



OFFICE OF THE COUNTY EXECUTIVE  
ROCKVILLE, MARYLAND 20850

## MEMORANDUM

May 26, 2017

To: Roger Berliner, County Council President

From: Ike Leggett, County Executive

Subject: FY16 County Annual Report

### **Annual Report for FY16**

In FY 2016, Montgomery County continued its track record of significant accomplishments, all aimed at making a great Montgomery County even better.

In this annual report for FY 2016, I outline many ways in which we continue to work to deliver efficient and effective government for the residents of Montgomery County.

Despite challenges Montgomery County continues to build a better government that is more responsive and accountable, offers affordable housing in an inclusive community, provides an effective and efficient transportation network, maintains a strong and vibrant economy, ensures that children are prepared to live and learn, supports healthy and sustainable communities, ensures safe streets and secure neighborhoods and provides vital living for all residents.

Together, we have put our financial house in order and curbed spending levels that were unsustainable. While revenue has risen since the end of the recession, it is likely that budget pressures and revenue issues will continue for the foreseeable future. We must plan for the prospect of lower-than-expected State and Federal funding, too. These budgetary pressures are long-term and require sober, long-term planning and fiscal discipline. I very much appreciate the cooperation and partnership between County government, the Council, and other County agencies to guide accomplish these challenging goals.

Despite these challenges and constraints, I have worked to:

- protect, maintain and expand critical County services in education, public safety, transportation, affordable housing and environmental stewardship while supporting and assisting the most vulnerable in our midst where possible;

- promote the creation of good jobs and move Montgomery County away from a declining public sector-influenced local economy to a vibrant, growing private sector-driven economy.
- deploy initiatives such as CountyStat, spendingMontgomery, dataMontgomery, MC311 and the Thingstitute to ensure that County government is more efficient, effective, accountable, and innovative.

Among the accomplishments for FY2016 are the following:

## **1. CHILDREN PREPARED TO LIVE AND LEARN**

- Supported education with an operating budget of \$2.3 billion and a capital budget of \$1.5 billion for Montgomery County Public Schools and a \$287.4 million operating budget and a \$354.5 million budget for Montgomery College.
- Joined the White House ConnectED Library Challenge which aims to get every child their own library card to ensure all students have access to technology and books regardless of economic disparities.
- Launched Library Link to guarantee every child enrolled in school can receive a library card, connecting students with the wide-ranging resources of the library system.
- Expanded 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.
- Continued 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.
- Partnered with Montgomery County Public Schools to increase middle school attendance for 78 percent of students participating in the innovative Truancy Prevention Program now in 20 middle schools.
- Enhanced implementation of the Building Educated Leaders for Life (BELL) program, providing summer academic and enrichment support for students who lack the reading and math skills to perform at grade level. This 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.
- Supported a full-year operation of somatic health services and positive youth development at Wheaton High School Wellness Center.
- Supported a full-year operation of early childhood services in the Kennedy Cluster Project.

- Supported school health staffing for the new Clarksburg/Damascus Middle School.
- Enhanced the Linkages to Learning Program at Maryvale Elementary School in Rockville.
- Expanded 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 4,824 uninsured children in FY16 through the Care for Kids Program, a 23 percent increase over FY15. The increase is due in part to the number of unaccompanied minor children entering the county.
- Increased funding for subsidies provided through the County's Working Parents Assistance Program to support current enrollment through FY17.
- Enhanced the Street Outreach Network by adding two full-time staff and one 15-passenger vehicle to support program operations and service delivery.
- Fully implemented of the Child Care Expansion and Quality Enhancement Initiative by expanding training and mentoring services for child care providers to deliver high quality services to more children.
- Increased supplemental payments for low-income children age two to five participating in the State Child Care Subsidy Program to bring the total subsidy in-line with subsidies received in the County's Working Parents Assistance Program.
- Partnered with Montgomery County Public School to provide library cards to all 756 students at Gaithersburg Elementary School, develop a Memorandum of Understanding to expand that effort for all schools, and provided free lunches and library programs to local free and reduced lunch program student participants over the summer.
- Partnered with Casa de Maryland to make citizenship classes, citizen application assistance, citizen workshops and English for Speakers of other Languages classes available at several library branches, and with Abren Enhun Support Association to develop cultural programming and resources to meet the needs of Montgomery County's Ethiopian community.
- Provided funding to expand access to the National Association of Counties award-winning self-guided 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.
- Expanded the Excel Beyond the Bell program, currently at seven middle schools, to an additional site at Francis Scott Key Middle School and expand County support for the program.

