

***Taking
Charge...***



***Making
Change***

**The Transition of
County Executive-Elect
Ike Leggett**

**Montgomery County,
Maryland**

**November 8th to
December 4th, 2006**



www.montgomerycountymd.gov

Transition Team of County Executive-Elect Ike Leggett

Lawrence N. Rosenblum, Chairman
Sid Kramer and Neal Potter, Honorary Co-Chairs
Jennifer Hughes, Vice-Chair

Bruce Adams
Tufail Ahmad
Aggie Alvez
Anne Ambler
Bob Astrove
Harold Bartlett
Vivian Bass
Raja Bhandari
Jerry Black
Frankie Blackburn
Alan Bowser
Robby Brewer
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Cindy Buddington
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Tony Hausner
Susan Heltemes
Austin Heyman
Carol Hines
Melanie Hoffman
Bill Hudnut
John Hurson
Arva Jackson
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Omar Karim
Steve Kaufman
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Susan Lee
Young Lee
Gil Lessenco
Michael Lin
Clark Logan
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Caren Madsen
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Harold McDougall
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Mita Schaffer
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Mike Subin
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Gustavo Torres
Leslie Traub
Jinhee Wilde
Craig Wilson
Norma Wilson
Mark Winston
Mier Wolf
Verl Zanders



ROCKVILLE, MARYLAND

Isiah Leggett
County Executive-Elect

Lawrence N. Rosenblum
Chair

December 2006

To County Executive Ike Leggett:

On behalf of the other members of your transition team, I am pleased to present you with our report. We were honored to serve you as you prepared to take charge of the Montgomery County government on December 4, 2006, and we look forward to working with you in the years ahead as you deliver on your campaign promise to make our great County even better.

We labored hard over three weeks during the transition period to craft these recommendations. We present this report not as a platform we expect you to carry out in full, but rather a menu of creative policy ideas and strategies from which to choose. These are not our final thoughts. They are our initial suggestions as you decide the priorities for the path ahead. Each one of us stands ready to serve you in additional roles whenever you call on us.

I know you join me in thanking former County Executives Sid Kramer and Neal Potter for serving as Honorary Chairs of the transition team. Our thanks go to Royce Hanson, Bill Hudnut, Arva Jackson, and Mahlon Straszheim, the presenters at our initial meeting on November 14. Thanks also to former Chief Administrative Officer Bruce Romer and County staff members Joe Beach, Natalie Cantor, Paul Folkers, Ginny Gong, Fariba Kassiri, Scott Reilly, Deborah Snead, and Judith Vaughan-Prather for their strong support of the work of the transition team. Frankie Blackburn, Raj Chawla, Scott Fosler, Harold McDougall, Gail Nachman, Eliot Pfanstiehl, and Leslie Traub did the hard work of facilitating the policy group meetings and building consensus for the views expressed here. Patrick Lacefield and Thomas Whorton of the County Office of Public Information have our appreciation for the production of this report. Lastly, my colleagues Bruce Adams, Sol Graham, Jennifer Hughes, Chuck Short, and Tom Street and our superb transition staff members Cindy Sullivan and Carol Edwards deserve special thanks for their tireless work throughout the transition.

On a personal note, I want to thank you for the opportunity to serve as Chairman of this extraordinary group of Montgomery County residents. It was an honor for me to serve you and to work with this distinguished group. Working together, I know that the future of our Montgomery County is bright indeed.

With appreciation,

Lawrence N. Rosenblum
Chairman

Transition Office

www.montgomerycountymd.gov

The Leggett Transition Process: Imagining Montgomery One Million

Soon after the November 7, 2006 election results were clear, County Executive-Elect Ike Leggett announced the appointment of former County Executives Sid Kramer and Neal Potter to serve as Honorary Chairs of his transition team. Business leader Larry Rosenblum was named Chair of the transition effort, and Jennifer Hughes was named Vice-Chair.

Recognizing the extraordinary talents of the residents of Montgomery County, County Executive-Elect Leggett announced that he would ask the public for input to his transition planning in two main ways in the month before the December 4, 2006 inauguration.

First, the County Executive-Elect invited 135 County residents to serve on his transition team. Second, the County Executive-Elect invited residents to share their hopes and dreams for the future of Montgomery County at a series of three Town Hall Meetings in the last week prior to the inaugural.

The large and diverse transition team of business and community leaders was asked to help develop the creative strategies needed to deal with the challenges facing the County as it nears the one million population milestone.

Transition team Chair Larry Rosenblum welcomed the members at the group's first meeting on Tuesday November 14 at the Bolger Center in Potomac, Maryland. County Executive-Elect Leggett then greeted the team. As he had said frequently during the political campaign, Leggett told the transition team that he believes Montgomery County is a great County but that it can be even better. He outlined his priorities for the next four years and asked the transition team members to focus their energies on developing creative strategies and ideas in each of seven priority policy objectives:

- ✓ Greater Responsiveness & Accountability
- ✓ Providing Safe Streets & Secure Neighborhoods
- ✓ Healthy & Sustainable Communities
- ✓ Keeping Montgomery Moving
- ✓ Preparing Children to Live & Learn
- ✓ Ensuring Vital Living for All of Our Residents
- ✓ Affordable Housing in an Inclusive Community.

A panel of presenters provided the transition team members with an overview of the demographic, economic, and social opportunities and challenges that face the County as it moves to one million people in 2010, the last year of the first term of the Leggett Administration. The distinguished panel of presenters included: Royce Hanson, Chairman of the Planning Board; Mahlon Straszheim, University of Maryland Economics Professor and author of Montgomery County's Annual Economic Development Report Card; Arva Jackson, retired Human Affairs Administrator; and Bill Hudnut, of the Urban Land Institute and former Mayor of Indianapolis and the Town of Chevy Chase.

Transition team members then spent an hour in a "Marketplace of Ideas" where seven individual stations were set up to allow the members to identify issues, opportunities, and obstacles on the County Executive-Elect's seven key policy objectives. The members generated hundreds of ideas. Before adjourning, each member cast five votes for their favorite ideas.

