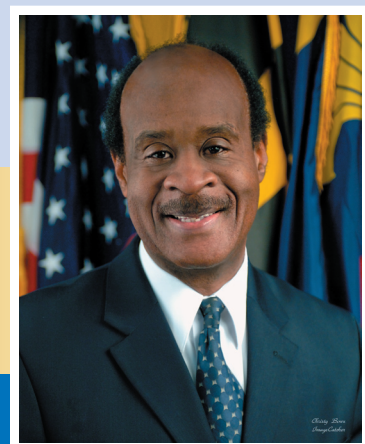


Mission Statement



Isiah Leggett
ISIAH LEGGETT

MONTGOMERY COUNTY GOVERNMENT

WE pursue the common good by working for and with Montgomery County's diverse community members to provide:

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

AS dedicated public servants, the employees of the Montgomery County government strive to embody in our work these essential values:

- | | | |
|-------------------|-----------------|------------------------------|
| • Collaboration | • Inclusiveness | • Knowledge |
| • Competence | • Innovation | • Respect for the Individual |
| • Fiscal Prudence | • Integrity | • Transparency |



Accomplishments and Initiatives



A Responsive and Accountable County Government...

★ Montgomery County received the following National Association of Counties (NACo) awards in 2015:

- Burtonsville Commercial Revitalization Program
- Creation of BioHealth Innovation, Inc
- GIS Web Portal
- IFB Generator Application
- Improving Pedestrian Safety in Parking Lots
- Interactive Fiscal Plan
- Managed Search Operations Program
- Maryland Smart Energy Communities Program
- Montgomery County Grants Portal
- Montgomery County Maryland Financial Transparency Suite
- Montgomery County Recreation Emergency Management Communication Plan and Exercise
- Montgomery County Recreation Food Fun & Fitness
- Montgomery County Recreation's Senior Center Transportation Creating a Culture of Equity Workshop
- Moving to the Cloud Montgomery County's Transition to Office 365
- One Stop Shop Fire and Life Safety Permitting and Inspection
- Permit Pirates - Exposing Unlicensed Contractors
- Ride On Realtime
- SCALE: Safe Community Alert Network
- ServSafe Training for Food Service Workers: a Correctional and Restaurant Foundation Partnership
- Social Solutions of Public Works
- Strathmore Concert Hall Humidification & HVAC Systems Performance Upgrade
- Tax Assessment System

Highlights

- Traffic Signal System Modernization
 - YOLO (You Only Live Once) High School Pedestrian Safety Education Program
- ★ The Cable Office's Media Services Team in collaboration with the Montgomery County Department of Public Libraries (MCPL) supported the County's Library of the Future Summit. Attendees located at the Gaithersburg Library were able to participate virtually using Google Hangout technology. Social media was used to increase participation and video highlights were posted on YouTube. This program was available on cable TV, online and on mobile devices.
 - ★ Enhance planning, outreach, and coordination support for the UltraMontgomery Initiative in FY17.
 - ★ Developed a national model for financial transparency in partnership with the County's open data vendor including budgetMontgomery, spendingMontgomery, online Budget Book Publication and new data-driven CountyStat Performance Dashboard. In partnership with Public Libraries and using public input, developed a more clear way to categorize data and streamline access to the data.
 - ★ Successfully retained the County's AAA bond rating from the three major credit rating agencies in the fall of 2015.
 - ★ Received the 2015 National Procurement Institute's Achievement of Excellence in Procurement award. This award is earned by organizations that demonstrate innovation, professionalism, productivity, e-procurement, and leadership attributes.
 - ★ Continued to enhance Executive Branch communications through a half hour radio show broadcast on WOL 1450 AM, "Montgomery Mosaic" and cable television shows that feature County youth on "Youth Montgomery;" the "Montgomery County Police Beat"; the "My Green Montgomery" environmental show; a show of special interest to African Americans, "Mosaic: An African American Perspective;" and several Spanish language offerings - a television version of the "Montgomery Al Dia" Spanish language talk show which airs weekly on Spanish language radio, a Spanish version of "County Report This Week" and "Perfiles" (or profiles) which features interviews with Hispanic employees.
 - ★ The Federal Transit Administration awarded the County a two-year \$138,000 Enhancing Montgomery's Mobility grant to increase public awareness of transportation options for seniors and people with disabilities, and to help expand the pool of volunteer drivers in the County.
 - ★ Increased direct communication with residents through social media sites: YouTube; Facebook; and Twitter - expanded the Twitter site to nearly 27,000 followers and

expanding distribution lists for electronic publications such as "The Paperless Airplane" which reaches over 120,000 households. MC311 collaborates with Public Information Office to respond to resident requests for services and information via Twitter and Facebook.

- ★ Montgomery County Public Libraries (MCPL) opened the new, state-of-the-art, Silver Spring Library, increased weekly branch hours by over 10% since FY14, at 16 branches; opened the KID Museum partnership Makerspace at the Davis Library; and held health, cooking, small business, and other programs at library branches across the County.
- ★ Produced programming to honor Montgomery County Vietnam Veterans as the 40th anniversary of the end of the Vietnam War was commemorated. This program was available on cable TV, online, and mobile devices.
- ★ Reduced the amount of time to process customer reservations during peak seasons in schools and other public buildings from four weeks to one week through ActiveMONTGOMERY, reallocation of staff resources, and new application processing procedures.
- ★ With the increased funding for materials, MCPL will purchase additional items for the World Languages collection, and continue to implement procedures to get materials into customers' hands more quickly; continue to market system-wide services and programs, including many of the "firsts" that were initiated at Silver Spring Library; complete planning and bidding for FY16 Refresh Projects: Aspen Hill, Davis, and Little Falls; implement digital signage at all branch locations, 3D Printing at all branches, and in-branch bill payment by credit card; establish a mobile app and convert its website to a responsive, mobile friendly design; develop a new Strategic Plan (to be implemented in FY17); and work with MCPS to ensure all public school students have a library card from MCPL.
- ★ In support of the ADA Compliance Program, began a pilot project using a new technology, video remote interpreting, to expand the County's capacity to provide effective communication in emergency or other situations where traditional in-person Sign Language interpreters are unavailable.
- ★ Enhance customer service with the complete migration from a server-based facility reservation to a cloud-based system, ActiveMONTGOMERY. This will create a one-stop shopping experience for County residents to request reservations for Recreation, Montgomery Parks, MCPS, and County facilities. In conjunction with the effort, CUPF is streamlining fees and policies where feasible to improve customer service.
- ★ Expanded the County's Clean Energy Financing programs to include Commercial Property Assessed Clean Energy (PACE) program to provide financing for

commercial property clean energy improvements; and use of Qualified Energy Conservation Bonds for County facilities as well as support the implementation of the Green Bank for public and private energy and environmental efficiency programs

