



# FY19 Annual Report

Montgomery County, Maryland  
County Executive Marc Elrich



# TABLE OF CONTENTS



**2 Letter from Executive**

**4 Turn the Curve**

**6 Thriving Youth and Families**

**10 A Growing Economy**

**14 A Greener County**

**18 Easier Commutes**

**20 An Affordable and Welcoming  
County for a Lifetime**

**22 Safe Neighborhoods**

**24 Effective, Sustainable  
Government**

**26 Montgomery County,  
Maryland 2019 NACo  
Achievement Awards**





OFFICE OF THE COUNTY EXECUTIVE  
ROCKVILLE, MARYLAND 20850

*Marc Elrich*  
*County Executive*

MEMORANDUM

Dear Members of the  
Montgomery County Council,  
  
Section 502 of the County Charter  
requires the County Executive to  
prepare and provide to the Council an

annual report after the end of each  
fiscal year setting forth the activities  
and accomplishments of the County  
government.

This annual report highlights important  
County government achievements  
during Fiscal Year 2019. It is organized  
around the seven Priority Outcomes  
that are guiding the work of my  
administration:

- Thriving Youth and Families
- A Growing Economy
- A Greener County
- Easier Commutes
- An Affordable and Welcoming  
County for a Lifetime
- Safe Neighborhoods
- Effective, Sustainable  
Government



I have asked County departments to find innovative ways to deliver services more cost-effectively, plan for performance improvement, and budget for outcomes. But even County government at its best is not enough to achieve the outcomes we need. Making real progress on these Priority Outcomes requires collaboration between County government and many partners, including civic organizations, businesses, non-profits, advocates, religious institutions, and more.

In all of this work, we must be focused on making Montgomery County more inclusive and equitable.

As you will read in this report, County government made life better for residents in many ways in Fiscal 2019. We also laid the foundation for greater impact in the years ahead. I look forward to working with the County Council to move Montgomery County forward.

Sincerely,

A handwritten signature in dark ink, appearing to read "Marc Elrich", with a stylized, flowing script.

Marc Elrich  
County Executive







For Better Outcomes in Montgomery County

initial strategic plans for each of the 21 Key Indicators. The Administration is building on these plans to guide its Outcome Budgeting process. Turn the Curve starts with understanding past trends (such as the recycling rate) and using that information to set future performance targets, identify partners, and develop action plans to get from where we are now to where we want to be in the next five years. Departments are also using Turn the Curve to plan for improved service delivery and operational performance.

### **Thriving Youth and Families**

Getting all children off to a good start in life has innumerable long-term benefits for our community, including a stronger economy, lower poverty, and less crime. Children need healthy, supportive families, great schools, and caring communities. We will start by focusing on these three Key Indicators:

- Percent of children ready for kindergarten
- Academic achievement gap
- Life expectancy gap

### **A Growing Economy**

Montgomery County's high wealth and low unemployment rate mask economic disparities as well as other warning signs, such as slow business growth and problems with office vacancies. Maintaining and improving our quality of life depends on a strong local economy. We need to have a business-friendly attitude and incubate the next generation of job creators. We will start by focusing on these three Key Indicators:

- Number of net new businesses
- Number of family sustaining jobs
- Employment gap

### **A Greener County**

County government has committed to zero Greenhouse Gas emissions by 2035, an ambitious – but achievable – target, and necessary to combat climate change. In the same spirit, we should endeavor to significantly reduce our waste stream and keep our county litter-free. We will start by focusing on these three Key Indicators:

- Greenhouse Gas emissions
- Recycling rate
- Resident satisfaction with code enforcement

## **Easier Commutes**

Sitting in traffic can be extremely frustrating for Montgomery County residents. Moving people and goods more efficiently is an economic imperative, not to mention the mental health benefits. Starting with the outcomes in mind opens many possibilities, from expanding transportation options to better utilizing our existing roadways to encouraging telecommuting. We will start by focusing on these three Key Indicators:

- Average commuting time
- Percent using alternative transportation for work, school or shopping
- Percent of roads rated in “good” condition

