A Responsive and Accountable County Government...

- Montgomery County received the following awards in 2013:

    - Named the top digital county government in the United States by the Center for Digital Government, the National Association of Counties (NACo), and through the 2013 Digital Counties Survey;

    - NACo Achievement awards for ASK the CIO (Chief Information Officer), the Bike Share Research Tool, and the openMontgomery program;

    - National Technology Award for the County's openMontgomery Program; and

    - A finalist in the 2012 Information Security Executive North America Award.

- Continue implementation of the openMontgomery Initiative and deploy the GovStat module to measure and publish departmental performance data and publish an interactive, electronic budget book.

- CountyStat received a Certificate of Excellence Award from the International City/County Management Association Center for Performance Measurement; Montgomery County was one of only 28 jurisdictions in the United States to receive this highest level of recognition.

- Implementing a comprehensive modernization of the Tax Assessment System and an upgrade for the property tax billing system (including moving the system to a Cloud environment). These systems are used in the collection of over $2 billion in revenues annually.

- Expanded the Enterprise Identity Management system to support employees, retirees, volunteers, partners, and citizens for greater application access and improved security.

- Developed, deployed, and improved Enterprise Resource Planning (ERP) Business Intelligence (BI) tools, such as adding reporting modules for grant/capital projects and positions.

- Implementing the ERP Oracle Warehouse Management and Tax Assessment Management modules.

- *County Report* This Week was named by the Alliance for Community Media the best Public, Education, and Government (PEG) News Program in America. The weekly half hour program is produced collaboratively by members of PEG Governance Board.

- Provide direct communication with residents through social media sites, YouTube, Facebook, and Twitter; and through electronic publications such as "The Paperless Airplane."

- Improve service and convenience for residents by implementing an enhancement that supports the scheduling of next trash collection day's pickup by the Department of Environmental Protection Solid Waste. Requests are accepted until midnight on the prior day.

- Expanded Executive Branch communications through a new half hour radio show broadcast on WOL 1450 AM,"Montgomery Mosaic," and new cable television shows such as "My Green Montgomery, " "Mosaic: An African American Perspective," and "Montgomery Al Dia."

- Started projects through the new Innovation Program, including projects dealing with autism technology, open data, food access, interactive touchscreen kiosks, 21st century libraries, and text-to-give. Launched a website for the Innovation Program to solicit ideas from residents and provide updates on projects.

- Organized three new technology/data-driven County events: a Hackathon in association with the National Day of Civic Hacking, a Montgomery County Data Science Meet-up, and an Open Data Town Hall.

- Opened the County's first Innovation Lab at Wheaton High School and assisted with the planning of a project based curriculum, in collaboration with Montgomery County Public Schools.

- Reduced fuel consumption through increased utilization of alternative fuel and advanced technology vehicles.

- Integrated the installation of radio and video equipment into the initial prepping of new vehicles; reducing the amount of time needed to prep the new vehicles.

- The Division of Building Design and Construction (DBDC) works to ensure that all new County buildings meet LEED Silver Certification. DBDC continues to work on the Energy Savings Perfomance Contracting Pilot Project to save over $200,000/year in energy costs.

- Implemented a demand response program where small operational adjustments are made during periods of high electricity consumption. The County receives rebates while contributing to regional electricity grid reliability by reducing strain during periods of high demand. Environmental benefits also accrue as power plants need to run less, especially during hot days, improving air quality.

Affordable Housing in an Inclusive Community…

- Invest over $26.9 million for Affordable Housing including the Montgomery Housing Initiative (MHI) fund and utilize $15.9 million from the Affordable Housing Acquisition and Preservation Capital Improvements Program (CIP) project. This increases dedicated funding by more than 10% over FY14 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. This brings the total investment in affordable housing since FY08 to $320 million.

- Use resources from the MHI fund to support rental assistance programs to the Department of Housing and Community Affairs (DHCA), Health and Human Services (HHS), and the Housing Opportunities Commission (HOC). A total of 1,925 households were assisted in FY14 and 2,069 households in FY15 – an increase of 7.5 percent.

- Funding from Federal Grants (Community Development Block Grant (CDBG), the HOME Partnership Grant (HOME), and the Emergency Solutions Grant (ESG)) continues, which provides funding for affordable housing, housing rehabilitation, commercial revitalization, focused neighborhood assistance, public services, and preventing homelessness.

- Broke ground on a new public/private partnership redevelopment project on the current site of Public Parking 3 in the Fenton Street Village area of Silver Spring. Phase I of the project, now in construction, involves a mix of market rate and affordable housing and street front retail above a two-level County owned public parking garage. The project also involves a significantly sized area of green space as a public amenity.

- Administer the State funded Weatherization Assistance Program which provides energy saving housing renovations for income eligible County residents.

- Special Needs Housing expanded the Housing Initiative Program (HIP) by 45 households in FY14, which includes a new initiative for 25 medically vulnerable adults identified using a medical vulnerability assessment that is based on the vulnerability index utilized by the 100,000 Homes Campaign.

- Replace the federal Emergency Solutions Grant shortfall to continue providing housing services to individuals and families experiencing a housing crisis or homelessness.

An Effective and Efficient Transportation Network…

- Administer the first bikeshare transit system in the State of Maryland, extending Capital Bikeshare into the Bethesda/ Friendship Heights, Silver Spring/Takoma Park, and Rockville/ Shady Grove/Life Sciences Center areas. County residents can join Capital Bikeshare and bike ride in the County as well as partner with the jurisdictions of the District of Columbia, Arlington, and Alexandria.

- Enhance Call 'N' Ride eligibility requirements to increase subsidies of the monthly payments for 500 current participants, and add 431 new participants to the program.

- Implemented new bus service in Germantown, Gaithersburg, Potomac, and White Flint; and implemented new "Meet the MARC" bus service from Clarksburg to Germantown.

- Extend the hours by one hour for the Kids Ride Free Program Monday through Friday from 2pm until 8pm.

- Oversee an expanded resurfacing program, which went from 24 lane miles in FY14 to 129 lane miles in FY15.

- Initiated the County's first Light Emitting Diode (LED) street lighting project in an effort to reduce energy and maintenance costs. Approximately 100 new LED street lights are being installed along New Hampshire Avenue, and approximately 180 existing street lights in Damascus are being converted to LED lights.

- Completed Pedestrian Safety measures for Reedie Drive; Randolph and Selfridge Roads' measures are under construction; and initiated the Fenton Street Pedestrian Road Safety Audit.

- Replace the on-street parking meters and meters in public parking lots in Silver Spring with a combination of new, more customer friendly "Smart" parking meters and Pay By Space systems.

