

2017

Annual Report to the Citizens of Charles County



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About Charles County Government

The mission of Charles County Government is to provide our citizens the highest quality service possible in a timely, efficient and courteous manner. To achieve this goal, our government must be operated in an open and accessible atmosphere, be based on comprehensive long- and short-term planning and have an appropriate managerial organization tempered by fiscal responsibility. We support and encourage efforts to grow a diverse workplace. Charles County is a place where all people thrive and businesses grow and prosper; where the preservation of our heritage and environment is paramount; where government services to its citizens are provided at the highest level of excellence; and where the quality of life is the best in the nation.

It is the policy of Charles County to provide equal employment opportunity to all persons regardless of race, color, sex, age, national origin, religious or political affiliation or opinion, disability, marital status, sexual orientation, genetic information, gender identity or expression, or any other status protected by law.

The Charles County Board of Commissioners



Amanda M. Stewart, M.Ed. Vice President, District 3 Ken Robinson District 1 Peter F. Murphy President Debra M. Davis, Esq. District 2 Bobby Rucci District 4

Charles County is a code home rule county governed by a five-member Board of Commissioners. The five Commissioners are elected at large to four-year terms of office. The Commissioner President is the presiding officer of the Board at meetings and hearings. The Commissioner President may reside anywhere in the county. The other four Commissioners must each reside in a Commissioner district.

Board Responsibilities

- Generating revenues to fund the county’s capital and operating budgets, as well as other county departments and agencies.
- Providing for the public health, safety, and welfare of Charles County residents and visitors.
- Adopting and updating the Charles County Comprehensive Plan, Land Use Plan, and Zoning Ordinance.
- Overseeing the development process.
- Establishing, promulgating, and enforcing county rules, regulations, ordinances, policies, and procedures.
- Appointing boards, commissions, and task forces.
- Fulfilling the mission of Charles County Government.

Commissioner Board Meetings

Charles County Commissioners meetings are scheduled every Tuesday (and select Wednesdays) and held in the County Government Building at 200 Baltimore Street in La Plata.

Town Hall Meetings

The Board of County Commissioners holds quarterly regional Town Hall Meetings, with locations rotating throughout the four Commissioner districts. Town Hall Meetings are open to the public, and provide an opportunity for attendees to ask questions and discuss items important to residents and the community. All five elected Commissioners and county department directors are scheduled to attend.

Commissioner Board Meetings and Town Hall Meetings are aired on Charles County Government Television, which broadcasts on Comcast channel 95 and Verizon channel 10. Board meetings also are streamed live on the Charles County Government website, www.CharlesCountyMD.gov.



Thank you for reading the **Fiscal 2017 Annual Report**. In the Annual Report, you will find information about the major initiatives during the fiscal year and the many amenities offered to Charles County residents. We hope this report serves as a guide as you learn more about how your County Government is working for you.

One important highlight of the year is that the Department of Planning and Growth Management developed a five-year work program to assist with the implementation of the Comprehensive Plan that was adopted in 2016. During 2017, the department drafted Bill #2017-03 Watershed Conservation District Zoning Text Amendment and the companion amendment Bill #2017-04 Watershed Conservation District Zoning Map. The Board of Commissioners adopted the amendments in June 2017. The legislation limited lot sizes to one unit per 20 acres for any new residential subdivisions within the Mattawoman Creek Watershed. The Board of Commissioners adopted some exceptions to this bill for commercial, residential, and intrafamily transfers that are described in greater detail within the report.

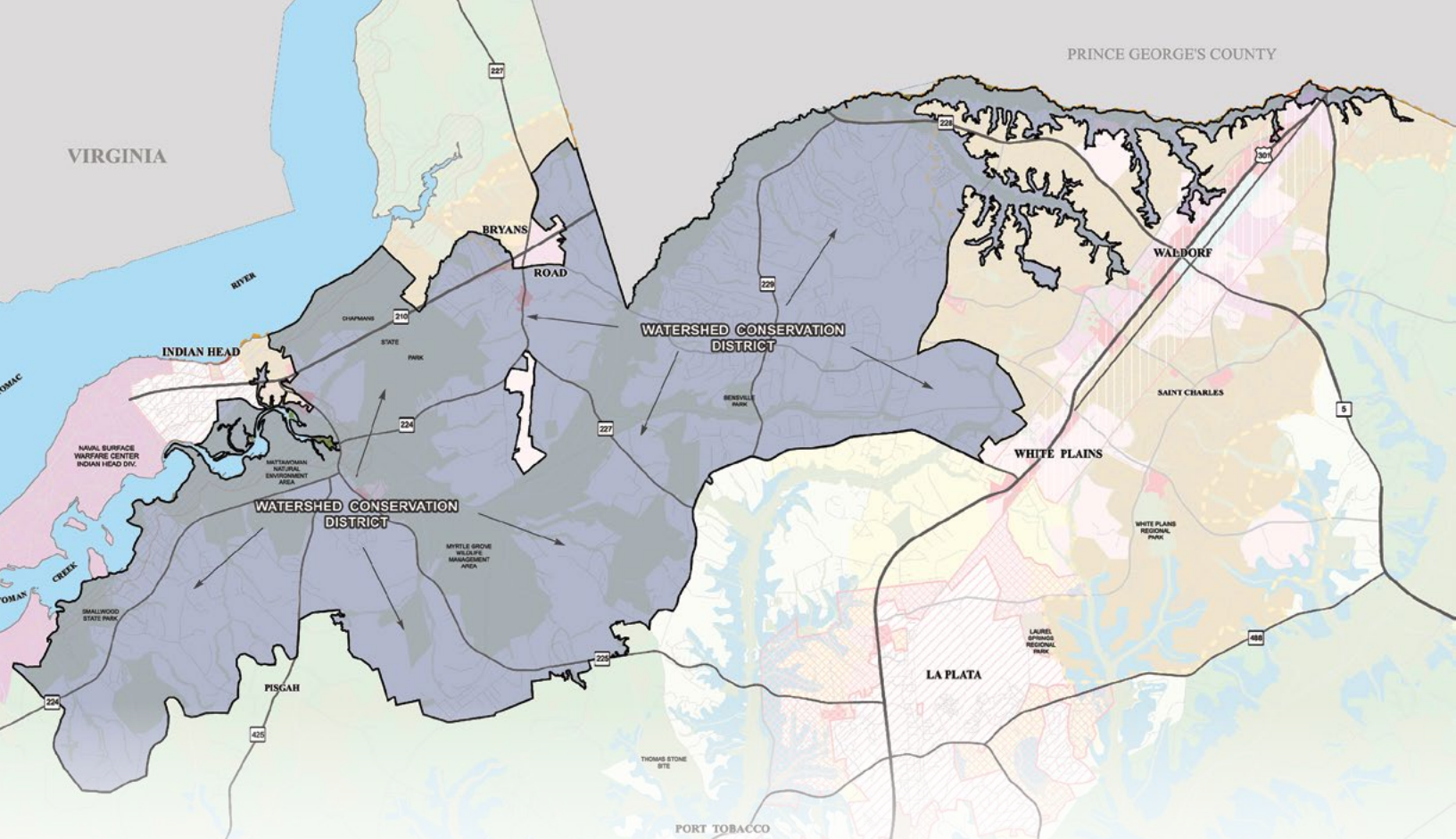
Fiscal 2017 marked another successful budget year. We were able to support staff and our outside agencies with raises, staffing, and new projects. Of particular note, the county received for the first time in its history a triple-A bond rating from all three credit rating agencies. Charles County is one of only eight counties in the state of Maryland that hold a triple-A bond rating. The result of the triple-A is that the county will receive a lower interest rate for the debt that is issued to construct roads, schools, water and sewer utility facilities, and other necessary long-term capital projects. It is also affirmation of the outstanding stewardship of the county finances by the Board of County Commissioners and the county's Department of Fiscal and Administrative Services.

Over the past year, the County Government has implemented the High Performing Organizational (HPO) model. The HPO model allows employees at all levels of the organization and across departments to get directly involved in decision making opportunities. For example, in spring 2017, an employee group worked as a "parallel organization" to develop and present an updated Standard Operating Procedure policy to the Charles County Board of Commissioners. The County Commissioners adopted the new recommended policy, which will result in more effective and efficient government operations.

Charles County Government is committed to serving you, the resident. We are committed to transparency and providing information and resources you will find useful in your everyday lives here in Charles County. We look forward to hearing your feedback.

A handwritten signature in black ink, appearing to read "Michael D. Mallinoff". The signature is fluid and cursive, written in a professional style.

Michael D. Mallinoff, Esq., ICMA-CM
County Administrator



Watershed Conservation District

In 2017, the Department of Planning and Growth Management developed a five-year work program to assist with implementation of the Comprehensive Plan's policy and program changes adopted in 2016.

One of the plan's changes is the Watershed Conservation District Zoning (WCD), which includes all of the watershed in Charles County—35,162 acres. This new zoning is designed to protect the Mattawoman Creek stream valley, one of the most ecologically important tributaries of the Chesapeake Bay, and the head waters of the Port Tobacco River. The new zoning is an important part of the plan's smart growth policies to concentrate development, reduce sprawl, and protect natural resources for their aesthetic, biological, and economic value.

The Department of Planning and Growth Management's Planning Division drafted Bill #2017-03 Watershed Conservation District Zoning Text Amendment, and the companion amendment Bill #2017-04, Watershed Conservation District Zoning Map Amendment in fiscal 2017. These amendments were later adopted by the County Commissioners in June 2017. In accordance with the Comprehensive Plan, this legislation limited the lot sizes for any new residential subdivisions within the Mattawoman Creek watershed—a drainage area—to one unit per 20 acres. This action also resulted in focusing development in the Bryans Road community to a core village area instead of the

previously permitted growth designation, further protecting water quality.

The new zoning recognized existing development rights by exempting commercially zoned properties, and allowing residential development to continue on properties with existing lots of record, regardless of the size. To protect water quality from runoff and sediments, the legislation restricts impervious surface coverage of new development in the zone to 8 percent of the property as a development standard. However, it also allows smaller properties under three acres to exceed this standard to provide them enough area to develop based on their needs.

The WCD also allows for "intrafamily transfers" of development rights. This means any property that is at least 10 acres and owned for at least 10 years at the time of adoption can add two additional residential lots to their land to be transferred only for family members. Larger properties with more than 60 acres can add more residential lots per the new zoning criteria.

As a part of their actions on the Watershed Conservation District, the County Commissioners also provided direction to the staff to further study the land uses surrounding the Maryland Airport and to examine opportunities to enhance economic development of the airport and surrounding properties in an environmentally responsible way.

Achieving a Triple-A Bond Rating

Financing government infrastructure such as roads, water and sewer facilities, and schools, to name a few, requires borrowing funds in the form of County Government bonds. Before bonds are issued, the county is required to obtain a financial grade or rating from the national bond rating agencies, Moody's Investors, S&P Global Ratings, and Fitch Ratings. These rating agencies specialize in evaluating organizations by measuring strengths and weaknesses and then to assigning a grade, much like you would receive from a teacher on a school paper. Ratings can range from AAA, the highest rating, to C, the lowest rating. Charles County recently presented its case to the three agencies and is proud to announce that all three rating agencies have affirmed the county's strong AAA bond rating.

S&P Global Ratings said Charles County's budgetary performance is strong. The county had operating surpluses of 3.1 percent of expenditures in the general fund and 8.2 percent across all governmental funds in fiscal 2016.

Moody's Investors evaluation cites the Aaa rating is based on the ongoing expansion of the county's large tax base and growing revenue streams resulting in consistently favorable operating performance and stable reserves.

Fitch Ratings expects the county to maintain a high level of fundamental financial flexibility, supported by solid economic and revenue prospects throughout economic cycles, based on its expenditure and revenue flexibility and conservative fund balance policy.

The end result of obtaining high ratings is the low interest rates the new bond issues will have. Because investors have high confidence the county can pay off their debt based on the triple-A ratings, the county can select the lowest interest rate associated with a bond issue. The ultimate winner of these bond ratings and low interest rates are the current and future taxpayers of Charles County who will save millions from lower interest costs over the length of these long-term bonds.

S&P Global

MOODY'S

FitchRatings

The High Performing Organization Model

Over the last year, Charles County Government has worked to implement the High Performing Organization (HPO) model. According to the HPO Center, “The HPO framework is a conceptual, scientifically validated structure that managers can use for deciding what to focus on in order to improve organizational performance.”

The HPO model distinguishes between policy decisions and administrative duties, and allows employees from all levels and across disciplines to get involved. If implemented successfully, HPO actively engages most employees rather than only those in leadership.

The Charles County Commissioners set our journey in motion when they voted to realign administrative authority. The initial result was the attraction and retention of a high-performing executive leadership team. The Charles County Government executive leadership team is continuously working to improve core capabilities and managing for the future. We are establishing clear, strong, and meaningful core values. We are working together to create a positive and welcoming culture within our organization by empowering employees to make decisions and take action.