At the transition team's Monday November 20 meeting at the Doubletree Hotel in Rockville, Maryland, members attended the seven policy group meetings. The November 20 meeting was used to sort the ideas generated in the November 14 meeting and began to apply the policy criteria suggested by the County Executive-Elect. The criteria were designed to ensure that the ideas in the report of the transition team would be fiscally prudent, sustainable, ethical, equitable, politically feasible, and representative of the best practices in the region and nation.

The transition team's final meeting was on Tuesday November 28 at the Bolger Center. At this meeting, each policy group identified several major policy initiatives with specific recommendations under each initiative for the County Executive-Elect to consider. The results of this work are reproduced in this report. County Executive-Elect Leggett heard reports from each group and thanked the members for their work, creative energy, and collaborative spirit.

In addition to the hard work of the transition team, the County Executive-Elect hosted a series of three Town Hall Meetings the week prior to his swearing-in:

- ✓ Tuesday November 28 at Leland Community Center in Chevy Chase;
- ✓ Wednesday November 29 at Olney Elementary School in Olney; and
- ✓ Thursday November 30 at BlackRock Center for the Arts in Germantown.

The Town Hall Meetings gave hundreds of County residents at each meeting an opportunity to share their hopes, dreams, and concerns with the next County Executive. The input provided by residents at these meetings supplemented the work of the Leggett transition team.

The reports of the seven policy groups follow. They represent the best hopes and dreams of scores of our County's most experienced and committed business and community leaders representing the increasingly diverse population of the County. The work of the Leggett transition team presented the County Executive-Elect with a rich menu of policy ideas and strategies from which to choose as he determines his priority initiatives for the years ahead.

Criteria for Selecting Strategic Policy Recommendations:

1. **Fiscally Prudent.** Each strategic policy recommendation must be prudent from an economic and fiscal standpoint. Each strategic policy recommendation must be affordable within the context of the County budget and consistent with a positive economic climate.
2. **Sustainable.** Each strategic policy recommendation must be sustainable from both an environmental and fiscal perspective for decades to come. The goal of each strategic policy recommendation must be to serve the long-term interests of the residents and businesses of Montgomery County.
3. **Ethical.** Each strategic policy recommendation must be ethically sound and designed to advance the common good rather than narrow interests.
4. **Promotes Equity.** Each strategic policy recommendation must advance greater equity in our community. Montgomery County seeks to ensure that all of its people – from the very young to our most senior citizens – have an opportunity to live full and vital lives.
5. **Politically Feasible.** Each strategic policy recommendation must be politically sound and consistent with the political values of the County Executive-Elect. We seek strategic policy recommendations that reflect the mandate of the voters for change and are capable of being adopted and implemented.
6. **Best Practices.** Each strategic policy recommendation must be professionally sound and reflect the best practices in the region and the nation. Montgomery County seeks to set a national standard for accountability and responsiveness in governance and the delivery of services to its people and businesses.

Greater Responsiveness & Accountability in Meeting the Needs of a Very Diverse County

The Montgomery County government, recognized as among the most progressive and effective in the nation, can be even better. In an increasingly diverse County of nearly one million people, identifying and understanding the cultural diversity of its residents in order to build an open, inviting, responsive, and accountable government for all is an essential challenge. The Leggett Administration is committed to executive leadership that builds a responsive government through new patterns of collaboration, participation, partnership, and governance that focus on setting goals, identifying service gaps and areas of needed improvement, establishing priorities, tracking progress, and responding promptly to the needs of residents, community organizations, and businesses.

Facilitators:

Harold McDougall and Bruce Adams

Resource Staff:

Joe Beach

Policy Group Members:

Luís Burguillo, Jr.
Nguyen Minh Chau
Sandy Dang
Devin Doolan
Kamala Edwards
Bill Hanna
Susan Lee
Rajan Natarajan
Linda Plummer
Amy Presley

Gino Renne
Tim Reynolds
Sally Rudney
Mita Schaffer
Mohammad Siddique
Kun Sin
Don Spence
David Tolman
Jinhee Wilde

Strategic Policy Recommendations:

1. A County government that listens and understands.

It is vital that the County government be sensitive to the changing cultural paradigm of Montgomery County. The new County Executive must send a clear signal to the County workforce emphasizing the importance of developing and implementing communications and outreach tools that enable County employees to hear and welcome all their customers — the diverse residents, community organizations, and businesses of our County, especially those who have traditionally not been heard or understood.

A County government that listens must have a single one-stop shopping phone number (311) for complaints and requests, a user-friendly web page, and community outreach to hear from those who are not able to use these improved systems.



A County government that listens must have a diverse and culturally competent workforce from top to bottom, well-trained in the best practices of receiving customer input and acting on it quickly, courteously, and efficiently.

2. A County government that responds and tracks and evaluates performance.

The Chief Administrative Officer (CAO) must establish lines of accountability that ensure that the County Executive's policies and priorities are implemented.

A County government that responds must establish a tracking system to ensure prompt and appropriate follow-up to complaints and requests received from residents, community organizations, and businesses.

A County government that responds must establish baseline information on critical services, design systems to measure outcomes, and provide frequent feedback to those responsible for service delivery.

A County government that responds must provide the tools and training that County employees need to perform at their highest abilities.

3. A County government that plans for the future and budgets for priority outcomes.

The County Executive and Chief Administrative Officer (CAO) must set in place processes that ensure that budget and policy decisions are based on the core values of the community, the long-term interests of the County, and the outcomes deemed most important to its residents, community organizations, and businesses.

These budget and policy processes must seek constant improvement for high priority outcomes by asking essential questions:

- ✓ What are our highest hopes for our County? What is needed to give every resident and business an opportunity to succeed?
- ✓ What are the core responsibilities of government? How best can we measure, track, evaluate, and implement to ensure the constant improvement of government services? Is there a better, more cost effective way to get where we need to go?
- ✓ How can we best ensure that the County government workforce has the cultural competency to reach out and to hear all the diverse voices of our community?
- ✓ What are the best ways to build partnerships and collaborations among government employees, residents, community organizations, and businesses? What is the proper role of each partner?