## **An Affordable and Welcoming County for a Lifetime**

Montgomery County’s high cost of living reflects the fact that this is a great place to live. However, it is a barrier to attracting and retaining young professionals and a hardship for many of our residents, including seniors with fixed incomes and families struggling to make ends meet, to the point where some of them experience hunger and homelessness. Even many public servants, like teachers and firefighters, can’t afford to live where they work. We need to find creative solutions to make Montgomery County a place where people across the wealth spectrum can pursue their dreams and immigrants can find a home. We will start by focusing on these three Key Indicators:

- Percent of households that are housing burdened
- Access to affordable child care
- Food insecurity rate

## **Safe Neighborhoods**

The recent Montgomery County resident survey reinforced that safety is the foundation of our quality-of-life. Safe neighborhoods don’t just have low crime; they are walkable, active communities with places for people to congregate and have fun. We will start by focusing on these three Key Indicators:

- Number of gang-related violent crimes
- Property crime rate
- Number of pedestrian-involved traffic accidents

## **Effective, Sustainable Government**

The 2017 resident survey showed that fewer than half of residents feel that the value they get for their tax dollars is ‘excellent’ or ‘good.’ We need to restructure county government so that it is more cost-effective and ensure that it is fiscally sound for the future. We will start by focusing on these three Key Indicators:

- Percent of county contracts with minority, female, disabled-owned and local business
- Resident satisfaction with value for tax dollars
- Bond rating



## Thriving Youth and Families

Children need great schools, supportive families, and caring communities to help them succeed in life. We can give them the start they need by providing adequate funding for public schools, access to affordable early childhood education and expanded high school options, and support for programs that relieve stress on families through increased access to affordable housing and better-paying jobs.

Throughout FY 2019, there were numerous initiatives and activities that helped to advance this priority.

**Launched the Early Care and Education Initiative.** A four-year action plan to increase the number of child care seats for infants to

5 year olds living in the highest need areas of the County. The initiative will create 600 new seats by February 2020; provide subsidies for eligible families to make care more affordable; provide business training, financial supports, and professional development; and resolve barriers to expansion, access and sustainability

**Improved Library services.** Replaced self-checkout machines in all branches with new units that provide enhanced functionality and better customer experience. Shortened the time from library materials arriving in our warehouse to becoming available to customers in our branches from months to weeks. Registered 15,308 children for Summer Reading, a more than 4,000 person increase over the previous year. Launched Library of Things – Music, a collection of lendable musical instruments.

### **Enhanced services for youth.**

Expanded Excel Beyond the Bell to Gaithersburg and Oak View Elementary Schools. Enhanced the TeenWorks program, including the launch of TeenWorks Volunteer Program with over 3,000 Student Service Learning (SSL) hours issued. Continued the Summer Leadership Challenge program, which features interactive workshops that prepare young people for leadership roles and employment.







### Expanded recreational facilities.

Completed expansion plans for the Good Hope Neighborhood Recreation Center. The facility reopened in October 2018. The 14,000-square-foot center doubled the size of the previous facility and features a full-size gymnasium, social hall, teaching kitchen, multipurpose room, fitness and weight room and more.

### Expanded correctional and rehabilitation programs.

Created Healthy Bonds Program that provides therapeutic parenting groups in the Montgomery County Correctional Facility while offering parallel services to the children and parents/caregivers located in the community, with the intent to support the family unit upon the inmates return to the community. For example, Inside/Out Dad is an evidence-based curriculum parenting program designed for incarcerated fathers. 77% of incarcerated offenders were engaged in self-growth and development programs at the Montgomery County Correctional Facility.





**Increased support for behavioral health and crisis services.** Housing Unlimited, Inc. (HUI), a landlord-based housing program, expanded to secure its 77th home and increase its total bed count to 213. The Local Behavioral Health Authority (LBHA) continues to partner with HUI to screen candidates for eligibility and referral. The LBHA also contracts with Cornerstone Montgomery to provide housing support specialists for HUI. The Housing Support Specialists serve as the primary contact for residents who need behavioral health support and access to the public behavioral health system.