- Open the Capital Crescent Garage (Public Parking Garage 31) in Bethesda at Woodmont and Bethesda Avenues in FY15. This new, state-of-the-art, 950 space public parking facility will include 60 foot clear spans and raised ceilings, a security system with video cameras and call stations, electric vehicle charging stations, and enhanced bicycle parking for easy access to the adjacent Capital Crescent Trail.

- Select a vendor for a Power Purchase Agreement (PPA) based on the solar generation of electricity. The PPA vendor will own, install, and maintain solar panels located on the rooftops of selected County owned garages and will provide the generated power to the County at negotiated below market rates under a 20 to 30 year agreement.

- Received 40 new buses and accelerated bus replacement plan with the retirement of Champion buses.

- Developed and implemented customer service strategic plan to

Children Prepared to Live and Learn…

- Provide resources to accommodate the enrollment of 154,178 students in the school system.

- Make a County contribution to MCPS of $1,541.1 million, including $38.2 million in carryover and $37.8 million of local contribution for State retirement. The County contribution exceeds the State Maintenance of Effort Law requirements by $26.0 million.

- Support MCPS programs through expenditures in other County departments, such as HHS, Public Libraries, Recreation, Community Use of Public Facilities (CUPF), Environmental Protection, and Police, totaling $68.5 million in FY15, an increase of $16.8 million from FY14.

- Expand the Kennedy Cluster Project to the Watkins Mill Cluster, a multi-agency collaborative service model, to enhance early childhood services, add one Linkages to Learning site at South Lake Elementary School, and increase staff support to reduce institutional barriers for students and families in the high-need areas to engage school activities and improve academic achievement.

- Create the Children's Trust, which will support services to improve educational outcomes for children (from birth to age 18) and families by addressing social determinants that impact the educational achievement gap. The Executive is launching this multi-disciplinary partnership approach to support student and family success. The approach is a collaboration led by a Governing Board made up of County leaders and supported by Department Directors

through an Operations Committee with financial management and private sector fund leveraged through the Community Foundation.

- Enhance the Excel Beyond the Bell program to add Excel Beyond the Bell at Montgomery Village Middle School.

- Add an additional high school Sports Academy program in January 2015 to Watkins Mill High School in the effort to address needs in the upper County area.

- Enhance Saturday School program through the George B. Thomas Learning Academy to serve the County's most at-risk students.

- The new Montgomery County Early Childhood Advisory Council (ECAC) was formed in 2013 to advise the County on issues related to the well-being of children and families and to assist in the development of initiatives that help children enter school ready to learn.

- Create a new Positive Youth Development initiative to provide a Summer Teen Mobile Recreation Program to six Montgomery County Public Schools' summer nutrition sites (summer lunch). This program will pair physical activity and healthy eating, enhance connections to Recreation departmental resources, and reduce the overall idleness of young people.

Healthy and Sustainable Communities…

- Replace the federal Community Services Block Grant shortfall to continue service provision for low-income persons to achieve greater self-sufficiency through technical assistance and case management so they can access public and community resources.

- Add funds to the Developmental Disability Supplement to support program growth due to increased enrollment and expanding service requirements among current clients.

- Increase the number of clients able to attend an Adult Day Care program two days per week for socialization and medical supervision.

- Add funds for a Caregiver Support Senior Fellow and operating costs to coordinate outreach to seniors and persons with disabilities regarding the available services to ease the burden on caregivers.

- Raise the Adult Foster Care reimbursement rate to reduce the gap between the County and State subsidy for senior assisted living group homes.

- Provide nurse monitoring services to more than 2,000 senior and disabled clients receiving services through the State's new Medicaid waiver program, Community First Choice.

- Add funds for a Social Worker position in the Adult Protective Services/Social Services to Adults Program to address an increase in investigations of financial exploitation resulting from new bank mandatory reporting requirements.

- Linkages to Learning (LTL) implemented the Massachusetts Family Self Sufficiency Scales and Ladders Assessment to measure the progress and outcomes for families in areas including housing, employment, health, and youth and family development.

- Add funding to support a 2% inflationary adjustment for the developmental disability supplement and tax supported contracts with non profit organizations and residential treatment providers.

- Enhance the County's Welcome Centers to provide a wide array of support services, including financial literacy, legal counseling, and job placement and training, to meet the needs of low wage and contingent workers.

- Extend Senior Nutrition Program's congregate meals to the newly opened White Oak Community Center three days per week, serving 25-30 meals per day.

- Continue to work with multiple non-profit organizations to provide computers, bicycles, building supplies, books, and other items to people recommended through social service agencies and educational institutions.

- The Commission on Veterans Affairs (CVA) obtained 65 vouchers in housing subsidies for the County's homeless veterans through the Federal Veterans Affairs Supported Housing program from the U.S. Department of Housing and Urban Development.

- Served approximately 2,000 customers per day delivering waste and recyclable materials to our facilities for proper recycling or disposal.

- Worked with Transfer Station and Recycling staff to launch an anti-litter campaign, identifying and assisting customers who transport refuse without a tarping cover.

- Continue to address the increase in Stormwater Management projects throughout the County by adding additional staff and project support proportionally to the number of projects in the current implementation schedule.

- Continue the multimedia program begun in FY14 to increase awareness of the County's recycling program and the updated County goal of recycling 70% of materials in the waste stream.

- Designed, began construction, or completed construction on 3,200 acres of impervious area of the 4,300 acre goal associated with the County's current MS4 permit.

- Restored over 6,588 linear feet of degraded stream channels in Cabin John Creek and Northwest Branch watersheds.

- Completed the implementation of 30 stormwater management practices in Rock Creek, Great Seneca Creek, and Sligo Creek watersheds.

- Accepted over 1,800 new Environmental Site Design practices and 1,050 stormwater management facilities (600 underground, and 450 aboveground) for inspection into the Stormwater Management Facility Inspection Program.

- Launched the Green Landscape Business Certification Program to help address the County's water quality and other environmental goals; nine landscape businesses have been certified to date.

- Partnered with the Montgomery County Chamber of Commerce to launch the Green Business Forum, a quarterly discussion on issues related to greening business operations and the green economy.

- Launched a pilot project in the Rock Creek Watershed to provide outreach and pet waste management stations; and to evaluate effectiveness in reducing bacteria and nutrients from three privately owned community common areas.

- Initiated the Credit and Hardship programs and grants to Homeowner Associations (HOAs) on July 1 in accordance with the new Water Quality Protection Charge (WQPC) legislation.

