative Oversight's request, which will provide the Office with the resources to review and investigate issues such as the implementation of task force recommendations regarding employee wellness and the consolidation of agency group insurance programs, support its work for the Audit Committee, and enhance Council worksessions with Executive Branch Departments for the FY14 Operating and Capital Budgets.
- Enable County Cable Montgomery to increase its overall original programming hours by 50 percent, due to technical support and equipment installed to enable live transmission.

- Provide more direct communication with residents through social media sites YouTube, Facebook, and Twitter, and expanded distribution lists for electronic publications as “The Paperless Airplane.”
- Lead an Innovative Media pilot through the Cable and Broadband Office to expand use of video as an interactive presentation tool. This initiative will build on FY13 accomplishments of creating the openMontgomery promotional video, Human Rights Hall of Fame video award presentations, and the Montgomery County Public Libraries’ Teen Advisory Group library promotion video series.
- Develop and deploy Enterprise Resource Planning (ERP) Business Intelligence (BI) tools; continue to provide technical support for ERP Hyperion budgeting, Oracle Learning Management, and Oracle Performance Management modules.
- Develop and launch on line permits for electrical and mechanical permits; electronic plan submission and review includes additional on line permit applications and issuance. Explore and launch mobile applications for inspections, complaints, and requests for information.

Safe Streets and Secure Neighborhoods...

- Increase the number of County police officers by 120, with the addition of 40 new positions, including an increase in the number of School Resource Officers, based on analysis of crime statistics and workload analysis/deployment software.
- Establish an Investigative Section for the Sixth Police District, and add investigators to the First and Second District Investigative Sections.
- Provide resources dedicated to missing person and animal cruelty calls.
- Improve police response to mental illness related calls and coordination with the mental health community.
- Replace expiring Gang Unit grant funds for the Departments of Police and Correction and Rehabilitation, Office of the State’s Attorney, and Sheriff’s Office.
- The Office of the State’s Attorney’s will receive funding to replace expiring federal grants. These expiring grants include the Gang Unit grant, the Collaborative Supervision and Focused Enforcement (CSAFE) project grant, mediation and conflict resolution grant, Drug Court grant, and Stop Violence Against Women grant.

- The Gang Prosecution Unit handled a total of 370 cases during FY12 under the all-crimes approach to gang prosecution.
- Analyze and implement the first police redistricting since 2004 to provide better service to the community and maintain officer safety.
- Open the relocated Third District Police station in White Oak, which replaces the outdated and undersized 50 year-old facility in Silver Spring, making this the first newly constructed District police station in over 30 years.
- Open the Animal Services and Adoption Center, which will provide a humane, state-of-the-art facility to replace the current shelter.
- Implement the Emergency Medical Services (EMS) Transportation Insurance Reimbursement program. EMS revenues will provide service improvements and enhancements such as: equipment and apparatus replacement; increased staffing levels; facility improvements; staff training; outreach and safety education services for seniors; and support for Local Fire Rescue Departments (LFRD).
- Start year one of a three-year plan to convert 66 uniformed Fire and Rescue Service positions to civilian positions. In FY14, nine uniformed positions in the Code Compliance Division will be converted to civilian positions. In FY15, an additional 11 code compliance positions and 23 dispatch positions will be converted to civilian positions. In FY16, the remaining dispatch positions will be converted to civilian positions. These changes will save the taxpayers an estimated \$3 million and is consistent with the long-standing practices of many jurisdictions.
- Open the Travilah Fire Station in the Darnestown-Fallsgrove area in January 2014. Fire, rescue, advanced and basic life support capabilities will be increased and will significantly reduce response times to fire, rescue, and EMS emergencies. The station will house a four person ALS Paramedic Engine and Basic Life Support EMS transport unit.

A Strong and Vibrant Economy...

- Implement the Montgomery County Green Investor Incentive Program, which will allow the County to incentivize Green company investments in Montgomery County.
- Continue to work with small businesses interested in starting up, expanding, or relocating to the County, with a projection to retain and create 11,358 jobs, lease over 685 thousand square feet of office space, and generate \$521 million in capital investment over the next three to five years.
- Create the Asian Pacific American Chamber of Commerce (APACC) initiative to assist the various Asian business communities in the County with business opportunities and practices in the County, as well network/partner with each other.
- Implement the Hispanic Chamber Local Small Business Reserve Program outreach to expand the procurement opportunities for Hispanic-owned businesses by marketing the County's Local Small Business Reserve Program, and assisting them through the procurement process.
- Implement the Bethesda Green financing outreach program to assist Green Technology companies with innovative, new-to-the-market technology or services to improve its success by addressing the financing needs to the Green Industry.
- Provide funding for the Montgomery County Cultural Funds for the Arts and Humanities to leverage private sector funding for arts and humanities organizations throughout the County.



Vital Living for All of Our Residents...

