Strategic Plan

2020 - 2024

Office of Strategic Initiatives
Dear Montgomery County Resident,

As your Montgomery County Commissioners, we are excited to share with you our strategic plan for the future of our community. Throughout the past year, we have worked closely with our staff to identify five strategic objectives and the corresponding strategies that provide the roadmap to how we will continue to strengthen our community and create more opportunities for our residents to thrive.

The objectives and strategies found on the following pages are our guide to accomplish our mission: We create value by investing in people, the economy, and services for all to lead safe, healthy, and productive lives.

In Montgomery County, people are the center of what we do. Every day our team of employees come to work ready to serve the citizens of our community empowered by our core values of innovation, inclusion, collaboration, stewardship, and professionalism.

We are committed to working together to focus our investments and ongoing community initiatives including the Community Overdose Action Team (COAT), the Food Equity Coalition and EveryOne Reach One, the infant mortality reduction effort to ensure a vibrant future for all. We hope you’ll join us in working together toward a greater Montgomery County.

Sincerely,

Deborah A. Lieberman        Judy Dodge        Carolyn Rice
SUSTAINABLE COMMUNITY INFRASTRUCTURE

OBJECTIVE ONE
To support a vibrant future of economic prosperity and a high quality of life, we must develop green practices and invest in infrastructure and programs that support safe and reliable water and solid waste systems, strong neighborhoods, and a healthy environment.

STRATEGIES
1. Reinvest in water, sewer, and solid waste systems
2. Invest in capital equipment and facility improvements including:
   - Montgomery County Jail
   - Court Complex security
   - Municipal Court enhancements
   - Addressing deferred maintenance
   - County Bridges and Roads
   - Expand US Route 40 to support economic development
   - Purchase and enhance Regional Dispatch Center building to improve community resiliency
3. Work with jurisdictions to revitalize strategic development sites to strengthen our urban core and surrounding communities
4. Continue the evolution of a regional green strategy that guides internal decisions and supports external partners in environmental stewardship
5. Invest in arts and cultural amenities that support a vibrant community
ECONOMIC STABILITY

OBJECTIVE TWO

To develop a strong economic base, we must create an environment that encourages business investment and produces the workforce to support it.

STRATEGIES

1. Invest in the recruitment, retention, and expansion of business with a focus on target industries:
   - Aerospace
   - Healthcare
   - Information Technology
   - Manufacturing

2. Support small business development through micro-enterprise grants and other programs

3. Increase international investment in Montgomery County through strategic partnerships

4. Reduce barriers to employment and provide training for in-demand jobs to help all working age adults engage in the local economy
ThrivIng YouTh

OBJECTIVE THREE

To build a community of prosperous individuals, we must invest in our youngest citizens early so they have a good foundation on which to build their lives.

STRATEGIES

1. Develop systems through EveryOne Reach One to support children and families to reduce the infant mortality rate
2. Support the early development of children from birth to age 3
3. Invest in high quality early learning opportunities to ensure that all students are ready for kindergarten
4. Increase success and support for school-aged children
5. Support teens and young adults by addressing barriers and investing in career-focused workforce development and training
6. Ensure the protection of children and support the stabilization of families
To create a community in which all citizens can succeed, we must provide services to our citizens who face obstacles to leading a safe, healthy, and productive life.

**OBJECTIVE FOUR**

To create a community in which all citizens can succeed, we must provide services to our citizens who face obstacles to leading a safe, healthy, and productive life.

**STRATEGIES**

1. Utilize the Community Overdose Action Team (COAT) to develop systems to address prevention and treatment of drug addiction throughout the community
2. Develop and implement a comprehensive, system-wide approach to improve community food security through the Food Equity Coalition
3. Advocate for justice programs that provide alternatives to incarceration
4. Support returning citizens with programs to minimize barriers to reentry and reduce recidivism
5. Provide quality of life and quality of care for our most vulnerable individuals of all ages including those with severe to profound intellectual disabilities, who are physically challenged, and/or have significant medical needs
6. Advance systems to end chronic homelessness and reduce overall homelessness
OBJECTIVE FIVE

To best serve Montgomery County, we must build a high quality team and develop systems that support effective and efficient operations.

STRATEGIES

1. Build the best county team by improving recruiting, developing standard onboarding, and providing ongoing development to support retention
2. Implement diversity practices that promote a culture of inclusion across county employees and vendors and throughout the community
3. Centralize and standardize processes across county agencies to improve efficiencies and support continuous improvement
4. Track and analyze data to guide effective decision making
5. Transform the Animal Resource Center to best serve animals and protect the community
6. Develop consistent, effective communication both internally and externally to expand the reach of our story
Montgomery County is committed to working collectively to strengthen our community and all its residents. We look forward to a bright future.

Michael Colbert
County Administrator