- Led efforts to pass legislation to protect and increase the amount of tree canopy through planting following development. As a result of this legislation, add one Senior Permitting Specialist for the technical review of building, sediment control, and right-of-way plans and one Senior Permitting Services Inspector for sediment control and right-of-way inspections.

Safe Street and
Secure Neighborhoods…

- In 2013, overall crime decreased in Montgomery County by nine percent from 2012.

- In the past seven years, "serious" crime dropped by 33 percent in the County, twice the decrease nationally during the same period.

- In the past seven years, "all crime" has dropped by 26 percent in the County, three times the decrease in all crime nationally during the same period.

- Opened the new state-of-the-art Animal Services and Adoption Center in Derwood, which replaced the outdated and undersized Animal Shelter in Rockville.

- Continue implementation of the Police Department's Staffing Plan, based on analysis of crime statistics, workload analysis, and deployment software.

- Recruited, hired, and trained over 240 law enforcement personnel to address an unprecedented number of retirements.

- Promote public safety with enhanced patrol staffing in Wheaton (4D) and Montgomery Village (6D) and the addition of two School Resource Officers, approaching the goal to provide a police officer in every public high school in the County.

- Enhanced staffing in investigative and specialized units to address emerging needs including the following: Missing Persons Unit, Sex Offender Registry, 6th District Investigative Section, and Crisis Intervention Team.

- Established a Managed Search Operations Team (MSOT) to become the County's primary search, rescue, and recovery unit. This unit received a Certificate of Special Congressional Recognition for distinguished work in endangered missing persons incidents.

- Opened the relocated 3rd District Police Station in White Oak, which replaced an outdated and undersized 50 year-old facility in downtown Silver Spring. This is the first newly constructed District police station in over 30 years.

- The Circuit Court increased the number of staff attorneys at its Family Law Self Help Center in FY14, hiring an attorney who is bilingual to serve the increasing number of Spanish–speaking residents who seek assistance with their family law matters.

- Continue Montgomery County Fire and Rescue Service multi-year initiative of civilianizing select positions. FY15 initiatives include:

  - Complete the civilianization of uniformed inspectors to non-uniformed inspectors in the Fire Code Compliance Section for an anticipated savings of $1.0 million annually;

  - Civilianize one uniformed position in the Fleet Section and one uniformed position in the Self Contained Breathing Apparatus Section for a savings of approximately $80,000 per year; and

  - Begin a multi-year initiative to civilianize uniformed dispatch positions in the Emergency Communications Center (ECC). Once completed the annual savings is projected to be approximately $2.0 million.

- Opened the new Travilah Fire Station in the Darnestown-Fallsgrove area, increasing basic life support capabilities and significantly reducing response times to fire, rescue, and Emergency Medical Services (EMS) emergencies; the station opened with a four-person Advanced Life Support (ALS) paramedic engine and a basic life support EMS transport unit.

- The Office of Consumer Protection (OCP) assumed its new role as Patient Advocate regarding the EMS Insurance Reimbursement program. OCP developed and implemented a program of high level customer service to both County and non-County residents and will continue to serve as a liaison with Fire and Rescue Service's third party vendor to ensure that any billing issues are promptly resolved.

- Continue to prosecute cases of financial elder abuse, physical abuse, and neglect of the elderly through the State's Attorney's Special Prosecutions Division and the Family Violence Division. The units collaborate with the Elder and Vulnerable Adult Abuse and Neglect Task Force of Montgomery County to combat elder physical and sexual abuse, neglect, and elder financial exploitation.

- Replace expired federal funds through the ARREST grant with County funding, continuing the services provided at the Montgomery County Family Justice Center (FJC) by funding three bilingual Client Assistance Specialists.

- The "Choose Respect – Teen Dating Conference," sponsored by the Domestic Violence Coordinating Council and the Family Justice Center, successfully completed its fifth annual event.

- The new space expansion at the Family Justice Center has made it possible for the community grants partners - The Muslim Community Center, Asian/Pacific Islander Program, Jewish Coalition Against Domestic Abuse, and Family Justice Center Foundation – to bring their clients to the Center to coordinate services through enhancing service delivery.

A Strong and Vibrant Economy…

- Support funding for the Green Technology Investor Incentive Program and the Cybersecurity Investment Tax Credit Supplement Program; and introduced two programs in FY14 to promote strategic industry growth by providing incentives for private investments in green technology and Cybersecurity companies.

- The County's job retention, attraction, and creation efforts led to 47 out of 54 interested companies to start up, expand, or relocate to the County. The 47 companies are projected to retain and create 2,254 jobs, lease 232,000 square feet of office space, and generate $56 million in capital investment over the next 3-5 years.

- Expand the Life Sciences Incubator Programming and Support.

- Partnered with the State of Maryland and the National Institute of Standards and Technology (NIST) to become the new home to the National Cybersecurity Center of Excellence, positioning the County to be the epicenter of this emerging and fast growing industry.

- Support funding of the Montgomery Moving Forward initiative to assist unemployed and underemployed County residents in gaining employment in the health and wellness industry.

- Convert the William Hanna Innovation Center to become the National Cybersecruity Center of Excellence.

- Through business assistance efforts, staff worked with over 300 businesses, organizations, and federal agencies in Montgomery County, resolving over 600 issues, retaining over 1,400 jobs, and creating approximately 850 new jobs.

- Through the Economic Development Fund, facilitated the retention and expansion of businesses in the County, including the addition of 242 new jobs to the 818 employee base for Sodexo, Emergent Biosolutions, Inc., and Precision for Medicine, Inc.

- Executed a general development agreement with a private partner for the redevelopment of Wheaton. This project will include an office building to house the headquarters of the Maryland National Park and Planning Commission (M-NCPPC), as well as, the County Departments of Permitting Services and Environmental Protection. It also includes a 400 space public parking garage and a large Town Square as a public meeting and event space. In conjunction with the project, the private partner will be building a mixed use retail/residential building on the Wheaton site and a second retail/residential complex on the site of the former M-NCPPC headquarters in Silver Spring.

- Created the New Farmer Pilot Project to encourage agricultural entrepreneurs to choose Montgomery County as a home for their start up businesses, resulting in four new farm enterprises in Montgomery County.

Vital Living for All of Our Residents…

- Open the new Silver Spring Library in fall of 2014. Silver Spring Library will open with 69 Public Service Hours (PSH), an increase of 18 PSH over the current Silver Spring Library; Library PSH will increase overall by 62 per week to a total of 1,189, a 5.5% increase.