Providing Safe Streets and Secure Neighborhoods



The first imperative of government is to ensure the safety and security of all its people. State-of-the-art prevention, deterrence, rehabilitation, and partnership among residents, businesses, and our public safety officials are key to providing the safe streets and secure neighborhoods our community demands. It is essential that Montgomery County continue to work cooperatively with neighboring jurisdictions to ensure that the County is the nation's leader in developing the capacity to respond to emergencies of all kinds. The Leggett Administration is committed to providing all County residents, visitors, and businesses with police, correctional, emergency preparedness, fire-rescue and emergency medical services that are the very best in the nation.

Facilitator:

Raj Chawla

Resource Staff:

Judith Vaughan-Prather

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Eileen Colbert
Nancy Greenspan
Susan Heltemes
Gary Miller

Luis Montero
Alexander Nwabue
Joy Nurmi
Leroy Oettinger
Howard Ross
Sharvhas Segal
Alan Siegel
John Sparks

Strategic Policy Recommendations:

1. Fire, Rescue, Emergency Medical Services, & Emergency Preparedness.

Fire, Rescue, Emergency Medical Services, and Emergency Preparedness are paramount to providing residents and visitors safe and secure streets and neighborhoods. To accomplish this, the following objectives must be met:

- ✓ Review and implement the *Fire, Rescue, Emergency Medical Services, and Community Risk Reduction Master Plan* to ensure:
 - appropriate station locations;
 - appropriate response times; and
 - planned improvements of apparatus staffing levels.

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- ✓ Provide for an independent audit of organizational system, structure, and efficiency of regional assets and plans, to assure adequate emergency management preparedness.
 - ✓ Increase fire, rescue, and emergency management public education and outreach, with special attention to those with limited English proficiency and persons with disabilities.
 - ✓ Assure that public safety infrastructure is in place prior to occupancy of new residential and commercial developments.

2. **Safety & Security of Pedestrians.**

Safety and security of pedestrians must be increased. To reduce pedestrian fatalities and injuries:

- ✓ Develop a public education campaign for pedestrians and drivers, with special attention to those with limited English proficiency and people with disabilities.
- ✓ Increase visibility at pedestrian crossings using both short-term, low-cost means (e.g., flags, vests, guards) and long-term investments (e.g., desire lines, improved lighting, barriers, ADA curbs, pedestrian bridges and tunnels, landscaping).
- ✓ Increase targeted enforcement.
- ✓ Conduct a study of pedestrian fatalities and injuries and make findings available to the public (e.g., internet, libraries, hard copies).

3. **Results-Driven Community Policing.**

Results-driven community policing must be implemented to address quality of life crimes, integrate regional and local crime trend data and enforcement, involve stakeholders in problem solving, and ensure full staffing of public safety agencies representative of our diverse community. Prevention and community outreach must be key components and must require the following:

- ✓ Implement a Citistat/Comstat data tracking and accountability system in Montgomery County.
- ✓ Increase “hot spot” enforcement.
- ✓ Appoint a gang “czar” in the County Executive’s Office.
- ✓ Achieve greater collaboration and efficiencies among law enforcement agencies within the County, with neighboring jurisdictions, and with state and federal jurisdictions.
- ✓ Conduct intense outreach to educate community about quality of life laws and regulations.

Healthy and Sustainable Communities



People come to Montgomery County because of its renowned quality of life. Our residents value our urban centers, our agricultural communities, and our suburban neighborhoods. A clean environment along with diverse opportunities for recreation and the arts are essential elements of our quality of life. As our community changes and grows to one million people, the Leggett Administration is committed to revitalizing older communities, attracting and retaining quality businesses, providing adequate public facilities, and developing healthy and sustainable new communities based on the principles of smart growth.

Facilitators:

Eliot Pfanstiehl and Larry Rosenblum

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Tufail Ahmad	Melanie Hoffmann
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Julie Davis	Sid Kramer
Sharon Dooley	Caren Madsen
Pradeep Ganguly	Hercules Pinkney
Kelly Groff	Dave Robbins
Sheldon Grosberg	Phillip Singerman
Irma Hafeez	Craig Wilson
Carol Hines	

Strategic Policy Recommendations:

1. Preserving and Sustaining the Environment for Our Community.

We are the stewards of our land and natural resources. Pollution undermines our health, economy, and budget. We must design and enforce policies that recognize the critical importance of our environmental assets to a healthy and sustainable community by creating incentives and disincentives that protect the land, air and water.

- ✓ Develop a County tree ordinance focused on individual trees.
- ✓ Plan urban/suburban areas that encourage walking, biking and transit use, including pedestrian/biking routes to schools.
- ✓ Design government buildings and schools for energy/water conservation, nontoxic materials, natural light and infiltration of stormwater.
- ✓ Develop an aggressive watershed protection strategy infiltrating stormwater on-site rather than holding it in ponds or discharging it directly into streams.
- ✓ Enforce best management practices on County farms.
- ✓ Design Countywide targeted environmental education.

-
- ✓ Expedite green infrastructure plan to identify and protect green corridors.
 - ✓ Evaluate all decisions in light of the urgent need to address global climate change.

2. **Planning and Growing Sustainable Communities.**

We need more flexible land use policies and economic development strategies that balance jobs and housing. We must recognize changing regional traffic patterns, likely growth corridors, agricultural reserve boundaries, and revitalized urban centers while taking into account our aging population, new immigrants and the increasing diversity of our County.

- ✓ Review, revise, and coordinate growth management tools (including the Annual Growth Policy and permitting/other regulatory controls) to assure they are clear, unambiguous and consistently applied.
- ✓ Provide sufficient experienced enforcement staff to County agencies.
- ✓ Develop new, more flexible zoning and other regulatory tools encouraging mixed-use communities, affordable housing, green buildings and superior design.
- ✓ Encourage broader use of development districts enabling public/private sectors to issue tax-exempt bonds to provide needed infrastructure.
- ✓ Provide shared community facilities, amenities and services meeting the needs of diverse populations and particular communities through specific development projects.
- ✓ Provide incentives for use/redevelopment of historic properties and existing facilities in older neighborhoods.
- ✓ Expand opportunities for meaningful participation by a diverse citizenry in land use planning and related processes.