Both County Administrator Michael D. Mallinoff, Esq., ICMA-CM, and Deputy County Administrator Deborah E. Hall, CPA, received training on the HPO model through International City/County Management Association (ICMA) and the Senior Executive Institute. The model is taught and embraced by many other public and private entities.

By doing business in a different way, Charles County Government can enhance services to our residents. The HPO model ultimately creates a better work environment by engaging employees to make a happier workplace.

Charles County Government will continue training our executive, senior-level, and mid-level leadership teams on how they can best implement and maintain the HPO model within their areas. Our journey to change our culture is for the long term. We want to regularly check how we operate, refresh what we have already learned, and pick up new skills to add to our repertoire. At the County Administration level, our leadership plan for the next year involves additional training in the winter and in late spring. We will continue to seek out fresh ideas from all employees, improving our operations until we truly are a high-performing organization.

**The goal of the
HPO model is
two-fold:**

1

**Improve Government
Effectiveness and
Efficiency**

2

**Empower
Employees**



Charles County Government

Leadership Philosophy

We are a **diverse, talented**, and **engaged** workforce responsive to our community's needs.

We **actively share** information, knowledge, and ideas to guide our collaborative decision making and perform challenging work.

We are **careful stewards** of our resources.

We are **empowered** to develop and deploy our talents and skills to provide high-quality services that strengthen our community.

We are **creative and innovative** and work in a fair and supportive team environment.

We are **committed to excellence** in public service.

We **lead by serving**.

We are the employees of Charles County Government

Planning and Smart Growth

Indian Head Joint Land Use Study

Adopted in December 2016, the Naval Support Facility (NSF) Indian Head Joint Land Use Study (JLUS) is the result of a collaborative land use planning process with a broad array of stakeholders representing Charles County, the Town of Indian Head, NSF Indian Head, and various community groups. The goals of the Indian Head JLUS are to protect and preserve the mission at NSF Indian Head while supporting continued community economic development, and to protect the health, safety, and welfare of the surrounding community. The intent of the study is to develop a blueprint of best practices to guide military and community policy actions to protect the military mission while sustaining local growth. Charles County sponsored the project in collaboration with NSF Indian Head and the Town of Indian Head through a grant from the Department of Defense Office of Economic Adjustment, and steered by a policy committee and technical advisory group comprising subject matter experts and local leaders.

After identification and analysis of potential conflicts, the Indian Head JLUS stakeholders endorsed a series



of recommendations on how to address current and future land use challenges facing the Town of Indian Head, Charles County, and the Navy. The JLUS is the beginning of an ongoing collaborative effort, and representatives of each stakeholder will work to implement these recommendations, including improving interagency coordination, increasing awareness of the military mission, coordinating land use planning, partnering for land preservation, and developing business and economic opportunities.

The Future of Animal Sheltering in Charles County

Charles and St. Mary's counties approved funding for feasibility studies in the fiscal 2017 budgets following Calvert County's announcement that they would be leaving the Tri-County Animal Shelter partnership and constructing a Calvert County Animal Shelter.

In fiscal 2017, Charles County contracted with FMD Architects from Fairlawn, Ohio to conduct a feasibility study to determine the future needs of animal sheltering in Charles County. The Department of Emergency Services presented study findings to the County Commissioners in February 2017. The study determined due to limited functionality, physical condition, and project cost benefit analysis, it was not recommended to explore any option to renovate or expand the existing Tri-County Animal Shelter. As a result of the findings and recommendations of the FMD Architects study, Charles County elected to construct a new animal shelter facility at another location to better serve the present and future animal care needs of the community. Whether this new shelter will be a bi-county or stand-alone facility will be determined by the findings and recommendations of the St. Mary's County feasibility study, once completed.



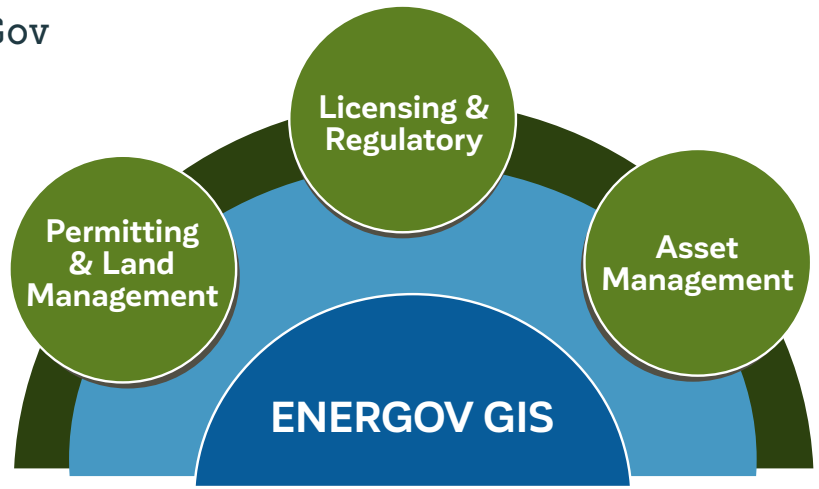
Planning and Smart Growth

Community Development Software System Implementation – EnerGov

Two years ago, the Department of Planning and Growth Management began replacing the permit database software that has been the core of its business practices since the mid-1990s. With assistance from the Information Technology Division, the department attended software demonstrations, and developed a comprehensive Request for Proposal to address the current and projected department needs.

After careful consideration, the department selected Tyler Technologies' software solution "EnerGov." The Charles County Commissioners signed the contract in December 2016. The EnerGov software is designed to automate and centrally connect critical government processes, including land use planning, electronic project review, regulatory management, inspections, code enforcement, and resident requests, which will improve the department's ability to serve Charles County residents.

The Department of Planning and Growth Management and Information Technology Division established a project management



team to oversee contract implementation. The project management team worked with the vendor to establish a 16- to 18-month project implementation schedule. The project management team designated key personnel from each Department of Planning and Growth Management division and the Information Technology Division, as subject matter experts. These individuals attended a two-week training course on how to use EnerGov and completed detailed surveys on 45 of the department's business processes, such as single family dwelling permits, zoning violations, and plat of subdivision. The training and survey process allowed the department's decision makers to see EnerGov's capabilities and consider ways to streamline the department's processes. The vendor will use the surveys as an initial blueprint to construct the department's business processes on EnerGov.

Zoning Amendment: Section #3-303 of the Land Use Article

Section #3-303 of the Land Use Article states a local jurisdiction must ensure the Comprehensive Plan is implemented through adoption of applicable zoning laws. The Department of Planning and Growth Management's Planning Division is updating the Zoning Ordinance and Subdivision Regulations.

The division initiated nine workgroups to update the Zoning Ordinance and Subdivision Regulations. The workgroups include a project management team to review the code, improve consistency, correct

errors, and improve workflow processes, which will result in a package of administrative changes to the document. In addition, the workgroups will propose specific topic changes to implement the Comprehensive Plan. These changes may include transfer of development rights, forest and open space changes, stream valley and shorelines, new development districts, buffer yards and vesting of development rights, and viewshed protection measures, as well as other areas.

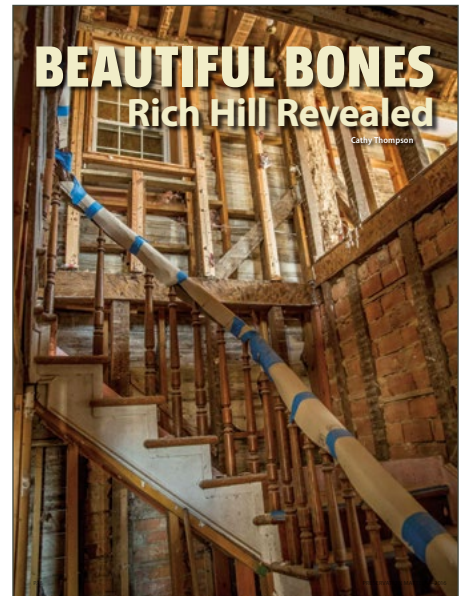
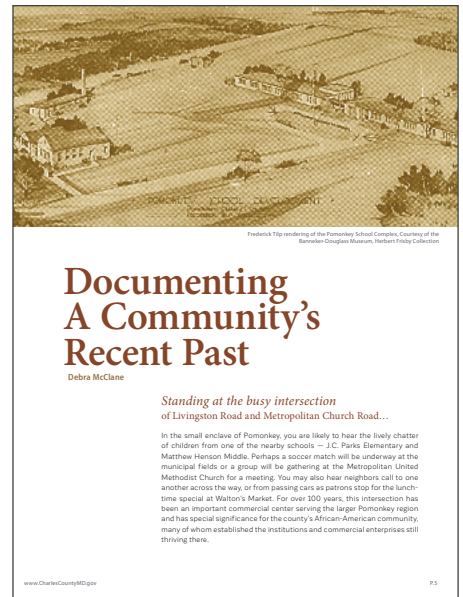
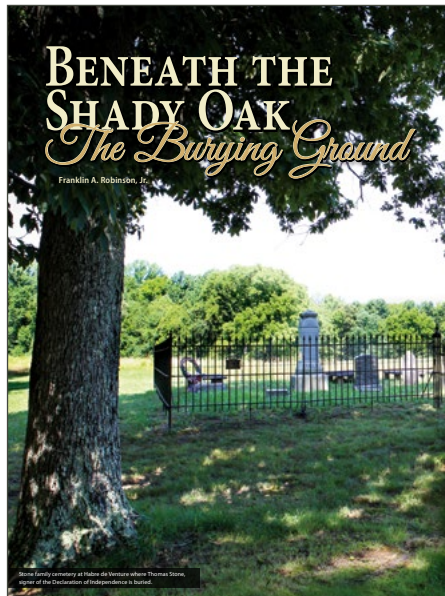
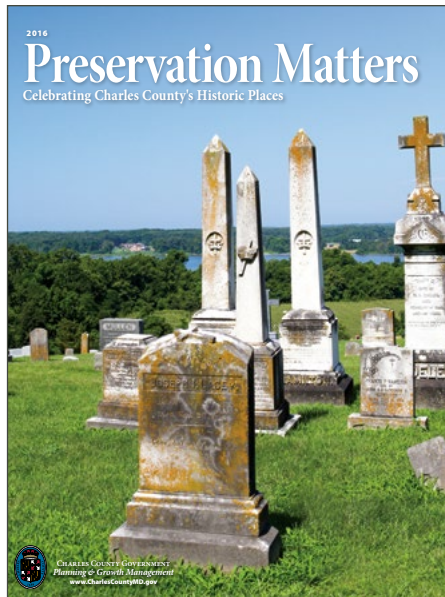
Preserving History

In September 2016, Community Planning, with support from the Media Services Division, published its second annual “**Preservation Matters**” magazine. This publication is a key component of the Historic Preservation Outreach Program in the Department of Planning and Growth Management. The full color, 20-page, graphically rich magazine featuring articles about this year’s notable preservation and research projects, is intended to celebrate Charles County’s vast historic assets. The 2016 magazine shined a spotlight on the historic community of Pomonkey, provided an update on documentation efforts at the recently acquired Rich Hill Farmhouse, and presented a window into various types of Charles County burial grounds. The publication recognized Charles County Preservation award recipients and work performed by recent summer interns.

Chartered more than 350 years ago, in 1658, Charles County’s heritage spans four centuries and encompasses a rich mixture of cultures and traditions. From the region’s first Native American inhabitants at least 12,000 years ago, to the establishment of the Naval Proving Ground at Indian Head in the late 19th century, the county’s history reflects the diversity and continuity of life in southern Maryland. Charles County boasts numerous historic sites and traditional landscapes that reflect its past. This rich and enduring heritage represents an invaluable and irreplaceable asset for residents. Historically significant buildings, sites, and

landscapes make unique contributions to the county’s character and social fabric. These resources must be preserved if their qualities are to continue to influence the appearance and quality of life in Charles County.

The Historic Preservation Program seeks to preserve and enhance the county’s rich cultural heritage by making use of a broad range of preservation tools and strategies. These strategies include: legislation, education, incentives, and the survey and evaluation of buildings, structures, archaeological sites, and historic landscape to permanently protect the county’s most significant historic assets.



For more information, visit: www.CharlesCountyMD.gov/HistoricPreservation

Roads and Transportation

Western Parkway Road Improvements

Western Parkway Phases 2 and 3 represent the final stages of a road improvement project that will serve as a north/south alternative to U.S. Route 301 for local traffic in Waldorf. Phase 2 upgrades the existing Western Parkway from a two-lane road to a four-lane divided roadway with curb and gutter (no shoulders) and a shared use hiker/biker facility from Acton Lane to Pierce Road. Phase 3 will be constructed in two sub-phases: 3A and 3B. To comply with the Maryland Department of the Environment regulations, Phase 3A will only include stormwater conveyance pipes and a stormwater management facility to treat the stormwater runoff for Phase 2 and 3 when constructed in the future.

Work on this multi-phased project began in January 2017 with relocation of existing utilities, installation of storm drainage pipe, roadway grading, and installation of a concrete median from Acton Lane north to Pierce Road.