- Supported 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.
- Served more than 5,500 County residents through the Linkages to Learning Program in 29 schools. Over 1,700 of these individuals participated in community education and development activities, and nearly 3,800 received comprehensive behavioral health and/or family case management services resulting in more than 89,666 unduplicated units of service, a four percent increase from FY15.
- Became the first library system in Maryland to launch the Career Online High School, the world's first accredited, private online school district. The program empowers and provides residents with the opportunity to earn their high school diploma and get certified in one of eight high-demand, high-growth career fields. COHS is one of the first initiatives under Montgomery County Library's Workforce and Business Development umbrella to prepare residents for the workforce.

## **2. AFFORDABLE HOUSING IN AN INCLUSIVE COMMUNITY**

- Invested \$51 million in Affordable Housing including the Montgomery Housing Initiative 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.
- Continued to use resources from the Montgomery Housing Initiative Fund to support rental assistance to the Department of Housing and Community Affairs, Health and Human Services, and the Housing Opportunities Commission. Over 2,000 households were assisted in FY16 and over 2,100 are projected in FY17.
- 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.
- Continued 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.
- Continued the County's commitment to inclusive transit-oriented development by completing Fenwick Lane Condos, a project that consists of the acquisition, 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.

- Continued to utilize funding from Federal Grants (Community Development Block Grant, the HOME Investment Partnership Grant, and the Emergency Solutions Grant to enhance affordable housing, housing rehabilitation, commercial revitalization, focused neighborhood assistance, public services, and homelessness prevention.
- Launched a rental housing study to identify the County's rental housing needs and offer holistic and sustainable approaches to meet them in collaboration with the Maryland-National Capital Park and Planning Commission.
- Continued 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.
- Completed renovations at Progress Place, 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.
- Permanent housing stock was increased by 49 units to assist in provided supportive housing to formerly homeless individuals.
- Completed Thayer Avenue, a newly constructed 52-unit apartment building located in Silver Spring. Forty-two of the 52 units are affordable under the Low Income Housing Tax Credit guidelines serving families earning between 50 percent and 60 percent of the Area Median Income.

### **3. SAFE STREETS AND SECURE NEIGHBORHOODS**

- Added 12 new officers to the 5<sup>th</sup> District Station covering Germantown and Clarksburg, which included staffing for two newly-established Central business district teams in that district.
- Further implemented Body-Worn Camera program with 820 uniformed patrol officers and units that support patrol functions (K9, Traffic, PCAT, DCAT, District Station Executive staffs, etc.) trained and wearing cameras. Two new civilian technology-related positions to support the Body-Worn Camera program were created, IT Specialist III and IT Tech II.
- 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.

- Significantly reduced deaths and injuries on County roadways and inspired long-term changes in driver's behavior as a result of the Safe Speed (speed camera automated enforcement) program. These positive results were confirmed in a second independent evaluation of our Safe Speed program by the Insurance Institute for Highway Safety. The Institute recognized the program as a "Model for the Nation."
- Reallocated resources to provide Advance Life Support units to three additional stations will significantly improve response times to over 85,000 residents and many businesses.
- Began 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).
- Established a process for persons with addictions and/or mental illness to deflect individuals with substance use disorders away from the criminal justice system. This program is used to assist with the influx of opioid-related overdoses in the County.
- Partnered with Montgomery College to implement two programs for inmates: 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.
- Began treatment-oriented targeted training for staff on mental health first aid to address the increased acuity of the jail population.
- Partnered with Montgomery County Public Schools to increase middle school attendance for 78 percent of students participating in the innovative Truancy Prevention Program now in 20 middle schools.
- Created a Cadet Program to improve community outreach to young adults and create a new source of police recruitment that focuses on applicants with multi-lingual skills.
- Expanded the Department's current Police Explorer program to include students at the middle school level.
- Created Drop-In programs at County elementary schools to expand outreach to younger students.
- Addressed workload growth over the past several years by adding three new Deputy Sheriffs to both the July and January recruit training classes.
- Increased Sandy Spring Fire Station 40's staffing level to improve response times.
- Enhanced service levels at Sandy Spring Fire Station 40 with much needed Advanced Life Support capabilities provided through a paramedic engine company.