3. **Making a Life While Making a Living.**

In partnership with the not-for-profit and private sector, we will encourage the development of strong minds and bodies through provision of recreation, arts, health, and social programs to weave the fabric that holds us together as a community. No longer a people of one language, one culture or one sport, we must bring our children and adults together to celebrate our cultural diversity.

- ✓ Continue full funding to implement Montgomery Cares, providing quality health care regardless of ability to pay for working poor, homeless and those families and individuals unable to afford care on their own.
- ✓ Provide social, psychological, and health services at community centers and Naturally Occurring Retirement Communities so seniors are encouraged to remain an active part of our community.
- ✓ Review structure of M-NCPPC Park Division and Department of Recreation to identify operational efficiencies and improve communications and maintenance services.
- ✓ Create public recreation programs for all ages/interests, conducted in multiple languages at walkable sites accessible to people of all incomes/interests.
- ✓ Incorporate cultural arts/recreational/meeting/event venues into tourism package to attract new business.
- ✓ Create multi-year funding assurances for sustainable not-for-profit business plans.
- ✓ Promote development of a true private sector philanthropic culture of giving in support of public/private partnerships in arts, health care, social services, recreation and quality of life enterprises.
- ✓ Encourage more cross-municipality collaboration on quality of life initiatives such as services for seniors in coordination with the County.
- ✓ Create a program for historic preservation and continued protection of the agricultural reserve.

Keeping Montgomery Moving



Traffic gridlock is the number one concern of many of our residents and businesses. It is a threat to the economic competitiveness of our businesses. It robs families of essential time together and pollutes the air we breathe. New roads and transit are important solutions, but they often require many years to implement. As we work on long-range strategies, the Leggett Administration is also committed to immediate action on a wide range of useful and practical actions that can reduce gridlock now. These solutions will require great creativity, regional collaboration, and the shared actions of residents, governments, and businesses.

Facilitators:

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Young Lee

Okey Mbonu
Dolores Milmoie
Neal Potter
Harry Sanders
Stuart Schooler
Jim Soltesz
Dewey Thomas
Mier Wolfe
Verl Zanders

Strategic Policy Recommendations:

Recognizing that a comprehensive transportation system is a critical element in the County's economic health and the quality of life of its residents, the new County Executive must utilize the best practices available to plan for future growth, maintain and enhance existing services and infrastructure, support needed capital construction, and seek innovative solutions to secure needed revenue.

1. Capital Construction Priorities.

- ✓ Construct the Purple Line.
- ✓ Build the Corridor Cities Transitway (CCT) following the Master Plan alignment along the I-270 corridor.

-
- ✓ Build bikeways, trails, and pedestrian access to support commuting and recreation.
 - ✓ Build rapid transit alternatives within major roadways, including I-495.
 - ✓ Connect Silver Spring to Rockville via rail shuttle.

2. **Maintain and Enhance Existing Infrastructure and Services.**

- ✓ Enhance coordination of traffic signals during peak hours.
- ✓ Strengthen enforcement of existing traffic and parking laws.
- ✓ Improve effectiveness and efficiency of bus system including better scheduling and routes, and enhanced subsidies for seniors, people with disabilities and youth.
- ✓ Create public bus routes on key roadways.
- ✓ Allocate additional resources to maintain existing transit and road infrastructure.
- ✓ Encourage telecommuting and support staggered work hours.

3. **Revenue Sources.**

- ✓ Lobby for fair share from State & Federal Transportation Funds and increase federal funding for transit; seek additional sources of revenue (e.g., gas tax and recapture tax).
- ✓ Increase debt financing (e.g., bonds).
- ✓ Create Public-Private partnerships for roads, housing, and transit.

4. **Plan for Future Growth.**

- ✓ Develop regional collaboration closure process for major transportation projects, (e.g., Purple Line, CCT).
- ✓ Long-term planning for east-west transit, along Route 29 and to Tysons Corner.
- ✓ Attract technology businesses to area and support incubator projects to support business development.
- ✓ Create incentives for smart growth (e.g., mixed use with retail, commercial offices, and affordable housing) around underdeveloped Metro stations, transit centers, and designated employment centers.



Preparing Children to Live and Learn

Our children are our greatest resource and our most important sacred trust. Promoting their safety, education, and development from the very early years through the challenges of adolescence requires an extraordinary effort by our entire community. In addition to maintaining Montgomery County's tradition of educational excellence, the Leggett Administration is committed to broadening the range of out-of-school opportunities and services that can help our children, especially those from our least affluent families, realize their full potential and prepare for a lifetime of learning.

Facilitators:

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Rachel Glass

Trudye Johnson
Tracye Polson
Doug Prouty
Ana Sol Gutiérrez
Laura Steinberg
Mike Subin
Gustavo Torres
Norma Wilson

Strategic Policy Recommendations:

We must prepare our children to live and learn so that they will become young adults who are productive workers, responsible citizens, and healthy individuals, successful in their own private lives. To achieve these *outcomes* requires ensuring the safety, education, and appropriate development of all our children and youth. The new County Executive must focus on accomplishing these outcomes on an age continuum from *early childhood* through *eligible school age*, including *out-of-school activities*, with recognition of the special needs of children and youth who are *at-risk and vulnerable*.

To accomplish these outcomes will require *strategies* that are grounded in interconnected and effectively functioning systems across institutional boundaries in all four target areas, including the following:

Early Childhood. A system of early childhood services from pre-natal to age 5 that emphasizes early care and learning.

School Age. A system of in-school educational programming for eligible school-aged children that promotes academic growth and that is enhanced by a school based support system of services to promote social and emotional well-being.

Out-of-School. A system of before-school, after-school, and out-of-school programming that meets the needs of and promotes positive youth development in a wide range of children, including accessibility through culturally appropriate communication, transportation, and flexibility of offerings in a safe environment.