Middletown Road/Billingsley Road Roundabout

The Billingsley Road/Middletown Road Roundabout project is designed to improve traffic flow by providing free-flowing traffic in lieu of the existing three-way stop intersection. The work includes constructing a two-lane roundabout, stormwater management facilities, and 800 feet of four-lane divided highway from the signalized intersection at Billingsley Road to the proposed roundabout. Work began in December 2016, including installing storm drain conveyance pipe, a stormwater management facility, roadway clearing, and grading. Completion is scheduled for January 2018.

Snow Removal and Surface Treatment Program

The Department of Public Works Roads Division mobilized and responded to six storm events totaling up to 15 inches of snow and ice during the winter season. The division completed more than \$3 million of Surface Treatment Program projects, such as:

- Asphalt overlay of 22 roads including Gallant Green Road, Carrico Mill Road, Acton Lane, St. Ignatius Drive, and McDaniel Road.
- Modify seal to six roads including Springhill Newtown Road, Durham Church Road, Oaks Road, and Renner Road.
- Slurry seal to 37 roads including Western Parkway, Turkey Hill Road, Olivers Shop Road, Hampshire Circle, St. Nicholas Drive, and St. Stevens Drive.
- Crack seal to 84 roads.
- Deep patch eight roads countywide.

Public Transit Services

VanGO public transportation services transported more than 900,000 passengers in combined, fixed-route and specialized door-to-door programs, operating for 1.6 million miles and 88,000 hours.

New buses for fixed-route services began arriving in the spring 2017, replacing older, less reliable units. The new buses are painted with brighter VanGO branding. Additionally, the operations, which are contracted to a private vendor, were formally bid and a new contract issued with strict performance standards. The new vendor is MV Transportations.

A product called DoubleMap completed the testing phase and launched to the public in September 2016. DoubleMap allows the general public to access the GPS equipment installed on the fixed



route buses through either a smart phone application or a computer, and see buses move along their route. In addition to seeing where the bus actually is, by clicking on a bus stop, passengers will see times the next two buses will be arriving at that stop, in real time.

Public Works

Fiscal Year Accomplishments

In fiscal 2017, the **Department of Public Works Utilities Division's** second full year of using the INFOR maintenance management system, the staff support team generated just under 10,000 work orders for the operations and line maintenance staff to track and complete. Simultaneously, the internal training department focused on higher education training for mid-level management; nine employees successfully completed the Project Management Professional exam prep class.

The Utilities Division front desk schedules 250 appointments per month on average, which includes meter installations, water turn-offs and turn-ons, sewer back-ups, cap replacements, sink holes, water leaks, discolored water, and retrieval of items from drains.

The division placed online the new sewer pump station No. 7. This new pump station provides more efficiency and capacity to manage sewage for the surrounding area. Also, a new reclaimed water pump station went into service at Mattawoman to provide treated wastewater to Competitive Power Venture and Brandywine Power (formally known as PANDA) electric power plants. The county sells this treated effluent to both private entities, and therefore is an industry leader in this new market.

The Utilities Division began using Water/Wastewater Information Management System (WIMS) computer

data-collection system. This computer program enables staff to enter data more efficiently for wastewater and water systems, and then create and electronically send monthly reports to regulators. Additionally, operators use WIMS to analyze numerical data, making it possible to improve process and treatment.

To ensure we continually meet water supply regulations and NPDES discharge requirements, the Utilities Division collected, processed, and analyzed more than 18,000 water and wastewater samples in the certified laboratory.

To protect underground pipelines from contractor excavation damages, locators processed 20,276 Miss Utility "locate" tickets, resulting in zero damages to facilities.

Maintaining a high-level commitment to top-quality customer service, the division replaced 4,000 feet of aging water mains in two developments, while maintaining interim water service to the 54 homes and coordinating closely with both the community and essential service providers.

In an effort to facilitate continued, safe water supply for outlying water systems during power outages, the Utilities Division installed standby power generators for four water systems. This work ensured 288 families have continuing access to water in the event of power loss.

Custodial Supplies Vendor Managed Inventory

The Department of Public Works Building and Trades Division adopted a new Vendor Managed Inventory (VMI) process to reduce the total cost of acquiring and maintaining janitorial supply inventory. The selected vendor is Daycon Cleaning and Maintenance Supplies of Upper Marlboro, Maryland. Daycon has been in business for more than 70 years, and has developed a system to reduce the overall time spent by county employees ordering, processing, receiving, and stocking cleaning supplies. In addition to saving time and resources, this program reduces opportunity for inventory shrinkage.

Daycon established this VMI process in 1998 at the University of Maryland, Baltimore. The program now includes University of Maryland at College Park, Johns

Hopkins University, Charles County Public Schools, and many other private and public entities. The reduction in time spent acquiring, distributing, and processing janitorial supplies will afford Building and Trades Division employees more dedicated time for core functions.

Another benefit is the use of "greener" products with certifications such as Green Seal and Leadership in Energy and Environmental Design. These responsible choices provide a positive impact on our facilities and improve the quality of life for employees and those visiting Charles County Government buildings. These products impact the environment as little as possible and protect natural resources.

Environmental

Waste Wizard Online Search Tool and Collection Reminder

The Department of Public Works Environmental Resources Division launched the Recycling Waste Wizard, a new, online search and notification application in March 2017. The application's comprehensive search tool allows residents to search for items to determine disposal and recycling options. The successful integration of the Waste Wizard tool on the county's mobile and full website is a result of collaboration with the county's Information Technology Division.

In addition to the search feature, residents within the curbside collection area can find out their collection schedule, receive reminders, report misses, and request a container. The application allows residents to sign up for reminders

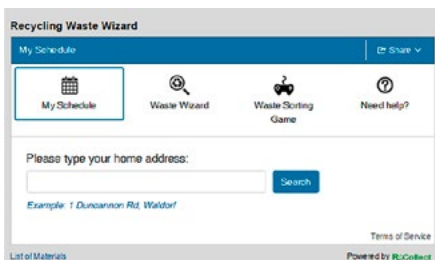
and select the day, time, and means of communication. The reminders help promote other programs within the division. Higher participation in the county's shred events and household hazardous waste collections are attributed to the application's notification features and individualized calendar.

Latest data shows more than 3,150 service contacts were registered using the Recycling Waste Wizard, 7,640 unique addresses searched, and the tool has been used 33,367 times. In comparison, the division's Citizen Notification Service group has 1,550 contacts, which is about half of the contacts of the Recycling Waste Wizard. More than 3,300 residents have installed the mobile app.

WASTE WIZARD

Charles County's NEW Recycling App

Check the new Waste Wizard App for the most updated schedule and pick-up dates. Online search feature and downloadable app! Stay up-to-date about recycling collection days, schedule changes, and more!



Waste Wizard Online

www.CharlesCountyMD.gov/Recycling

The online Waste Wizard is an intuitive search tool for residents to determine which materials can be reused, recycled, composted, or disposed. In addition to educating residents on disposal options, residents within the curbside collection area can obtain an individualized collection calendar. Residents can also sign up for service reminders and receive notices of schedule changes or delays. Reminders can be set per the citizen's preference of text, e-mail, voicemail, twitter, or iCalendar.



Charles County Recycles App

A mobile app, called "Charles County Recycles," is also available for smart device users. The free app will notify citizens of recycling and yard waste collection, schedule changes, and help determine what items can go into the recycling cart or should be dropped off at a center.



Curbside recycling participants are encouraged to sign up for reminders to stay connected.

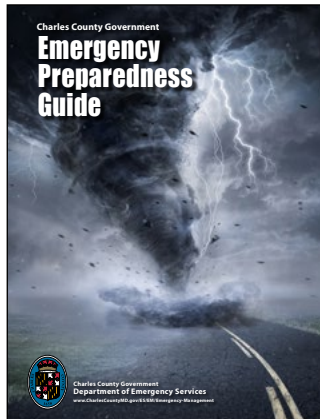
www.CharlesCountyMD.gov/Recycling
Or Call 301-932-3599

Safe Communities

Emergency Preparedness Guide

The Department of Emergency Services developed an emergency preparedness guide to provide the public with emergency preparedness information specific to Charles County. The publication is intended to educate residents with tips and suggestions on preparing for disasters and events that may affect the county.

The guide includes preparedness information concerning hurricanes, severe storms, power outages, fires, tornadoes, earthquakes, flooding, snowstorms, hazardous materials, and active shooter incidents.

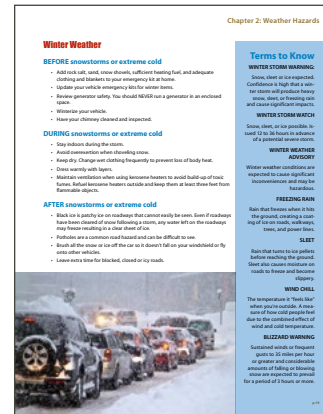
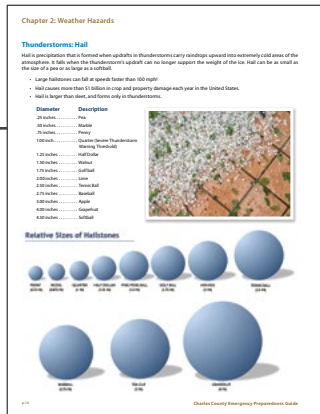


Mobile Integrated Healthcare

The Department of Emergency Services, in partnership with the Charles County Department of Health and the University of Maryland Charles Regional Medical Center, implemented a Mobile Integrated Healthcare (MIH) Program.

The county's MIH program is a public/private partnership centered on lowering the frequent use of the 9-1-1 system, decreasing the rate of emergency room visits, and reducing hospital readmission rates of frequent health care system users. National data shows there are several social determinants of health preventing people from getting the health care they need, which results in overuse of the 9-1-1 system and emergency room overcrowding.

Through a cooperative, managed approach, centered in the patient's own home, the MIH program is paving a way to a healthier community. The program is free to all qualified participants, and is one of only four programs of this type operating in the state.



First Watch

In fiscal 2017, the Department of Emergency Services and the Department of Information Technology rolled out the data management software, FirstWatch. FirstWatch turns raw data from the county's computer-aided dispatch system into meaningful information to help agencies improve situational awareness, operational performance, and clinical patient outcomes. The system securely captures, translates, and transmits information about 9-1-1 callers, patients, and systems via FirstWatch triggers — all in real time. This real-time data is used by public safety managers to make quick, yet informed decisions on apparatus placement, movements, and patient transport destinations. The combined data enhances 9-1-1 system performance as a whole and improves resource accountability.

FirstWatch is becoming the standard system performance and data management software throughout the national capital region. Jurisdictions across the Washington, D.C.; Maryland; and Virginia area will be able to share pertinent real-time public safety data using the FirstWatch system.



Charles County Sheriff's Office

Sheriff Troy D. Berry leads the Charles County Sheriff's Office (CCSO), one of the largest employers in Charles County with more than 600 personnel including police officers, corrections officers, and civilians. Elected in 2014, Sheriff Berry is the first African American to serve as sheriff in the agency's 359-year history.

The protection of life is the agency's highest priority, while striving to provide superior service at all times. In fiscal 2017, members of the agency were honored for acts of bravery, which included saving two toddlers and a woman from a vehicle that crashed and burst into flames, apprehending an armed carjacking suspect, and arresting three armed robbers. Employees also received life-saving awards for saving the lives of people with medical emergencies. Other staff were honored for their outstanding work and going above and beyond their regular job duties.

Enhancing community relations is a priority. In the fall of last year, the inaugural class of the Citizens Police Academy (CPA) began. There were 21 Charles County residents who participated in the 10-week session to learn more about police work.

"One of the key things missing in law enforcement is transparency of our day-to-day operations. If the residents had an opportunity to get behind the scenes and see how their local law enforcement works, it will bridge lines of communication, and more importantly, lines of understanding," said Sheriff Berry. The class graduated in December and have formed an alumni association to assist with future CPA classes.

On a regular basis, the CCSO hosts citizen advisory meetings. Led by the commander of the Community Services Section, attendees have the opportunity to meet with commanders of their District Station and officers who patrol their neighborhoods to discuss crime prevention and any concerns about crime in their communities. Some of the agency's community crime prevention programs include Crime Solvers, Neighborhood Watch, National Night Out,

and Citizens on Patrol. Each year since 1988, the CCSO has earned the Maryland Governor's Crime Prevention Award for its successful programs.

The CCSO is also focused on building relationships with younger residents. The agency's School Resource Officer (SRO) program has officers in daily contact with students of all ages in all public schools. SROs provide an extra level of safety at schools, and they also mentor and teach students about a variety of topics including anti-bullying, drug abuse awareness, and the dangers of online predators. During the summer months and winter break, SROs lead a variety of camps for students such as Badges for Baseball, Just Say No camp, Kops for Kids football camp, CCSO basketball camp, Ladies Leadership soccer camp, and other events.