- Strengthen the County's safety net, by adding nearly \$1.8 million to the County's Refundable Earned Income Tax Credit (EITC) to provide expanded support for low income working families in Montgomery County. The County's EITC will serve almost 39,000 residents in the County in 2014 and increase the match of the State's EITC from 75 percent to 80 percent.
- Establish a senior transportation initiative through a partnership between County agencies and the non-profit community, to enhance access to County facilities and programs serving older adults. County Senior Centers will serve as the base of the expanded senior transportation initiative.
- Restore the popular senior mini trip program.
- Re-open the renovated the Olney and Gaithersburg branch libraries in the Fall of 2013 with increased service hours.
- Establish a Digital Media Lab at Long Branch library, supporting the work of students, job seekers, small businesses, teens, seniors, and others who need access to modern software tools for business and for creating content. This will improve the branch's capability as a center of lifelong learning and collaborative content creation.
- Increase library service hours at Long Branch and Poolesville libraries; Library Public Service Hours (PSH) will increase overall by 98 PSH per week to a total of 1,127, a 9.5 percent increase.
- Reduce long waiting lists for individuals seeking the opportunity to learn English through increased funding to the Montgomery Coalition for Adult English Literacy (MCAEL), and encourage County residents to volunteer in our County English language learning network.
- Continue the public libraries' role as an early leader in the use of social media tools such as Facebook and Twitter to market library events and materials, and provide public service.
- Substantially increase the County's investment in e-books to meet significantly increased customer demand, while continuing to meet the diverse needs and high demand for print and media library materials. Expand the range of the e books collection to include more items in more topic areas.

- Add funding to develop a countywide Mobility Management System (MMS) that can leverage other resources and coordinate them to meet the transportation needs of low- and middle-income older adults in Montgomery County. The funds will also result in the development of a strategic marketing communications plan to publicize transportation programs to seniors which will leverage existing County resources for implementation.
- Enhance Home Delivered Meal Services to eliminate the waiting list and expand the services to the upper northwest corner of the County which currently has no home delivered meal providers.
- Enhance the Escorted Transportation Project with the Jewish Council for the Aging to expand and coordinate new and existing escorted transportation services.
- Add funding to support the implementation of the Electronic Health Record System in order to interface with the State of Maryland's Health Information Exchange.
- Continue funding support for mental health and substance abuse services.
- Begin a partnership to offer comprehensive care to the County's indigent HIV infected residents through HIV Services and Montgomery Cares programs. The HIV program at the Dennis Avenue Health Center will provide expert HIV medical care and case management to those residents in need of primary care through the safety net clinics.
- Launch the "Be Active Montgomery!" Campaign. The campaign aims to improve the overall health and wellness of County residents by encouraging active participation in County recreation and park facilities and programs. The initiative will serve as a public and private partnership between County agencies and private organizations.

Funding The Budget...

- Recommend a total County budget from all sources of \$4,802,626,507, which is \$190.4 million, or 4.1 percent, more than the FY13 budget.
- Recommend tax-supported funding for Montgomery County Government programs of \$1,314.0 million, an increase of 3.9 percent, excluding Retiree Health Insurance pre-funding. Total tax-supported funding of Montgomery County Government increases by \$88.6 million, or 6.5 percent, more than the FY13 budget.
- Funding for Montgomery College's tax-supported programs increases by \$9.2 million, a 4.2 percent increase compared to FY13.
- Tax-supported funding for the Maryland-National Capital Park and Planning Commission (M-NCPPC) increases by \$4 million or 3.7 percent from FY13.
- Recommend property taxes at the Charter limit with a \$692 homeowner's property tax credit to support a progressive property tax structure.
- Fund WSSC's FY14 operating and capital budgets in conjunction with a 7.25 percent rate increase consistent with the spending control limits adopted by the Montgomery County Council. This rate increase translates into an average increase in the monthly bills of \$5.05.
- Promote existing mechanisms for senior citizens and those on limited incomes to assist them as needed with property tax increases, such as the Senior Tax Credit program that benefits eligible residents who are at least 70 years of age. This credit is calculated as 25 percent of the combined State Homeowners' Tax Credit and County Supplement.

The County Executive's Initiatives to Build Accountability for Results

The Montgomery County Results

"However beautiful the strategy, you should occasionally look at the results."
Winston Churchill

Following his election, County Executive Isiah Leggett asked a group of 150 residents representing diverse interests and cultures to identify the qualities of life in Montgomery County that matter most. They identified what are now called the Montgomery County Results, also known as Montgomery County priority objectives:

- A Responsive and Accountable County Government
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- A Strong and Vibrant Economy
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods
- Vital Living for All of Our Residents

Building a Culture of Accountability for Results

The County Executive believes that local government can – and must – continually strive to do a better job in its use of finite public resources to help achieve and sustain the Montgomery County Results. He believes to do so, however, a culture change was required. To establish and maintain a results-based culture, the County Executive, therefore, has implemented the following initiatives. These initiatives work together in a coordinated fashion to use data and objective measures to improve performance and the use of all County resources.