- ★ Expanded FiberNet to 42 new locations, completed upgrades of three FiberNet hub sites; and implemented the FiberNet Network Operations Center (NOC) providing 24x7 support for FiberNet serving all County agencies.
- ★ Provide for community organizations that augment County services including \$774,570 for community organizations serving the disabled, \$1.0 million for organizations extending senior services, \$755,480 for organizations providing public health services, \$1.1 million for community organizations supplementing County behavioral health services, and \$2.2 million for organizations providing safety net services to County residents. These community organizations are critical to providing an effective network of services in a more cost-effective, culturally appropriate, and flexible way. Additionally, they are able to leverage community resources that are unavailable to County Government.
- ★ Worked with the Department of General Services to identify lease savings that could be used to fund the renovation of the historic Grey Courthouse, maximizing use of existing County assets. Also developed a plan to efficiently fund the co-location of additional departments at the new M-NCPPC headquarters building being constructed as part of the Wheaton Redevelopment project.
- ★ Reconfigured FiberNet to increase Internet and cloud-computing capacity for Montgomery County Public Schools by 300 percent, representing a \$120,000 cost savings. This FiberNet upgrade enabled 40,000 new Chromebooks for MCPS students to be used effectively with WiFi in the classroom to reach the Internet.
- ★ The Departments of Finance and Environmental Protection collaborated on the development of the Commercial Property Assessed Clean Energy (PACE) program, which will allow commercial property owners to borrow money for energy efficiency improvements and renewable energy projects, and repay the loan via their property tax bill.
- ★ Co-sponsored a workshop and public forum with the Montgomery County Food Council to help promote Maryland Department of the Environment's new regulations for composting facilities.

Affordable Housing in an Inclusive Community...

- ★ Invest \$47 million in Affordable Housing including the Montgomery Housing Initiative (MHI) fund and utilize \$16 million from the Affordable Housing Acquisition and Preservation CIP project. This increases dedicated funding and 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" and "Housing First", and creation of mixed-income housing. Since FY08, \$803 million has been invested in support of affordable housing leveraging \$947 million in non-County funding.
- ★ Continue the County's commitment to inclusive transit-oriented development by completing The Bonifant, a new, mixed-income senior project located in downtown Silver Spring next to the new Silver Spring Library. Of the 149 units, 139 are affordable to seniors earning between 30 percent and 60 percent of the area median income (AMI).
- ★ Continue to use resources from the MHI fund to support rental assistance programs to the Department of Housing and Community Affairs (DHCA), Health and Human Services (DHHS), and the Housing Opportunities Commission (HOC). Over 2,000 households were assisted in FY16 and over 2,100 are projected in FY17.
- ★ Complete renovations at Progress Place (a DGS, HHS, and DHCA collaboration), which includes the relocation of several Montgomery County supportive housing service providers to a new, consolidated location in Silver Spring. The relocation will furnish the providers with a new and improved space while integrating 21 units of supportive, transitional housing within the facility.
- ★ Continue to utilize funding from Federal Grants (Community Development Block Grant (CDBG), the HOME Investment Partnership Grant (HOME), and the Emergency Solutions Grant (ESG) to enhance affordable housing, housing rehabilitation, commercial revitalization, focused neighborhood assistance, public services, and homelessness prevention.
- ★ Continue the County's commitment to affordable senior housing by completing Churchill Senior Living II. This six-story, 133-unit senior rental community will be located on the west side of Father Hurley Boulevard in Germantown. One hundred twenty-one (121) of the 133 units will be reserved for seniors at or below 60 percent of the Area Medium Income (AMI) with an additional five units for seniors at or below 50 percent of the AMI.
- ★ Continue the County's commitment to inclusive transit-oriented development by completing Fenwick Lane Condos, a project that consists of the acquisition,

Highlights

rehabilitation, and conversion of a 79,462 square foot eight-story office building into 102 market rate, for-sale condominiums located in downtown Silver Spring that will be available as affordable workforce housing.

- ★ Complete Thayer Avenue, a newly constructed 52-unit apartment building located in Silver Spring. Forty-two (42) of the 52 units are affordable under the Low Income Housing Tax Credit (LIHTC) guidelines serving families earning between 50 percent and 60 percent of the Area Median Income (AMI).
- ★ In collaboration with the Maryland-National Capital Park and Planning Commission, launched a rental housing study to identify the County's rental housing needs and offer holistic and sustainable approaches to meet them.
- ★ Continue to participate in the administration of the State and Federally-funded Weatherization Assistance Programs which provide energy-saving housing renovations for income-eligible County residents.
- ★ Enhance the Common Ownership Communities (CCOC) program through the addition of program staff, funding for information technology improvements, and education and outreach. These resources will aid in the implementation of Bill 52-15, Administrative Procedures - Summary Decision, and provide overall support to the CCOC.



An Effective and Efficient Transportation Network...

- ★ Continue to roll out the Parking Guidance System which directs visitors to the Capital Crescent and Bethesda/Elm Garages. This new dynamic signage will be installed at key locations in the Bethesda downtown area; and will display real-time space availability and hourly rates to assist motorists in locating parking facilities with available spaces and evaluate pricing options.
- ★ Completed construction of two new compressed natural gas (CNG) sites supporting transit, heavy, and administrative fleets. One of the new sites is open to the public. The new facilities, through an increase in CNG bus fleet size, aids the County in displacing more than 1 million gallons of diesel fuel a year and will achieve a savings of \$2.2 million in operational and maintenance costs over the next 10 years.
- ★ Convert five new diesel transit buses to CNG through an award of \$550,000 for petroleum reduction initiatives, eliminating over 825,000 gallons of fuel use over the next 12 years and saving the County more than \$1 million in future fuel costs.

- ★ Enhance Call-n-Ride program by reducing age eligibility from 67 to 65, adding 445 participants to the program.
- ★ Responded to 13 storm events totaling 52.5 inches of snow thus far in FY16.
- ★ Worked with the Maryland Congressional Delegation to secure \$100 million in federal transportation funding towards construction of the Purple Line.
- ★ New electric vehicle (EV) charging stations were installed in garages in Bethesda and Silver Spring. The new stations are located at the Woodmont Corner and Waverly Garage in Bethesda; the Cameron/Second Street and Kennett Street Garages in Silver Spring; and the Amherst Garage in Wheaton. These new stations bring the total number of EV charging stations in County owned parking facilities to eight stations (16 spaces).
- ★ Single space parking meters at the NOAA and Kennett Street Garages and the Bonifant & Easley surface lot in Silver Spring will be converted to multi-space pay machines. These new machines will provide payment options for customers to include: coins, credit cards, and pay-by-cell phone. In addition, real-time communication, web-based management, secure wireless alarming, and receipt for payment are included.
- ★ Converted ten heavy duty cargo vans to a parallel hybrid drive system. This best in industry hybrid system has increased fuel economy 27% and eliminated over 2,500 gallons of gasoline in the first year.
- ★ The new Call-n-Ride program swipe card system continues to reduce the average cost per trip from \$23 in 2012 to \$16 currently. With these savings, participants can take about three more trips per month.
- ★ Implement a load testing program on bridges where heavy vehicles such as Fire Rescue apparatus are restricted. This real life method of determining bridge weight limits for bridges is more accurate than in-house calculations. The results may allow restrictions to be lifted and eliminate costly rehabilitation projects.