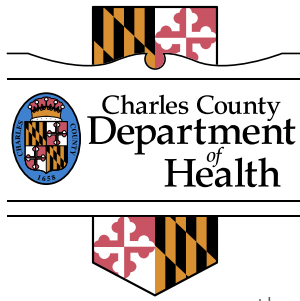
The CCSO is deeply committed to public outreach programs. In fiscal 2017, the agency hosted numerous events including the Torch Run for Special Olympics, Relay for Life, National Crime Victims' Rights Week, National Day of Caring, Christmas in April, and Shop with a Cop.

The CCSO is headquartered in La Plata with district stations in La Plata, Bryans Road, and Waldorf. As a full service law enforcement agency, the CCSO provides police protection and other law enforcement services for the entire county, and operates the Charles County Detention Center.

The agency has mutual aid agreements with the Maryland State Police, La Plata Town Police, Department of Emergency Services, and Calvert and St. Mary's County Sheriffs' Offices, among others. Mutual aid agreements ensure allied agencies work together to address cross jurisdictional public safety needs.

The CCSO earned accreditation from the Commission on the Accreditation of Law Enforcement Agencies in 2001 and has since earned awards of excellence, designating it as one of the best among accredited law enforcement agencies worldwide.

Public Health



The Charles County Department of Health works to move our community closer toward our vision — A Healthier Charles County.

The department continues to assist businesses in making the healthiest choice the easiest choice through the Healthiest Maryland Business statewide movement. This year the southern region enrolled 42 businesses serving 13,000 Maryland employees. To date, more than 460 businesses are taking advantage of this program. The department also conducts Living Well Southern Maryland, a six-week chronic disease self-management program. The program helps people with chronic conditions manage fatigue and pain, communicate better with their doctors, eat healthier, and regain control of their lives.

The Department of Health combined its Mental Health and Substance Use Services programs to form an integrated Behavioral Health Division. The Behavioral Health Division provides comprehensive outpatient treatment to adolescents and adults with mental health and/or substance use issues. Mental health services include group and individual therapy, family support, peer support, and psychiatric services treatment of severe and persistent mental illnesses. Substance use services include traditional and intensive outpatient treatment, substance use prevention services, medication-assisted treatment, jail-based treatment, continuing care, and peer recovery support. The Behavioral

Health Division provides treatment for bereavement, partner and parenting problems, domestic violence, trauma, and anger management. The department works closely with referral sources such as the local hospitals, Department of Social Services, Division of Parole and Probation, and Family Recovery Court to provide clients with services most appropriate to meet individual needs.

Governor Larry Hogan declared the opioid overdose epidemic to be a public health crisis and issued a state of emergency. The Department of Health and Department of Emergency Services are coordinating the county's response to the opioid crisis. Overdose response training is held at the Department of Health on Monday evenings. Participants learn about opiates and opioid substance use disorder, and how to respond to an opioid overdose. At the end of the training, they are provided with a free opioid overdose prevention kit and two doses of Narcan. More than 800 community members have been trained and carry an overdose prevention kit.

The Department of Health is in the final year of a three-year grant to improve oral health services to underserved children and adults. Through this program, the department conducted nearly 5,000 patient visits and treated 4,400 unduplicated patients. Approximately 1,400 patients received emergency walk-in treatment, 152 of which were referred directly from the hospital emergency room. The department educated more than 20,000 individuals about oral health, including high blood pressure education and screening. Patients with elevated blood pressures received referrals to primary care physicians for further treatment.

Charles County Safety Office

Safety continues to remain a top priority of the Charles County Commissioners. The Safety Division comprises one full-time safety officer whose responsibilities include minimizing and controlling the chance of loss by continuously identifying and treating exposures and risks to Charles County assets, employees, and residents.

The Safety Division works to continually protect and minimize the interruption of vital public services, reduce the cost of accidents/incidents, and reduce financial losses by Charles County Government.

The Safety Division works to provide inspections on more than 300 county facilities, facilitate various

safety training courses, perform accident and incident investigations, administer the self-insured workers' compensation and return to work program, handle American Disabilities Act issues for Charles County, and review safety plans and policies of contractors working on county projects. One large accomplishment this year was purchasing 54 automatic external defibrillators for placement in facilities throughout Charles County.





Charles Regional Medical Center Major Initiatives

Expanding Our Network of Care

The recent fiscal year brought many exciting new additions and developments within University of Maryland Charles Regional Medical Center (UM CRMC).

UM CRMC introduced a Population Health Department and a Palliative Care Department. In May, UM CRMC celebrated the opening of our new ambulatory Medical Pavilion just off Washington Avenue and adjacent to Capital Area Orthopedics in La Plata. The new ambulatory Medical Pavilion is now home to University of Maryland Charles Regional Rehabilitation, University of Maryland Charles Regional Imaging and University of Maryland Community Medical Group—Primary Care and Neurology. Additional ambulatory medical services are currently being planned for this site.

Several more highly skilled and respected physicians joined the University of Maryland Community Medical Group team. They include Dr. Lorenzo Childress in primary care, Dr. Ahmed Kandeel and Dr. David Matteson in surgical care, Dr. Iqbal Khan in neurology, as well as Dr. William J. Levy, Dr. Michael Sharon, Dr. Dolly Misra and Dr. Juan Joanna Yu in diabetes and endocrinology.

Tele-Psych Program

UM CRMC is pleased to announce our newest service line, tele-psychiatry. UM CRMC will partner with Qler Solutions to provide psychiatric consultations via televideo (like Skype or FaceTime). Dr. Scott Klenzak, Dr. Dwayne Narayan, Dr. George Northrup, and Dr. Gregory Renck will be our colleagues to virtually assist with caring for our patients with behavioral health or substance abuse needs.

Center for Diabetes Education

The Center for Diabetes Education celebrated its one-year anniversary. Certified Diabetes Educator Cindy Adams, RN, BSN, CDE, continues to help people with diabetes learn the facts about diabetes and practical tips about healthy eating so that they can lower their blood sugar. People who have participated in the Diabetes Program at UM CRMC have lost weight, lowered their blood sugar (as measured by an A1C test), and have more freedom to enjoy the foods they love.

Awards for Stroke Care and Wound Healing

UM CRMC was recognized with the Gold Plus Quality Achievement Award and a Target: StrokeSM Honor Roll Elite designation as part of the Get With The Guidelines-Stroke[®] program from the American Heart Association and American Stroke Association as a Primary Stroke Center; the award was granted for excellence in treatment and outcomes for stroke patients.

For the fourth consecutive year, UM CRMC received national excellence awards in Wound Healing. The center was awarded the Robert A. Warriner III, M.D., Center of Excellence and the Healogics, Inc. Center of Distinction awards for delivering the highest quality care.

Community Health Needs Assessment

UM CRMC began a comprehensive Community Health Needs Assessment in June 2017. The assessment will help identify the top health needs of Charles County residents and serve as a benchmark for community health improvement initiatives over the next three years.

Tourism

Tourism and Economic Impact

The Maryland State Office of Tourism reports a 2.9 percent increase in state sales tax can be attributed directly to Charles County tourism initiatives—from \$7.8 million in fiscal 2016 to just over \$8 million in fiscal 2017. The states sales tax includes food service establishments without a liquor license, restaurants and night clubs with liquor licenses, general merchandise, vehicle rentals, lodging, and recreation and amusement businesses. Up to one-third of Charles County's tourism revenue is attributed to the county's premier fishing environment.

Bassmaster Elite at the Potomac River

The Charles County Tourism Division hosted the "Bassmaster Elite at the Potomac River" fishing tournament in August 2016 at Smallwood State Park and Indian Head Village Green. More than 200 anglers and marshals participated in the tournament and weigh-in event, as well as the Tourism Division's signature event "Discover Quest," a festival which showcased the traditional and contemporary cultural, recreational, and environmental opportunities in Charles County. The event generated an estimated \$900,000 in county revenue.

WWI Discover Quest Event

Tourism staff successfully executed its signature event, "**Discover Quest: World War I Commemoration Weekend**," in April 2017 (*pictured below*). Events took place at Mallows Bay Park, the College of Southern Maryland, and a variety of historic sites throughout the county which provided art displays, engaging presentations, and interactive programs that focused on World War I's history in Charles County and the Ghost Fleet of Mallows Bay. Attendance exceeded 300 residents and visitors, as well as another 40 presenters and volunteers from 14 different partnering organizations.



Tourism Grant

The county awarded fiscal 2017 Tourism grants to the Charles County Arts Alliance, Mattawoman Creek Art Center, Maryland Veterans Memorial Museum, Cobb Island Citizens Association, Friends of Chapmans State Park, and the Historical Society of Charles County. Projects include nature trails and museum interpretive exhibits, special events, historic preservation, art workshops and exhibits, bike trail feasibility planning, and enhanced non-profit marketing and advertising.

North Star Destination Branding Strategies

North Star Destination Branding Strategies completed and presented the Consumer Awareness and Perception analysis phase of the Charles County tourism branding project. The findings contributed to the development of the creative components of the project including a strap-line, graphic logo, and the selection of fonts and colors.

Welcome Center Enhancement

The Crain Memorial Welcome Center began undergoing a fresh new look for citizens and travelers. Older exhibits were removed and new exhibits installed that illustrate our county and regional history as well as our diverse recreational attractions. The Tourism Division worked with the Maryland Office of Tourism to update the regional scenes from the five regions of Maryland and stock with the most up to date information about Southern Maryland and statewide attractions.

Approximately 89,000 visitors throughout the fiscal year were welcomed at the center. The ready-to-help travel savvy counselors directly assisted 28,688 visitors with destination information and travel arrangements.

Stagg Hall

Historic Port Tobacco Village



Historic Port Tobacco Village

Operating hours were expanded at the Historic Port Tobacco Village. Staff oversaw the planning and implementation of public education programs, including securing materials and supplies used to facilitate hands-on activities, completing interpretive panels, and adding room furnishings for **Stagg Hall** (pictured) house. Notable events occurring at the historic village include a Tri-County Mock Trial Program for middle school students and the Congressional Student Art Show as Congressman Steny Hoyer selected the historic village for its location.



Parks and Trails

Learn to Fish Programs

The Parks and Grounds Division hosted numerous fishing fundamentals classes throughout the summer 2016. Gilbert Run Park served as the perfect outdoor classroom for these free programs which were offered to young Charles County residents throughout the summer. After the park staff shared their local knowledge of fishing methods used for the park's 60-acre lake, each aspiring angler received bait and tackle and a hands-on opportunity to test their skills, all under the watchful eye of the staff from Gilbert Run.



Port Tobacco River Park: Planning and Design

In October 2016, the Parks and Grounds Division began the planning and design phase of the future Port Tobacco River Park, a natural resource-themed park. Plans for the 149-acre park, located near Historic Port Tobacco Village, includes nature trails, observation decks, picnic grove, interpretive displays, and a parking area.

Pinefield Park Improvements

During summer and fall 2016, the Parks and Grounds Division renovated the 20-acre Pinefield Park, a popular destination for local residents. Renovations included replacing athletic field fencing, reconditioning infields, and adding a volleyball court and benches. A big part of the park's makeover involved relocating and reconstructing the basketball court to a more open and user-friendly location.

Gilbert Run Kayak Launch

The Parks and Grounds Division designed and installed a floating kayak launch at Gilbert Run Park in October 2016. This amenity allows kayak owners and park patrons using watercraft from Gilbert Run's rental fleet to easily access Wheatley Lake's 60 acres of water.

Quality of Life

New Department of Recreation, Parks, and Tourism

The Department of Recreation, Parks, and Tourism was created as the result of Charles County Government organizational changes to improve overall operations and services to residents. The development of the new Department of Recreation, Parks, and Tourism brings together, under one roof, three dynamic divisions. This perfect pairing has formulated great synergies and teamwork, and increased opportunities for residents and visitors.



Sports for All Ages

With the creation of the new Department of Recreation, Parks and Tourism, the Recreation Division blended countywide indoor and outdoor sports programs into one office. Combining staff and resources, the division expanded sports programs and streamlined program operations and management. Outdoor sports included fall and spring seasons of youth and adult soccer, adult men's and co-ed softball, and adult co-ed kickball. Indoor sports included peewee, youth, men's and women's **basketball**, youth indoor soccer, youth volleyball, and an expanded indoor **pickleball** program for adults. Further emphasis was placed on instructional clinics, **sports camps**, and training opportunities for volunteer coaches.



La Plata Pool Renovation

Prior to the 2017 summer season, the Recreation Division facilitated renovations to La Plata's outdoor pool. The renovations included new pool plaster, tiles, coping stones, skimmers, ladders, an American with Disabilities Act-compliant chair lift, deck repairs, and new lifeguard chairs. La Plata pool, along with McDonough and Thomas Stone outdoor pools, are open to the public in the summer months, and indoor pools at Henry E. Lackey High School, North Point High School, and Donald M. Wade Aquatic Center at St. Charles High School are open year round.



Plans for Multi-Generational Recreational Facility

Property Acquisition staff from the Department of Planning and Growth Management worked with the Department of Community Services and Department of Recreation, Parks, and Tourism staff to acquire property located at 90 Post Office Road, Waldorf for use as a multi-generational recreational facility.