▪ Results-Based Budgeting

At the direction of the County Executive, the Office of Management and Budget, with the CountyStat Office and County operating departments, has realigned the County's budget process to focus on results rather than annual, incremental changes. Results-Based Budgeting ensures that resource allocation is based on County priority objectives to make government more responsive, that programs and initiatives are operating effectively and efficiently, and that tax dollars are spent wisely through the use of performance data as a primary basis for review and analysis of budgetary requests. The fiscal year (FY) 2009 Operating Budget, as a first step, introduced Department Headline Performance Measures, which are described below. Beginning in the FY10 budget, the

Headline Measures were supplemented by the inclusion of program level measures. Beginning in FY11 and enhanced in FY12-13, operating budgets were systematically reviewed in multi-departmental groups. Group reviews were designed to ensure that the interrelationship and risk of proposals for reductions or increments in each department were fully evaluated and collaboratively presented to the County Executive. For FY14, these multi-departmental groups were focused on specific issues that provide the potential for significant cost savings. When fully implemented, Results-Based Budgeting will:

- Rely on historical and projected performance data and other reliable and relevant evidentiary data to justify budgetary allocations through the demonstration of performance results;
- Document the “return on investment” expected from budget expenditures by assessing the impact of those expenditures on the customers of County services (“customer results”), the quality of life in Montgomery County, and the Montgomery County Results;
- Enhance opportunities for cross departmental/agency coordination and resource allocation decisions, since the corresponding impact of resource changes on performance can be evaluated in a timely and objective manner;
- Use data systematically and transparently to drive the decision-making processes by which finite resources are allocated to achieve both customer results and the Montgomery County Results;
- Provide a better basis for decision making and administration of annual budgets, including additional investments or budgetary reductions, since these decisions would be based on alignment with priority objectives and performance data. This includes changes of the use of base funding if such changes will improve results, as opposed to limiting such decisions to only new or incremental funding;
- Routinely seek improvements to productivity and no-cost or low-cost solutions to problems; and
- Be used for the annual budget development and review process, as well as any mid-year decisions.

Moving to a results-based accountability system is a work in progress that will require a continual evolution in the County’s corporate culture and internal systems and processes to focus management and staff efforts on improving performance and achieving the County’s priority objectives.

■ **CountyStat**

CountyStat is a component of the County’s results-based accountability system, and a mechanism for performance management in Montgomery County government. Its goal is to improve government performance through greater accountability, better transparency into County challenges and successes, ultimately moving forward towards a culture of “managing for results” and a more effective and efficient County government. CountyStat is guided by four simple principles: require data-driven performance; promote strategic governance; increase government transparency; and foster a culture of accountability. CountyStat meetings, led by the County Executive and the Chief Administrative Officer, are held on a routine basis as a tool with which to examine the results of its activities.

CountyStat provides an array of facilitation and analytic support services not necessarily realized through a formal CountyStat meeting. These services allow the County government to make informed decisions based on rigorous analysis. CountyStat staff often focuses on strategic-level decision-making processes that lead to systemic change. This work includes, but is not limited to, consultation on departmental strategic planning, cost benefit analysis, program evaluation, quantitative and qualitative investigative studies and extensive survey development, implementation, and analysis.

CountyStat manages the following results-based accountability tools:

▪ **Department Headline Performance Measures & Departmental Performance Plans**

The County Executive directed department heads to focus their management on the achievement of “customer results.” As a first step, each department identified not just their customers and the services they deliver to those customers but, most importantly, the outcomes they hope to achieve for those customers.

Departments then identified “Department Headline Performance Measures,” data to gauge (1) the extent to which the desired results are being achieved, and (2) the efficiency of each department in achieving its results. Headline measures do not attempt to measure all the work that the Departments do. Instead they focus on the core missions of departments and, with a small set of outcome measures, are used to monitor department performance.

In addition to the Headline Measures all County departments developed Department Performance Plans. Each Plan begins with the Department Headline Performance Measures, which gauge how well customer results are being achieved, as well as the department’s operational efficiency. The Performance Plan then provides a succinct analysis and an action plan, including a budget, for improving performance – as measured by the trend lines of the Department Headline Performance Measures. These documents are used by Departments as strategic planning devices and by the executives to hold Department Directors accountable for outcome results.

▪ **Montgomery County Performance Measurement Dashboard**

CountyStat created an online-accessible performance reporting dashboard, which includes all departments’ Headline Performance Measures. This dashboard, located on the County’s website at www.montgomerycountymd.gov/countystat, serves as a valuable tool for policymakers and residents enabling them to monitor County performance over time to ensure the needs and priorities of residents are consistently met by County policies. It is a key component of the County Executive’s goal of increasing governmental transparency.

▪ **openMontgomery**

In 2012, the County launched the openMontgomery program - the latest phase in the County’s open government program to promote even greater transparency and accessibility than previously achieved with CountyStat, MC311, and the County’s improved, mobile-enabled web portal. The openMontgomery program, including the accompanying Montgomery County Digital Government Strategy document, is acclaimed as the first of its kind among local governments. openMontgomery (<http://montgomerycountymd.gov/open>) is comprised of four pillar platforms:

- **dataMontgomery** (<http://data.montgomerycountymd.gov>) provides County datasets in consumable formats, offering an opportunity to review and analyze raw data, and use it for a variety of purposes. Included is the opportunity to use datasets in the development of Smartphone apps that create value for residents and better connect them to County government services. Other sectors are able to utilize this data to create service offerings

that ultimately benefit County residents and facilitate economic vitalization and vibrant communities. Datasets and maps published in 2012-13 include: the FY13 Operating Budget, Food Inspection Results, Employee Salaries, MC311 Service Requests, Residential & Commercial Building Permits, Contracts, Real Property Tax Rates, Cable Complaints & Cable Inspections, Election Polling Places Maps (including Early Voting), and maps for all public Schools, libraries and Health and Human Services facilities. dataMontgomery is also expected to obviate the need for a number of Freedom of Information Act requests that can be expensive for both the County government and the requesting entity.