Children Prepared to Live and Learn...

- ★ Expand opportunities for young people with the year-round implementation of youth soccer program to enhance the successful FUTSAL indoor soccer program in Youth Development; new programming will build stronger relationships with community non-profit organizations and work closely with schools in anti-gang efforts.
- ★ Continue funding support for the Children's Opportunity Fund jointly with Montgomery County Public Schools to address the social determinants that impact the achievement gap for vulnerable children.
- ★ Continued to provide essential services during out-of-school time and to change the landscape of communities throughout the county. Highlighting some of our high-volume popular youth programs: Fun, Food, Fitness (*mobile recreation through TeenWorks*) in the East County provided breakfast & lunch to youth daily during summer months, receiving a NaCo Achievement Award and recognition by the National Recreation and Parks Association; TeenWorks established a youth outreach team providing peer-to-peer marketing opportunities; Excel Beyond the Bell established a dedicated referral registration period enhancing outreach to struggling and under-served youth; and Summer meals provided 95,325 meals at recreation sites.
- ★ Support school health staffing for the new Clarksburg/Damascus Middle School.
- ★ Provided funding to expand access to the National Association of Counties (NACo) award-winning self-guided STEM (Science, Technology, Engineering, and Math) learning Go! Kits within the public library system. These kits for children contain mini iPads, educational toys, and books and can now be borrowed at nine library branches.
- ★ Support community partners with the launch of the Child First afterschool program, geared towards providing a comprehensive enrichment program including family engagement opportunities at South Lake and Burnt Mills Elementary Schools.
- ★ Enhance the implementation of the Building Educated Leaders for Life (BELL) program that provides summer academic and enrichment support for students who lack the reading and math skills to perform at grade level. The program is funded through a non-departmental account for the Children's Opportunity Fund in partnership with the Norman and Ruth Rales Foundation to support local fundraising efforts to raise additional funds.
- ★ Continue funding to provide housing support for homeless unaccompanied minor children.

Highlights

- ★ Add funds to support a full-year operation of somatic health services and positive youth development provided at Wheaton High School Wellness Center; to support a full-year operation of early childhood services in the Kennedy Cluster Project; and to support school health staffing for the new Clarksburg/Damascus Middle School.
- ★ Add funds to enhance the Linkages to Learning Program at Maryvale Elementary School in Rockville.
- ★ Continue the Excel Beyond the Bell program with expanded County support.
- ★ Expand funding support for Family Navigation, Youth Services Bureau, and Pathways to Services programs in support of the Governor's new priorities for funding of Local Management Boards and targeting disconnected youth.
- ★ Provided primary care for 3,919 uninsured children in FY15 through the Care for Kids Program, a 30 percent increase over FY14 due in part to the number of unaccompanied minor children entering the County.



Healthy and Sustainable Communities...

- ★ Grand Opening of the North Potomac Community Recreation Center scheduled for September 2016, which will include a full Senior facility. The Senior Programs Team plans (with community partners and other county departments) to add an additional nutrition program, utilizing Federal funds through the Department of Health and Human Services' Aging and Disability Services division, as well as offer classes, programs, and services in Fall/Winter of 2016.
- ★ Grand Reopening of the Ross Boddy Neighborhood Recreation Center scheduled for October 2016 with the addition of a new gymnasium, expanded social hall, and many new upgrades.
- ★ Ensure implementation of Bill 52-14, Pesticides Prohibition and provide outreach to the community on updates to County pesticides law by adding a new position in FY17 to coordinate the implementation.
- ★ Reduced fossil (diesel) fuel consumption on equipment used at the Dickerson Yard Trim Composting Facility by approximately 6% (2,910 gallons) during FY15. Achieved a cost savings of about \$7,828 in spite of producing 87,050 more bags of Leafgro and selling 13,713 more yards of bulk Leafgro. Developed new markets for double-screened Leafgro as a premium topping soil.

- ★ Increased recycling to over 60%, and continued efforts to further increase waste reduction and recycling to reach the 70% recycling goal by 2020 through: coordinating/participating in 334 outreach/educational events to interact with 41,270 residents directly; conducting seven community recycling events to collect 111 tons of confidential paper for shredding/recycling; continuing the education campaign to instill awareness of the recycling goal; and participating in radio interviews on several stations and networks in English and Spanish to motivate everyone to recycle more.
- ★ Add funds to support a unique public-private partnership leveraging State and private resources to preserve vital residential substance abuse treatment capacity at Avery Road Treatment Center at reduced taxpayer expense.
- ★ As a follow-up to the BeActive Montgomery program begun in FY14, implemented a Wellness, Fitness and Performance program to address healthy living and healthy eating within our community. The Department of Recreation is now serving healthy foods at the FUTSAL indoor soccer program on Friday night, teaching Club Rec children about healthy eating, and is being recognized by both National Recreation and Parks Association (NRPA) and the Alliance for a Healthier Generation (AHG) for its progressive programs and for implementing the AHG standards.
- ★ Completed the Glen Hills Sanitary Study to review the sustainability of the nearly 400 homes on septic systems in this community. Developed a proposed policy that supports the area master plan and addresses future septic system problems and limited sewer service.
- ★ The Wheaton Urban District removed over 9 tons of recyclables from the waste stream in 2015 with the recycling initiative using solar powered trash and recycling containers.
- ★ Served 5,450 County residents through the Linkages to Learning Program in 29 schools during FY15. Over 1,600 of these individuals participated in community education and development activities, and over 3,800 received comprehensive behavioral health and/or family case management services resulting in more than 86,000 unduplicated units of service, a 20 percent increase from FY14.
- ★ During FY15, Special Needs Housing received more than 5,400 requests for emergency assistance and provided more than 3,700 emergency assistance grants totaling approximately \$2.9 million dollars to resolve housing and utility emergencies.



Safe Streets and Secure Neighborhoods...