Design and renovation is ongoing with an anticipated opening in fall 2018. Once completed, this building will be home to the Waldorf Senior Center and also provide community recreational and leisure activities for all ages.

Quality of Life

Annual Accomplishments

The **Aging and Senior Programs Division** serves as the designated Area Agency on Aging in Charles County, and as the lead agency for the **Maryland Access Point**, a statewide initiative for creating a “no wrong door” for options counseling on long-term care and supportive services for aged and disabled adults. Through a combination of federal, state, and county support, the division assisted 4,621 customer in fiscal 2017, with a year-end total of 268,499 services provided to senior citizens, disabled adults, and their family caregivers.

The division provides comprehensive case management services for several home and community-based programs for persons who qualify for long-term care and supportive services funded by the state medical assistance program. In this capacity, the division serves as a direct contractor with the Maryland Department of Health, and bills the state to administer these programs on behalf of Charles County residents. In fiscal 2017, the division generated enough revenue through billable practices to make the program self-sustaining, providing an important and valued service to the frail and disabled Charles County residents at virtually no cost to local government. In an associated program, the division worked in concert with its disability service partners to provide lower-cost nursing home diversion options to more than 80 previously institutionalized

Charles County residents through the statewide Money Follows the Person initiative. Persons who do not yet qualify for medical assistance services, may be eligible for any number of other grant-based service programs aimed at providing support to older adults and their family caregivers to promote healthy aging, independence, and dignity as they age.

Benefits coordination, long-term care options counseling, and access to services remain the core mission of the division. Throughout fiscal 2017, the division assisted aged and disabled residents and their family caregivers with services such as: distributing shelf-stable emergency meals and nearly 40,000 meals for homebound elderly via Meals on Wheels; conducting individual eligibility assessments and completing applications for public benefits; hosting enrollment fairs to help Medicare beneficiaries understand and select Medicare plans; providing voluntary income tax preparation to more than 600 low-income older adults; completing Maryland Energy Assistance Program applications to provide nearly 300 older adult households with utility benefits; and supporting frail, low-income elders with home- and community-based services that allow them to age in place.



Maryland Access Point
Charles County

What is Maryland Access Point (MAP)?
Charles County’s MAP program is your link to health and support services for seniors, disabled individuals age 18+, and caregivers.

The program provides a single point of entry for information, referrals, and assistance.

1-855-843-9725
www.MarylandAccessPoint.info
MDAccessPoint@CharlesCountyMD.gov

**Aging & Disability
Resource
Connection**
A member of the U.S. Department of Health and Human Services



Charles County Advocacy Council for Children, Youth, and Families

The Charles County Early Childhood Advisory Council, under the direction of the Charles County Advocacy Council for Children, Youth, and Families (CCACCYF), hosted the **9th annual Early Childhood Day**. The event promotes school readiness, safety, and healthy starts within the community for youth ages 6 and younger. There were 40 vendors offering learning activities for approximately 400 participants. More than 300 backpacks and various door prizes were distributed during the event. The event was chronicled in the “Maryland Independent” newspaper.

The Southern Maryland BRIDGE (Building Resiliency from Infancy through Development, Growth, and Empowerment) Project honored southern Maryland individuals who shine a spotlight on the importance of caring for every child’s mental health. The CCACCYF supported and helped develop the program for the BRIDGE Builders Awards for Championing Children’s Behavioral Health ceremony in conjunction with the University of Maryland School of Social Work. Among the honorees, Senator Thomas “Mac” Middleton (District 28, Charles County) received recognition for his commitment to advocating for children and families with behavioral health needs.

The CCACCYF received \$348,000 from the Maryland State Department of Education (MSDE) to continue implementing the local home visitation/healthy families program. The program is designed to give support to teen or young parents needing support raising healthy children and families. The program is a leader in promoting positive outcomes for parents, from pregnancy through birth and beyond. In 2017, the program served nearly 75 families and collaborated with a number of agencies to ensure family needs of families are met and are given a healthy start to a productive lifestyle.

The CCACCYF is involved in the southern region (inclusive of St. Mary’s and Calvert counties) response to supporting opportunity youth through a four-part Annie E. Casey workshop: Maryland Opportunity Youth Results-Based Leadership Program. This leadership training has representation from all three Local Management Boards within the area, and will develop a campaign to identify and place disconnected youth ages 16-24 within southern Maryland into multiple services, such as paid working options within the next two to three years.

Quality of Life



Senior Centers and Nanjemoy Community Center

The **Aging and Human Services Division** operates four senior centers, located in Waldorf, Indian Head, La Plata, and Nanjemoy for county residents aged 60 or better. Also, the division operates the Nanjemoy Community Center, which provides recreation, education, health promotion, and community services for children, youth, and families throughout western Charles County. The Nanjemoy Community Center serves as a host site for the Western County Community Health Center, a private not-for-profit primary care clinic for children and adults, currently operated by Health Partners, Inc.

Combined attendance at the division's four senior centers included nearly 3,500 unduplicated older adults who participated in a wide array of programs including evidence-based health promotion and fitness activities, recreational and leisure activities, fine arts classes and performances, educational and personal enrichment programs, weekday lunch programs and nutrition education, as well as benefits coordination and supportive services for seniors with physical, cognitive, or socioeconomic needs. In an effort to promote healthy aging, the division provided nutrition education, chronic disease self-management classes, and

nearly 18,000 nutritious meals through its senior center lunch programs, which are offered daily to eligible persons for a voluntary contribution.

Throughout fiscal 2017, the division worked interdepartmentally and with guidance from the County Commissioners, to secure a larger facility for the future Waldorf Senior Center activities within a multi-generational facility. The new location will provide approximately 30,000 square feet of remodeled space during traditional senior center operating hours and provide high-quality programming aimed at the needs and interests of older adults in the greater Waldorf vicinity. The new location offers an additional 25,000 square feet of space, which will allow the senior center to offer a much greater array of programs and activities, offered multiple times during the day. As the county's first multi-generational center, this facility will also provide opportunities for families and residents of all ages through programs offered during evenings and weekends through the Department of Recreation, Parks, and Tourism. The division looks forward to developing this new amenity, which will become a community focal point in Charles County.

Educational Achievements

Charles County Public Schools

Charles County Public Schools (CCPS) provides educational services to more than 26,400 children in Charles County in grades prekindergarten through 12. The school system also offers a 3-year-old program to children who live in school zones supported by the Title I federal education program. CCPS is committed to providing all children with opportunities to achieve academic success, prepare for their future, and learn about personal responsibility.

The school system includes 36 schools and four educational centers, and is the largest employer in Charles County, with more than 3,400 employees. Accomplishments achieved during the 2016-2017 school year illustrate CCPS's commitment to teaching and learning, and ensuring all children have access to experiences that prepare them for college, careers, the workplace, and beyond. The Class of 2016 earned \$79 million in scholarship offers, which is an increase of nearly \$13 million from the previous year. The CCPS high school graduation rate continues to remain above the state average.

CCPS recently launched a new online student information system, which replaces a nearly 40-year-old program, as well as a new gradebook for teachers, parents, and students. The change will help to improve school-to-home communication between teachers and parents, as well as enables the system to store student records electronically in one program. Another new feature for enhanced school-to-home communication is the system's launch of text message notifications for parents and staff. Beginning in October, parents and staff can opt-in to receive emergency and school notifications by text message. Recipients can opt-out at any time.

The school system is also undergoing several major construction projects. A renovation and expansion is underway at Dr. Samuel A. Mudd Elementary School in Waldorf. Dr. Mudd students are attending a transition school located near John Hanson Middle and J.R. Ryon Elementary schools, with plans for the construction to be complete in September 2019. Construction continues at the site of the new Billingsley Elementary School in White Plains. Billingsley will open at the start of the 2018-2019 school year, and brings the total number of elementary schools in Charles County to 22.

CCPS is committed to providing instructional programs to meet the needs of all students. The school system continues to focus on the enhancement of technology use in the classroom, as well as the availability of programs and opportunities for children to learn the skills necessary for success after they graduate. CCPS uses Partnership for Assessment of Readiness for College and Careers (PARCC) assessments in reading and mathematics to monitor student progress in mastering concepts. PARCC data provides CCPS with the background necessary to design instructional programs to prepare students for their future. Additionally, CCPS expanded its focus on safety and security with the installation of an intercom and video-based entry system at all schools and centers. The system screens visitor identification materials for any possible concerns.

To learn more about CCPS, visit www.cbboe.com, or follow us on Twitter @CCPS.



Educational Achievements



College of Southern Maryland

A regional community college serving Charles, Calvert, and St. Mary's counties, the College of Southern Maryland (CSM) is the sixth largest community college in Maryland. CSM serves more than 24,000 credit and continuing education students at campuses in Hughesville, La Plata, Leonardtown, and Prince Frederick, and facilities including the Waldorf Center for Higher Education and the Center for Transportation Training in La Plata.



CSM President Dr. Brad Gottfried, center, with Southern Maryland leaders, including county commissioners from Calvert, Charles, and St. Mary's counties, members of the Southern Maryland delegation and college administrators, cut the ribbon on CSM's newest facility, the Center for Trades and Energy Training at the Regional Hughesville Campus during a dedication ceremony April 25.

The Regional Hughesville Campus, which provides specialized programs for the region in a more cost-effective and convenient way, opened its first facility, the Center for Trades and Energy Training (CT) building, in spring 2017. The 30,000-square-foot building incorporates several Leadership in Energy and Environmental Design features which is anticipated to be awarded the gold certification, and includes labs, classrooms, and administrative space to provide residents throughout the region easier access to specialized training in career fields that have substantial growth potential. The CT building houses trades training for the college — HVAC, plumbing, electrical, welding, and carpentry — as well as the Maryland Center for Environmental Training, which marked its 35th anniversary in 2017. The campus master plan includes five phases, with design to begin on the next building for health sciences during fiscal 2018.

Dr. Maureen Murphy began serving as the college's fifth president on July 1, 2017, following the retirement of Dr. Brad Gottfried. She brings a wealth of experience with multi-campus community colleges to CSM.

During fiscal 2017, CSM achieved reaccreditation of its associate nursing degree and practical nursing certification, accreditation of the Children's Learning Center by

Maryland's Department of Education, and certification of its testing center through the National College Testing Association. CSM introduced its non-smoking policy, to establish a smoke-, tobacco-, and vape-free learning and working environment.

More than 1,600 students transferred to 221 different colleges and universities in 41 states, the District of Columbia, and Puerto Rico. The college continued to expand its articulations, exceeding 60 with the latest including partnerships with Seafarers Harry Lundeberg School of Seamanship; AVIAN, LLC; Naval Surface Warfare Center Indian Head Explosive Ordnance Disposal Technology Division; and Naval Air Systems Command/University of Maryland University College. The college prepared to launch its summer scholars program for high juniors and seniors and expand Access CSM.

CSM celebrated its first class of General Education Development students in St. Mary's and began offering basic education instruction for adults living in St. Mary's and Calvert counties. The college celebrated high-performing students through its Talons robotics team, the Cyberhawks, which reached the semifinals in the world competition and secured first place in an inaugural statewide contest, and its men's basketball team, which achieved its first national tournament appearance at the National Junior College Athletic Association championship.

The Charles County Mediation Center experience a significant increase in of mediation and conflict resolution services, and outreach to individuals through trained, volunteer mediators. The Nonprofit Institute expanded its support by offering Volunteer Southern Maryland, a free and comprehensive online database for connecting volunteers with local nonprofit agencies.

The CSM Foundation publicly launched its "Make An Impact" campaign last November with a goal of \$10 million, which was met in July 2017, and has declared a new stretch goal of \$12 million focusing on raising funds that will help transform the college and its community through scholarships; enhanced facilities, programming, and technology; and strategic partnerships. As part of this campaign, CSM received a \$1 million gift for scholarships and in recognition of Marianne Harms' gift named the Prince Frederick flagship building as the "John E. Harms Academic Center."

Visit www.csmd.edu for more information about CSM.



Public Library

The Charles County Public Library consists of four library branches located in La Plata, Indian Head, and two locations in Waldorf. The library has an outreach van that visits day care centers, Head Start classes, senior centers, and homebound residents. There is also a new mobile library that brings library services and programs to those residents who do not live near a physical branch or have other transportation barriers. The library offers programs and services for all ages. Workforce development, STEAM (Science, Technology, Engineering, Art, and Math) programs; and early literacy support continue to be library priorities.

Continuing efforts to help community members seeking employment and advancement, the library offers access to Lynda.com, a leading online learning platform that covers business, technology, and creative skills. In addition to Lynda.com, the library offers community education databases, such as Learning Express library, and career help through Brainfuse. The Mobile Job Search bus visits three library branches monthly.

The library is striving to support the small business community with useful resources, such as the Encyclopedia of Small Business and Regional Business News. Businesses also have the opportunity to use library space for meetings, such as the Department of Economic Development's

Quarterly Roundtable meetings. The library held the second Seasonal Retail Hiring Fair to help support local businesses with hiring needs.