- Added a licensed clinical social worker funded through the Community Oriented Policing grant to enhance effectiveness in addressing mental illness issues within the community.

#### **4. AN EFFECTIVE AND EFFICIENT TRANSPORTATION NETWORK**

- Provided Ride On bus transportation for 24.5 million riders, connecting people with jobs, family, schools, shopping and recreation.
- Continued to maintain County roads in FY16, spending \$36.7 million on residential and rural roads, and \$10.0 Million on primary and arterial roads. During 2007-2014, the County spent \$66.7 million on primary and arterial roads, 80% more than the previous 8 years. The County spent \$137.6 million on residential streets and rural roads from 2007-2014, a 676% increase.
- Announced joint study of Bus Rapid Transit (BRT) service for Montgomery County on US-29 and MD-355 with the Maryland Transit Administration and Maryland State Highway Administration. Received a \$10 million USDOT TIGER grant to support improved transit on the U.S. 29 corridor by 2020.
- Celebrated the opening of the Westfield Montgomery Mall Transit Center, which connects riders to seven bus lines, eight Metrorail stations and a signed bike route; and provides better bus circulation and passenger amenities, including well-lit, seated waiting area with glass wind breaks, radiant heat, real time bus arrival information and 24-hour surveillance cameras. Convenient commuter parking is available for 156 automobile parking spaces and 20 bicycles. More than 2,500 passengers board buses daily at The Westfield Montgomery Mall Transit Center.
- Continued to reduce the average cost per trip from \$23 in 2012 to \$16 in FY16 with the new Call-n-Ride program swipe card system. With these savings, participants can take about three more trips per month. Enhance the Montgomery County Commission on Common Ownership Communities 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 Commission. Enhance Call-n-Ride program by reducing age eligibility from 67 to 65, adding 445 participants to the program.
- 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 one 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.
- Continued 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.

- Converted ten heavy duty cargo vans to a parallel hybrid drive system. This best-in-industry hybrid system has increased fuel economy 27 percent and eliminated over 2,500 gallons of gasoline in the first year.
- Installed new electric vehicle (EV) charging stations 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).
- Converted five new diesel transit buses to compressed natural gas 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.
- Implemented 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.
- Converted single space parking meters at the National Oceanic and Atmospheric Administration and Kennett Street Garages and the Bonifant & Easley surface lot in Silver Spring to multi-space pay machines. These new machines 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.
- Extended the Seniors Ride Free program to include service on Saturday.
- Enhanced bus service to the Tobytown community, including weekends.
- Worked with the Maryland Congressional Delegation to secure \$100 million in federal transportation funding towards construction of the Purple Line.
- Responded to 14 storm events totaling 53.5 inches of snow.

## **5. A STRONG AND VIBRANT ECONOMY**

- Introduced the Six Point Economic Plan to position Montgomery County for greater economic success. Implementation began in FY16:
  - MOVE/BUILD attracted 26 new businesses to Montgomery County leasing over 100,000 square feet of office spaces, and added 187 jobs with a projection of another 343 new



jobs over the next three years. Added 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.

- Streamlining Development: The Department of Permitting Services (DPS) reached their 30-day goal for complete initial reviews 3 months ahead of schedule (in July 2015) and are exceeding expectations - the reviews are averaging 19 days.
- Workforce Realignment: In October 2015, WorkSource Montgomery, Incorporated became the County's designated workforce development entity.
- MC Square is a set of new and expanding programs to build the County's innovation ecosystem and foster entrepreneurship through strategic public private-partnerships. BioHealth Innovation has launched the County's first "accelerator," called RelevantHealth, with the goal of bringing viable health tech products to market.
- Venture Mentoring Program is a partnership between the Department of Economic Development and the Technology Council of Maryland, modeled after the Venture Mentoring Service from the Massachusetts Institute of Technology.
- 1776 Partnership: One of the most exciting forces behind the Greater Washington DC area's emerging tech scene. Department of Economic Development, the Thingstute (the County's Innovation Lab) and 1776 are partnering to establish test beds for 1776 member companies and will sponsor 1776's Global Challenge Festival.
- The Green Business Certification Program recognizes more than 80 County businesses and organizations that take steps to reduce their ecological footprint, demonstrating innovative leadership and helping the County transition to a sustainable future - DGS may want to supply information here about their efforts to install solar on County facilities.
- Began construction on an additional building at the County's Recycling Center, where mixed paper will be sorted and processed by material types. This will create new jobs in recycling, and is projected to bring in added revenues for the sorted recyclable commodities when marketed and sold.
- 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.
- Provided grants through the Biotechnology Supplement Program for 95 investments, totaling more than \$13.5 million in 12 Montgomery County biotech companies in 2015.

