
Productivity Improvements

Montgomery County strongly encourages its departments and agencies to identify and implement productivity improvements within their budgets. Such initiatives are essential, especially in difficult times when agencies and departments are called on to significantly reduce costs and preserve essential services. Below is an identification of productivity initiatives implemented by departments during FY13 and FY14 or planned for FY15. Some examples of productivity improvements departments are encouraged to implement include:

- Process re-engineering initiatives
- Implementing a new IT application
- Public-private partnerships that maintain services at lower cost or achieve higher service levels
- Consolidating programs
- Reorganizations
- Contracting out services or, alternatively, bringing contracted services in-house, to reduce costs
- Increasing use of volunteers
- Re-negotiating maintenance/license agreements
- Re-configuring programs to generate increased revenues
- Reducing publication costs by placing more information in the web and producing fewer hard copies.
- Introducing employee incentives (within personnel guidelines)

Cable Communications Plan

- ❖ In FY13, in collaboration with MC311, the Cable Office developed an online form for consumers to submit questions and complaints about the cable, internet, and phone service provided by the three cable providers.
- ❖ In FY13, the Cable Office franchising team launched new social media tools to notify Montgomery County residents of the many features, benefits, and press releases concerning the cable providers.

Circuit Court

- ❖ Examined wait time associated with domestic violence ex-parte hearings to ensure that there is no discernible difference between Family Justice Center clients who participate via video-conference and those individuals who file their petition at the Court.
- ❖ Automated the monitoring of compliance with criminal statute that requires the completion and submission of sentencing guidelines worksheets to the Maryland State Commission on Criminal Sentencing Policy.
- ❖ Updated policies and practices related to the Juvenile Differentiated Case Management (DCM) plan. New

scheduling functionality allows the court to easily monitor the setting of juvenile events within statutory guidelines.

- ❖ Implemented video bench warrant and body attachment hearings as a means to ensure the safety and security of court patrons and staff during ongoing construction of the Judicial Center and the Judicial Center Annex.
- ❖ Automated the tracking of the Court's To Be Assigned (TBA) docket to ensure that case events are reached on their scheduled dates and that current scheduling practices minimize unnecessary delay.

Community Use of Public Facilities

- ❖ Community use of Montgomery Park fields increased 14% in FY13 following the implementation of an online application and payment option.
- ❖ Enhanced customer service with a streamlined fee structure, virtual tours, and after-hours problem phone line that can accept text messages.
- ❖ Launched an online training option for new users to comply with mandatory requirements for participation in an orientation program covering school use guidelines and requirements before using a school for community use. The online approach will enable more group representatives to be trained at their convenience.
- ❖ Expanded implementation of the intranet-based overtime request and approval process for more MCPS employees supporting community use, reducing processing time by 50%.

Consumer Protection

- ❖ OCP serves as staff to the Commission on Common Ownership Communities (CCOC). In an effort to help educate the residents and governing bodies of over 1,000 common ownership communities, OCP staff helped create a series of 15 educational videos. This video series provides information on various topics from how to hold an election to how to file a complaint. All of these individual videos have been posted to OCP's webpage and YouTube. Approximately one third of Montgomery County residents live in these communities.
- ❖ CCOC released its "Guide to the Procedures and Decisions of the Commission on Common Ownership Communities" that provides valuable information to County residents on laws affecting homeowners, and condominium and cooperative living associations, helps residents navigate the texts of Commission decisions on common ownership disputes, and is available on the CCOC website.
- ❖ OCP expanded upon its online live chats as part of its Consumer Ed Café--Food for Thought consumer education campaign. These outreach communications provided detailed information regarding trespass towing, home improvement, and common ownership community issues.
- ❖ OCP has expanded its educational efforts by using Facebook and Twitter. Since launching in FY13, OCP has over 500 Twitter and Facebook followers enabling OCP to reach a wider audience with consumer news and alerts.

Correction and Rehabilitation

- ❖ In collaboration with the District Court and Community Supervision, the Alternative Community Service

Program (ACS) developed new procedures for court referrals of unsupervised probation cases for community service, which improved efficiencies for all agencies involved and streamlined the referral process.