- **engageMontgomery** (<http://engage.montgomerycountymd.gov>) provides the public another way to participate in open government. It provides on-line channels and forums where the public can offer ideas and feedback, voice concerns, and participate in online discussions with County government on any number of concurrent subjects. The Executive Branch utilized engageMontgomery to consult the public on the FY14 budget formulation. Other topics included transportation and the environment.
- **mobileMontgomery** (<http://montgomerycountymd.gov/open/mobile.html>) presents the County's web sites and applications (apps) on mobile devices (e.g., tablets, Smartphones) for use anytime and anywhere. Using these services, the public can access information (some in real time) about the budget, emergencies, services (e.g., bus arrivals, snow/debris removal) and can make non-emergency service requests through the mobile MC311 system, receive status and notifications.
- **accessMontgomery** (<http://montgomerycountymd.gov/open/access.html>) provides direct on-line access to critical county information and publications related to the budget, County government performance, including MC311, CountyStat, internal audits, Inspector General audits, and spending disclosures. Also, accessMontgomery contains information about the County's contracts, open solicitations, and locations where the County offers free Wi-Fi.

The four platforms work together to open the County's data sets in consumable formats; consult the public on topics of importance to them; serve County services on Smartphones and other mobile devices in 72 languages; and provide access to County documents and reports not available previously.

■ **Montgomery County Indicators Project**

CountyStat worked with Departmental, Agency, and community stakeholders to develop a set of indicators that represent a high-level barometer of County performance and reflect the quality-of-life in Montgomery County, benchmarked against a regional and national grouping of comparable jurisdictions. This is an additional data tool for the County as it assesses its progress towards achieving its priority objectives.

To connect all of these various performance management and data driven decision-making tools, CountyStat mapped the interrelationships between the priority objectives, County indicators and related benchmarking, departmental headline performance measures, and results-based budgeting. All of these tools work together to assist County government in its effort to create an environment of transparency and accountability.

■ **Focusing on Customer Results**

The County Executive has launched several initiatives, in addition to Results-Based Budgeting, focused on improving “customer results,” including:

■ **MC311/Constituent Relationships Management System**

The deployment of the **County’s nationally-recognized 311 one-stop, non-emergency phone and online system** has represented a significant leap in responsiveness to our residents. In the 21 months since it began operations, 311 has fielded well over a million calls. In 2012, the County expanded MC311’s hours by two hours to 7 PM Monday through Friday in order to better serve working families and commuters.

The MC311 web portal (www.MC311.com) is available 24/7 to enter service requests and has averaged 25,000 views per month. The system offers residents a single point of contact for telephone and online inquiries and complaints and is an important tool to assist the County in making resource allocation decisions and tracking department responsiveness.

■ **Enterprise Resources Planning System**

The County is modernizing its Core Business Systems to improve efficiency, effectiveness and responsiveness. The Enterprise Resource Planning system (ERP) will provide a significant upgrade to the County’s financial, procurement, human resources and budgeting systems, will streamline business processes, and will produce enhanced reports for data-driven decision making – all key to improving customer results. In FY11, the County successfully implemented the financial, procurement, and human resource systems on-time and within budget. In FY12, the County successfully implemented PeopleSoft Retiree Pension, Oracle Compensation Workbench, Inventory, Work Orders, iExpense, iSupplier, iReceivable, and Advanced Collection. During FY 13, the County is implementing Hyperion Budgeting, Performance Management, Learning Management, Identity Management, Enterprise Reporting ZylImage integration, and Tax Assessment.

■ **Decision Making that is Transparent and Driven by Data**

In addition to focusing on customer results, the County Executive is committed to decision making that is both transparent and data-driven. Results-Based Budgeting fundamentally embodies the County Executive’s commitment to these values. Other initiatives that embody these values include:

■ **Town Hall Meetings and Budget Forums**

Starting in January 2007, the County Executive has held “Town Hall” Meetings across the County and online. The Town Hall Meetings have provided a forum for free and candid dialogue. The County Executive also hosted a series of Budget Forums to seek input from residents on operating and capital budget priorities for the FY08-FY14 budgets. The total number of Town Hall and Budget Forums held by the County Executive Leggett to date is 20. In addition, online chats have provided monthly opportunities for direct input to the County Executive.

■ **Results-Based Accountability Successes**

The Departmental performance plans, Headline Performance Measures, Program Performance measures, and high level indicators of County performance and quality of life mentioned above as well as internal training and budgeting process changes serve as a base on which to further develop a results-oriented culture. CountyStat and the Office of Management and Budget (OMB) work together to ensure that the data mined by CountyStat is used in making budget decisions.

Additionally CountyStat responds to OMB's need for data and information. New data available from the MC311 customer service system has opened up new avenues for data-driven customer responsiveness, including:

■ **Multi-Department Review of Budget Proposals**

After the departments submitted their budgets, the County's Chief Administrative Officer and Budget Director established five high-level working groups known as "clusters" that consisted of the directors of departments (or their designee) with related functions. The five clusters were organized based on current cross-cutting issues affecting multiple departments, including:

- Civilianization of Uniformed Public Safety Staff
- Worker's Compensation
- Maintenance of the County's Buildings
- Positive Youth Development
- Seniors

The purpose of these clusters – which represented a more collaborative approach to budgeting in the County – was to review existing programs and policies within the County and determine if there were enhancements or efficiencies which could be made across the County to strengthen services provided to constituents. The conclusions and recommendations of the clusters were presented to the County Executive and Chief Administrative Officer and used by them in making their final decisions on the budget.