- Provided agricultural-related programs and services to the agriculture industry and farm communities through operations of the new Office of Agriculture.
- 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.
- Continued economic recovery:
  - Unemployment rate dropped from 4% in Oct. 2015 to 3.4% in Oct. 2016, with a modest increase in resident employment estimated for 2016 (↑0.8%).
  - Wage and salary income in 2016 is estimated to increase by 4.6%, following an increase of 4.9% in 2015. Payroll employment is expected to increase 0.7% in 2016 that follows a 1.4% increase in 2015.
  - Sales of existing homes are expected to increase 6.4% in 2016 after increasing 11% in 2015.
- Expanded programs, partnerships and broke new ground with higher education:
  - The Universities at Shady Grove broke ground for the Biomedical Sciences and Engineering Education Facility (BSE), which will house 10 STEM related programs and allow the campus to nearly double its enrollment from 4,000 to 7,500. Montgomery County built a brand-new garage as the County’s contribution to support the expansion of the growing institution in our community.
  - Montgomery College named its science and academic park “PIC MC”—the Pinkney Innovation Center of Montgomery College. PIC MC houses the new Holy Cross Germantown Hospital, the Paul Peck Innovation Center which houses the Germantown Incubator and the College’s new biotech education center. The College continues to expand its curricula to meet the talent and workforce needs of the 21st century industries.
  - The County is part of a coalition of academic, nonprofit and government partners, including the State of Maryland and the University of Maryland, that won the highly-competitive \$70 million National Institute for Innovation in Manufacturing Biopharmaceuticals grant to advance biopharmaceutical manufacturing in the U.S. The \$70 million cost-shared cooperative agreement from the National Institute of Standards and Technology (NIST) is designed to revolutionize biopharmaceutical manufacturing by partnering with top-tier universities and bio manufacturing workforce training centers to empower workers to innovate and grow U.S.-based production.

## **6. IMPROVING HEALTH & WELLNESS**

- Served more than 5,500 County residents through the Linkages to Learning Program in 29 schools. Over 1,700 of these individuals participated in community education and development activities, and nearly 3,800 received comprehensive behavioral health and/or family case management services resulting in more than 89,666 unduplicated units of service, a four percent increase from FY15.
- Preserved a vital residential substance abuse treatment capacity at Avery Road Treatment Center and reduced facility costs to taxpayers by establishing a unique public-private partnership leveraging State and private resources.
- Launched a children's mental health capacity building and service integration program, implemented in partnership with the Collaboration Council, and supported by a four-year, \$4 million Substance Abuse and Mental Health Services Administration grant.
- Implemented a Wellness, Fitness and Performance program to address healthy living and healthy eating within our community, as a follow-up to the BeActive Montgomery program begun in FY14. Healthy foods are now served at the FUTSAL indoor soccer program on Friday nights, Club Rec children are taught about healthy eating, and the County is being recognized by both National Recreation and Parks Association and the Alliance for a Healthier Generation for its progressive programs and for implementing their standards.
- Served 33,692 eligible households with Supplemental Food and Nutrition Program benefits, enabling them to purchase food.
- Allocated additional funding to increase Montgomery Cares reimbursement rate for primary care visits, support Maternity Partnership and Care for Kids enrollment increases, add Medical Recuperative Care and a Community Health Coordinator, and update InfoMontgomery.
- Established a task force to examine the creation of a Mental Health Court to 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.
- Continued enhancing health services and community education provided through the African American Health Program, Latino Health Initiative and Asian American Health Initiative.
- Joined with multiple County and local jurisdictional communities to respond to the threat of Zika virus concern in the community. Developed and distributed public education information via direct mail to every single family home, developed and maintained a comprehensive website and distributed prevention information through multiple channels - Ride-On, movie theater and radio ads.

- Opened a new Dennis Avenue Health Center in Silver Spring to better serve residents. Programs such as Immunization, Disease Control, HIV & STD, Tuberculosis and Public Health Emergency Preparedness are located there.
- Expanded County dental clinic capacity through the purchase of additional contracted services.
- Added a full-time social worker position to enhance East County service delivery.
- Added funds to support case management for permanent supportive housing provided by the Montgomery Coalition for the Homeless.
- Added a full-time therapist position to reduce the Child and Adolescent Mental Health Clinic waitlist.