The Charles County Public Library is a vital educational institution providing high-quality community education opportunities for all ages. Through our highly-rated story times, we are providing early literacy activities to bolster children's school readiness. The STEM (Science, Technology, Engineering, and Math) program continues to be well-attended, with children learning about everything from chemical reactions to computer programming. The range of programs offered supports educational and inspirational goals for the community.

In fiscal 2017, the library continued to work through its strategic plan, creating programs and services with community interest. Community Conversations forums enjoyed success and drew consistently large crowds. Topics included the ALICE (Asset Limited, Income Constrained, Employed) Report by the United Way, mental health issues, and the medical cannabis industry. The library also conducted a Facilities Master Plan project to map out the library's facilities needs for the next 20 years. The report is available at www.ccplonline.org/about/facilities-master-plan.

Economic Development

Enhance the Product

In fall 2016, Greenberg Gibbons announced it acquired Waldorf Station, a proposed 145-acre, mixed-use project in Waldorf at the intersection of U.S. Route 301 and Maryland Route 5. Waldorf Station is planned to include approximately 260,000 square feet of retail and commercial use, 700 apartments, and 100 townhomes. Greenberg Gibbons plans to develop the site into an open-air, mixed-use development, and will lease and manage the property bringing high end shops and restaurants to the region. Several deteriorated and underused buildings have already been demolished. This transformational project will serve as an attractive gateway to Waldorf and Charles County. It will create a sense of place and a workable “downtown.” The Economic Development Department is working with the developer and the Department of Planning and Growth Management to help facilitate in bringing the project to fruition.

The Economic Development Department is working with the Town of Indian Head, as well as institutional and private sector stakeholders, in an effort to redevelop underused and vacant properties along the Maryland Route 210 Corridor. In September 2016, the Urban Land Institute conducted a Technical Assistance Panel organized through a joint effort of the town and the Economic Development Department. The final report titled, “Economic Development Opportunities in Indian Head,” includes a market analysis, framework plans and concepts, and implementation recommendations.

Included in the long-term strategic initiatives is a recommendation to implement an investment plan for developing a Velocity Center. The Velocity Center concept is an outgrowth of an initiative proposed by the Naval Surface Warfare Center Indian Head Explosive Ordnance Disposal Technology Division (NSWC IHEODTD). The Velocity Center’s chief function is to provide an off-base collaboration space for NSWC IHEODTD and envisions a facility that would house other tenants including other high-tech tenants. The College of Southern Maryland Entrepreneur and Innovation Institute has taken the lead implementing the concept, while the Economic Development Department has prepared a mixed-use development concept to house the facility in the future, and is currently preparing a development strategy.



Greenberg Gibbons plans to develop a mixed-use center, similar to the Waugh Chapel Center they developed in Crofton, Maryland.



Execute Effectively

The Economic Development Department created an Economic Development Advisory Board (EDAB), which held its first official meeting in fiscal 2017. The EDAB continues to meet quarterly. Members are volunteers and represent local, target industry businesses and partner institutions such as the College of Southern Maryland and Charles County Public Schools. The role of the EDAB is to advise the Economic Development Department's director and staff on issues related to local economic development and to serve as a voice for the business community.

Action on economic development incentives in fiscal 2017 included beginning a tax stabilization program and creating a Property Assessed Clean Energy (PACE) option for commercial property owners. The tax stabilization program allows the county to offer phased-in property taxes for new investment and job creation. The 2017 Maryland General Assembly approved related legislation submitted by Charles County. The PACE program provides a new financing option for clean energy features in new or existing commercial structures.

Entrepreneurship is one of the Economic Development Department's top priorities, and the department is working to support the local and regional "entrepreneurial ecosystem." The department introduced a new event, **the IGNITE Entrepreneur Resource Fair**, which was held at the College of Southern Maryland in La Plata in partnership with CSM's new Entrepreneur and Innovation Institute. IGNITE connected entrepreneurs with each other, as well as with agencies that provide training and services to businesses. The department also supported and participated in two entrepreneur pitch competitions.

Lucretia Freeman-Buster joined the department team in fiscal 2017 as the chief of business development. Freeman-Buster brings years of business development and finance experience to the county's economic development program. Freeman-Buster will oversee the department's attraction and retention programs, working to recruit new companies to the county and help local business prosper and grow. Additionally, in fiscal 2017 the department created a new agriculture business development manager position to focus on supporting the agriculture industry, as well as provide support to overall business development activities.

EXECUTE EFFECTIVELY

✓ Service Delivery

✓ Target Industries

✓ Collaboration

Charles



Economic Development

Tell the Story

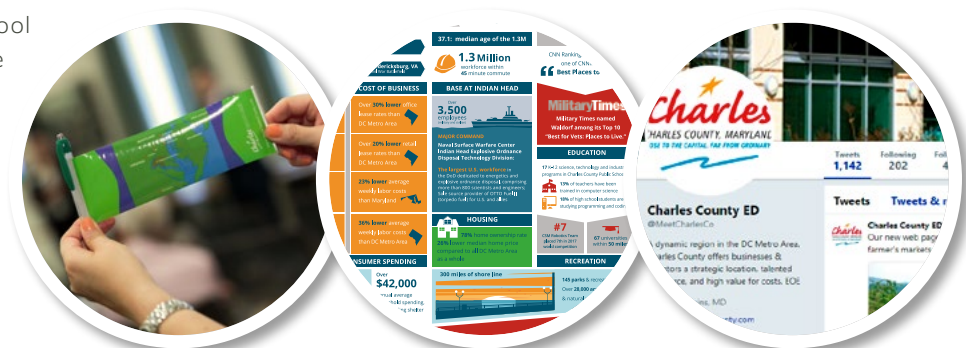
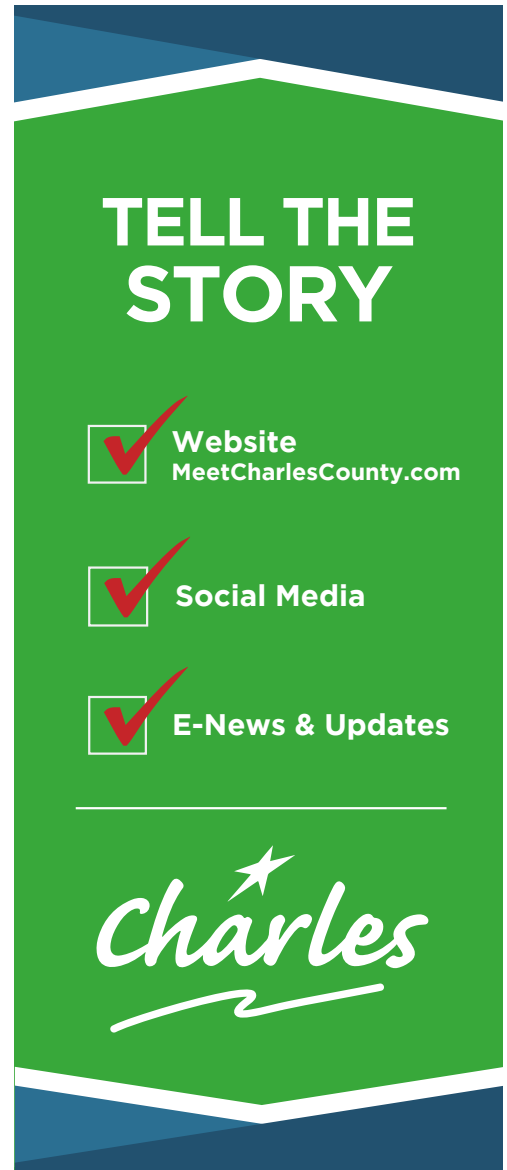
The Charles County Economic Development Department marketing team — with significant support from the county’s Media Services Division — was honored in May 2017 with the Maryland Economic Development Association 2017 marketing award for small communities. The focus of the award was the Charles County **Map Pen**, a pen featuring a pull-out, regional map highlighting the county’s strategic location. A humorous video promoting the pen, produced by the Charles County Government Television team, was a hit on social media and with anyone who has ever had to explain where Charles County is located in relation to Washington, D.C.

The department implemented a lead generation program working with Development Counsellors International (DCI), one of the top economic development marketing firms in the country. DCI researched and identified 300 companies with potential for expansion into Maryland and/or the East Coast and made initial contact. This resulted in five new leads for the department. This type of lead generation activity is now a regular part of the department’s recruitment effort.

A new marketing toolkit was completed, with a variety of brochures, one-sheets, and customizable handouts, to promote the county as a business location. Brochures promote the Economic Development Department’s programs such as the Business Development Loan, the Target Industry Loan, and the Small Local Business Enterprise program. General brochures promote the county’s assets as a business location emphasizing the advantage of a Washington, D.C. metro location with lower costs. A stylish “**infographic**” tells the Charles County story in numbers. Marketing one-sheets developed for specific target industries can easily be adapted to provide the most up-to-date and relevant industry and sub-sector focus.

The Economic Development Department continually updates the website, www.MeetCharlesCounty.com, to ensure content is current, and regular blogs are posted to the site highlight local businesses and department programs. Ongoing social media outreach includes daily activity on Facebook, LinkedIn, and **Twitter** to connect and communicate with stakeholders. At the end of the fiscal year, the department’s marketing team prepared to launch a new online and cable advertising campaign.

The department’s site selection tool Zoom Prospector received more than 6,000 visits. The web application is continuously updated with the most recent interactive data and has more than 200 commercial properties.



Projects/Tangible Results

The goal of the county's economic development program is to facilitate commercial investment and job creation. In fiscal 2017, the Economic Development Department supported and continues to work with companies moving to and growing in Charles County.

In January 2017, the Norwegian firm **NAMMO** announced plans to locate in Charles County, entering into a partnership with the Naval Surface Warfare Center Indian Head Explosive Ordnance Disposal Technical Division. The firm will invest approximately \$30 million to support its on base manufacturing; create more than 130 new, high-paying jobs; and have a small office in the Town of Indian Head.

After several years of construction, **Competitive Power Ventures St. Charles Energy Center** began operations on Feb. 14, 2017. St. Charles Energy Center is one of the largest taxpayers in the county with a long-term payment in lieu of taxes agreement, which when combined with grey water sales and other fees, exceeds \$120 million in revenue to the county over a 20-year period. The project created more than 700 construction jobs at peak and 24 high-paying permanent jobs.

White Plains Corporate Center office park added a new, Class-A office building. Meinhardt Properties began construction in June 2016 on a \$10 million building designed for medical users—one of the county's target industries. The building will house roughly 200 workers.

Also in White Plains, the new **Maryland U.S. Army Reserve Center** broke ground in summer 2017. Construction costs will exceed \$20 million, and the facility will create 60-70 new, full-time jobs. Additional economic impact will come from reservists training at the facility—up to 200 during 37 weekends a year.

Recovery Centers of America is undertaking a \$16 million expansion and renovation at a former treatment facility in White Plains. Once open, the business will create more than 80 high-paying jobs.

The Economic Development Department supported the location of five new **medical cannabis businesses** in Charles County. This newly approved statewide industry is expected to generate significant economic impact. Charles County operations are estimated to create 35-50 full-time, high-paying jobs and create an economic impact of \$40 million by 2025.

Strategic Plan Implementation

The Economic Development Department began fiscal 2017 with a new, five-year strategic plan presented to and adopted by the Board of Commissioners. The plan includes an assessment of Charles County's competitive position related to attracting and growing businesses; a list of recommended target industries on which to focus attraction and retention efforts; and 18 specific, recommended steps the county must take to increase investment, job creation, and opportunity for economic growth, and improve competitiveness in the regional economy. The plan and the 18 recommendations are the framework within which the Economic Development Department focused its work and priorities throughout the year.

Specifically, the five-year strategic plan, "A Proactive Approach to Shaping the Economic Future of Charles County, Maryland," recommends five general target industries: federal contracting and high-value professional services; health services; retail development; entrepreneurship; and technology-related activities

such as research and development, manufacturing, and engineering. The 18 actionable recommendations are divided into three categories: Enhance the Product, which includes policy changes and investments that should be made to strengthen the county's product; Execute Effectively, which includes recommendations for improved economic development service delivery; and Tell the Story, which includes tactics to better market the county and region. The entire plan can be accessed at www.MeetCharlesCounty.com.

Throughout the year, the department reported progress on the strategic plan and general economic development activities. Quarterly Business Roundtables included brief presentations and question and answer periods. The annual Fall Meeting is a longer, more detailed examination of business and economic development trends in the county. Monthly e-newsletters provide news, data, commercial market, business openings, and events. The department posts daily in various social media outlets including Facebook, LinkedIn, and Twitter.



Safe and Affordable Housing

Federally Funded Housing Programs

The Housing Authority administers a Housing Choice Voucher Program. The program, funded through the U.S. Department of Housing and Urban Development, gave more than \$9 million in monthly rental assistance to approximately 800 low-income households, and more than 75 new participants received assistance in fiscal 2017.