- Expand Public Service Hours by up to four per week at the following eleven library branches: Davis, Marilyn Praisner, Potomac, Aspen Hill, Chevy Chase, Damascus, White Oak, Kensington Park, Little Falls, Long Branch, and Twinbrook.

- Continue to support individuals seeking the opportunity to learn English by increasing the Montgomery Coalition for Adult English Literacy's (MCAEL) budget by $100,000; these additional funds will be used for capacity building grants that directly support English language programs.

- Provide for the staffing and operating costs associated with the re-opening of the Scotland Neighborhood Recreation Center in the fall of 2014.

- Restore hours at three Senior Centers that were cut during the financial crisis. This includes restoration of Friday hours (8) at the Margaret Schweinhaut Senior Center, the afternoon hours (8) at the Damascus Senior Center, and the Saturday hours (7) at the Holiday Park Senior Center. By increasing these hours, we will be able to offer 15-25% more programs, services, classes, etc. each week to help meet the growing needs of our seniors.

- Create a one-stop service solution through ActiveNet software, in which constituents will now go to one online place for services such as registration, memberships, and payments for M-NCPPC, CUPF, the Charles W. Gilchrist Center for Cultural Diversity, and the Department of Recreation. Recreation is leading this effort, which is currently in the transitional phase. The Technology Modernization CIP project will be amended to include funding to implement ActiveNet in FY15. As the system is deployed, ongoing ActiveNet system costs will be reflected in the operating budget.

- The Montgomery County Commission on People with Disabilities worked to have a special hiring authority to promote the hiring of qualified people with disabilities similar to the federal government, which was overwhelmingly supported by County voters during the 2012 election. Since July 2013, nine persons with severe disabilities have been hired using the special hiring non-competitive process. An additional four persons have been hired under contract.

- The Montgomery County Commission on People with Disabilities and Commission on Veterans Affairs worked with the County to pass legislation to create a hiring preference for initial appointment to a County Merit System position for veterans with a disability, veterans without a disability, and for persons with a disability.

- Continue to help fund the operation of the Piney Branch Elementary School Pool in Takoma Park by providing $73,000 in contractor costs.

- Provide a contract professional to operate and support the new management/theater company of the Silver Spring Black Box Theater for one year.

- Provide financial support to victims through the Partnership Fund for victims of hate violence incidents.

- Coordinated the First Annual Friendship Picnic with the Committee on Hate Violence, advocating community unity and non-violence.

- Held a One Stop Fair Housing Workshop, a one Stop Shop Fair Employment Compliance Workshop for Small Employers, and a Lesbian, Gay, Bisexual, and Transgendered (LGBT) Forum on Civil Rights Issues and Public Safety.

- Using staff, volunteers, contract support, and private funding raised through the Fund for Montgomery, the Community Engagement Cluster sponsored or played a major role in 27 community events, with a combined participation of more than 200,300 residents of Montgomery County.

Funding The Budget…

- Recommend a total County budget from all sources of $4,970,806,004, which is $159.6 million, or 3.3 percent, more than the FY14 budget.

- Recommend tax-supported funding for Montgomery County Government of $1,477.9 million, an increase of 1.2 percent.

- Funding for Montgomery College's tax-supported programs increases by $8.9 million, a 3.9 percent increase compared to FY14. County funding for Montgomery College is recommended to increase by $11 million or 11 percent.

- Funding for MCPS will increase by $79.8 million, a 3.8 percent increase from FY14 and an increase of $54.6 million in County funding over last year. The budget funds 99.3 percent of the Board of Education's tax-supported request.

- Tax-supported funding for M-NCPPC increases by $5.8 million or 5.2 percent from FY14.

- Recommend property taxes at the Charter limit with a $692 homeowner's property tax credit to support a progressive property tax structure.

- Fund WSSC's FY15 operating and capital budgets in conjunction with a 6.0 percent rate increase consistent with the spending control limits adopted by the Montgomery County Council.

- Promote existing mechanisms for senior citizens and those on limited incomes to assist them as needed with property tax increases, such as the Senior Tax Credit program that benefits eligible residents who are at least 70 years of age. This credit is calculated as 25 percent of the combined State Homeowners' Tax Credit and County Supplement.

- Retains the energy tax at the level approved by the Council in 2013, preserving a broad-based revenue source that includes federal institutions located in the County.

The County Executive's Initiatives to Build Accountability for Results

The Montgomery County Results

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

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

- A Responsive and Accountable County Government

- Affordable Housing in an Inclusive Community

- An Effective and Efficient Transportation Network

- Children Prepared to Live and Learn

- Healthy and Sustainable Communities

- Safe Streets and Secure Neighborhoods

- A Strong and Vibrant Economy

- Vital Living for All of Our Residents

Building a Culture of Accountability for Results

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

▪ Results-Based Budgeting

At the direction of the County Executive, the Office of Management and Budget, CountyStat, and County operating departments, realigned the County's budget process to focus on results rather than annual, incremental changes. Results-Based Budgeting ensures resource allocation based on County priority objectives to make government more responsive, programs and initiatives are operating effectively and efficiently, and tax dollars are spent wisely through the use of performance data as a primary basis for review and analysis of budgetary requests. The fiscal year (FY) 2009 Operating Budget, as a first step, introduced Department Headline Performance Measures, which are described below. Beginning in the FY10 budget, the Headline Measures were supplemented by the inclusion of program level measures. Beginning in FY11, operating budgets were systematically

reviewed in multi-departmental groups. Group reviews were designed to ensure the interrelationship and risk of proposals for reductions or increments in each department were fully evaluated and collaboratively presented to the County Executive. When fully implemented, Results-Based Budgeting will:

☐ Rely on historical and projected performance data and other reliable and relevant evidentiary data to justify budgetary allocations through the demonstration of performance results;

☐ Document the "return on investment" expected from budget expenditures by assessing the impact of those expenditures on the customers of County services ("customer results"), the quality of life in Montgomery County, and the Montgomery County Results;

☐ Enhance opportunities for cross departmental/agency coordination and resource allocation decisions, since the corresponding impact of resource changes on performance can be evaluated in a timely and objective manner;

☐ Use data systematically and transparently to drive the decision-making processes by which finite resources are allocated to achieve both customer results and the Montgomery County Results;

☐ Provide a better basis for decision making and administration of annual budgets, including additional investments or budgetary reductions, since these decisions would be based on alignment with priority objectives and performance data. This includes changes of the use of base funding if such changes will improve results, as opposed to limiting such decisions to only new or incremental funding;

☐ Routinely seek improvements to productivity and no-cost or low-cost solutions to problems; and

☐ Be used for the annual budget development and review process, as well as any mid-year decisions.