## **7. CREATING A WELCOMING ENVIRONMENT FOR SENIORS**

- Awarded a two-year \$138,000 Enhancing Montgomery's Mobility grant by The Federal Transit Administration 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.
- Continued expanding the Adult Guardianship Grant program to meet anticipated needs of the County's aging population. This program enhances the resources and supports afforded to guardians to ensure successful fulfillment of their responsibilities.
- Supported the County's Age-Friendly Communities Initiative by adding a senior fellow.
- Provided an additional mandated Adult Evaluation and Review 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.
- Added one day to the Cold Lunch Box Program in existing low-income residences for older adults and seniors in two additional facilities.
- Increased the Developmental Disability Supplement to direct service worker wages so they are, on average, 125 percent of minimum wage.
- Increased funding for the Adult Foster Care reimbursement rate to reduce the gap between the County and State subsidy for senior assisted living group homes.
- Added a full-time social worker position to reduce the Social Services to Adults (SSTA) case management program waitlist.
- Continued support of older adults and persons with disabilities through enhanced funding for respite care services.

## **8. HELP FOR THE MOST VULNERABLE**

- Provided nearly \$6 million in County funding to community organizations serving the disabled, extending youth development and senior services, providing public health services, supplementing County behavioral health services, and 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.
- Began treatment-oriented targeted training for staff on mental health first aid to address the increased acuity of the jail population.
- Mitigated the harmful impact of the growing heroin problem in the County through more coordinated, aggressive investigation of overdoses and training police officers, school nurses and community members to administer lifesaving Naloxone medication in overdose situations.
- The parents of 850 children received financial subsidies to help defray the cost of licensed child care services through the County-funded Working Parents Assistance Program. In addition, more than 1,800 children were eligible for and received subsidies from Maryland's Purchase of Care program.
- The County's Zero: 2016 Initiative achieved functional zero homelessness for veterans.
- Permanent housing stock was increased by 49 units to assist in providing supportive housing to formerly homeless individuals.
- Increased public awareness of transportation options for seniors and people with disabilities with the help of a two-year \$138,000 Federal Transportation Administration grant for the Enhancing Montgomery's Mobility program.
- Expanded the Coaching Boys Into Men program a total of three participating high schools. This program utilizes the unique leadership role of athletics coaches in the lives of young men. This program is a collaboration with The Family Justice Center, the Montgomery County Family Justice Center Foundation and the Domestic Violence Coordinating Council.
- Convened two public forums to discuss key concerns impacting the Muslim community. The sessions addressed hostilities against the Muslim community, strategies and resources to support the Muslim community and the impacts on children who are bullied because of their faith.
- Tax-Aide volunteers completed 4,959 tax returns for low-to-moderate income residents with special attention to seniors, a nine percent increase over the prior year. This resulted in total tax refunds of over \$4.2 million.

- Continued funding to provide housing support for homeless unaccompanied minor children from Central America.

## **9. ENVIRONMENTAL STEWARDSHIP**

### **Environmental Policy, Compliance and Outreach**

- Planted more than 500 trees under the Tree Montgomery program utilizing funding from the Tree Canopy Law, a significant portion of which comes from the building and development community.
- Developed the Commercial Property Assessed Clean Energy 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.
- Established the Montgomery County Green Bank to promote the implementation of clean energy projects on commercial, multi-family and residential property. Green Bank programs leverage private investment by using public seed dollars to support, enhance, or complement private investment through mechanisms such as direct lending, guarantees, credit enhancements, warehousing for securitization, or other structured projects.
- Collaborated with the Apartment and Office Building Association and other property management organizations and companies to successfully implement the first phase of the Commercial Benchmarking Law, the results of which will help property owners and managers identify opportunities to improve the energy and financial performance of their buildings.
- 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.
- Handled over 1,500 environmental complaints and requests related to air, water quality, illegal dumping, noise and other environmental compliance issues.
- Developed State reports for two closed landfills in the County (Gude and Oaks), addressing surface water and groundwater contaminants and their migration.

### **Solid Waste Services**

- Increased recycling to over 60 percent, and continued efforts to further increase waste reduction and recycling to reach the 70 percent 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.