Four new participants were approved for the Housing Choice Voucher Homeownership Program in fiscal 2017. Through this program, monthly assistance payments are made towards the homeowner's mortgage. Participants eligible for the homeownership program must have sufficient income that will allow them to obtain mortgage financing through an independent lender.

Four military veterans and their families received assistance through the Veterans Affairs Supportive Housing Program.

The Housing Choice Voucher Program housing software added additional modules, which further increased the capabilities of the software improving productivity, efficiency, and management oversight.

State Funded Housing Programs

The Housing Authority administers programs funded through the Maryland Department of Housing and Community Development to provide assistance to homeowners, home buyers, and local homeless shelters.

The state Special Loans Program provides low-interest and no-interest loans to eligible homeowners for housing rehabilitation projects and total home replacements, where necessary. In certain cases, loans may be completely deferred until the property is sold or transferred. Housing rehabilitation such as new plumbing, windows, or doors can be financed through the program. In limited cases, grants are available for indoor plumbing installation in substandard units. More than \$508,000 in rehabilitation loans were settled during the fiscal year.

The Emergency Solutions Grant program awarded approximately \$116,000 to three vendors to manage two emergency and transitional housing facilities and one homelessness prevention program.

The Housing Authority used an \$800,000 Community Development Block Grant to acquire a senior/community center in Waldorf.

Rental Allowance Program funds totaling \$40,000 were used to provide up to 12 months of rental assistance to five families who were homeless or in danger of becoming homeless.

County Funded Housing Programs

In fiscal 2017, staff continued outreach efforts to inform residents about the Rural Housing Initiative, a program that provides financial assistance for home repairs and helps residents with indoor plumbing issues. More than 1,000 residents received fliers, mailings, and phone calls with program information.

The county's Settlement Expense Loan Program (SELP) provides up to \$6,000 in settlement expense assistance to first-time home buyers. There were 17 SELP loans totaling \$102,000 processed, leveraging more than \$3.3 million in home loans.

The Robert J. Fuller House, a 20-bed, emergency and transitional living facility for men owned by the county, assisted 117 men during fiscal 2017. An onsite vendor is contracted to manage the Fuller House and provide individualized case management and permanent housing placement assistance.

Another county-owned property, Martha's Place, serves as a three-bedroom transitional house for women and children experiencing homelessness. A contracted vendor provides supportive living services at Martha's Place.



Government Efficiency and Accountability

Office of the County Attorney

Legal Counsel to County Officials and Departments

The Office of the County Attorney's primary mission is to provide legal counsel to county officials, departments, boards, and commissions. Projects and subject areas vary. Each month hundreds of documents are logged for review and further processing.

An example of the major cases addressed involved the resolution of two longstanding litigation cases. One involved school capacity for a planned unit development. The second involved one of the largest commercial tax payers in the county. Both cases resolved on terms favorable to the county, and saved resources in terms of continued litigation expenses.

Also, the office represents the county before the courts or administrative boards in matters involving zoning, sign regulation compliance, contract matters, and collections. On a monthly basis, the office provides staffing and counsel to several board and commission meetings. The office is also centrally involved in issuing licenses such as gaming and alcoholic beverages licenses.

Attorneys participate regularly in continuing education opportunities to stay abreast of legal development and trends. The attorneys and/or paralegal participated in the following trainings during fiscal 2017: 22 trainings offered by the International Municipal Lawyers Association; conferences sponsored by the Maryland Association of Counties, which present topics relevant to local governments; leadership training sponsored by the County Administrator's Office; and the Land Use Institute sponsored by the Maryland State Bar Association. Administrative staff attended 14 courses sponsored by the county's Leadership Academy.



Legislative Assistance

The Office of the County Attorney works with the Board of County Commissioners, County Administrator, county departments, and residents in drafting, researching, and reviewing legislation considered by the County Commissioners, boards, and commissions. During this reporting period, this legislative assistance covered topic areas including, but not limited to: mobile food trucks; development rights and responsibilities agreements; ethics code update; Sheriff Retirement Plan update; streets, roads and sidewalks; lot frontage and access road standards; retail stores greater than 100,000 square feet; conceptual subdivision plan and review; new Watershed Conservation District; and a scholarship program.

During the Maryland General Assembly session (January through April), the Office of the County Attorney provided regulate updates to the Board of County Commissioners on the status of legislation that was part of the County Commissioners' legislative package or other legislation as requested by the County Commissioners. This office is also instrumental in providing information to the public relating to resident legislative proposals.

The Office of the County Attorney works as a liaison for county departments and agencies regarding legislation pending before the General Assembly. Additionally, the office works closely with the county's legislative lobbyist in monitoring state legislation.

Government Efficiency and Accountability

Department of Human Resources

Recruitment and Retention

The Department of Human Resources Recruitment Division had a productive year completing several major projects. The division finalized the volunteer/intern Standard Operating Procedure and the bi-annual Equal Employment Opportunity (EEO) Plan.

The EEO Plan compares Charles County Government's hiring practices with the available county workforce and outlines activities for increasing minority group representation. The recruitment and retention administrator attended a two-day Diversity and Equity Conference, and began participating in a pilot program called the Maryland Equity and Inclusion Leadership Program (MEILP). The MEILP is a nine-month program with competitive entry focusing on educating Human Resources professionals on equity and inclusion issues. The division developed recruitment analytics to measure and track minority representation at each step of the recruitment process. Also, the division developed a standardized scoring sheet for qualifying applications; updated reference check sheets; created a personal reference sheet; participated in the Diversity Scorecard Index; and received the Capstone (highest level) award for diversity practices.

The Retention Division engaged in a number of significant activities in fiscal 2017, including facilitating Department of Human Resources Employee Committee Meetings to address employee concerns and develop ways to improve the workplace, and organizing the All-Employee Meetings with the County Administrator. Also, the division facilitated communication between employees and administration, updated and expanded interview questions to help hiring managers determine candidates' fit within the High Performing Organization model, and coordinated the semi-annual County Employee Day at the Blue Crabs stadium. The Retention Division staff team administered the bi-annual Employee Satisfaction Survey, including outreach to significantly improve employee participation, and posted regular updates on the Inside County Government Intranet about commemorative days to increase diversity awareness.



Wellness and Training

The Department of Human Resources is the proud recipient of the Bronze Wellness at Work award presented by Healthiest Maryland Businesses. This award recognizes successful wellness initiatives over the previous year. Charles County Government was one of only four counties in the state of Maryland to receive a Wellness at Work award. The wellness program continued to expand options available and promote healthy options and alternatives for employees. New rapid water bottle filling stations, Wednesday Wellness tips, yoga classes, and walking challenges are just a few of the many initiatives in the expanded wellness program. The Wellness Committee, comprising employees from each building, meets once a month to discuss wellness program offerings and potential expansion.

The training division expanded class offerings to employees. More than 90 classes were offered to employees, including new classes on presentation skills, managing emotions in the workplace, and thinking faster. Class attendance increased from the previous year, and there has been renewed excitement with employees completing the Charles County Government Leadership Academy, a training program focused on improving leadership and management skills for current and future managers.

Benefits

The Department of Human Resources implemented the new Post Employment Health Program (PEHP) for all new employees who enroll in the county's health insurance after Jan. 1, 2017. New employees are provided an overview of the program and an enrollment form during their new hire orientation. The PEHP will replace the traditional retiree health insurance offered to those previously hired. It is estimated the PEHP initiative will save \$32 million in direct county expenses and reduce the county's unfunded liability by \$71 million over the next 20 years.

The department also spent considerable time updating, inputting, and verifying data to ensure the Affordable Care Act 1095-C forms were mailed to employees in a timely manner. Once completed, it also worked to ensure the Internal Revenue Service received the proper forms and data. All forms were submitted within the required time frame.

Fiscal and Administrative Services

Financial Stewardship

The Treasury Division collects and invests county funds, excluding pension plans. The division manages and collects county property taxes, and taxes for the incorporated towns of Indian Head and La Plata and for the state of Maryland. The division also provides tax information of interest to residents, including the senior tax credit. The division controls and collects the county transfer and recordation tax. The Treasury Division also collects payments for county-sponsored services such as utility bills, tag-a-bags, liquor licenses, permits, dog tags, motor vehicle registrations, red light, and speed camera fines. The division is headquartered at the Charles County Government building in La Plata, and has a satellite location in Waldorf adjacent to the Sheriff's Office District III station.

Budget and Accounting

The Budget Division develops the annual budget and five-year capital improvement program. The Budget Division also monitors revenues and expenditures throughout the year. The Government Finance Officers Association of the United States and Canada awarded the Budget Division the Certificate of Distinguished Budget Presentation award for the fiscal 2017 budget book. This was the 21st consecutive year the division received the award, which is the highest form of recognition in the area of governmental budgetary reporting. To receive the Certification of Distinguished Budget Presentation, a governmental unit must publish a budget document that meets program criteria as a policy document, operation guide, financial plan, and communication device. The budget book contains approximately 500 pages, and is available in local public libraries and on the county's website, www.CharlesCountyMD.gov/budgetprocess. The budget book provides descriptions of county programs and dedicated funds, in addition to facts, figures, and historical information.



The Accounting Division is responsible for processing payroll, accounts payable, accounts receivable, risk management, and general accounting functions of the county, including administering the water and sewer billing function. The Accounting Division received the Certificate of Achievement in Financial Reporting for the fiscal year 2016 Consolidated Annual Financial Report. This was the 15th consecutive year the division received the award.

Purchasing

The Purchasing Division is responsible for managing the formal procurement of supplies, equipment, services, and construction; overseeing county departments' non-formal procurement (over which the County Commissioners have expenditure control); and disposing of surplus property.

Information Technology Division

The Information Technology Division acquires, designs, develops, maintains, and enhances technology infrastructure, applications, and telecommunications to support Charles County Government operations and services. The division is divided into three areas: Applications, Network Services, and Project Management.

In 2017, the Center for Digital Government and the National Association of Counties selected the Information Technology Division as the nation's third most digitally advanced county. This is the 15th consecutive year for the division's recognition as a leading example of counties using technology to improve services and boost efficiencies.



County Administrator's Monthly Report

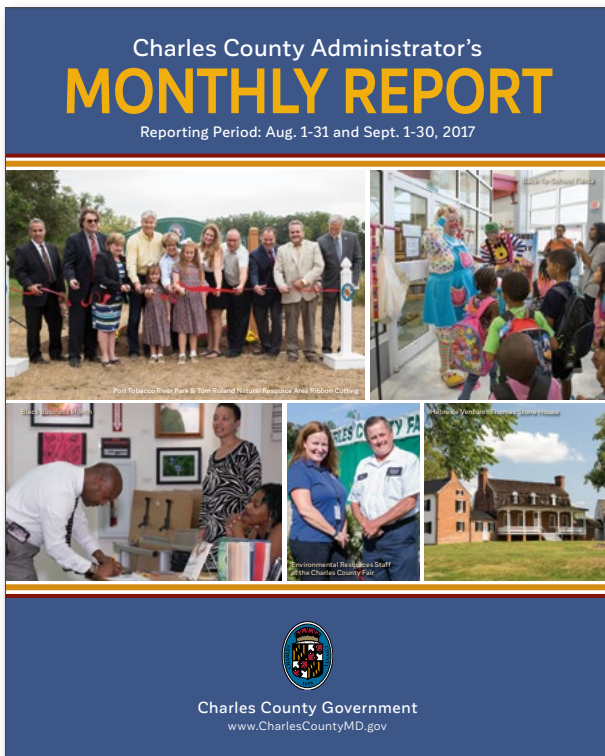
The Charles County Administrator's Monthly Report details County Government activities and includes a monthly companion video highlighting the main topic of the report.

The County Administrator created the Monthly Report to increase transparency and provide relevant information to the public and the County Commissioners, including:

- An opening letter from the County Administrator that focuses on an overarching topic.
- Department summaries of the month's activities and achievements.
- A dashboard of measureable service information with national comparison data.
- Performance measures reflecting monthly data for department objectives.
- A review of the most visible county capital improvement projects.
- Department analyses including Citizen Liaison office data, fiscal reports, and other pertinent charts and graphs.

The Monthly Report is implemented by our County Administrator Michael D. Mallinoff, Esq., ICMA-CM, but there is an entire organization behind him working on a monthly basis to provide the information and publish a sophisticated, information rich document. Truly, this is a team effort and an example of how we, as a County Government, can come together to demonstrate to the public our dedication and commitment of service to our residents. It documents our efforts to improve our service delivery, how we are contributing to quality of life issues and enhancing our economic base, and we believe is a "best practice" for any local government.

The Charles County Administrator's Monthly Report is of superb quality and is innovative and comprehensive. The Monthly Report gives residents, Commissioners, and anyone visiting our website a complete review of our activity for the month. It strives to keep us all accountable to the residents, and demonstrates our commitment to enriching the quality of life, in all aspects, for Charles County residents.











Visit www.CharlesCountyMD.gov to see the Monthly Report and the companion video. Both are truly comprehensive, polished, and useful tools.

Select "Monthly Report" located under the Government heading.