■ **Rewarding Excellence Program**

The Rewarding Excellence Bonus Incentive Award Program is designed to encourage and promote new, innovative ideas, concepts and strategies for the cost effective delivery of County services and products. The program rewards bargaining unit employees, general salary schedule employees and first-line supervisors for sustainable implemented recommendations that improve efficiency, increase productivity, reduce costs, streamline operations, and enhance customer satisfaction. When cost savings are realized, employees receive a portion of the cost savings in the form of a bonus. This program helps achieve one of the County's key goals – to make County government more responsive and accountable.

The Rewarding Excellence program has approved employee proposals that, when fully implemented, will result in a permanent ongoing savings of \$860,000.

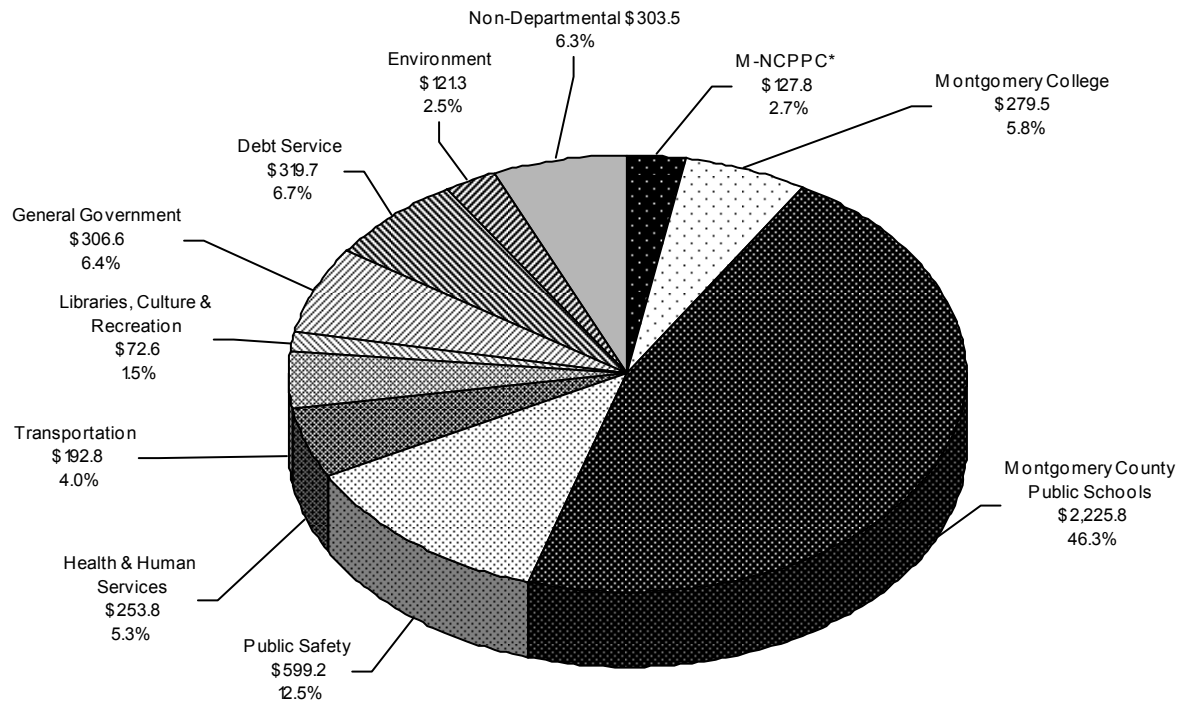
At the end of fiscal year 2012, the "Scrap Metal Optimization" team of the Division of Traffic Engineering and Operations demonstrated over 16 thousand dollars in cost savings by separating and selling their scrap metal and aluminum and ceasing to pay a contractor to haul the metals away as trash. The first year of rewards is shared with the employees on a 50/50 basis; thereafter, the County retains the savings of 16 thousand dollars each year. Based on the accumulated savings, thirty-six employees received checks in the gross amount of \$229 unless prorated.

Montgomery County Government was praised in the August 2012 edition of Governing Magazine. An article written about gain sharing in the public sector stated that many governments eliminate programs in tight times when they need them the most. However, Montgomery County has made every effort to continue and grow the Rewarding Excellence program by collaborating with the employees' Union and partnering with its employees.

In November of 2012, the Local Government Personnel Association (LGPA) recognized the Rewarding Excellence program with its "Best and Brightest" team award.