- ★ **Reallocate resources to provide ALS (Advance Life Support) units to three additional stations will significantly improve response times to over 85,000 residents and many businesses.**
- ★ **Expand the Truancy Prevention Program (TPP) from 15 to 20 middle schools. TPP will serve 370 students and their families in addressing the root causes of truancy and combating absenteeism. This will be an increase of 118 students (47%) from FY16 and 178 students (93%) from FY15.**
- ★ **Increased Sandy Spring Fire Station 40's staffing level to improve response times; enhanced service levels included much needed Advanced Life Support (ALS) capabilities provided through a paramedic engine company. This collaboration with the Sandy Spring Volunteer Fire Department empowers them to limit potential response failures through additional, diversified riding opportunities for volunteer personnel.**
- ★ **Increase staffing for the Mary Sector of the 5th District Station (Germantown and Clarksburg).**
- ★ **The Family Justice Center, in collaboration with the Montgomery County Family Justice Center Foundation and the Domestic Violence Coordinating Council (DVCC), further expanded the Coaching Boys Into Men (CBIM) program to include Richard Montgomery High School for a total of three participating high schools. This program utilizes the unique leadership role of athletics coaches in the lives of young men.**
- ★ **Montgomery County Fire and Rescue Service (MCFRS) identified the most commonly transported patients and determined that many of them share certain needs that could be addressed by programs offered by the county's Department of Health and Human Services (HHS). A joint MCFRS-HHS initiative is now aimed at reducing repeat transports by targeting these patients for inclusion into the HHS programs.**
- ★ **Begin improving Advanced Life Support response time by adding a Paramedic to engines at Bethesda, Cabin John, and Glen Echo stations and by adding a Paramedic Chase Unit at Bethesda (Democracy Boulevard).**

Highlights

- ★ Begin treatment-oriented targeted training for staff on mental health first aid to address the increased acuity of the jail population.
- ★ Mitigate the harmful impact of the growing heroin problem in the County through more coordinated, aggressive investigation of overdoses and training police officers to administer lifesaving medications in overdose situations.
- ★ Added a licensed clinical social worker funded through the Community Oriented Policing (COPS) grant to enhance effectiveness in addressing mental illness issues within the community.
- ★ Recognized the Police Department's Safe Speed (speed camera automated enforcement) program as a "Model for the Nation." The Insurance Institute for Highway Safety completed a second independent evaluation of our Safe Speed program, which confirmed the MCP's program has led to long-term changes in driver's behavior and substantial reductions in deaths and injuries on County roadways.
- ★ The Department of Correction and Rehabilitation partnered with Montgomery College to implement two programs: 1) The Bridge to College program that enables inmates to complete the application and placement testing process before being released to the community, and 2) Offered college credit coursework to inmates using a secure computer tablet which could lead to an industry recognized IT certificate.
- ★ Transferred the civilian Fire Code Compliance section of Fire Rescue Services to the Department of Permitting Services. This will complete the County Executive's goal of a "One Stop Shop" in one department for efficient service delivery and to reduce the cost of Fire Code Compliance.



Strong and Vibrant Economy...

- ★ Add funds to support operations of the new Office of Agriculture to provide agricultural related programs and services to the agriculture industry and farm communities.
- ★ Add funds to expand the existing MOVE Program to reduce the commercial office space vacancies in the County. Since the announcement of the expanded criteria in January 2015 to increase financial assistance from \$4 to \$8 per square foot for any industry sector except retail and restaurant, the County has attracted 23 new businesses and 132 new jobs.

- ★ Facilitated the attraction of a company to create 87 new jobs in Montgomery County. This company will generate more than 120 additional jobs within the next four years. Facilitated the retention and expansion of a rapidly growing IT business expected to create nearly 160 new jobs in the next three years and a biotech business which is expected to create 100 new jobs in the next five years.
- ★ The Department of Permitting Services implemented eServices for new homes, residential additions, renovations, decks, commercial building, commercial alterations, commercial additions, fire alarm and fire protections systems, electrical permits, residential revisions, rooftop solar, electrical vehicle charging stations, right-of-way permits for utilities, driveway and engineered plans, fences, and recently completed stormwater management, special protection area plan approvals and sediment control permits. To date the department has processed over 4,000 plans electronically.
- ★ Provided grants through the Biotechnology Supplement Program for 95 investments, totaling more than \$13.5 million in 12 Montgomery County biotech companies in 2015.
- ★ Enhance Library Programming for workforce and economic development; computer coding; Science, Technology, Engineering, and Math (STEM); civic engagement and participation; Seniors; and New Americans.



Vital Living for All of Our Residents...

- ★ Open Wheaton Interim Library at the Wheaton Volunteer Rescue Squad (next to the current library) this Spring, and sustain it during the construction of the new Wheaton Library and Community Recreation Center. Library Hours will remain the same as the current branch's hours.
- ★ Add funding for a senior fellow to support the County's Age-Friendly Communities Initiative.
- ★ Continue expanding the Adult Guardianship Grant program to meet anticipated needs of the County's aging populations. This program enhances the resources and supports afforded to guardians to ensure successful fulfillment of their responsibilities.
- ★ Add funding to provide additional mandated Adult Evaluation and Review (AERS) evaluations to identify available services to help seniors and adults with disabilities remain in the community while functioning at the highest possible level of

independence and personal well-being.

- ★ MCPL held more than 1,000 conversation club programs in library branches for attendees to practice language skills and provided 66,048 hours of English language instruction through Libraries' partners at the Gilchrist Center. MCPL was awarded a National Association of Counties (NACo) award for MCPL's partnership model, "Libraries and Communities: Collaborative Partnerships for Success" and received an Honorable Mention Innovation Award from the Urban Libraries Council for MCPL's "Service Beyond Our Walls" model.
- ★ Enhance the Library Materials collection for emerging customer needs and demands, including: new formats such as "Language Kits" that support language learning; STEM; new formats that support early literacy; career, test preparation, skills development, and other workforce development tools; the ability to earn an on-line High School diploma; and a "Library of Things" collection supporting the Makerspace at the Rockville Memorial branch, tools related to making objects, and content creation.
- ★ Established a task force to examine the creation of a Mental Health Court that will assist defendants with mental health issues to access necessary services to support their individual needs and ensure that appropriate resources are provided to impacted defendants while administering justice in an efficient and effective manner.
- ★ Continue funding support to enhance Medical Adult Daycare subsidies, expanding service to 18 additional clients to attend an Adult Day Care program two days per week for socialization and medical supervision.
- ★ Improved case processing performance in Juvenile Delinquency cases (92% to 95%), Family Law (non-Limited Divorce) (94% to 95%), and CINA Non-Shelter cases (89% to 100%) in FY15. The Court's case processing performance in Criminal (94%), Family law (Limited Divorce) (99%), and Termination of Parental Rights (TPR) (100%) remained unchanged from FY14.
- ★ Expand evening library hours during summer month weekends (Friday and Saturday nights) at Rockville Memorial, Silver Spring, Bethesda, Gaithersburg, and Germantown branches.
- ★ Continued growth of the financial assistance program (*RecAssist*) providing the community with an improved needs-based service; the number of families served continues to increase and the subsidy has grown to approximately \$1,000,000 per year.
- ★ Enhance the Developmental Disability Supplement to support enrollment increases and service delivery for Developmental Disability providers.