- Removed over nine tons of recyclables from the waste stream in the Wheaton Urban District recycling initiative using solar-powered trash and recycling containers.
- Increased recycling to over 61 percent, and continued efforts to further increase waste reduction and recycling to reach the 70 percent recycling goal by 2020 through: its many recycling programs coordinating/participating in 304 outreach/educational events to interact with 444,603 residents and provide information directly, conducting seven community recycling events to collect 110 tons of confidential paper for shredding/recycling, continuing the education campaign to motivate everyone living and working in the County to recycle more; and participating in radio and television interviews in English and Spanish on several stations and networks to increase recycling.
- Expanded Carryout Bag Tax outreach to increase awareness of the law among retailers and the public to increase retailer compliance and public awareness of plastic bag pollution. Elements of the program include updated outreach materials, direct contact with retailers, and a public re-useable bag distribution through libraries, Manna food distribution centers, and community aid offices.
- Provided education and technical assistance to food service establishments and others about the County's ban on the use and sale of expanded polystyrene food service products and polystyrene loose fill packing peanuts that took effect on January 1, 2016. This effort included creating a website, vendor listing of recyclable/compostable disposable food service ware, a series of webinars, direct mail notification to food service establishments, development of a fact sheet on the ban, and inclusion of information about the ban in various newsletters and in presentations to businesses and organizations.
- Provided 242 volunteering opportunities with the Recycling Volunteer Program, which provides County residents of all ages opportunities to learn about healthy habits to reduce waste, reuse, recycle more, and ensure that our land, air and water are cleaner and sustainable. These volunteers provided peer-to-peer education on these important issues and contributed nearly 1,250 hours of their time to support these efforts.
- Generated a positive revenue stream by marketing mixed paper received at the County's Recycling Center. Used revenues to off-set the costs of Center operations.
- Provided education to the community on the many benefits of reducing waste, reusing items, and recycling as much as possible. By doing so, we ensure that our land, air and water are clean, and that litter is reduced.
- Achieved a three percent fuel use reduction at the county's yard trim compost facility, comparing FY16 to FY15.
- The Pet Waste Program had the greatest participation since it began in FY14, with thirty-two pet waste stations installed and a total of 7,811 pounds of dog waste collected. This resulted

in preventing 81 trillion fecal coliform bacteria from entering the Rock Creek and Anacostia watersheds, along with reducing 449 pounds of nitrogen and 58 pounds of phosphorous from entering local waterways.

### **Water and Wastewater Policy and Operations**

- Provided inspection and preventative maintenance of over 8,000 private and publically owned storm water management facilities under County jurisdiction. More than 2,000 triennial inspections were conducted by department staff and contractors. In addition, nearly 3,000 facilities were maintained, either by department contractors or by the storm water management facility owner, performed under the guidance of department inspection staff.
- Signed the Anacostia Accord on October 13, 2016. The Accord is an inter-jurisdictional, continued agreement among Prince George's County, Montgomery County, and the District of Columbia expressing a commitment to continue to work as partners to clean up the Anacostia River.
- Completed 5-year sampling of the County's streams. The results of this sampling represents the baseline watershed conditions in the County. Published an interactive map of the baseline watershed conditions which allows the user to examine the health of over 150 sub watersheds in the County by zooming in or searching by address.
- Completed construction of approximately 13 storm water retrofits, 104 green street and green infrastructure practices, one stream restoration project in FY16, as well as alternative best management practices such as street sweeping and storm draining cleaning restoring over 143 impervious acres.
- 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.
- Worked with the County Council to revise the legislation and regulations associated with the Water Quality Protection Charge to allow for a credit of 80% for properties with storm water management systems that implement Environmental Site Design to the maximum extent practicable and up to 100% if the system treats runoff from adjacent properties.
- Held the annual H2O (Water) Summit. Topics covered included the State fertilizer law, the new County pesticide law, grant writing assistance, updates on the County's stream restoration progress, and the impact of the emerald ash borer.
- Developed and processed 30 water and sewer category changes through the Administrative and Council approval.