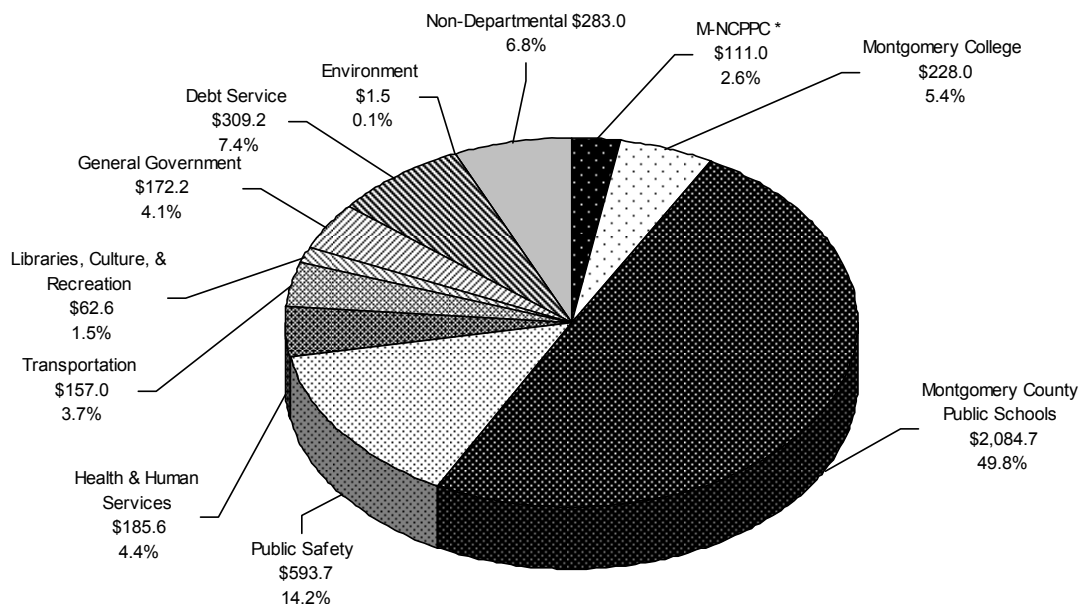
FY14 EXPENDITURES BY FUNCTION

TOTAL EXPENDITURES - \$4,802.6 (million)



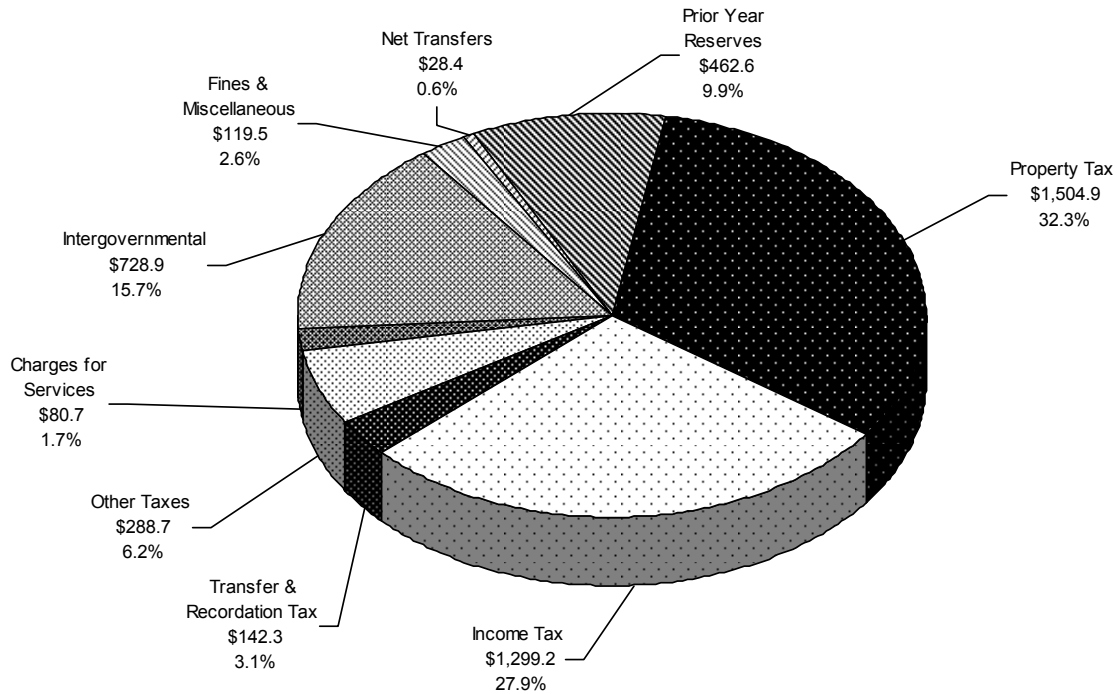
*Total M-NCPPC includes \$4.2 million debt service.

TAX SUPPORTED EXPENDITURES - \$4,188.5 (million)