**Improved service for HHS customers.** Led the work for Customer Service enhancements in the Health and Human Services regional offices consisting of new computer self-service labs and full implementation of Q-Less, a lobby management system that reduces wait time and triages customers according to the purpose of their visit.

**15K Kids**  
Registered for  
Summer Reading

**600**  
Child care seats  
available

**200 Plus**  
“Care for the  
Caregiver” attendees

### **Strengthened public health services.**

Initiated “Ending the HIV Epidemic” Plan in collaboration with the Centers for Disease Control and the State of Maryland. Continued use of data to drive public health interventions, including outreach efforts to address vaping, chronic disease management, injury prevention, and maternal/child health.





# 4 BUSINESS



## MONTGOMERY COUNTY

### A Growing Economy

A healthy business community is essential to our success. We will reinvigorate the county's direct involvement in economic activities by re-examining our regulations to make sure they are sensible, fair, and efficient; opening support centers that help both new and existing businesses; and developing an incubator and innovation climate to help local entrepreneurs bring their ideas into the world.

Montgomery County is the economic engine for Maryland. The County Executive has

made it a priority to expand and diversify the county's economy through efforts such as improving the county's transportation network/system, investing in business growth, improving the procurement and permitting process and addressing housing.

#### **Launched Business Connect at the Upcounty Regional Services Center.**

This is a new program, managed by the Montgomery County Business Solutions Group, to bring classes, counseling and

connections to support businesses where they are located. Business Connect partners include Impact Silver Spring, Life Asset, Latino Economic Development Center, Maryland Small Business Development Center, Maryland Women's Business Center, and SCORE. Classes are a key component and the program offers free and low-cost business workshops and trainings that are taught by the County's partners. The Business Connect program is also available in Downtown Silver Spring and the East County Regional Services Center.

**4Business Initiative:** Earlier this year, County Executive Marc Elrich and County Council Vice President Sidney Katz launched a joint initiative: 4Business – Benchmarking to Be the Best for Business. Six listening sessions were held across the County to receive input from local business owners about what they need to thrive in Montgomery County, and to engage them to share their experiences about locating and growing their businesses in Montgomery County. Based on the feedback received at the listening sessions, officials took action such as the County Executive's introduction of Local Business Preference Program legislation. The results of the listening sessions and the 4Business Climate Survey are currently being reviewed, and the conversation will continue in November with two charrettes focused on next steps.

**Leveraged Local Grants.** The new Small Business Innovation / Small Business Technology Transfer Local Matching Grant program provided 14 Montgomery County companies with grants totaling \$550,000 to leverage NIH grants totaling over \$9.8 million.

**Moved into MoCo.** The MOVE Program provided grants to 30 new Montgomery County companies totaling \$750,000 representing 172 new jobs in the County and over 122,000 square feet of commercial office space leased.

**Supported County Businesses.** The Economic Development Fund Grant & Loan Program provided 4 conditional grants totaling \$380,000. These grants facilitated \$17.3 million in capital expenditures, the retention of 489 existing jobs in the County and the estimated creation of 152 new jobs. These grants were provided to companies in the media, IT, Biotech and Hospitality industries. The Small Business Assistance Program made 20 disbursements to 12 recipients for a total of \$344,599 in FY2019. The Impact







Assistance Fund made 10 disbursements to 10 recipients for a total of \$250,000 in FY2019.

**Graduated New Businesses.** The County successfully transitioned the management of three County Incubators to new partners. We saw four incubator companies graduate and welcomed one new company; momentum is picking up with refreshed marketing efforts and new partners.

**Awarded for Action.** The Regional Service Centers (RSCs) were awarded a Best in Category Achievement Award for the Neighborhood Action Teams from the National Association of Counties. The RSCs distributed \$25,000 in neighborhood matching funds to over 30 grassroots-based neighborhood groups to undertake hyper-local small events to build communities and strengthen networks across racial and social divides, including block parties, special neighborhood gatherings, and community conversations.