- ❖ Implemented centralized check-out and drug testing of offenders at the Pre-Release Center to improve security by better deploying staff in areas of greater offender activity.
- ❖ Completed the Wi-Fi installation at MCDC allowing for mobility of intake and assessment services thus reducing inmate movement while providing opportunities for security enhancement.

County Attorney

- ❖ Installed multi-media LED displays, Liteshow and a sound system in three conference rooms. This improves the facility for depositions and meetings with clients.
- ❖ Installed Windows 7 and Office 2010 on all 75 computers to keep up with the new technologies and prepare for the implementation of the new case management system.
- ❖ Replaced web pages to be part of the new County portal. The new web pages are in compliance with the County's standard and search features.
- ❖ Relocated the Health and Human Service's (HHS) unit from Piccard Drive to the Executive Office Building which allows staff to quickly move from the main office to the courtroom, resulting in less travel time.

County Executive

- ❖ CountyStat's continuous attention to overtime use across County departments has resulted in a reduction of the cost of an hour of overtime in FY13 from FY12 levels.
- ❖ CountyStat administered the development, distribution and analysis of several internal and external surveys.

DEP-Solid Waste Services

- ❖ Certification of the Dickerson Composting Facility's (DCF), Environmental Management System (EMS) as compliant with International Organization for Standardization (ISO) 14001. Reducing fossil fuel consumption is one of the program objectives of the DCF. Reduced diesel fuel use by approximately 9,000 gallons during FY13.
- ❖ Executive Regulation 7-12 sets a recycling goal for the County to recycle 70 percent of waste generated by 2020. The County has adopted the State of Maryland methodology per the Maryland Recycling Act to measure the County's recycling, and will include the Source Reduction Credit used to calculate the Waste Diversion Rate. According to Maryland Department of the Environment (MDE), the County's CY 2012 recycling rate is 54.81 percent. Solid Waste achieved the maximum allowable 5 percent source reduction credit awarded by MDE. The County's CY 2012 Waste Diversion Rate is 59.81 percent, the highest in the state.
- ❖ The Recycling Center now separates bulky rigid plastics and PET thermoform plastics. We have officially accepted bulky rigid plastics since September 2013 and PET thermoform plastics since June 2012. DEP

anticipates approximately \$20,000 per year in revenue from bulky rigid plastics and \$28,000 per year in revenue from PET thermoform plastics.

- ❖ Continue efforts to coordinate and integrate whenever feasible the execution and completion of recycling outreach, education, training, and evaluation tasks to ensure that the maximum amount of recycling is achieved. Designed the majority of all artwork and other educational materials internally using InDesign software. Estimated savings for FY14 is approximately \$66,330.
- ❖ Identified markets through Maryland Environmental Service for used batteries, textiles, vegetable oil and bulky plastics which may increase commodity revenues by approximately \$100,000 per year.

DGS-Fleet Management Services

- ❖ DFMS has worked diligently to update its vehicle replacement criteria formula. The new formula not only takes into account vehicle age and mileage but also considers maintenance costs, recent major repairs, fuel consumption and mission criticality. This detailed formula allows DFMS to make overall better replacement decisions.
- ❖ DFMS is currently overseeing implementation of a new Fuel Management System. This system will put into operation better tracking and reporting of fuel transactions while allowing all County agencies to use any County Government funded fuel site.
- ❖ The DFMS Print Server was transitioned to the Department of Technology Services (DTS) which improved reliability, eliminated the need for a DFMS replacement server, and reduced after hours maintenance support. Fleet IT simplified the end user responsibilities by generating scripts for the new printer addresses which amounted to users only having to click a link rather than going through multiple screens to add a new printer.

DOT-Transit Services

- ❖ Restructured bus service in Olney to provide expanded service area, faster service, and improved reliability
- ❖ Implemented schedule remediation to 35 routes to improve schedule reliability with scheduling efficiencies realized from new Scheduling Software
- ❖ Moved paper monthly passes and youth monthly and summer paper passes to electronic SmarTrip card. Sales can be activated via the Internet.
- ❖ On April 1, 2013 the Call-n-Ride program eliminated the use of coupons which has made the program more user-friendly for both participants and transportation providers, eliminating the bulky coupon vouchers and replacing them with an automated swipe card. This new system has reduced the time it takes to add value to participants' cards from 10 to 5 business days after their copayment is received.