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

▪ CountyStat

CountyStat is a component of the County's results-based accountability system, and a mechanism for performance management in Montgomery County government. Its goal is to improve government performance through greater accountability and better transparency into County challenges and successes, thereby, moving the County forward towards a culture of "managing for results" and a more effective and efficient County government. CountyStat is guided by four simple principles: require data-driven performance; promote strategic governance; increase government transparency; and foster a culture of accountability. CountyStat meetings, led by the Chief Administrative Officer, are held on a routine basis as a tool to examine the results of departments' activities and make continual adjustments in the direction of programs in order to achieve the objectives.

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

CountyStat manages the following results-based accountability tools:

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

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

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

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

☐ **Montgomery County Performance Measurement Dashboard**

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

■ **openMontgomery**

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

☐ **dataMontgomery** (http://data.montgomerycountymd.gov) provides a centralized portal for users to access County government data in consumable formats. dataMontgomery provides the public with an opportunity to review and analyze

raw data and use it for a variety of purposes, including building custom and mobile applications and connecting them to County government services. These offerings benefit County residents, and facilitate economic activity and vibrant communities. Datasets published include: the FY14 Operating Budget, Food Inspection Results, Employee Salaries, MC311 Service Requests, Residential and Commercial Building Permits, Spending Disclosure, Contracts, Real Employee Tuition Assistance, Reported Sanitary Sewer Overflows, Cable Complaints and Inspections, Election Polling Places Maps (including Early Voting), and maps for all public Schools, libraries and Health and Human Services facilities. dataMontgomery is expected to reduce the need for the number of Freedom of Information Act requests, which can be expensive for both the County government and the requesting entity.

☐ **engageMontgomery** (http://engage.montgomerycountymd.gov) provides the public another way to participate in open government. It provides on-line channels and forums where the public can offer ideas and feedback, voice concerns, and participate in online discussions with County government on any number of concurrent subjects. The Executive Branch utilized engageMontgomery to consult with the public on the FY14 and FY15 budget formulation. Other topics included transportation and the environment.

☐ **mobileMontgomery** (http://montgomerycountymd.gov/open/mobile.html) presents the County's web sites and applications (apps) on mobile devices (e.g., tablets, Smartphones) for use anytime and anywhere. Using these services, the public can access information (some in real time) about the budget, emergencies, services (e.g., bus arrivals, snow/debris removal, etc.) and through the mobile MC311 system can make non-emergency service requests, receiving status and notifications.

☐ **accessMontgomery** (http://montgomerycountymd.gov/open/access.html) provides direct on-line access to critical county information and publications related to the budget, County government performance, including MC311, CountyStat, internal audits, Inspector General audits, and spending disclosures. Also, accessMontgomery contains information about the County's contracts, open solicitations, and locations where the County offers free Wi-Fi. The County implemented on-line tools to measure customer satisfaction and web-portal activity. The adjustments resulting from these measurements have improved customer satisfaction with constituents by over 15 percent.

The four platforms work together to open the County's data sets in consumable formats; consult the public on topics of importance to them; serve County services on Smartphones and other mobile devices in 72 languages; and provide access to County documents and reports not previously available. The FY15 budget funds further expansion of the openMontgomery program to improve customer services.

- **Montgomery County Indicators Project**

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

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

- **Focusing on Customer Results**

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

- **MC311/Constituent Relationships Management System**

The deployment of **the County's nationally-recognized 311 one-stop, non-emergency phone and online system** has represented a significant leap in responsiveness to our residents. In the three and a half years since the June 2010 launch of MC311, over two million requests have been handled. In 2012, the County expanded MC311's hours by two hours to 7 PM Monday through Friday, in order to better serve working families and commuters.

The MC311 web portal (www.MC311.com) is available 24/7 to obtain information and to create service requests for County Government programs. On average, over 41,000 customers visit the web portal each month.

The CRM system offers residents a single point of contact for telephone and online inquiries and complaints and is an important tool to assist the County in making resource allocation decisions and tracking department responsiveness

- **Enterprise Resources Planning System**

The County is modernizing its Core Business Systems to improve efficiency, effectiveness, and responsiveness. The Enterprise Resource Planning system (ERP) provides a significant upgrade to the County's financial, procurement, human resources, and budgeting systems, streamline business processes, and produce enhanced reports for data-driven decision making – all key to improving customer results. In FY11, the County successfully implemented the financial, procurement, and human resource systems on-time and within budget. In FY12, the County effectively implemented PeopleSoft Retiree Pension, Oracle Compensation Workbench, Inventory, Work Orders, iExpense, iSupplier, iReceivable, and Advanced Collection. In FY13, the County successfully implemented Hyperion Operating and Capital Budgeting, Performance Management, Learning Management, Identity Management, Enterprise Reporting, and ZyImage. During FY14, the County is implementing Warehouse Order Management and Tax Assessment.

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

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

- **Town Hall Meetings and Budget Forums**

    Starting in January 2007, the County Executive has held "Town Hall" Meetings across the County and online. The Town Hall Meetings provide a forum for free and candid dialogue. The County Executive also hosted a series of Budget Forums to seek input from residents on operating and capital budget priorities for the FY08-FY15 budgets. The total number of Town Hall and Budget Forums held by County Executive Leggett

to date is over 40. In addition, online chats have provided monthly opportunities for direct input to the County Executive. As a further commitment to free and candid dialogue, a virtual Town Hall environment is provided by the engageMontgomery program discussed above.

☐ **Results-Based Accountability Successes**

The Departmental performance plans, Headline Performance Measures, Program Performance measures, and high-level indicators of County performance and quality of life mentioned above, as well as internal training and budgeting process changes, serve as a base to further develop a results-oriented culture. CountyStat and the Office of Management and Budget (OMB) work together to ensure that the data mined by CountyStat is used in making budget decisions. Additionally, CountyStat responds to OMB's need for data and information. New data available from the MC311 customer service system has opened up new avenues for data-driven customer responsiveness, including:

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

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

☐ Collective Bargaining
☐ Maintenance of the County's Buildings
☐ Positive Youth Development
☐ Seniors
☐ Worker's Compensation

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

■ **Rewarding Excellence Program**

The Rewarding Excellence Bonus Incentive Award Program is designed to encourage and promote new, innovative ideas, concepts, and strategies for cost effective delivery of County services and products. The program rewards bargaining unit employees, general salary schedule employees, and first-line supervisors for sustainable implemented recommendations that improve efficiency, increase productivity, reduce costs, streamline operations, and enhance customer satisfaction. When cost savings are realized, employees receive a portion of the cost savings in the form of a bonus on a 50/50 basis for the first year. Thereafter, the County retains the savings. This program helps achieve one of the County's key goals – to make County government more responsive and accountable. During FY13, the Rewarding Excellence teams demonstrated savings of $570,000 through two initiatives:

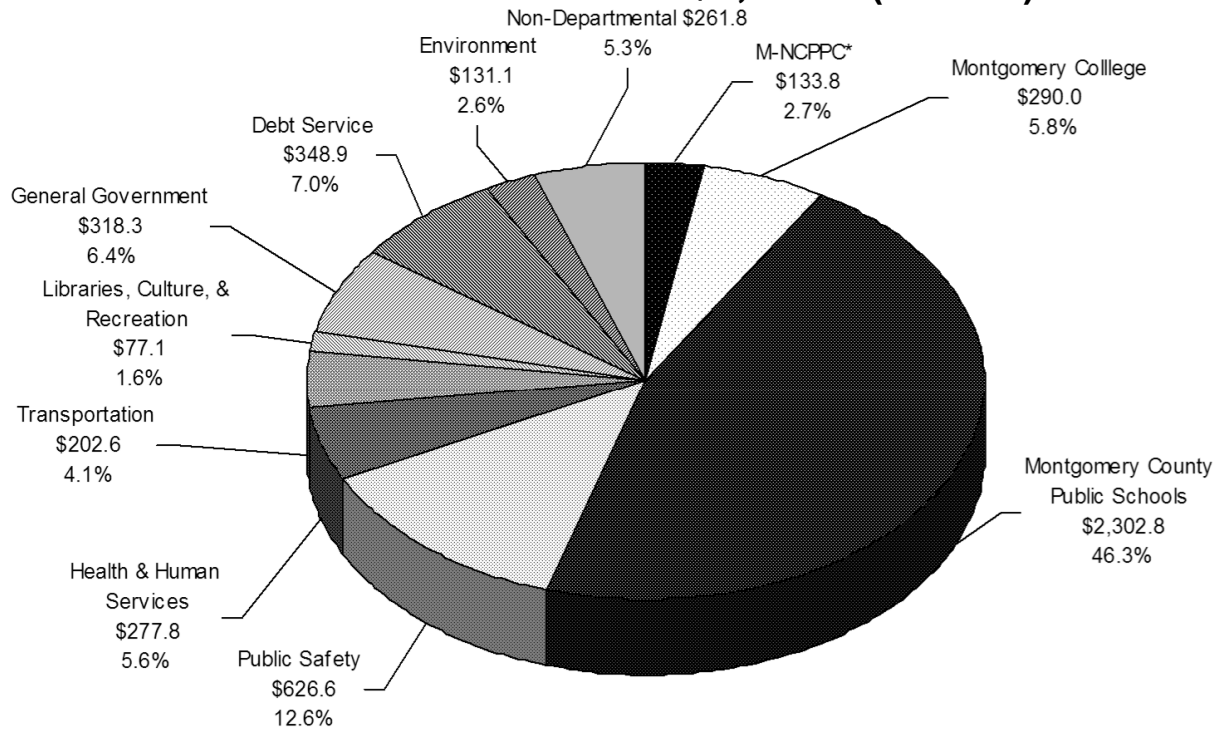☐ *The Smarter Buying Plan* team of the Division of Fleet Management in the Department of General Services demonstrated approximately $41,000 in cost savings by implementing a smarter buying plan for use at their Fleet Management shops.

☐ T*he Underground Storm Water Facility Maintenance Program Savings* team of the Division of Storm water Management in the Department of Environmental Protection proposed savings of approximately $529,000 in savings, by recommending that underground storm-water facilities be maintained every three years, instead of ever year to match State standards.

In June 2013, the National Association of Counties (NACo) recognized the Rewarding Excellence program with its Achievement Award. This Award recognizes innovative County Government programs that provide an example of "best practices" from counties across the nation.
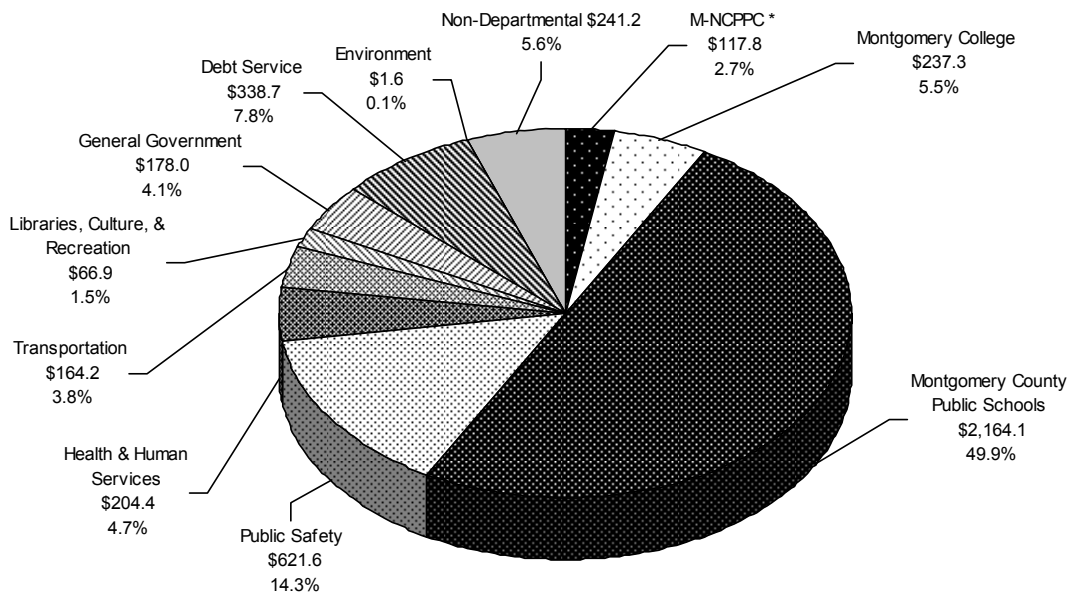
FY15 EXPENDITURES BY FUNCTION

TOTAL EXPENDITURES - $4,970.8 (million)

Non-Departmental $261.8
5.3%

Environment
$131.1
2.6%

M-NCPPC*
$133.8
2.7%

Montgomery Colllege
$290.0
5.8%

Debt Service
$348.9
7.0%

General Government
$318.3
6.4%

Libraries, Culture, &
Recreation
$77.1
1.6%

Transportation
$202.6
4.1%

Montgomery County
Public Schools
$2,302.8
46.3%

Health & Human
Services
$277.8
5.6%

Public Safety
$626.6
12.6%

*Total M-NCPPC includes $5.4 million debt service.