- ★ Increase support for home delivered meals.
- ★ Partnered with the Montgomery County Food Council to research the feasibility of a food hub in Montgomery County as a catalyst for small table crop production in the Agricultural Reserve by providing supply chain, equipment, and purchasing support to farms.
- ★ The Montgomery County Volunteer Center (MCVC) continues to strengthen the culture of giving and serving in Montgomery County by connecting volunteers with critical community needs. In FY15, 849 agencies received 41,242 referrals from 10,267 volunteers through the Volunteer Center website. MCVC's Retired & Senior Volunteer Program (RSVP) engages those 55 and older in volunteer opportunities including the professional consultant services with Pro Bono Consulting and as Tax Aide Volunteers. In FY 15, Tax Aide volunteers completed 4,541 tax returns for low to moderate income residents resulting in total tax refunds of over \$4 million.
- ★ The Charles W. Gilchrist Center for Cultural Diversity continues to be the County's resource center for immigrants and helps build a network of community service providers in the County. In FY15, the Center offered 118 volunteer-taught classes, through which 9,115 residents gained ESOL, Spanish or computer skills; 8,490 residents were referred to services by phone or in person; and 4,237 residents were served through the Center's partner organizations.
- ★ Support a unique public-private partnership leveraging State and private resources to preserve vital residential substance abuse treatment capacity at Avery Road Treatment Center at reduced taxpayer expense.
- ★ Continuing enhancing health services provided through the African American Health Program, Latino Health Initiative, and Asian American Health Initiative.
- ★ Add funds to support a full-year operation of Intensive In-Home Stabilization Services, Adult Behavioral Health Enhancement Implementation, and Shared Outpatient Contract implementation.

- ★ Recommend a total County budget from all sources for all County agencies of \$5,276,520,355 which is \$193.8 million or 3.8 percent more than the FY16 budget.
- ★ Recommend tax-supported funding for Montgomery County Government of \$1,548,948,875, an increase of 1.9 percent.
- ★ Funding for Montgomery County Public Schools (MCPS) will increase by \$135.9 million or 5.9 percent. Within this total, the County contribution is \$89.3 million over Maintenance of Effort and 7.3 percent higher than FY16.
- ★ Funding for Montgomery College's tax-supported programs increases by \$4.8 million, a 1.9 percent increase compared to FY16. County funding is \$2 million over Maintenance of Effort for the fifth year in a row. The County contribution increases by 37 percent in total and 50 percent on a per student full-time enrollment basis since 2013.
- ★ Tax-supported funding for the Maryland-National Capital Park and Planning Commission (M-NCPPC) increases by \$2.9 million or 2.4 percent from FY16.
- ★ Fund WSSC's FY17 operating and capital budgets with a 3.0 percent water and sewer rate increase as proposed by the Commission.
- ★ Recommend property tax rate increase of 3.94 cents and a \$692 homeowners' property tax credit to support a progressive property tax structure. The recommended property tax rate increase exceeds the Charter limit in order to provide the funds necessary for MCPS to sustain a quality school system that will meet the needs of the rapidly growing and changing student population.
- ★ 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 65 years of age. This credit is calculated as 50 percent of the combined State Homeowners' Tax Credit and County Supplement.
- ★ Retains the energy tax at the level approved by the Council for FY16, preserving an important, stable and broad-based revenue source that includes federal institutions based in the County that otherwise pay no taxes in exchange for County services.



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
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods
- A Strong and Vibrant Economy
- 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. However, to achieve this goal the County Executive realized that a culture change was required. To establish and maintain a results-based culture, the County Executive, therefore 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, CountyStat, and County operating departments, realigned the County's budget process to focus on results rather than

annual, incremental changes. Results-Based Budgeting ensures resource allocation based on County priority objectives to make government more responsive, programs and initiatives are operating effectively and efficiently, and 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, operating budgets were systematically reviewed in multi-departmental groups. Group reviews were designed to ensure the interrelationship and risk of proposals for reductions or increments in each department were fully evaluated and collaboratively presented to the County Executive. 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;
- 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 requiring 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 and better transparency into County challenges and successes, thereby, moving the County 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 Chief Administrative Officer, are held on a routine basis as a tool to examine the results of departments' activities and make continual adjustments in the direction of programs in order to achieve the objectives.

CountyStat provides an array of facilitation and analytic support services not always realized through a formal CountyStat meeting. These services allow the County government to make informed decisions based on rigorous analysis. CountyStat staff 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 directors 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 performed by the departments and instead 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, gauging how well customer results are being achieved, as well as the department's operational efficiency. Then the Performance Plan 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 County Executive 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 to monitor County performance over time ensuring 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 a centralized portal for users to access County government data in consumable formats. dataMontgomery provides the public with an opportunity to review and analyze raw data and use it for a variety of purposes, including building custom and mobile applications and connecting them to County government services. These offerings benefit County residents, and facilitate economic activity and vibrant communities. Datasets published include: the FY16 Operating and Capital Budgets, Food Inspection Results, Employee Salaries, MC311 Service Requests, Residential and Commercial Building Permits, Spending Disclosure, Contracts, Real Employee Tuition Assistance, [Reported Sanitary Sewer Overflows](#), Cable Complaints and Inspections, Election Polling Places Maps (including Early Voting), and maps for all public schools, libraries and Health and Human Services facilities. dataMontgomery is expected to reduce the need for the number of Freedom of Information Act requests, which 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 with the public on the FY15 and FY16 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, etc.) and through the mobile MC311 system can make non-emergency service requests, receiving 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 County implemented on-line tools to measure customer satisfaction and web-portal activity.

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 previously available.

- **Open Budget**

In July 2014, the County launched Open Budget (<http://www.montgomerycountymd.gov/openbudget>) – two new innovative and powerful online systems representing the County's Budget; followed by spendingMontgomery in January 2015.