Economic Development

- ❖ Promoted the Local Small Business Reserve Program (LSBRP) and the Minority, Female, and Disabled-Owned Program to local, state, and regional organizations, contributing to \$45 million in contracts (38% of all eligible contracts) awarded to LSBRP contractors.

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- ❖ DED successfully launched the www.i2conference.com site and held the 2nd Annual Innovation2Commercialization Conference, hosting 100+ innovators, 20+ federal labs and university tech transfer offices, and numerous investors and large companies seeking small business partners. This effort enhances the support provided to the research community and the federal laboratory system in Montgomery County.
 - ❖ Ten small businesses graduated from the DED's Small Business Mentorship Program.

Emergency Management and Homeland Security

- ❖ WebEOC use continues to improve through monthly drill compliance exercises.
- ❖ Consolidation of Federal Department of Homeland Security Grants under OEMHS for improved coordination and monitoring of projects and funding.

Environmental Protection

- ❖ Incorporated an automatic link from MC311 to the Enforcement Case Management system to pull data entered by MC311 operators to create cases. This saves data entry efforts, as well as automatically updates MC311 status as the cases are updated.
- ❖ Incorporated electronic tools for more accurate and timely entry of data during illicit discharge and detection monitoring.
- ❖ Supplemented stream monitoring staff by enlisting and training 13 volunteer interns who completed 347 laboratory hours and 715 hours of stream resource condition monitoring.
- ❖ Enhanced outreach/education efforts through the Stream Stewards volunteers who helped conduct workshops and have donated 683.5 hours of volunteer time, an equivalent of \$15,760 of service value.
- ❖ Provided stream resource data and staff technical support to the US Environmental Protection Agency (EPA) for two workshops to begin development of a Biological Condition Gradient (BCG) for local streams. The BCG will provide greater accuracy than the currently used Index of Biological Integrity (IBI) for detecting trends in stream biological health.
- ❖ Established a flow monitoring gauge on Ten Mile Creek to obtain on-line and real-time data, which is used to evaluate trends in flow patterns and volumes as land use changes in the watershed reducing the dependency on staffing resources.

Ethics Commission

- ❖ The Commission has implemented new online lobbying registration and reporting systems which have been utilized by lobbyists for lobbying activities since the beginning of calendar year 2013.
- ❖ The Commission has altered the approach toward charging lobbying fees to ensure that each lobbyist in a

firm pays the registration fee for each client the lobbyist represents.

- ❖ The Commission, working with the Department of Technology Services and the Office of Human Resources (OHR), has developed a new approach for the distribution of 2013 annual financial disclosure reports, resulting in advancing the launch date of the annual filing season to January 2, 2014, and the elimination of a County-wide OHR process to identify each annual financial disclosure filer.

Finance

- ❖ Implemented the Homestead Tax Credit Program to verify and monitor resident eligibility to receive the County's Homestead Property Tax Credit, Property Tax Credit, and other tax credits. To date, this program has generated \$2,491,540 in additional revenues.

Fire and Rescue Service

- ❖ Twenty three new firefighters funded through a federal grant, at virtually no cost to the County, graduated from recruit school and filled newly created positions that will enhance service and reduce response times.
- ❖ Received a \$1.2 million Federal Assistance to Firefighters Grant to replace dated cardiac defibrillators with the most advanced generation of cardiac monitor/defibrillator equipment on the market. The County will provide a matching amount of \$298,200 towards the purchase of the equipment.

General Services

- ❖ With in the Office of Business Relations and Compliance, spending on its Local Small Business program rose to 24.5% in FY13 from 23.7% in FY12.
- ❖ The Office of Business Relations and Compliance increased the contracting awards with businesses owned by Minority Female Disabled (MFD) persons to 20.08% in FY13 from 19.33% in FY12.
- ❖ The Office of Business Relations and Compliance expanded its Central Vendor Registration System enrollment which resulted in a 17% increase in MFD business with County contracts from 517 to 607 and a 13% increase in the number of businesses participating in the Local Small Business Reserve Program (LSBRP) from 1043 to 1183.