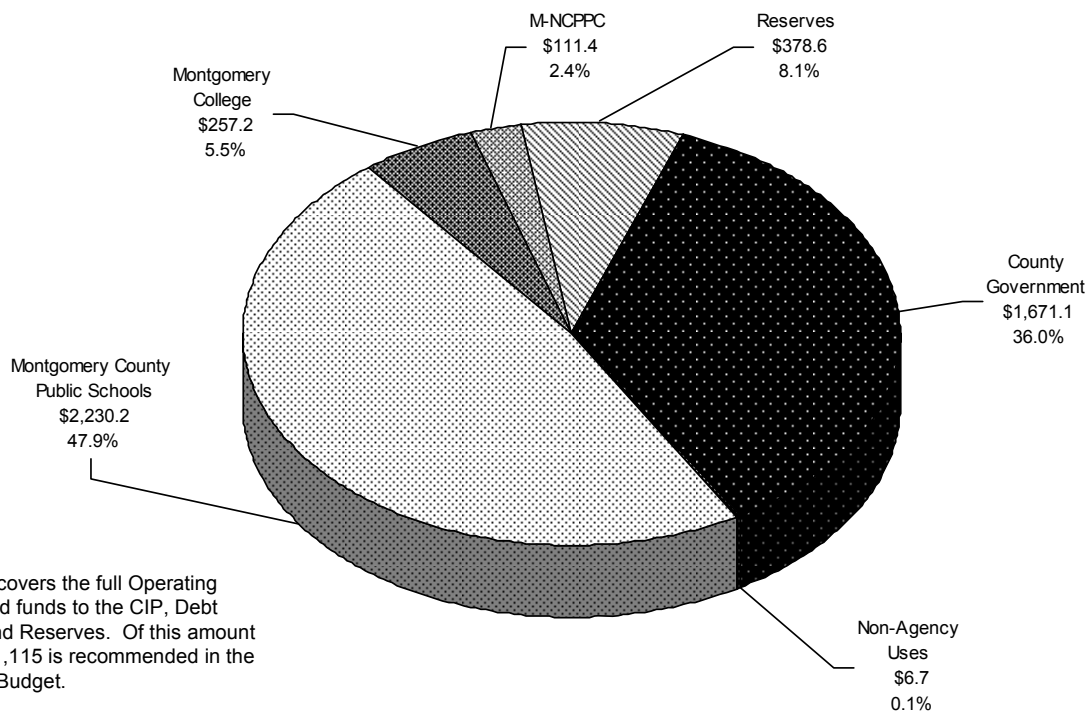


FY14 TAX SUPPORTED AGENCIES AND FUNDS

WHERE THE MONEY COMES FROM TOTAL APPROVED RESOURCES - \$4,655.2 (million)



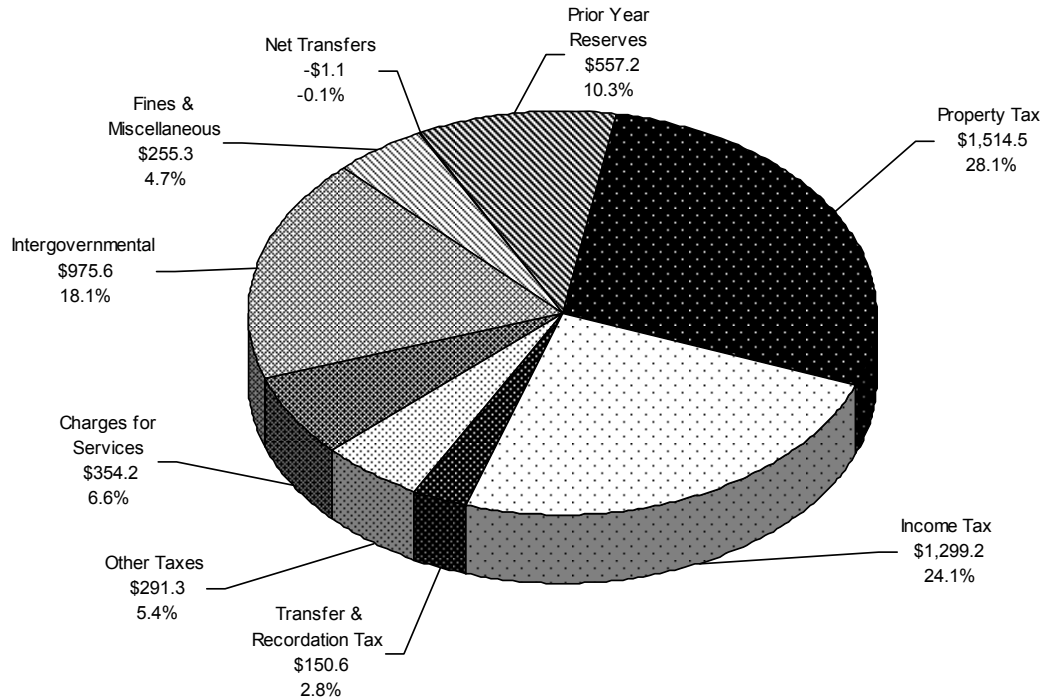
WHERE THE MONEY GOES * TOTAL APPROVED USES OF FUNDS - \$4,655.2 (million)