## **10. A RESPONSIVE AND ACCOUNTABLE COUNTY GOVERNMENT**



## **Improving Operational Efficiency and Accountability**

- Successfully retained the County's AAA bond rating from the three major credit rating agencies during FY16.
- Transferred the civilian Fire Code Compliance Section of the Fire and Rescue Service to the Department of Permitting Services. This completes the County Executive's goal of a "One Stop Shop" in one department for efficient service delivery and reduces the cost of Fire Code Compliance.
- Cleared 8,000,000 square feet of parking lots and 400,000 linear feet of sidewalks at 210 facilities during snow season.
- Completed 21 capital improvement projects, including fire alarm replacement, parking lot resurfacing, HVAC improvements, and building renovations.
- Completed refurbishment of five facilities: Twinbrook and Kensington Park Libraries, and the Hillandale #12, Sandy Spring #40 and Rockville #30 fire stations.
- Expanded FiberNet to 42 new locations, completed upgrades of three FiberNet hub sites; and implemented the FiberNet Network Operations Center providing 24x7 support for FiberNet serving all County agencies.
- 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 students to be used effectively with Wi-Fi in the classroom to reach the Internet.
- 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 storm water management, special protection area plan approvals and sediment control permits. To date, the department has processed over 8,000 plans electronically. Additionally, electronic check payment was launched and implemented the County's new credit card payment system with expanded credit card option.
- 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.
- Established an online registration and fee payment system in the False Alarm Reduction Section (FARS), which provides County residents with an automated process for registering their alarm systems and paying renewal and response fees.

- 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 the implementation of a new reservation system, ActiveMONTGOMERY, a one-stop shopping experience for County residents to request reservations for Recreation, Montgomery Parks, Montgomery County Public Schools, and County facilities.

### **Effective Outreach and Communication**

- Increased direct communication with residents through social media sites: YouTube; Facebook; and Twitter - expanded the Twitter site to nearly 50,000 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.
- Continued to enhance Executive Branch communications through a half hour radio show broadcast on Radio One, "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.
- Hosted an employment seminar to provide information about new and emerging employment laws with special emphasis on state and federal fair employment laws and updates on new County laws.
- Completed implementation of ActiveMONTGOMERY for online registrations for all recreation, parks and Community Use of Public Facilities activities and programs.
- 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.
- Began a pilot project using video remote interpreting, in support of the ADA Compliance Program, to expand the County's capacity to provide effective communication in emergency or other situations where traditional in-person Sign Language interpreters are unavailable.
- Continued to expand environmental educational materials and offerings in ways to meet the needs of our diverse community, creating illustrated materials translated into 11 languages. Presentations to community groups and employees were made in various languages, as well.
- 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.

- Supported the County's Library of the Future Summit by allowing attendees at the Gaithersburg Library 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.
- 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: 8,219 residents gained ESOL, Spanish or computer skills; 9,245 residents were referred to services by phone or in person; and 2,067 residents were served through the Center's partner organizations.
- Enhanced planning, outreach, and coordination support for the UltraMontgomery Initiative.

### **Improving Quality of Life**

- Visitors to Montgomery County Public Libraries checked out and used over 11 million materials, representing a 3 percent increase over FY15, and also achieved over 10 percent growth in attendance to library programs at branches across the County.
- Enhanced library programming for workforce and economic development; computer coding; Science, Technology, Engineering, and Math; civic engagement and participation; Seniors; and New Americans.
- Purchased additional items for the library's 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.
- Implemented digital signage, 3D Printing and in-branch bill payment by credit card at all library branches. Established a mobile app for accessing library services and converted its website to a responsive, mobile friendly design.
- Worked with Montgomery County Public Schools to ensure all public school students have a library card.
- Opened Wheaton Interim Library at the Wheaton Volunteer Rescue Squad (next to the current library) and sustained it during the construction of the new Wheaton Library and Community Recreation Center. Library Hours will remain the same as the previous branch's hours.
- 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.

- Enhanced the Library Materials collection for emerging customer needs and demands, including:
  - Science, technology, engineering and Math
  - New formats such as "Language Kits" that support language learning;
  - 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
  - A "Library of Things" collection supporting the Makerspace at the Rockville Memorial branch, tools related to making objects, and content creation.
  
- Expanded evening library hours during summer month weekends (Friday and Saturday nights) at Rockville Memorial, Silver Spring, Bethesda, Gaithersburg, and Germantown branches.
  
- The number of families served by the RecAssist financial assistance program continues to increase and the subsidy has grown to approximately \$1 million per year.
  
- Dedicated the Potomac Adaptive Sports Court which is a large outdoor facility with a smooth surface that supports recreational services for individuals with disabilities. A variety of sports activities, most all adapted for the population, are offered at the location.
  