Health and Human Services

- ❖ In FY14, HHS completed initial design and a formal readiness assessment of its planned Enterprise Integrated Case Management (EICM) system, with system implementation to begin in FY15. When complete, the EICM will streamline intake for many HHS programs and provide HHS with a more complete picture of its clients and their circumstances, and will support more collaborative, cost-effective care with better client outcomes.
- ❖ In FY13, the Kinship Navigator Program diverted 68 families, including 108 children, from becoming court-involved Child Welfare Service cases. The Program also assisted 16 families in gaining legal custody and guardianship for the relative children in their homes.

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- ❖ In FY13, Income Supports and Child Care Subsidy staff have met or exceeded 96% compliance in application processing while experiencing a 77% increase in applications and an 85% increase in caseloads.
 - ❖ Licensure and Regulatory Services increased completion rate of mandated food services inspections from 72% in FY12 to 88% in FY13. Greater inspection completion rates help to ensure the safety of food served to the public and reduce the chances of serious food borne disease outbreaks.
 - ❖ Through the Primary Care Coalition, the Montgomery Cares Program provided support to eight of its affiliated clinical provider organizations to convert to an electronic health record system. Conversion began in July 2013, and is slated to be completed by the end of 2014.
 - ❖ Adult Protective Services saw a 33% increase in investigations of financial exploitation due to new law mandating financial institutions to report suspected financial exploitation of seniors.
 - ❖ Under a Memorandum of Agreement with Montgomery County Public Schools, the Community Support Network's Autism Waiver Program provides Service Coordination to 235 MCPS students including 34 children added for FY14. The program has had two consecutive "perfect" audit ratings from the State of Maryland.
 - ❖ SNH's Office of Home Energy Program implemented a new eligibility screening process to improve efficiency and enable faster processing of applications for assistance.

Housing and Community Affairs

- ❖ Annual Rent Survey: Increase adherence to the voluntary rent guideline and introduce rental market transparency by developing an online Annual Rental Survey application, which captures countywide rent data on a per-unit basis and allows for rent analysis. This information is planned to be published on open.montgomery.gov.
- ❖ Code Enforcement Database Improvements: Continue adding features to mobile web application used by code inspectors on mobile devices (for example, cases in proximity to inspectors location; routing to properties scheduled for inspection that day, etc.). This will improve efficiencies by enabling inspectors to conduct inspections that are located in the same geographic area and avoiding unnecessary travel saving inspector time.
- ❖ Housing Licensing and Registration System Improvements: Increase payment flexibility by allowing clients to pay for licenses via ACH transfer (electronic check) and with credit cards. Redesign GIS online apartment directory, replacing duplicate data source with direct link to live licensing data. This will improve efficiencies and streamline maintenance by eliminating current use and maintenance of two separate data sources.
- ❖ House Loan and Rehab Loan Database Improvements: Redesign and relaunch online house loan compliance system implementing new federal utility and zone data. This will improve efficiencies by having property managers enter data directly into DHCA's house loan compliance database, reducing the level of effort needed for annual reviews by DHCA staff.
- ❖ Moderately Priced Dwelling Unit Improvements: Update design to facilitate compliance monitoring of renters at MPDU rental properties. This will improve efficiencies by making it easier for DHCA to audit renter information and program compliance.

Human Resources

- ❖ OHR is leading five Rewarding Excellence/Gainsharing teams from the Department of Environmental Protection, the Department of General Services, and the Department of Transportation. These teams have generated and implemented proposals that produce savings of approximately \$654,000 per year.
- ❖ The online Open Enrollment system is now available for all County employees, retirees, and participating agency employees, which allows for 24/7 instant access to make elections and receive immediate confirmation of health insurance elections and premiums.

Intergovernmental Relations

- ❖ Updated and improved website information, making it more accessible to the public.
- ❖ Created electronic bill files for Department Directors and the State legislation proposed by the General Assembly.
- ❖ Participated in educational and networking training courses at the local, State and federal levels.
- ❖ Developed and used a new tracking system for bills that interacts with the General Assembly's data system, making it easier to track and report bills.
- ❖ Implemented a system to track Council bills and resolutions on a weekly basis.
- ❖ Implemented a process where the office is notified every time there is a state or federal grant application.