TAX SUPPORTED EXPENDITURES - $4,335.9 (million)

Non-Departmental $241.2
5.6%

M-NCPPC *
$117.8
2.7%

Montgomery College
$237.3
5.5%

Debt Service
$338.7
7.8%

Environment
$1.6
0.1%

General Government
$178.0
4.1%

Libraries, Culture, &
Recreation
$66.9
1.5%

Transportation
$164.2
3.8%

Montgomery County
Public Schools
$2,164.1
49.9%

Health & Human
Services
$204.4
4.7%

Public Safety
$621.6
14.3%

FY15 TAX SUPPORTED AGENCIES AND FUNDS

WHERE THE MONEY COMES FROM
TOTAL APPROVED RESOURCES - $4,804.2 (million)

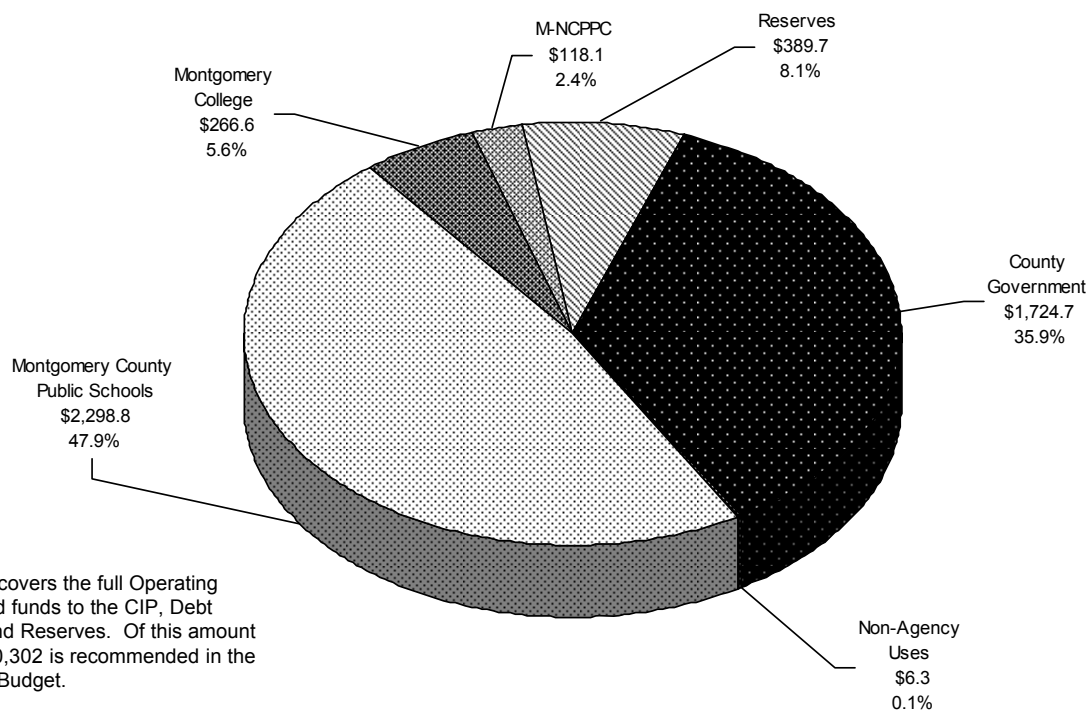Net Transfers
$34.3
0.7%

Prior Year
Reserves
$488.2
10.2%

Fines &
Miscellaneous
$116.8
2.4%

Property Tax
$1,538.9
32.0%

Intergovernmental
$757.1
15.8%

Charges for
Services
$81.8
1.7%

Other Taxes
$285.8
6.0%

Transfer &
Recordation Tax
$160.7
3.3%

Income Tax
$1,340.6
27.9%
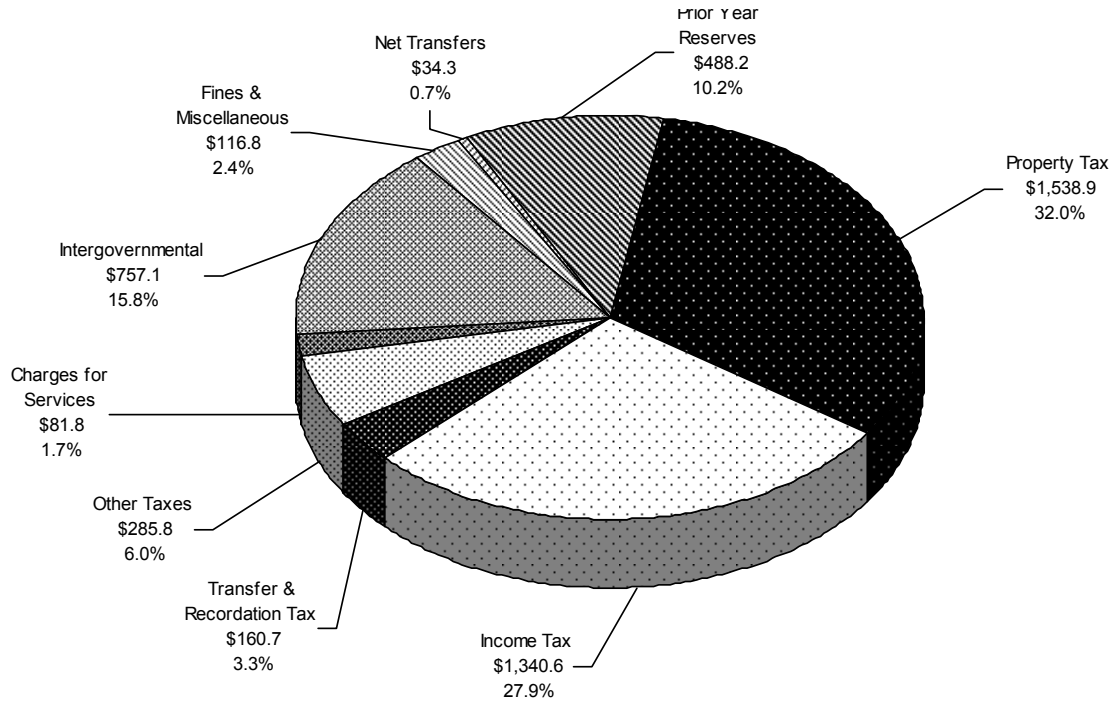
WHERE THE MONEY GOES *
TOTAL APPROVED USES OF FUNDS - $4,804.2 (million)