- **Open Data Budget Publication** (<https://reports.data.montgomerycountymd.gov/omb>).
Operating Budget: <https://reports.data.montgomerycountymd.gov/omb>
Capital Budget: <https://reports.data.montgomerycountymd.gov/cip>

The first is a comprehensive Online Publication of the Budget that leverages the same data that is placed on the Montgomery County's Open Data platform, dataMontgomery. No longer bound by the limitations of a paper-based publication, this new online publication brings a dramatically improved experience for the users of the budget document both inside and outside County Government. The new publication includes:

- Interactive charts, tables, maps and videos
- A Custom Google Search Engine
- Archiving Previous Years' Data / Content
- Unlimited Sharing/Discovery of data, tables and visualizations
- Mobility (works on Smartphones, tablets and desktops)
- American with Disabilities Act (ADA) Compliance
- Instantly translatable into 90+ languages
- Printable (individual sections, or entire book)
- Robust Help section with video tutorials
- **budgetMongtomery** (<http://budget.data.montgomerycountymd.gov/>). budgetMongtomery provides users with a way to understand how the budget is structured. It includes rich content such as charts, graphs and maps to view the budget from different levels, such as how much is budgeted for Services, Departments, Programs and the Capital Improvement Programs. It also allows users to convert the graphs to table view and download the raw data.
- **spendingMontgomery** (<http://spending.data.montgomerycountymd.gov/>) spendingMontgomery includes payments made by the County, providing users with a total picture of how public funds are spent.

• **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 (CRM) 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 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 obtain information and to create service requests for County Government programs. On average, over 41,000 customers visit the web portal each month.

The CRM 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) provides a significant upgrade to the County’s financial, procurement, human resources, and budgeting systems, streamline business processes, and 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 effectively implemented PeopleSoft Retiree Pension, Oracle Compensation Workbench, Inventory, Work Orders, iExpense, iSupplier, iReceivable, and Advanced Collection. In FY13, the County successfully implemented Hyperion Operating and Capital Budgeting, Performance Management, Learning Management, Identity Management, Enterprise Reporting, and ZyImage. In FY14, the County successfully implemented Oracle Compensation Workbench (CWB) and Tax Assessment. In FY15, the County is implementing Warehouse and Order Management, Property Management, Policies Escrow Process and ActiveNet.

- **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 provide 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-FY17 budgets. The total number of Town Hall and Budget Forums held by County Executive Leggett to date is over 50. In addition, online chats have provided monthly opportunities for direct input to the County Executive.

As a further commitment to free and candid dialogue, a virtual Town Hall environment is provided by the engageMontgomery program discussed above.

- **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 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 the OMB Director established three high-level working groups known as "clusters" that consisted of the directors of departments (or their designee) with related functions. The three clusters were organized based on current cross-cutting issues affecting multiple departments, including:

- Positive Youth Development
- Seniors
- Pedestrian Safety

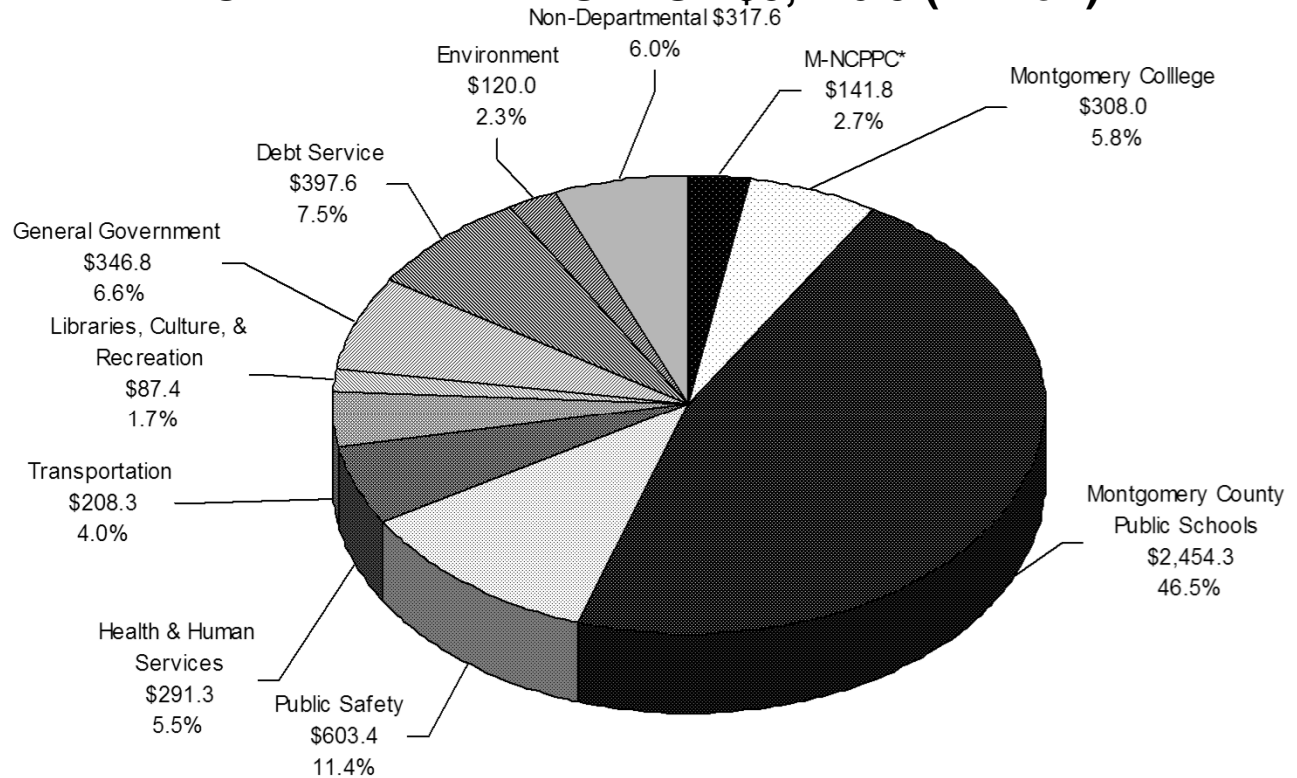
The goal of these clusters – which represented a more collaborative approach to budgeting in the County – was to review existing programs and policies within the County and determine if there were enhancements or efficiencies which could be made across the County to strengthen services provided to constituents. 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 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 on a 50/50 basis for the first year. Thereafter, the County retains the savings. This program helps achieve one of the County's key goals – to make County government more responsive and accountable.