**Leveraged Technology.** The Business Solutions Group automated more than 100 forms completed by businesses when interacting with Montgomery County Government resulting in a better customer experience.

**Montgomery County Economic Development Corporation** accomplishments resulted in \$84,100,950 total capital investment, 2,078 jobs retained and 574 new jobs created through retention & expansion efforts and 864 new jobs created from business attraction projects.

**36 Companies**  
Relocated or  
Expanded in MoCo

**30 New  
Companies**  
Under MOVE Program

**50K Visits**  
To thinkmoco.com



## Growth and Development Economic Development Initiatives

- FY19 Attraction and Retention Results
  - Business attraction: 864 new jobs
  - Business retention/expansion: 574 new jobs plus 2,078 jobs retained
  - Capital investment from new/retained businesses: \$84,100,950
  - Commercial space leased: 1,027,760 SF
- 41 Fast-Growing Montgomery County Companies Make the 2019 Inc. Magazine 5000 List
- 3 Montgomery County Companies in the Inc Magazine Top 100
  - Homesnap #38, Real Estate
  - TalEx #50, Human Resources
  - SydanTech #78 Government Services
- 14 Census Tracts have been designated as Opportunity Zones in the County
- Montgomery County is home to 22 of the 25 largest bioscience employers in the Greater Washington Area
- Attraction and retention efforts from FY14-19: County Economic Development Fund support of \$50.6 million, leveraging \$58.1 million in State investment
- The County offers 8 separate incentive programs for business attraction and retention purposes





## A Greener County

Montgomery County was one of the first jurisdictions in the country to declare a climate emergency and accelerated our community-wide climate goals to be carbon neutral by 2035. In doing so, we have the opportunity to reimagine and enhance our quality of life. Because when we combat climate change, we not only improve our air and water, we also strengthen our economy, enhance our well-being, and develop greater resiliency. From clean energy to reducing stormwater pollution and increasing recycling, the county's FY2019 efforts demonstrate its focus on environmental protection and combatting climate change.



**Launched climate planning effort to meet the County's net zero carbon emissions by 2035 goal.** The County launched a planning process to develop prioritized actions and strategies to meet the new greenhouse gas emission reduction goals of 80 percent by 2027 and 100 percent by 2035. The County solicited more than 100 volunteers with subject area expertise to help in the climate planning effort.

### **Expanded clean energy generation.**

Identified opportunities to expand the County's solar and renewable energy portfolio. Continued to operate 7.6 megawatts of solar and other clean energy technologies on County facilities since 2016 including microgrids at the County's Public Safety Headquarters and County Correctional Facility.

### **Energy efficiency improvements to**

**buildings.** Two projects accepted into the County's Commercial Property Assessed Clean Energy financing program were completed, resulting in the implementation of more than \$2.5 million in privately funded improvements to commercial buildings. The County also planned or initiated work on over 50 building energy efficiency projects on County facilities, including major renovations, light emitting diode (LED) retrofits of County parking garages, and other improvements to reduce energy consumption and improve comfort. The County also continued to expand the residential energy program by hosting lightbulb exchanges and swapping





out more than 5,000 inefficient incandescent bulbs and 3,100 mercury-containing CFL bulbs for energy-efficient LED bulbs. The County also upgraded over 10,000 streetlights to energy efficient LEDs.

**Reduced County vehicle petroleum use and expanded the portfolio of electric vehicles:**

Reduced fleet petroleum use over 5% compared to FY14. Increased the number of vehicles powered by electricity or alternative fuels to 34% of the total fleet.

**150 Homes**  
Energy Efficiency  
Improved

**10,000**  
Streetlights to  
Energy Efficient LED

**11,220**  
Tree Plantings





**Protected local waterbodies through watershed restoration.** Implemented vegetation, stream restoration, and bioretention projects to reduce stormwater runoff, reduce erosion, promote groundwater recharge, and improve habitat for aquatic life in the Breewood Stream.