M-NCPPC
$118.1
2.4%

Reserves
$389.7
8.1%

Montgomery
College
$266.6
5.6%

County
Government
$1,724.7
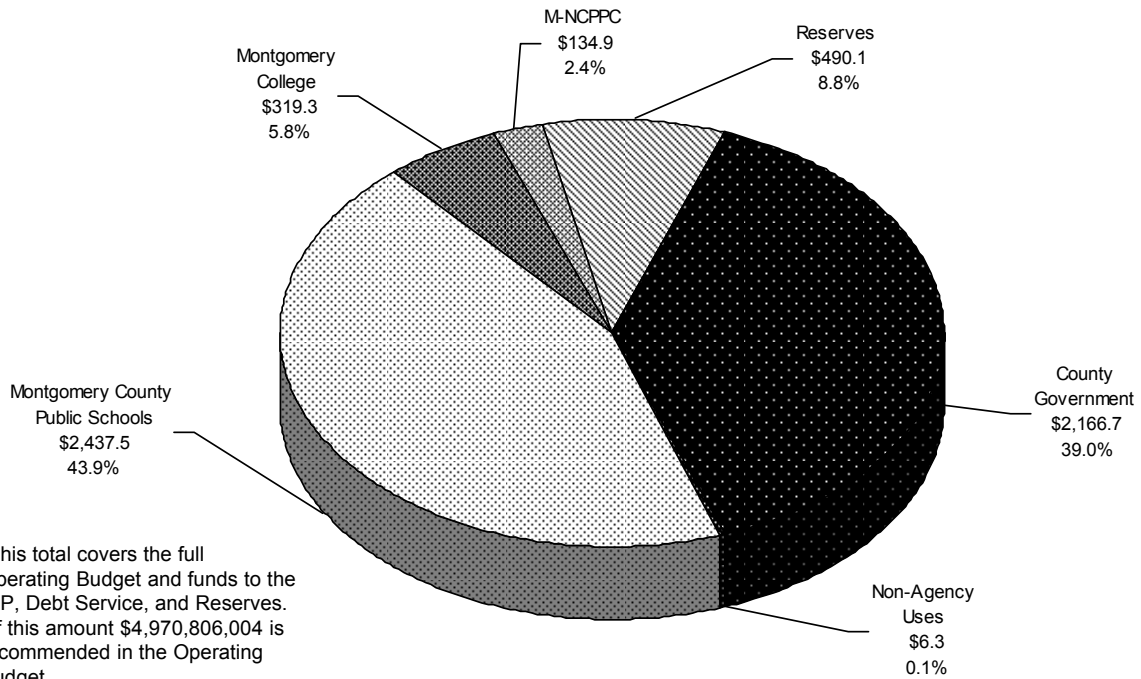35.9%

Montgomery County
Public Schools
$2,298.8
47.9%

*This total covers the full Operating
Budget and funds to the CIP, Debt
Service, and Reserves. Of this amount
$4,335,880,302 is recommended in the
Operating Budget.

Non-Agency
Uses
$6.3
0.1%

FY15 ALL AGENCIES / ALL FUNDS

WHERE THE MONEY COMES FROM
TOTAL APPROVED RESOURCES - $5,554.8 (million)

Net Transfers
- $1.2
-0.1%

Prior Year
Reserves
$609.6
11.0%

Fines &
Miscellaneous
$222.2
4.0%

Property Tax
$1,549.9
27.9%

Intergovernmental
$1,006.7
18.1%

Charges for
Services
$368.8
6.6%

Income Tax
$1,340.6
24.1%

Other Taxes
$288.7
5.2%

Transfer &
Recordation Tax
$169.5
3.1%
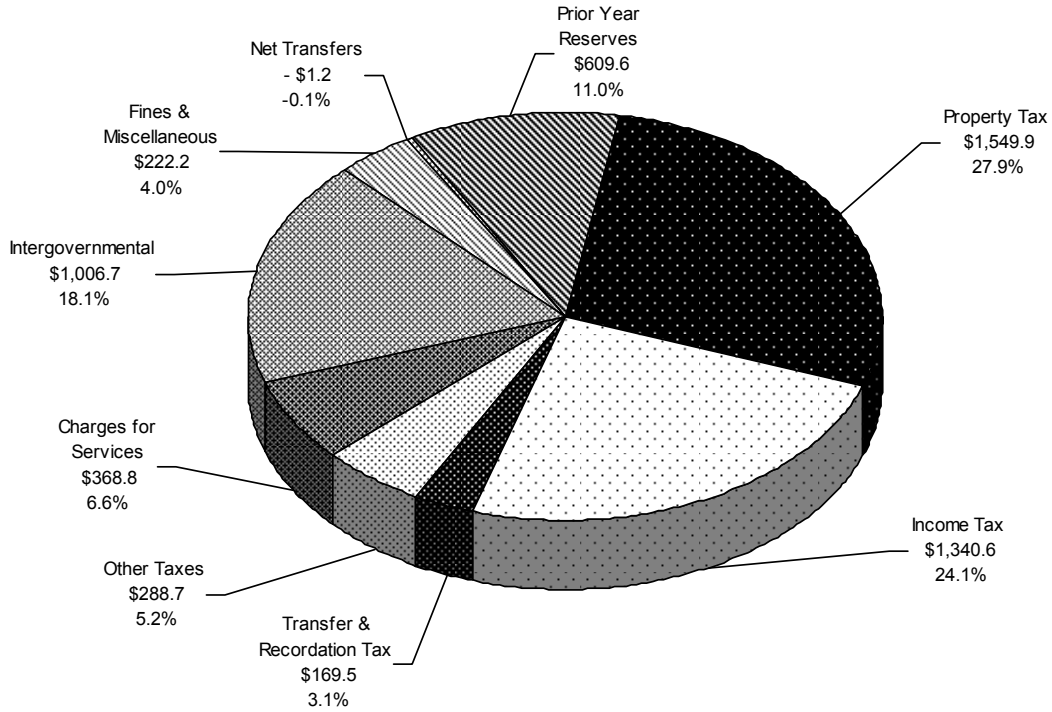
WHERE THE MONEY GOES *
TOTAL APPROVED USES OF FUNDS - $5,554.8 (million)

M-NCPPC
$134.9
2.4%

Montgomery
College
$319.3
5.8%

Reserves
$490.1
8.8%

County
Government
$2,166.7
39.0%

Montgomery County
Public Schools
$2,437.5
43.9%

Non-Agency
Uses
$6.3
0.1%

*This total covers the full
Operating Budget and funds to the
CIP, Debt Service, and Reserves.
Of this amount $4,970,806,004 is
recommended in the Operating
Budget.