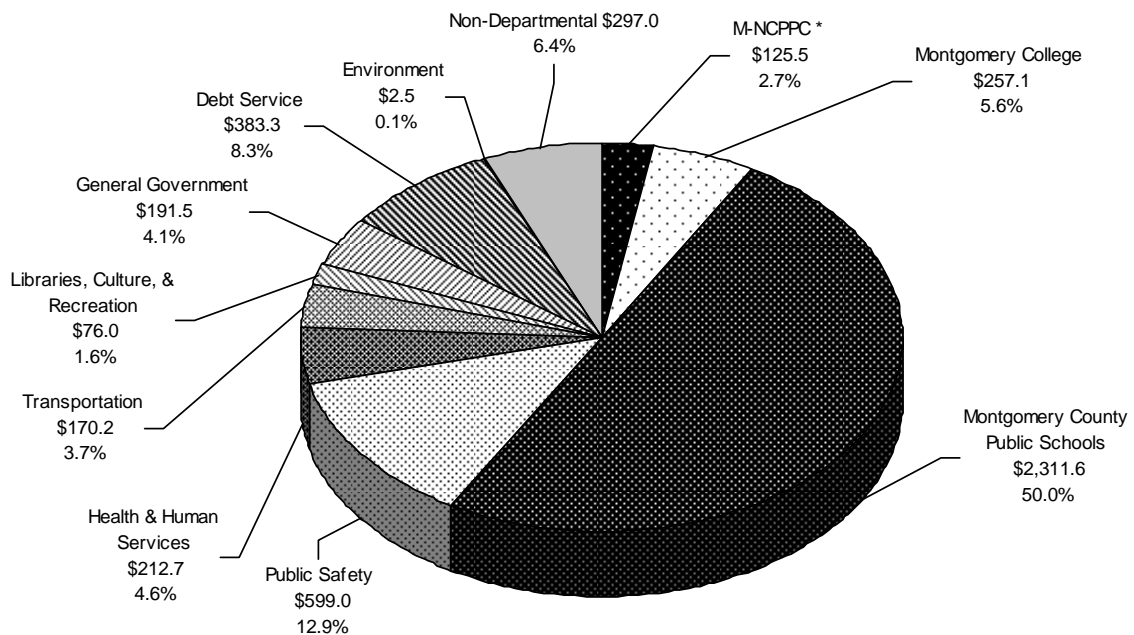
FY17 EXPENDITURES BY FUNCTION

TOTAL EXPENDITURES - \$5,276.5 (million)



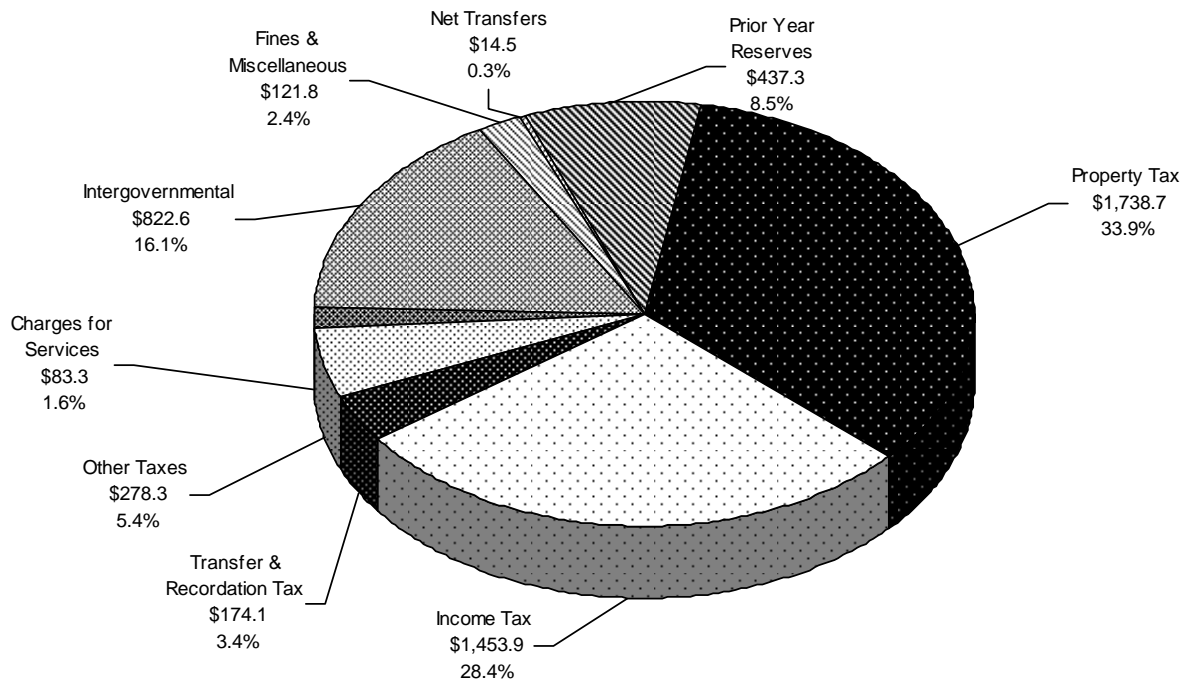
*Total M-NCPPC includes \$5.5 million debt service.

TAX SUPPORTED EXPENDITURES - \$4,626.4 (million)

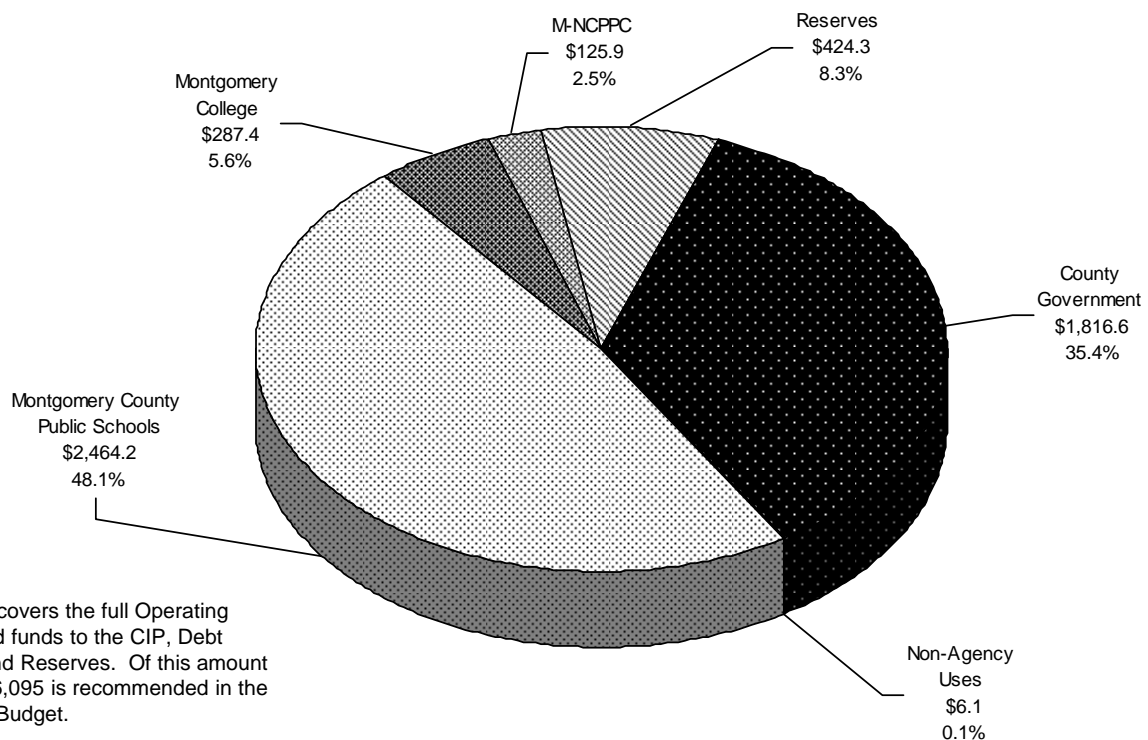


FY17 TAX SUPPORTED AGENCIES AND FUNDS

WHERE THE MONEY COMES FROM TOTAL APPROVED RESOURCES - \$5,124.5 (million)