Performance Dashboard

Figures reflect averages for July 1, 2016-June 30, 2017.

		Fiscal Year	Target
	Environmental	Tons to Recycling Rate 18,940 (actual)	51% 35% State Mandate Rate
	Economic Development	Staff Time Dedicated to Business Engagement	8% 20%
		Businesses Contacted/Interacted	115 100
	Fiscal Services	Fund Balance Ratio	14.6% 8%–15%
		Bond Rating	Triple A Triple A “AAA” from 3 rating agencies
		Vehicle Claims (Incl: Sheriff’s Office; not third-party or VanGO)	4.4 0
	Organizational Excellence	Trainings Attended by Employees	12.03% 25%
		Employment Turnover Rate	6% < 10%
	Planning and Growth Management	Commercial Building Permits Approved within 21 days	99.2% 90% Mandated KPI
		Resident Building Permits Approved within 14 days	99.8% 90% Mandated KPI
	Public Safety	Cardiac Arrest Patients Arriving at Hospital with a Pulse	12.32% 9.5% National Average
		EMS Dispatch to Arrival Response Time in 9 Minutes or Less	69.09% 90% American Heart Association Standard: Arrive in 9 min/<
	Public Transit	On Time Performance	96.51% 95% In a 10 minute window
		Farebox Recovery Ratio	7.22% 10–20% MTA Standard for small, urban systems
		Passengers Per Revenue: Fixed Route/Hr Demand Response	13.60 / 1.89 12–16/1.5–3.0
	Roads	Paved Land Miles Assessed as Satisfactory	98% 85%

Citizen Response Office

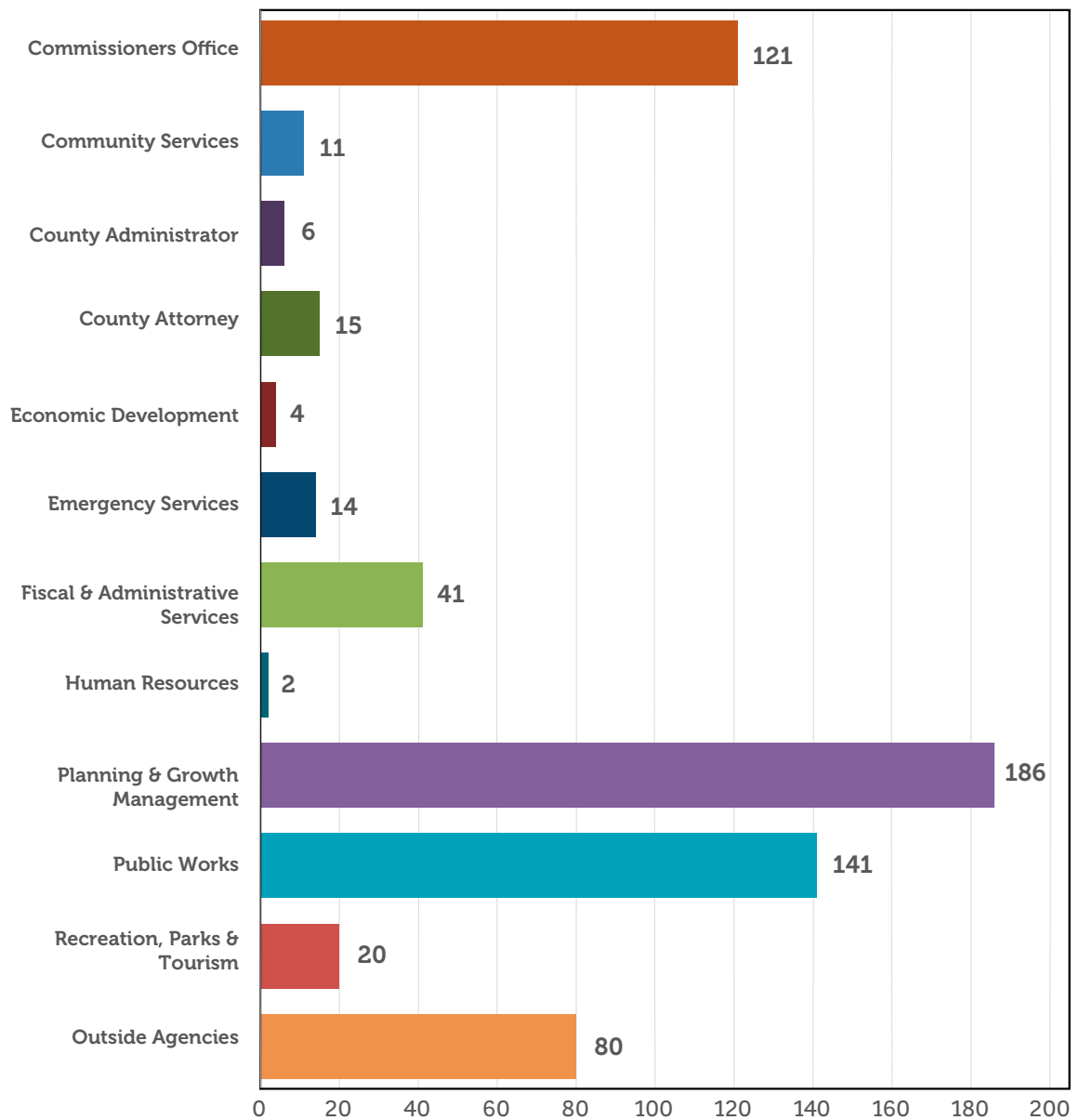
Under the direction of the County Administrator, the Citizen Response Office receives emails, telephone calls, social media, letters, and in-person visits from residents to assist with concerns and answer questions. Also, the County Commissioners and staff attending events such as the Charles County Fair, refer resident inquiries to the Citizen Response Office.

During fiscal 2017, the office received 641 cases for action. Cases are assigned to county departments and outside agencies such as the Charles County Board of Education, Department of Social Services, Department of Health, and the Sheriff's Office.

The Citizen Response Office gathers information through research with county departmental staff and/or other governmental agencies to provide a resolution or information.

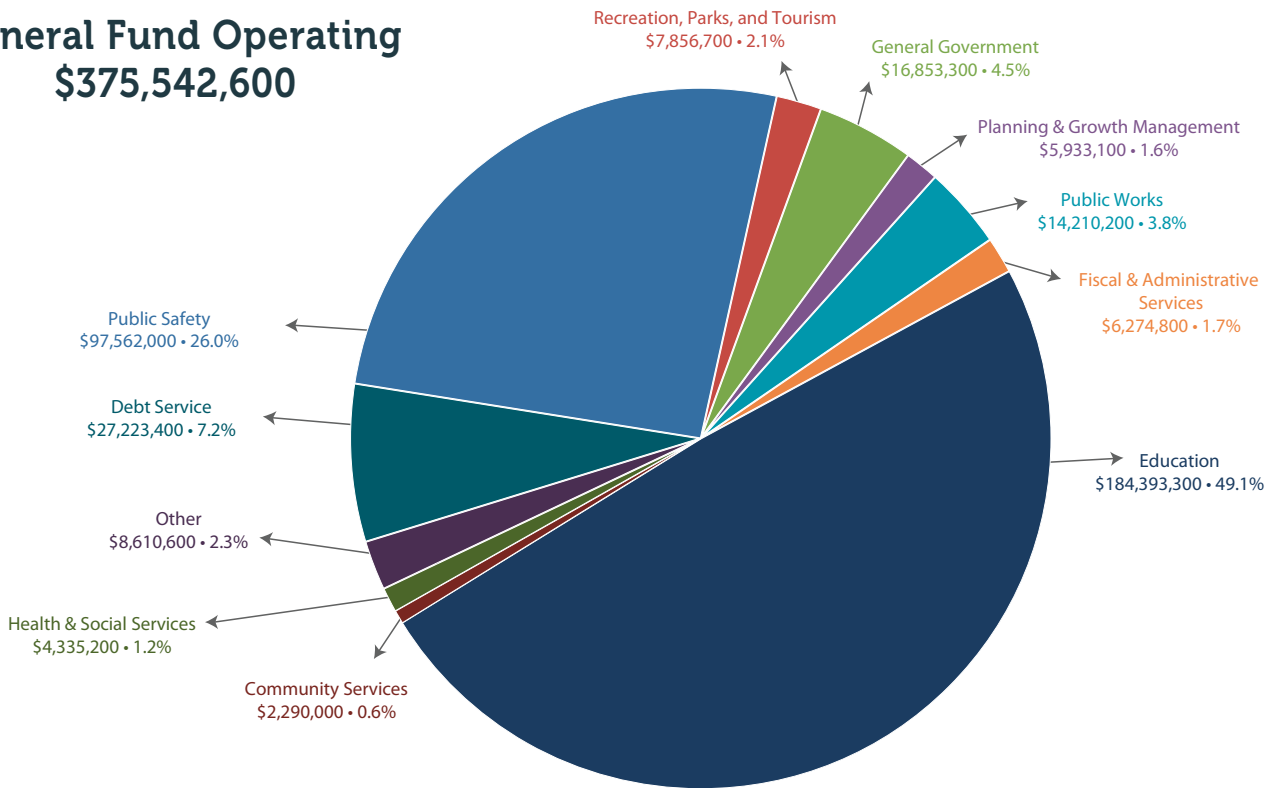
Streamlining communications in an effective and timely manner with accurate information is the Citizen Response Office's mission. Included in the responsibilities are liaison duties with congressional and state offices, when appropriate, to meet residents' needs.

Distribution of Incoming Cases for FY2017: 641

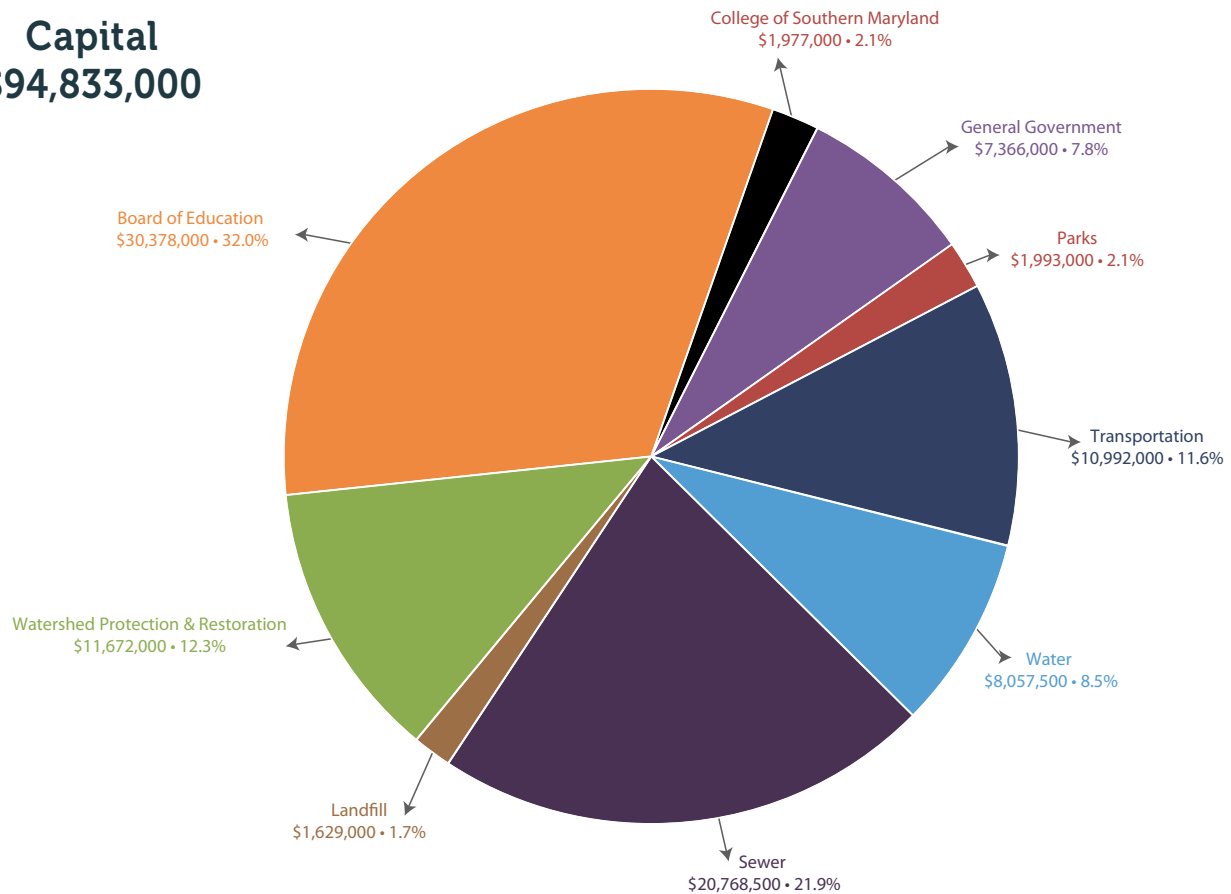


Fiscal Year 2017 Operating and Capital Budgets

General Fund Operating \$375,542,600



Capital \$94,833,000



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