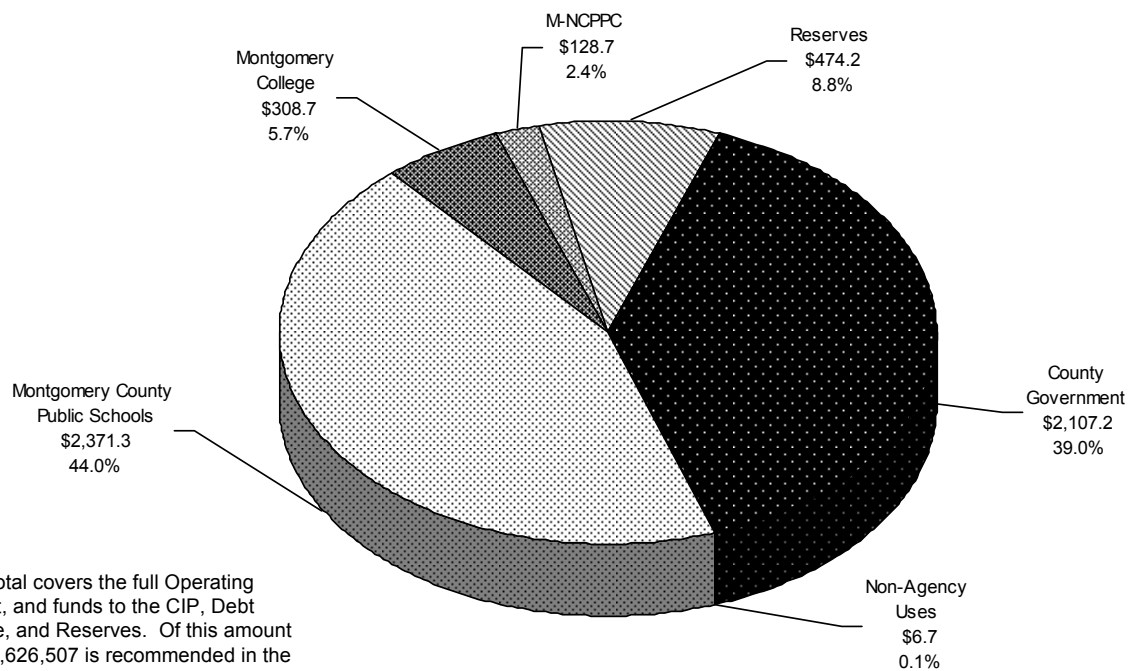
*This total covers the full Operating Budget, and funds to the CIP, Debt Service, and Reserves. Of this amount \$4,188,511,115 is recommended in the Operating Budget.

FY14 ALL AGENCIES / ALL FUNDS

WHERE THE MONEY COMES FROM TOTAL APPROVED RESOURCES - \$5,396.8 (million)



WHERE THE MONEY GOES * TOTAL APPROVED USES OF FUNDS - \$5,396.8 (million)



*This total covers the full Operating Budget, and funds to the CIP, Debt Service, and Reserves. Of this amount \$4,802,626,507 is recommended in the Operating Budget.

FY14 Operating Budget Agency Rate of Growth*

Tax Supported Budgets	FY13 Approved*	FY14 Recommended Budget*	\$ Change	% Change
Montgomery County Government	\$1,264,964,241	\$1,313,984,653	\$49,020,412	3.9%
Montgomery County Public Schools	\$2,028,871,395	\$2,084,709,114	\$55,837,719	2.8%
Montgomery College	\$218,786,599	\$227,977,695	\$9,191,096	4.2%
Md National Park & Planning Commission	\$103,678,655	\$108,564,712	\$4,886,057	4.7%
Subtotal Tax Supported Agency Expenditures*	\$3,616,300,890	\$3,735,236,174	\$118,935,284	3.3%
 Debt Service	 \$298,792,040	 \$309,156,470	 \$10,364,430	 3.5%
 Total Tax Supported Expenditures*	 \$3,915,092,930	 \$4,044,392,644	 \$129,299,714	 3.3%

* Excluding funds for pre-funding retiree health insurance. The total FY14 County Government tax supported appropriation includes a total contribution of \$141.6 million, including contributions of \$51.3 million for the County Government, \$87.8 million on behalf of Montgomery County Public Schools, and \$2.5 million on behalf of Montgomery College. The total FY14 Park and Planning Commission tax supported appropriation includes a contribution of \$2,474,431.

BUDGET SUMMARY BY AGENCY				
(\$ In Millions)				
A	B	C	D	E
FISCAL YEAR	TAX SUPPORTED	GRANT SUPPORTED	SELF SUPPORTED	GRAND TOTAL
MONTGOMERY COUNTY GOVERNMENT				
FY13 Approved	1,367.0	107.5	278.2	1,752.8
FY14 Recommended	1,455.6	108.2	286.1	1,849.9
Percent Change From FY13	6.5 %	0.6 %	2.8 %	5.5 %
MONTGOMERY COUNTY PUBLIC SCHOOLS				
FY13 Approved	2,028.9	73.7	57.5	2,160.0
FY14 Recommended	2,084.7	80.7	60.4	2,225.8
Percent Change From FY13	2.8 %	9.6 %	5.0 %	3.0 %
MONTGOMERY COLLEGE				
FY13 Approved	218.8	20.2	28.9	267.9
FY14 Recommended	228.0	20.2	31.3	279.5
Percent Change From FY13	4.2 %	0.0 %	8.4 %	4.3 %
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION				
FY13 Approved	102.3	0.6	16.4	119.2
FY14 Recommended	106.9	0.6	16.2	123.6
Percent Change From FY13	4.5 %	0.0 %	-1.1 %	3.7 %
ALL AGENCIES WITHOUT DEBT SERVICE				
FY13 Approved	3,716.9	201.9	381.0	4,299.9
FY14 Recommended	3,875.2	209.6	394.0	4,478.8
Percent Change From FY13	4.3 %	3.8 %	3.4 %	4.2 %
DEBT SERVICE: GENERAL OBLIGATION & LONG TERM LEASES				
FY13 Approved	303.5	-	8.9	312.4
FY14 Recommended	313.3	-	10.5	323.9
Percent Change From FY13	3.2 %	0.0 %	18.9 %	3.7 %
TOTAL BUDGETS				
FY13 Approved	4,020.5	201.9	389.9	4,612.3
FY14 Recommended	4,188.5	209.6	404.5	4,802.6
Percent Change From FY13	4.2 %	3.8 %	3.8 %	4.1 %