- Registered 75 young people for Fashion Boot Camp, a six-week experience about fashion, modeling, teamwork, discipline, building self-confidence.
  
- Instituted the Changealife program, where 250 young people gathered to share their thoughts, ideas, concerns about their community and the opportunities and challenges they have living in Montgomery County with the County Executive and other guests.
  
- Implemented a community health challenge initiative called the 100 Mile Challenge/Move More Montgomery. Over 250 registrants signed up to take the challenge of walking 100 miles in 100 days. Received weekly tips and ideas, eligible for random prizes during the event and the culminating fitness event in May awarded and recognized prize winners at the festival.
  
- Continued to provide essential youth services during out-of-school time. Some of our high-volume popular youth programs include:
  - Fun, Food, Fitness - mobile recreation through TeenWorks
  - Provided breakfast & lunch to youth daily during summer months in East County

- Established a youth outreach team providing peer-to-peer marketing opportunities (Teen Works)
  - Established a dedicated referral registration period enhancing outreach to struggling and under-served youth (Excel Beyond the Bell)
  - Provided 95,325 meals at recreation sites.
- The Recreation Department hosted HerTime2Shine, a special event to empower girls to get involved in sports and live healthy, active lifestyles by bringing the county's sports and fitness organizations together to showcase new opportunities.

## **11. AWARDS AND RECOGNITION**

The County received the following National Association of Counties (NACo) awards in FY16:

- SCALE - Safe Community Alert Network
- Strathmore Concert Hall Humidification & HVAC Systems Performance Upgrade
- Burtonsville Commercial Revitalization Program
- Creation of BioHealth Innovation, Inc.
- Maryland Smart Energy Communities Program
- ServSafe Training for Food Service Workers:
- A Correctional and Restaurant Foundation Partnership
- Social Solutions of Public Works
- Ride On Realtime
- Improving Pedestrian Safety in Parking Lots
- Traffic Signal System Modernization
- YOLO (You Only Live Once) High School Pedestrian Safety Education Program
- One-Stop Shop Fire and Life Safety Permitting and Inspection
- Permit Pirates
  - Exposing Unlicensed Contractors
- GIS Web Portal
- Moving to the Cloud - Montgomery County's Transition to Office 365
- Montgomery County Maryland Financial Transparency Suite
- Tax Assessment System
- Managed Search Operations Program
- Interactive Fiscal Plan
- Montgomery County Grants Portal
- IFB Generator Application
- Libraries and Communities: Collaborative Partnerships for Success
- Montgomery County Recreation Emergency Management Communication Plan and Exercise
- Montgomery County Recreation Food Fun & Fitness
- Montgomery County Recreation's Senior Center Transportation
- Bus Rapid Transit Corridor Advisory Committees
- Creation of a Wiki Database for Bus Stop Inventory/ADA Compliance
- Interactive Parking Map
- Low Income Bikeshare Program

- School Zone Warning Flasher Technology Upgrade
- Disaster/Shelter Response Teams Program
- Earned Income Tax Credit Outreach Campaign
- Be The One That Makes a Difference: Empowering Community Health Organizations
- Senior Village Coordination
- Montgomery County Online Print Shop
- Strathmore Concert Hall Humidification/HVAC Systems Performance Upgrade
- Installation of Solar and Advanced Energy at County Facilities

### **Other significant awards**

- 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.
- Honored with two awards from the International Parking Institute:
  - The Capital Crescent Garage (Garage 31) won the “Best Design of a Parking Facility with 800 or More Spaces”
  - "Parking Matters @ Marketing & Communications Award” in recognition of its creative use of social media and website to promote new programs.
- Received four awards for the design and/or construction for the Silver Spring Library:
  - Association of General Contractors’ Excellence in Construction Award;
  - Design Excellence Award from the NAIOP (Commercial Real Estate Development Association).
  - Washington Contractors Best Public/Government Project Award;
  - Maryland-National Capital Park & Planning Commission Design Excellence Award
- Won a Smart Energy Community Award certification from the Maryland Energy Administration.
- LEED Gold Certifications were achieved for the construction of the Montgomery County Public Schools Food Service Facility and the Colesville Depot.
- Won two awards from the Urban Libraries Council: the prestigious 2016 Top Innovator Award and an Honorable Mention Innovation Award from the Service Beyond Our Walls model.