**Reached milestone in reducing stormwater pollution.** The County completed its 2010 stormwater permit requirements and met consent decree actions to reduce stormwater

pollution nearly two years ahead of schedule. The County met its goal by reducing pollution from 3,781 impervious acres. Among the measures in place to meet the requirements of the permit were 11,220 tree plantings, 37 stormwater pond retrofits, 380 bioretention and rain garden practices, restoration of more than 30 miles of streams, treatment of 933 acres of previously untreated impervious surfaces through redevelopment of more than 2,700 properties and installation of nearly 1,500 RainScapes projects by private property owners.

**Identified opportunities to improve recycling.** Initiated a strategic planning effort, Aiming for Zero Waste, which is scheduled for completion in 2019. Initiated discussions with businesses in the County that generate the greatest quantities of food scraps regarding an upcoming opportunity to compost commercial food scraps at a food waste composting facility in the region.

**380**

Bioretention and  
Rain Garden Practices

**30 Miles**

Stream Restoration

**1,500**

RainScapes Projects



## Let's keep our recyclables clean!

The Montgomery County Department of Environmental Protection's Division of Solid Waste Services has seen an increase in the amount of non-recyclable items being erroneously placed in curbside recycling bins and carts. These materials can contaminate recyclable materials, rendering them no longer recyclable.

The items we most often see inappropriately placed in blue recycling bins are:

- Plastic Bags, Plastic Film or Shrink Wrap
- Hazardous or Toxic Product Containers (such as containers for herbicides, pesticides, insecticides and automotive fluids)
- Electronics (including computers, keyboards, TV's, etc.)
- Styrofoam® or Polystyrene (packing peanuts or foam blocks used to protect items in shipments, or other items marked #6 PS)
- Home Health Care/Medical Supplies (including needles/syringes, plastic intravenous (IV) fluid bags, plastic respirator and medical equipment tubing, CPAP masks, gloves, etc.)

**Thanks for your help!**







**FOUR**  
New Electric Buses

**FLASH Bus**  
Service Announced

**90.1 Miles**  
County Bike Paths



## Easier Commutes

Moving people and goods more efficiently is an economic imperative, key to addressing climate change and is essential to our quality of life. We will reduce traffic congestion by improving transit options, supporting Metro, encouraging telecommuting and implementing common-sense road improvements.

Traveling around the county and throughout the region can be difficult and during FY2019 the county made progress in creating easier ways for people to get to where they need to go.

### Improved and expanded bus service.

**Transit on demand.** Implemented Ride On FLEX, the county's first micro-transit bus service, to defined Rockville and Glenmont/Wheaton zones.

**Faster Buses.** Held groundbreaking on the new limited stop FLASH bus service on US 29 between the Burtonsville and downtown Silver Spring. Construction is underway at 11 stations and the US29 FLASH service will start in May 2020. Completed the planning phase for the MD355 Bus Rapid Transit (BRT) line between Clarksburg and Bethesda and began Preliminary Design and Request for Information process to solicit innovative project implementation ideas. Began Preliminary Design phase of Veirs Mill Road BRT line.

**Clean and Connected Buses.** Purchased county's first 4 electric Ride On buses, which will go into service Fall 2019. Added free Wi-Fi on all Ride On buses.

### Expanded mobility options for residents.

Launched the County's first dockless e-scooters and expanded e-bikes. Completed Phase 2 of the Needwood Bikeway, which extends to Colonel Zadok Magruder High School and provides a shared use path that continues to Shady Grove Metro. Held groundbreaking on construction of the Wayne Avenue/Second Avenue cycle track.

**Supported improved Metro service.** Secured annual funding of \$167 million for Maryland's share of the Washington Area Transit Authority (WMATA) subsidy to support maintenance and system improvement. Successfully advocated for the elimination of Metrorail turnbacks at Silver Spring and Grosvenor stations, which enhances customer experience through reduced wait times.





# An Affordable and Welcoming County for a Lifetime

We will focus on initiatives that make Montgomery County a place where all residents can pursue their dreams regardless of race, ethnicity, age or economic circumstances.

Affordable housing is a challenge for the county and the region. During FY2019, the county made strides to improve the availability and quality of affordable housing for people.