At Risk and Vulnerable. A system of identification, prevention, early intervention, and treatment services that addresses the particular needs of the most vulnerable children and their families, including those children in or entering the juvenile justice and child welfare systems.

Many of the steps (activities and programs) required to fashion and implement effective strategies and the systems in which they are grounded are already in place. The *keys to making them work* in the interest of our children and youth – that is, to assure that they *do* achieve the desired outcomes — include the following:

1. **Connectivity.** *Recognize and take advantage of the interdependence* among all the relevant programs and activities of government, business, non-profit, civic and faith-based organizations; *map the relationships* among these activities to identify assets, gaps and needed connections and capacities; and *develop and implement a plan for their effective integration.*
2. **Cross-cutting components.** In every outcome target area, ensure that programs and activities are *culturally and linguistically appropriate*, and that they *effectively engage parents and families.*
3. **What works.** Continually *evaluate every program and activity* to determine their actual and relative contribution to the outcomes on the basis of costs and benefits, and *make appropriate adjustments, deletions, and additions* accordingly. The Leggett Administration will establish criteria for evaluating current and future services and will assess current services to determine what is working, what is not working, what is needed, and what is justified in terms of the overall and long-term costs and benefits to the county. It will establish specific outcomes for child-serving agencies and will expect all participating agencies to work toward the same outcomes with accountability features defined and monitored.
4. **Capacity.** *Develop the institutional capacity required to accomplish these tasks.* As the county's top elected official, and as the chief executive officer of the county government, the County Executive is in a prime position to lead the way in a collaborative effort to ensure that these cross-boundaries tasks are accomplished, including the integration among:
 - ✓ Outcomes, strategies, and programs in each target area.
 - ✓ Agencies and programs within the executive branch of county government.
 - ✓ All the relevant government agencies in the county from all levels of government (including especially MCPS, DHHS, DJS, and MCPD).
 - ✓ Government, business, nonprofit, civic, and faith-based organizations, including working with the Collaboration Council for Children, Youth and Families and their nonprofit partner agencies.
 - ✓ Government and citizens, including children and youth themselves, as well as their parents and families and the communities that support and depend upon them.

Ensuring Vital Living for All of Our Residents



Montgomery County is a community that celebrates its diversity. The County will benefit from leveraging its resident population resources. Close and active collaboration with diverse residents will result in policies, infrastructure, and services that address the changing demographics in the overall population growth and the specific growth in the seniors, immigrants, youth, and persons with disability. The Leggett Administration is committed to valuing individual ability and diversity.

Facilitators:

Frankie Blackburn and Chuck Short

Resource Staff:

Ginny Gong

Policy Group Members:

Vivian Bass
Theresa Cameron
Ariele Hausner
Austin Heyman
Nadim Khan
Steve Krasnow
Jayasree Kundu

Carmen Larsen
Gil Lessenco
Michael Lin
Jack Luxemburg
Milagros McGuire
Chung Pak
Lily Qi

Strategic Policy Recommendations:

1. Take aggressive steps to close gaps in services.

The extreme diversity of needs based on age, race, culture, language, income, and ability presents major challenges.

- ✓ Survey and study of gaps in services, as well as an action plan for implementing responses to identified gaps.
- ✓ Significant improvement to the system for disseminating information about services in partnership with the private sector and community organizations.
- ✓ Increase and improve public transportation for vulnerable groups such the disabled, elderly, and young people.

2. Institute a more effective and community-based system for collaborating with local resident groups and nonprofits.

With a population of nearly one million people from vastly diverse backgrounds, Montgomery County must review existing policies, programs, and infrastructure to determine their relevance to changing demographics, determine unmet needs,

and establish new or changed programs that will promote partnerships with local communities and nonprofits to promote opportunities for all.

- ✓ Establish a six month review period asking public officials and citizens to review existing services and recommend changes to assure relevance to current populations.
- ✓ Restructure advisory boards and commissions to assure that they reflect the demographics of the County and offer substantive advice often to the County Executive and the County Council.
- ✓ Reform the Regional Services Center to strengthen their leadership role in building and maintaining community partnerships looking to opportunities for all.
- ✓ Create an Office of Collaboration and Partnership to promote and implement a new paradigm for working together with nonprofits and community organizations. Include the diversity liaison positions currently assigned to County Executive in this office.
- ✓ Replicate the Gilchrist Center.

3. Become a model jurisdiction on how to achieve diversity within the vast range of the County's economic opportunities.

Montgomery County has a diverse and rich array of underutilized human resources available to both the public and private sectors. At the same time, public and private executives are struggling to understand how to deliver services to such a diverse community. To begin closing this economic opportunity gap, the County should assume a more creative, proactive, and catalytic role.

- ✓ Recruiting and hiring diverse community members for County positions at all levels.
- ✓ Restructuring some County jobs so they can be filled by seniors or people with special needs.
- ✓ Supporting small and minority owned business development beyond the incubator stage.
- ✓ Creating a special initiative to prompt the private sector to contract with and hire at all levels seniors and people with disabilities.

4. Create new training and educational opportunities to ensure full development of human potential.

It is in the best interest of Montgomery County to invest resources in helping community members reach their full potential through support to Montgomery College, nonprofits, and community based organizations.

- ✓ Increased ESOL services and enhanced cultural and civic training for new populations.
- ✓ Initiatives to retrain older adults for today's job market.
- ✓ Leadership training for low income residents.
- ✓ Initiatives to help low income and persons with disabilities to take advantage of economic opportunity.

Affordable Housing in an Inclusive Community

Montgomery County has been a pioneer in the effort to provide a full range of housing for our people. Our moral and economic strength demand that we continue to be on the cutting edge of progress in providing affordable housing. Our economic success has made this challenge even greater and more essential. The Leggett Administration is committed to continue the tradition of creative action to provide affordable housing for our workforce and the dignity of a home for all of our people.