Legislative Oversight

- ❖ OLO collaborated with Council staff to implement Council-endorsed recommendations related to wellness programs, disease management, and consolidation of group insurance spending data across agencies. Recommendations from the report on the County's economic development incentive programs will lead to better data collection and reporting procedures for economic development incentive programs.
- ❖ As a result of the OLO report on workforce availability, ongoing reports from the Executive on employee availability and leave use will be submitted to the Council and lead to better monitoring of leave practices

Liquor Control

- ❖ Five full-time alcohol inspectors manage nearly 1,000 establishments with a total of about four thousand inspections done annually. Six types of inspection forms were previously used daily by inspectors, which were difficult to read, provided no tracking, and made data collection impossible. As a cost effective, green

alternative, the department adopted the use of tablet computers with an electronic form. Both efforts eliminate paper, provide easy tracking of businesses checked and inspection details, and create usable data summaries. The department won a NACo Award for its iForm Builder project.

- ❖ The department developed a required alcohol awareness training for all retail store personnel. This state-accredited, classroom style training, focuses on preventing sales of alcohol to minors, recognizing the signs of intoxication, and reviewing County-specific policies. This training results in a better understanding of laws and policies by County employees and is an important step to keeping neighborhoods healthy and safe.
- ❖ Working with DTS, DLC is transitioning to a new supplier to provide network connectivity from the retail stores back to the County data center. This will result in better response time to network outages, which translates to reduced system downtimes, improved customer service, and a better use of resources.
- ❖ The department is transitioning to MetroFax to provide fax services at the stores resulting in a more efficient and cost effective method to receive faxes.

Management and Budget

- ❖ OMB developed an internal, web-based Content Management System (CMS) to organize documentation, improve accessibility, create dashboards and status reports. The CMS (named eBudget), also serves a variety of administrative functions such as tracking documents, scheduling meetings, providing employee reference guides, and managing leave requests. eBudget serves as a central portal for users to access all OMB related applications. OMB was able to implement the solution with no software costs, eliminate maintenance of outdated software/databases, and by leveraging DTS's Enterprise Server Virtualization, keep hardware costs at a minimum. The result has been improved productivity, accuracy, and accountability.
- ❖ Streamlined Encumbrance Liquidation process by preparing Purchasing Dashboard reports to make it easy for departments to review their outstanding Purchase Order (PO) Balances and submit items to OMB for liquidation. Worked with Finance and Procurement to develop a new policy for automatically deleting POs with a balance of \$100 or less.

Permitting Services

- ❖ Developed and launched e-permit for: electrical permits, standard residential decks, right-of-way permits, new homes, right-of-way permits, and right-of-way stump removals. The online process now accounts for approximately 46% of all electrical permits, with almost immediate permit issuance. This has resulted in the elimination of backlog for other electrical permits, licenses, and approvals.
- ❖ Developed an on-line payment option for various permit processes.
- ❖ ePermits and ePlans have expedited permit processing and issuance and resulted in a significant reduction in paper consumption and vehicle trips, while providing time savings for residential and commercial customers.
- ❖ Implemented Memorandum of Understanding with the Department of Housing and Community Affairs providing cross delegation of authority for more complete, efficient, and effective code enforcement.
- ❖ The Department completed electronic checklists for certain inspections.

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- ❖ In FY15 and FY16, the Department will develop, test, and launch e-plans for commercial, fire protection, fire alarm, and mechanical permits.
 - ❖ In addition to focusing on e-plans and e-permits, DPS will be making changes to their website and continue to explore additional uses of technology by inspectors.

Police

- ❖ - Consolidated all personnel, vehicles, and equipment of the Special Operations Division in a single location in Rockville.
 - Automated the E Justice RMS reporting module, eliminating the need to manually review and edit incident reports, which lead to reduction of staff positions.
 - Deployed 100 Mobile Automated Fingerprint Identification System (AFIS) devices, which verify an individual's identity in the field via wireless transmission of electronically scanned fingerprints.