**Launched a housing code enforcement campaign to protect tenants.** This included a surge inspection at The Enclave Silver Spring. More than 2,500 violations were found. Nearly all violations have been corrected.

**Relaunched the “Renters Have Rights” outreach campaign,** whereby renters are encouraged to contact The Department of Housing and Community Affairs (DHCA) to learn about their rights and DHCA remains available to help mediate conflicts between renters and landlords. The campaign directs people to call 3-1-1, which would enable residents to file anonymous complaints and learn how Montgomery County can provide free, confidential help to ensure housing safety, mediate conflicts, and otherwise advocate for tenants. Received funding to expand tenant advocacy and support services and add a new Tenant Advocate position.

**Released the Troubled Property List and a New Interactive Housing Code Website.** The County now ranks every county multifamily property based on the number and severity of code violations and categorizes each property

as “compliant”, “at-risk”, or “troubled”. Every “troubled” property is required to submit an annual action plan and will receive a 100% unit inspection until the property moves off the list.

Received a \$660k increase in the Housing Code Enforcement Program budget to fund five new housing code enforcement inspectors and create a new Housing Code Inspections Delivery and Routing System.

## Affordable Housing Preservation and Production

- Achieved record year of finance through the County’s Housing Initiative Fund. Closed 22 multifamily loans providing \$103M in county support, preserving or producing 3,254 total units of which 1,982 units will be affordable. Investments included 10 senior housing developments, 9 multifamily housing developments for families, 2 special needs projects and 1 distressed community project.
- Rolled out the Montgomery County Homeowner Energy Efficiency Program. The program completed improvements on nearly 150 homes.

**Reduced homelessness.** The number of families diverted from homelessness – 354 – represented 72% of all families in Montgomery County seeking shelter in FY19. Point-in-Time (PIT) Count of the homeless population in Montgomery County in January 2019 showed





a 93% decrease in chronic homelessness, and an overall decrease of 23% from 2018 PIT.

**Expanded services for seniors.** The Area Agency on Aging's Health and Wellness Program successfully hosted and promoted the County's first "Active Aging Week" in FY19. The event had more than 90 activities or events at 20 sites throughout the County.

The Caregiver Coordination Program held the first "Care for the Caregiver" event and had more than 200 attendees. The Adult Protective Services and EMS/FRS partnership on the Mobile Integrated Healthcare program resulted in approximately 175 collaborative investigations that reduced 911 usage in most of these cases significantly.

**1,982**  
New Affordable  
Housing Units

**\$103.7 M**  
In Housing Initiative  
Fund Support

**10 New**  
Affordable Multifamily  
Properties





## Safe Neighborhoods

We will address crime and pedestrian safety issues and seek input from communities across the county on ways to improve neighborhood quality of life. We plan to enhance opportunities for walking, biking, and creating neighborhood gathering places.

The safety of the county's residents, visitors and businesses is paramount. Through numerous crime reduction efforts, the county saw improvement in key areas that have made the county safer.

**Reduced crime.** Overall, crime was down 5.4% in 2019 (crimes against persons, -1.4%; crimes against property, -2.9%; crimes against society, -15.7%). There were zero (0) Gang Related Homicides during the reporting period.

**A multi-disciplinary approach to reducing crime.** The Family Justice Center provides services to victims of domestic violence from several government and non-profit organizations in a safe, centralized space. Providing victims of domestic violence quality support



services that address the underlying causes of the abuse for each individual case helps to reduce recurrences of further violence and breaks the cycle of domestic assault.

**The police department's Crisis Intervention Team (CIT)** is a multi-agency model that is working with case and social workers from the county's Department of Health and Human Services (HHS) to respond to calls for members of the community who may be suffering from mental health issues or other crises to direct them to mental health providers and prevent them from harming themselves or others.

**The STEER (Stop, Triage, Engage, Educate and Rehabilitate)** program is a collaborative effort between the MCPD and HHS to provide "treatment on demand" options for victims of opioid overdoses.