Facilitators:

Leslie Traub & Tom Street

Resource Staff:

Scott Reilly

Policy Group Members:

Raja Bhandari	Ralph Kuehner
Jim Brown	Sharan London
Rick Edson	Robert Middleton
Berni Fomengia	Luis Ortega
Barbara Goldberg Goldman	Tom Perez
John Hurson	Shanta Ramson
Arva Jackson	Bill Sher
Omar Karim	Mark Winston

Strategic Policy Recommendations:

The goal of our community is to ensure decent, safe, and affordable housing for all those who live and or work in Montgomery County. The first step for policy makers is to identify and quantify the scope of the affordability problem. In the near term, while policy makers are establishing a new long range affordable housing production and preservation plan, we should:

1. Create Affordable Housing.

- ✓ Identifying additional county-owned land (e.g., parking lots) for development and contribute free or at below market price for affordable housing.
- ✓ Providing financial incentives for private and non-profit sectors.
- ✓ Providing additional bonus density to projects that include low and moderate income housing.
- ✓ Permitting fee waivers or deferrals for developers who develop sole purpose or mixed use affordable housing (with greater benefits to those who benefit lower income persons).

-
- ✓ Providing bonus density for workforce housing.
 - ✓ Increasing tax exemptions for private sector and non-profits.
 - ✓ Expediting the entire regulatory process for developments that exceed minimum requirements to build affordable housing.
 - ✓ Establishing a specific numerical short term goal for the production of affordable housing until a long term production and preservation plan is adopted.
 - ✓ Creating more low and moderate income housing through the use of the Housing Initiatives Fund (HIF) and by increasing the MPDU density bonus for developments which assist more deeply subsidized housing.
 - ✓ Dramatically increasing HIF to develop affordable housing.
 - ✓ Maximizing public use space in developments on and around work centers by building affordable housing on the space.

2. Assure that affordable housing objectives provide housing for persons with special needs and those at or below 30% of area median income.

- ✓ Dedicating a portion of the increased HIF (50%) to provide additional funding for special needs housing.
- ✓ Providing incentives to developers to create 20% MPDU instead of 12.5%.
- ✓ Expanding cooperation with non-profit developers to take advantage of subsidized loans.
- ✓ Assuring new and redevelopment construction is ADA-compliant.
- ✓ Expanding the supportive housing rental assistance program to serve an additional 150 households.
- ✓ Providing additional housing counseling services to special needs households including rapid re-housing, housing searches, and roommate matching services.

3. Preserve the County's Current Affordable Housing Stock.

- ✓ Making low interest loans to owners of affordable rental housing to keep units code compliant.
- ✓ Increasing condo transfer tax.
- ✓ Promoting home businesses in select residential areas along main highways (arterial roads and major highways).
- ✓ Preserving assisted housing whose regulatory rental agreements are expiring by utilizing the Housing Initiatives Fund and mortgage finance programs to ensure that such housing is retained as affordable rental housing.
- ✓ Protecting rental housing from conversion.
- ✓ Limiting the amount of up-sizing allowed for existing properties under current zoning laws.
- ✓ Liberalizing home occupation and accessory apartment rules.

Inaugural Speech of County Executive Isiah Leggett

North Bethesda, MD

December 4, 2006



Friends, I stand before you here today both extremely honored and humbled. From the bottom of my heart, I want to thank all of you – all of the voters of Montgomery County who placed their trust in me.

I also want to thank my many friends and supporters who worked so very hard for months for giving me the opportunity to serve you as County Executive.

I especially want to thank my wife Catherine. All I can say is that sometime, somewhere, I must have done something great to deserve you. You are my partner, my very best friend, my true love. You always are there for me to believe in me and my work, to lift me up and inspire me to carry on. Thank you.

And, as I look out in front of me, I see so many people who have made contributions to my life and that of Montgomery County.

But specifically, I'd like to take this opportunity to thank someone who is very special to all of us. This is the man to whom we all owe an enormous debt of gratitude. In my dictionary, if you look up "dedicated public servant," it will say quite clearly, "Doug Duncan."

Friends, please join me in giving a hearty thanks to my friend and predecessor The Most Honorable Doug Duncan. Thank you, Doug, and your lovely wife Barbara.

Also, many of you are well aware that I have had the unique opportunity to work for one of our nation's premier educational institutions, Howard University. I am so deeply indebted for the encouragement and support I have received over the many years from its leaders, mostly especially President Swygert, Dean Schmoke, and the entire Howard University family. In addition to educating me and also employing me, the University has also allowed me the opportunity to put into practice one of its core objectives: to train leaders to make a positive impact on our global community.

I love Montgomery County, this place so many of us call home. This is our home; the one in which we have a vested interest, the home where we want people to feel comfortable and achieve the American Dream. This is our home where the goal is to ensure a quality education, a clean environment, decent and affordable housing, and safe and secure streets – regardless of race, religion, age, ability or disability for each and every Montgomery County resident.

These services must not be confused with privileges. Indeed, they are basic rights – rights that should be afforded to all residents – rights that our County should help provide to everyone living here. You have chosen me to be the head of our government for the next four years, and I will do everything in my power to make you proud of my leadership.

We have many, many challenges and opportunities ahead of us. And, I am ready to meet them head-on. The late Senator Adlai Stevenson once remarked that, “the future belongs to those who accomplish most for humanity.”

I believe that together we will accomplish a great deal for our county and successfully take ownership of our own destinies. We have to – our children and community depend upon us to do so. I have always considered my service in Montgomery County – whether as Chair of our Human Rights Commission, as member of the County Council for sixteen years, or service in other public sector roles – as a privilege. I believe this is the type of contribution all of us should pledge in order to help improve our society.

President Kennedy once said that “our success or failure, in whatever office we hold, will be measured by four historic qualities: Courage, judgment, integrity and dedication. And with God’s help, they will measure the conduct of our government.”

Well, each of these four qualities was engrained in me at an early age. I definitely would not be here today but for the love and support of my family. My mother raised 12 children under some very, very difficult circumstances. And while she, herself, had little “formal” schooling, she placed a very high value on the importance of an education, and always reminded me of it. She taught me never to give up, and always to be true to myself and others. She forever will be my hero. In fact, I am certain that she is looking down on us right now and smiling broadly.