Public Information

- ❖ Implemented automated email notifications to departments that typically receive service requests infrequently from MC311. This allows departments that do not monitor their service request queues daily to be as responsive as those departments that do.
- ❖ Redesigning MC311 website www.mc311.com to ensure ease of use by customers looking to obtain information or create requests for County Government programs and services. Users can access the system 24/7 and requests created on the website are routed directly to the Department responsible for fulfillment. Adding regular monthly alerts to important, time sensitive information, expanded highlighted Featured Programs and Announcements.
- ❖ Continue to monitor and use MC311 data to improve operations and service delivery in all County departments.
- ❖ Media relations, graphics, and web management staff continue to handle requests from departments.

Public Libraries

- ❖ - Created a new model for mobile services within existing budget resources. The new concept is an outreach team that covers the full geography of the County with a greatly increased variety and number of contacts with communities and dramatically increased visits to schools, community events, and day care centers.
 - Increased use of Social Media (Facebook, 64% increase; Twitter, 33% increase) to market services and events, which uses no paper and less staff resources than traditional methods.
 - Operated a collaborative training project with Montgomery College, leveraging public funds by avoiding redundant training costs in two agencies.
 - Established a Customer Account Coordinator position, using existing resources, to more quickly and efficiently resolve customer account issues.
 - Created a Virtual Services Team Collaboration Room with Smart Room technology and an open, modern,

and flexible layout to facilitate content creation, decision making, and collaboration with other units and departments.

- Expanded movement of materials check-in to staff workrooms in more branches, improving efficiency and de-cluttering service desks.
- Established a new, "hands-on" training lab in Central Administration, using existing resources, to ensure that new staff are ready to provide service on their first day in the branch and eliminating the need for on-site branch training.

Recreation

- ❖ - ActiveNet: The Department is in the transitional phase of moving to an updated, fully hosted software as a service (SaaS) solution called Active Network (ActiveNet). This will improve customer service to residents by allowing a one-stop access location between Parks, Community Use of Public Facilities (CUPF), the Charles W. Gilchrist Center for Cultural Diversity, and Recreation. The Technology Modernization CIP project (P150701) will be amended to include funding to implement ActiveNet in FY15. As the system is deployed, ongoing ActiveNet system costs will be reflected in the operating budget.

- In an effort to help residents make more informed decisions regarding programming, the Department is working closely with CountyStat and other resources to begin internal realignment of performance measures, data collection, and customer feedback tools and resources. This will allow for increased reporting tools and more detailed data and outcomes in the future.

Risk Management

- ❖ Developed and implementing a Self Inspection web application to streamline paper-driven processes for the Division of Risk Management and expedite safety inspections.
- ❖ Updated the Risk Management page on the Department of Finance intranet website with information on volunteers, information for departments on how to report claims, and how to request assistance from our Occupational Safety and Health Section. An additional website (MCSIP.org) has been added to assist in clearer communication and expedite various claim processes.
- ❖ Provided training and additional resources to assist in handling claims for all coverage types that involve Medicare recipients to ensure that all settlements are appropriate and represent Montgomery County Government interests while protecting Medicare benefits.

Technology Services

- ❖ Restarted the Security Awareness Training Program for County employees in fiscal 2014 and continue roll-out into fiscal 2015.
- ❖ Implemented for all departments a new Web Portal design and a new content management system that facilitates the construction of more advanced and graphically rich websites. The new portal was successfully launched with migration to the new architecture and is being proliferated on an ongoing basis as DTS assists the departments in converting their pages and websites to the new architecture.
- ❖ Implemented a new cloud-based constituent message and publication delivery system.

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- ❖ Introduced a new method to provide urgent notifications to Department and Office Directors. DTS will use this tool to provide updates by text messaging alerts to mobile phones if the County e-mail system is not available.
 - ❖ Introduced a new service that offers easy access to Cable shows for residents with smartphones and other mobile devices.
 - ❖ Continued upgrade and expansion of wireless access points in County facilities, expanding access to mobile devices both for employees and visitors.
 - ❖ Implemented ERP Self-Service for Retirees and other Agencies.