**Positive Youth Development Initiative (PYDI)** combines the efforts of the County Recreation Department with the MCPD and HHS to provide a comprehensive strategy to address gang violence through prevention, intervention, and suppression. The program gives youth a safe place to engage in activities, limiting the potential for gang recruitment.

**Reducing Property crime.** MCPD works with various community associations throughout

the county to reduce auto thefts and other property related crimes.

**Improved pedestrian safety.** Built and activated HAWK (High-intensity Activated cross Walk) signals at Aspen Hill Road and Northgate Shopping Center, Muddy Branch Road and Harmony Hall Road, MacArthur Boulevard and Dunrobbin Drive, Randolph Road and Livingston Street, Democracy Boulevard and Walter Johnson High School, and Willard Avenue and The Hills Plaza. Installed pedestal beacon flashers at Schaeffer Road, Black Rock Road, MD 118 (Germantown Road), and MD 28 (Darnestown Road) along the PEPCO Natural Trail. Installed 566 crosswalks and 529 stop bars to ensure safe, designated crossing for pedestrians. Installed 336 ADA ramps.

**Improved bike safety.** Launched bike safety program at Oak View Elementary School in collaboration with the Washington Area Bicycle Association and Montgomery County Fire and Rescue Service for 40 third graders.

**Enhanced jail technology.** Implemented a Jail Management System (JMS) to improve efficiencies and meet State the Justice Reinvestment Act requirements. Upgraded cameras and security systems. Received the National Association of Counties Award for the "Reentry Tablet Program" that expanded tablet learning technology for inmate education.

**5.4%**  
Overall Crime  
is Down

**Enhanced**  
Body-Worn  
Camera Program

**566**  
Crosswalks Installed



# Effective, Sustainable Government

We will partner with county employees to make County Government more cost-effective and to deliver services more efficiently and responsively.

A government that operates effectively and efficiently is essential in order for it to deliver services to residents and business. During FY2019, County Government launched several initiatives that will lead to a government that is more innovative and better utilizes the funds provided by taxpayers to deliver service. Here are some of the highlights:

## Fiscal Accountability

- Restructured senior management positions to generate long-term annual savings of \$775,000 and create new positions focused on Equity, Labor Relations, and Digital Innovation.
- Resolved several long-standing budget deficiencies that had contributed to a cycle of deficits and savings plans in recent fiscal years.

- Introduced Taxpayer Receipt, which gives residents an itemized accounting of how their tax dollars are used to fund county services.
- Initiated a Ten-Year Financial Plan, which will forecast County Government’s long-term fiscal outlook and provide options for ensuring sustainability and achieving policy goals.

## Performance and Innovation

- Trained department directors, managers and employees on “Turn the Curve” performance planning, which they are using to develop performance improvement plans for everything from program metrics like fleet availability to countywide outcomes like kindergarten readiness.
- Established a \$750,000 Innovation Revolving Loan Fund to provide seed funding for projects that improve customer service and reduce cost or generate new revenue.

**One-Click**  
Solicitation for  
Businesses

**\$750,000**  
For Innovation Fund

**\$775,000**  
Savings from  
Restructuring Positions





- The first ever employee satisfaction survey was completed in October 2019 to help make Montgomery County Government an even better place to work.

### Business Process Improvement

- Procurement implemented a one-click solicitation scope view for businesses to make it easier to participate in the process
- Procurement implemented a monthly solicitation status report for Department Directors to increase transparency and accountability
- Launched the Innovator Accelerator Course, a three-day hands-on class where county employees learn to use a variety of tools to help improve work processes to make them more efficient. Employees learn concepts such as human-centered design, behavioral insights and lean and six sigma.