“We all warm ourselves by fires we did not build and drink from wells we did not dig.”

The Scriptures – Deuteronomy

It is now time to look ahead, not back. Under my leadership we will travel a course for our future using a very clear, concise and well-drawn roadmap to achieve our objectives.

However, please indulge me first – the “professor” in me just cannot resist providing a brief history lesson. So, allow me for a moment to take a very short journey back in time: The year is 1776.

In that year our Founding Fathers signed the “Declaration of Independence” with the words, “All men are created equal,” and that all have the right to “Life, Liberty, and the Pursuit of Happiness.”

Let’s just ponder for a moment those very powerful words. In that same year, Montgomery County was formed when the existing Frederick County was subdivided three ways. The eastern part was named after Revolutionary War General Richard Montgomery. At that time, agriculture provided the economic base in Montgomery County. And who do you think played a significant role in making our agriculture base successful? Well, right here, right where we now live, it was slave labor.

In fact, in Montgomery County, Josiah Henson, the slave who wrote about his experiences in a memoir, became the basis for Harriet Beecher Stowe’s *Uncle Tom’s Cabin*.

In 1860, the only schools in the county were the private ones which were built originally for Caucasian students. It was not until twelve years after that in 1872 when schools for African-Americans were added.

Now, If you would just take a moment and fast forward and look where we are today! The reason for our gathering here at this time is but one stunning example that illustrates just how far we have come, and the timelessness of what those beautiful words written in 1776 really mean.

And while we still might have “miles to go before we sleep,” we are blessed to be living here together in the year 2006 – 230 years since that historic day. And today, as I humbly stand before you, we again are making history.

“ I want to keep what is working; fix what is broken, and make certain that everyone has a seat at our table and a voice in the outcome.”

So, if our forefathers and “mothers” were here today, how do you think they would view us? Well, for starters, they might be enormously proud – but hopefully, not surprised.

Montgomery County is the most populous jurisdiction in the State with a population of close to one million people, making up 18% of the Maryland’s population. We are home to the largest concentration of residents holding a Bachelors degree of any community with a population over 50,000. And we encompass nearly 500 square miles of land, and boast an annual budget of about four billion dollars.

Just look around us at the great accomplishments we have achieved. *The Scriptures* – Deuteronomy to be exact – tells us that “we all warm ourselves by fires we did not build and drink from wells we did not dig.”

As did the leaders before us, we must use their energies and triumphs, and go, as it is said in Exodus, “From Strength to Strength” by drawing on the rich and vital traditions and accomplishments of the past and present.

Montgomery County now, in her own right, is the vibrant urban center that we call home.

Thanks to many individuals including Jim Gleason, the late Reverend Charlie Gilchrist, Sid Kramer, Neal Potter and Doug Duncan and the other elected officials, volunteers and government employees:

- We have a strong diversified economy and highly educated population;
- We have been able to preserve nearly half of our land as open and green space which positively enhances our environment;
- We have a school system that ranks among the nation’s best. And today, the halls of our world-class school system ring with the sound of children from 130 countries;
- We have great shopping, fabulous restaurants; and, we have a business climate that attracts numerous private sector and public sectors employers;
- And our cultural arts environment attracts a wide array of audiences from all across our Metropolitan Area and State: The American Film Institute, Olney Theatre, Strathmore Hall, Round House Theater, Imagination Stage, The Silver Spring Stage, The Rockville Little Theater, The Writer’s Center, and the vast numbers of art galleries, theaters, local orchestras, musical, theatrical and dance groups – the list goes on and on. And it is this atmosphere that creates the vibrancy that makes our County such an exciting hub in which to live.

It is no wonder that Montgomery County was once rated as the “MOST ENLIGHTENED COUNTY IN THE NATION.”

But we know that our story does not end here. We do not live in a “Camelot.” Although we have many terrific accomplishments to boast about here in the county, in my opinion, these are not the things that make our county great.

I believe that our county’s greatness comes from our commitment and compassion to reach out to those among us who are most vulnerable. A community is great when it has the commitment to help those with special needs, the homeless, and the elderly. And certainly we are even greater as a community when we truly work to achieve a more inclusive society that welcomes people from all corners of our world.

There very well may be other communities that appear indifferent about these vexing problems, but a great community like Montgomery County should always do what we can reasonably do to assist the truly needy in our midst. We should remember that we all do better when we all do better. In many ways we really are our brothers and- sisters- keepers.

As always, with enlightenment comes the burden of responsibility. How do we preserve and increase all of the good things that we have, and at the same time, cure the ills we are facing?

Many, if not all, of our problems, actually are the results of some of our successes. As our County expands and grows, so too do the problems and challenges associated with the growth. It is up to us to ensure that the amenities we have come to enjoy and perhaps sometimes take for granted, will remain and expand. We must ensure that they are made available to everyone who lives here. And that, my friends, is a major crux to a myriad of problems that have been tearing us apart.

The way we respond to this problem will help determine whether this County’s future is one that will work for all of our residents.

It was clear during the campaign that we have many problems to solve. We agreed on what those issues are. So, let us be clear, unmonitored growth, traffic congestion, and lack of affordable housing, certainly continue to plague us. What we did not agree on is the manner in which we solve these challenges.

“ I will do everything in my power to make you proud of my leadership. ”

For example, when it comes to development, too often in the past, we have asked the wrong question. We have simply asked, “What do we have to do to approve this project?” Instead of, “Should we approve this development project and how will it best serve our community?” I strongly believe the question you ask can determine the answer you receive.

The message in this past election was crystal clear: voters simply want slower growth; they felt the pendulum had swung too far the other way, but they want growth. They want proper procedures to fairly address their land use concerns, but they want growth. And they certainly do not want anymore Clarksburg’s to ever happen again, but they want growth.

I want to assure you that we have no intention of stopping progress. Properly planned growth is essential for our future.

I believe we should wisely direct our growth and “catch up” in order to move forward. And, we will do so with all of the new state-of-the-art technology, and with the great minds and resources which are

readily available to assist us. We will talk with and learn from other similar communities. We will share our successes and failures and learn from one another.