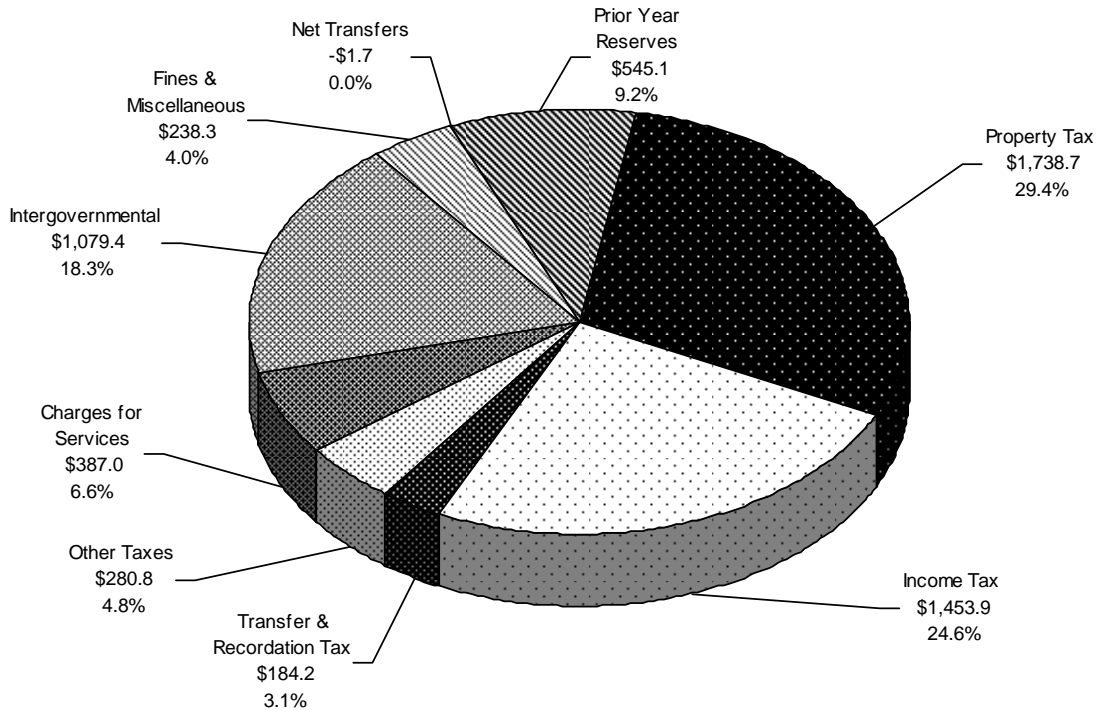
WHERE THE MONEY GOES * TOTAL APPROVED USES OF FUNDS - \$5,124.5 (million)



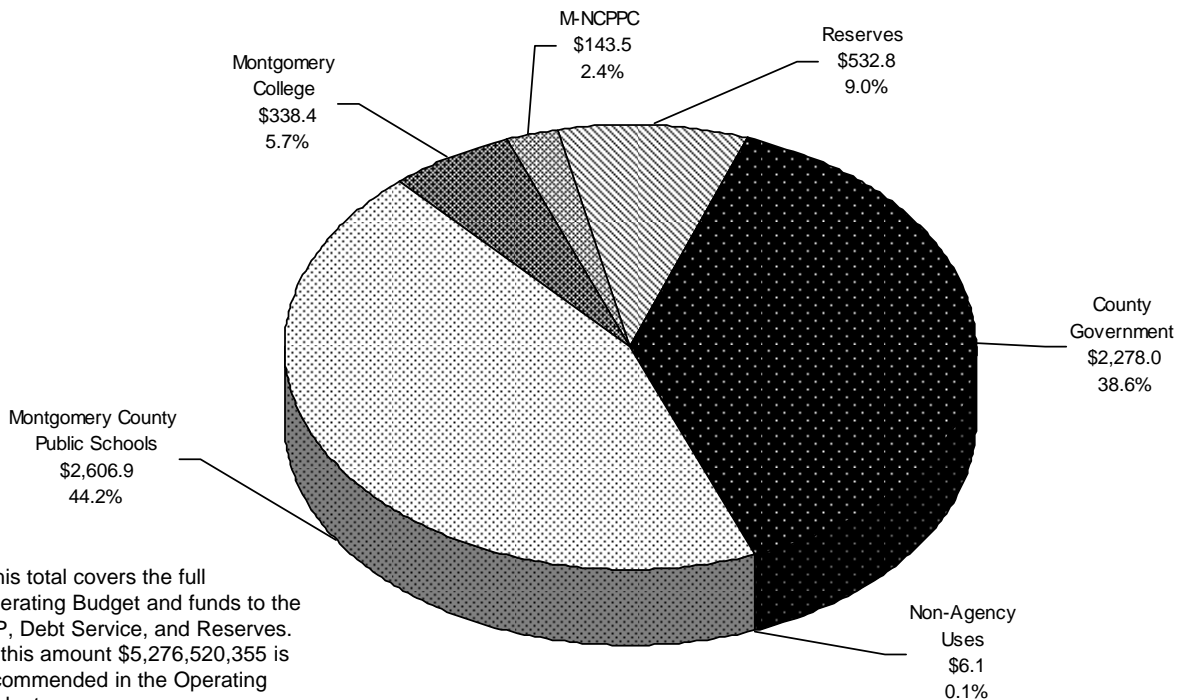
*This total covers the full Operating Budget and funds to the CIP, Debt Service, and Reserves. Of this amount \$4,626,386,095 is recommended in the Operating Budget.

FY17 ALL AGENCIES / ALL FUNDS

WHERE THE MONEY COMES FROM TOTAL APPROVED RESOURCES - \$5,905.7(million)



WHERE THE MONEY GOES * TOTAL APPROVED USES OF FUNDS - \$5,905.7(million)



*This total covers the full Operating Budget and funds to the CIP, Debt Service, and Reserves. Of this amount \$5,276,520,355 is recommended in the Operating Budget.