## Montgomery County, Maryland 2019 NACo Achievement Awards

Program Title	Category	Dept.	Contact	Winner
Latino Health Initiative Family Reunification	Human Services	HHS	Sonia Mora	Best in Category
ADA Title II Knowledge Transfer and Succession Planning	County Administration and Management	DGS	Angela Dizelos	Achievement Award
Energy Project Portfolio Selection Tool	County Resiliency: Infrastructure, Energy and Sustainability	DGS	Eric Coffman	Achievement Award
Housing Code Inspection App	Information Technology	DHCA	Gaël Le Guellec	Achievement Award
Locating Affordable Housing with Public Facilities On County Land	Community and Economic and Development	DHCA	Stephanie Killian	Achievement Award
Partnering with the Faith-Based Community to Develop Affordable Housing	Community and Economic Development	DHCA	Stephanie Killian	Achievement Award
Renters Have Rights Outreach Campaign	Community and Economic Development	DHCA	Timothy Goetzinger	Achievement Award
Troubled Property Analysis	Community and Economic Development	DHCA	Christopher Anderson	Achievement Award
DLC Truck Wraps	Criminal Justice and Public Safety	DLC	Emily De Titta	Achievement Award
FYI Program	Health	DLC	Emily De Titta	Achievement Award
Maryland Made Program	Community and Development	DLC	Emily De Titta	Achievement Award
Microsoft Business Intelligence (BI) Integration	Information Technology	DLC	Emily De Titta	Achievement Award



<b>Student Video Contest</b>	Children and Youth	DLC	Emily De Titta	Achievement Award
<b>Creating Healthy Bonds</b>	Criminal Justice and Public Safety	DOCR	Kendra Jochum	Achievement Award
<b>Opioid Overdose Prevention and Outreach Program</b>	Criminal Justice and Public Safety	DOCR	Kendra Jochum	Achievement Award
<b>Call-n-Ride Transportation Program</b>	Transportation	DOT	Sam Oji	Achievement Award
<b>Car Free Day Shop and Play</b>	Transportation	DOT	Sandra Brecher	Achievement Award
<b>FLASH Transit Outreach Program</b>	Transportation	DOT	Darcy Buckley	Achievement Award
<b>Enterprise Service Bus – Pentaho Kettle Implementation</b>	Information Technology	DTS	Ivan Galic	Achievement Award
<b>Customized Reporting Tool for the Vision Zero Web Map</b>	Information Technology	DTS	Ivan Galic	Achievement Award
<b>Employee Identity Management</b>	Information Technology	DTS	Ivan Galic	Achievement Award
<b>Power BI Security Dashboard</b>	Information Technology	DTS	Ivan Galic	Achievement Award
<b>Montgomery County Maryland Data Center Systems Monitoring</b>	Information Technology	DTS	Ivan Galic	Achievement Award
<b>Workflow Engine for Complex Process Orchestration</b>	Information Technology	DTS	Ivan Galic	Achievement Award
<b>Public Election Fund</b>	County Administration and Management	FIN	David Crow	Achievement Award
<b>Software Robotic Process Automation</b>	Information Technology	FIN	Jhason Abuan	Achievement Award
<b>BTheOne Teen Suicide Prevention Campaign</b>	Children and Youth	HHS	Regina Morales	Achievement Award



<b>Seamless Intake for Families Experiencing Homelessness</b>	Human Services	HHS	Amanda Harris	Achievement Award
<b>Transitioning Youth Learning Collaborative</b>	Human Services	HHS	Lisa Merkin	Achievement Award
<b>Books@Home</b>	Libraries	LIB	Angelisa Hawes	Achievement Award
<b>Enhancing Conversations: Intergenerational Books Discussions</b>	Libraries	LIB	Anita Vassallo	Achievement Award
<b>Library of Things: Music</b>	Libraries	LIB	James Donaldson	Achievement Award
<b>Manager's Academy &amp; Frontline Supervisors' Cohort: Initiatives for Success</b>	Libraries	LIB	Barbara McClayton	Achievement Award
<b>No J Fines: More Reading, More Access</b>	Libraries	LIB	Anita Vassallo	Achievement Award
<b>Montgomery County Volunteer Center 50 Volunteer Network</b>	Volunteers	OCP	Molly Callaway	Achievement Award
<b>Senior Planet Montgomery</b>	Parks and Recreation	REC	Carmen Berrios	Achievement Award
<b>Summer Leadership Challenge</b>	Parks and Recreation	REC	Carmen Berrios	Achievement Award





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