More importantly, we should not and will not stand still and rest on our past successes. There is a beautiful Japanese proverb that says: “We can stand still in a flowing stream, but not in the world of men...” and WOMEN!

We have many difficult challenges in the county to address. The frustration of sitting in traffic is not anyone’s idea of how they would like to spend their precious time.

“We have a great county, but we are changing. The real test for us is how do our leaders effectively manage the change?”

We all want better programs and an improved service delivery system from the county. Nobody wants to worry if their children are safe in and out of school. Nobody wants to worry about whether or not their trash is going to be collected, if and when the potholes on their streets will be repaired, or what will be the response time in an emergency situation.

No matter what the income level, race or ethnicity, we all want the same things for our families and ourselves. We share the same objectives. Simply put, all people want is to improve the quality of life here in the county.

Yes, the bottom line is that all of us have the same agenda. The challenge here is in identifying the variety of ways to accomplish our goals, and then, select the ones that will best achieve them. We can! And together, we will do it! But it will be done realistically. Budget constraints are very real and we must be fiscally responsible.

The new challenge is one of creative balance. Namely, how do we generate the funds needed to provide new services and maintain the existing essential services? In other words how do we sustain, improve and build sufficient infrastructure, and at the same time, not impose undue financial burdens on our residents? We will work on solving these problems together. But even together, we cannot operate in a vacuum.

I believe that we must take a regional approach to resolve many of the challenges facing us. We will work closely with our State delegations, our new Governor, Martin O’Malley, and the leaders in our neighboring jurisdictions. I will try to be a bridge bringing all of these leaders and organizations together for the common good of our communities. If Montgomery County is to be truly successful, so success must also be for our neighbors.

As I campaigned throughout the County during these past two years, I talked with many, many people who are making significant contributions to our wonderful community. Unfortunately, many of them are not able to take advantage of the beauty that they themselves help to create and maintain.

They are our service industry workers, our teachers, nurses, bus drivers, firefighters, police officers – many of the people upon whom we depend each and every day. It is unacceptable that today many of the very same workers can not afford to live in the community in which they serve?

I believe that we must fully address our need to provide more affordable, special need and workforce housing in the county.

We also must expect and continue to demand a responsive, effective, fiscally responsible and efficient county administration. In order to accomplish these objectives government must be held accountable.

I agree with the late Senator Paul Wellstone who said: “Politics is not about power. Politics is not about money. Politics is not about winning for the sake of winning. Politics is about the improvement of people’s lives. Politics is about doing well for people.”

For us to do well by those we serve, we must believe and visibly demonstrate that Montgomery County’s best days are still ahead of us. We will look at the challenges as opportunities that abound, and we are going to seize them. How we respond will help determine whether this County’s future is one that will bear fruit for all of our residents.

You probably heard me say during the campaign that “I want to keep what is working; fix what is broken, and make certain that everyone has a seat at our table and a voice in the outcome.”

The real challenge for us in Montgomery County is how do we include more of us at the table without forcing aside those who are already rightfully there? The simple answer is to increase the size of the table.

I will make every effort to establish a highly inclusionary, transparent form of government. Those affected by our decisions must be involved from the very beginning, not when assumptions about projects have hardened into stone, and the train has all but left the proverbial station. But please remember: We are not looking for “quick fixes.” No. We need long term solutions that work. We do not need temporary solutions that vanish with the first strong ill wind. We’re in this for the long haul. We have an obligation to our children and our grandchildren that we will do everything humanly possible to make and keep things right. The legacy that we will leave to them has not yet been written. But we must work to make certain that it will be a good one!

There will inevitably be disagreements on this or that public policy issue. We can disagree without being disagreeable.

For too long, the shouters have dominated the conversation. It’s time for us to banish from our lexicon, shorthand words and phrases such as “greedy developers” and “NIMBYs” that are designed to stop critical thinking, not move things forward.

To support your family by building development projects where others can live and work are not bad things to do. Likewise, it is not a bad thing to care about preserving the quality of life for your family and your neighbors – the quality of life that drew most of us here in the first place – is anything but selfish; it’s honorable!

I believe Montgomery Countians are sick and tired of what passes for a permanent political campaign and “gotcha” politics. We must move on and work together for the betterment of our county.

“ I believe that our county’s greatness comes from our commitment and compassion to reach out to those among us who are most vulnerable.”

We have a great county, but we are changing. The real test for us is how do our leaders effectively manage the change?

I believe that change is effectively managed through leadership that is intelligent; leadership that is thoughtful and deliberately: and leadership that is compassionate. Whether at the state, county or municipal level, I believe we have such leadership that will successful move us forward.

“My friends, standing before you today, I pledge that our Administration will be one that is open and honest.”

There are going to be many decisions made – some that will be obvious and easy, and many that will be very difficult, some popular and some not so. But I assure you, during my tenure as County Executive, we will make the necessary decisions and they will be the right decisions for Montgomery County.

The great orator and former Congresswoman from Houston, Texas, Barbara Jordan, enjoyed pointing out, “We might have gotten here on different ships, but we’re all in the same boat now!” So join me as I steer our ship on course that will hopefully leave a rich and enduring legacy for generations to come. I will steer it in a direction willing to be flexible if our course needs changing but firm in the overall direction we must go.

My friends, standing before you today, I pledge that our Administration will be one that is open and honest. You have placed in me two very precious values, your trust and your confidence. I will not abuse them.

In 230 years from now, I would hope that the County Executive-Elect for Montgomery County will be standing right here, and outlining all of the wonderful elements that we, this administration during the beginning of the 21st Century, had contributed to make this County an even greater one.

I would also hope that the County Executive at that time could rightfully say that we were successful in this administration in making Montgomery County everything that she can be, so that we and all of those who follow can continue to say with a strong, clear voice, and a sense of great pride and conviction, “I’m from Montgomery County, Maryland, one of the best places in the world to live.”

Thank you for giving me the opportunity to lead our county. Together, we cannot fail.



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