

Baltimore County Enterprise Strategic Plan

2024-2026







TABLE OF CONTENTS

MESSAGE FROM THE COUNTY EXECUTIVE **4**

MESSAGE FROM THE COUNTY ADMINISTRATIVE OFFICER **5**

LESSONS LEARNED FROM THE FIRST 5 YEARS **6**

ACCOMPLISHMENTS **7**

MISSION, VISION, AND CORE VALUES **12**

GOALS **13**

GOAL 1: VIBRANT COMMUNITIES **14**

GOAL 2: EDUCATIONAL EXCELLENCE AND LIFELONG LEARNING **18**

GOAL 3: EQUITABLE DECISION-MAKING **21**

GOAL 4: SUSTAINABILITY **24**

GOAL 5: GOVERNMENT ACCOUNTABILITY **27**

GOAL 6: WORKFORCE EMPOWERMENT **30**

ACKNOWLEDGMENTS **35**

MESSAGE FROM THE COUNTY EXECUTIVE



Dear Baltimore County,

Throughout my time as your County Executive, it has been my priority to listen to, engage with, and elevate the voices of community leaders, businesses, and neighbors across Baltimore County. In that work, we have consistently heard that investing more in our people and infrastructure is desired—and needed—to empower us to overcome our shared challenges and to deliver on the promise of a better Baltimore County for everyone.

Baltimore County's Enterprise Strategic Plan, first adopted in 2019, has been the next step in the process of turning our administration's Transition Report blueprint, based on the input and feedback from hundreds of residents and stakeholders, into a reality. The Strategic Plan document also represents the best thinking from all of our County departments and partners, including

Baltimore County Public Schools, the Baltimore County Library System and the Community College of Baltimore County. The vital update to Baltimore County's Enterprise Strategic Plan now being offered reaffirms our commitment to implementing our shared vision and to further redefining what is possible for our residents. A lot has changed since our Enterprise Strategic Plan was first adopted—including a global pandemic—but our commitment to the work remains steadfast.

We will succeed in this work by celebrating our many successes, but also in being honest about where we have failed to live up to our potential. I promised to open our government, modernize our aging infrastructure and practices, expand opportunity, and chart a path towards our shared future. We are proud to continue delivering solutions that are helping us reach that goal, but realize that additional work remains.

To the residents of Baltimore County, I am excited about where we are headed and I am grateful for your partnership and continued support. To our County government employees and partners on the Baltimore County Council, thank you for the work you have already done and the work we are continuing to embark upon together in implementing this (now updated) strategic plan. Your commitment to realizing our vision is an inspiration to me and we remain proud to continue working for a better Baltimore County together. Working alongside all of you is a true privilege and honor.

With gratitude,

A handwritten signature in black ink that reads "John A. Olszewski, Jr." The signature is written in a cursive, flowing style.

John "Johnny O" Olszewski, Jr.
Baltimore County Executive

MESSAGE FROM THE COUNTY ADMINISTRATIVE OFFICER



Dear Baltimore County,

It has been my sincere honor to serve the residents of Baltimore County alongside our distinguished leader, County Executive John A. Olszewski, Jr., our dedicated executive leadership team, and the County's incredible workforce. It is equally my honor to present the updated enterprise strategic plan to guide our work over the next three years.

Over the past five years we accomplished a significant number of our strategies and activities set forth in our initial strategic plan. This is an incredible accomplishment given the circumstances. Shortly after we launched the initial plan in December 2019, we found ourselves facing the COVID-19 global pandemic. When the most dangerous public health crisis in a century upended our lives, our executive leadership team, dedicated workforce, frontline heroes, and community partners proved that together we are capable of truly incredible work. In some instances, we achieved more than we thought possible, given the circumstances.

Together, we forged ahead with commitment and conviction, addressing the immediate needs of our residents and businesses, enhancing the County's infrastructure, reforming key internal operations and business processes, improving equitable and data-driven decision-making, and increasing transparency, accountability, and community engagement.

Looking forward, we are pleased to present the updated *Baltimore County Enterprise Strategic Plan 2024-2026*. The updated plan builds on the work of the initial plan and provides a roadmap toward accomplishing the County's six strategic goals. This work and the accomplishments of the first term will represent our shared legacy—one we can all take great pride in for years to come.

We acknowledge and extend our sincere thanks to colleagues from the National Academy of Public Administration (NAPA) for their assistance in updating the plan. With NAPA's facilitative assistance we broadened our thinking about our work, considering regional, national, and global implications.

We also thank residents, advocates and community leaders, County Council members, business, and service industry leaders for their engagement and partnership in invaluable public policy discussions, workgroups, blue ribbon commissions and townhalls. These various engagements during our first term helped set the framework for the work ahead.

We also acknowledge and thank the County leadership team, and our dedicated employees for their collaboration and steadfast commitment to continuing the important work ahead.

Best regards,

A handwritten signature in black ink that reads "Stacy L. Rodgers". The signature is fluid and cursive.

Stacy L. Rodgers
Baltimore County Administrative Officer



Lessons Learned

from the

First 5 Years

Since taking office, the Olszewski administration has developed and implemented Baltimore County government's first comprehensive Enterprise Strategic Plan: 2019-2022—a plan which presented a strong mission and set of core values that supported six primary strategic goals.

Amidst this work, numerous challenges, including an inherited budget deficit and the COVID-19 pandemic, transpired over the course of the first term jeopardized this new vision. However, Baltimore County responded with innovation, resilience and partnership. Silos that had long existed started to be replaced by a renewed commitment to cross-departmental and cross-sector collaboration. As a result, County government strengthened trust with the communities we serve and together we accomplished even more than first thought possible. In reflecting on these unprecedented events, a number of key lessons emerged that will continue to influence our path forward:

We are better together.

Working more collaboratively across the enterprise empowered County government to prioritize resource allocation and better align tactics to more efficiently meet shared goals and, ultimately, better served residents. Improved integration and expanded partnerships illuminated the power of engaging diverse stakeholders in combatting key challenges, such as the opioid epidemic. At the same time, improved strategic alignment and coordination countywide demonstrated that there are rarely quick fixes for long-term challenges. Leaders will need to continue to work together to advance a number of efforts in the years ahead, such as our advance sustainability, so that progress will continue regardless of future administrations' priorities.

There is opportunity even in crisis.

As a result of the pandemic, the County better understands its crisis response capacity and has incorporated a number of business processes and procedures to enhance our responsiveness. We saw firsthand how leadership and our dedicated workforce rallied together to respond to the worst global health crisis of our lifetimes. Our ability to be resilient, adaptable, and innovative in the face of adversity pushed the County to reimagine our capabilities and service delivery. This includes embracing the immense value in the use of virtual platforms to enhance community engagement and capture input from our residents and stakeholders—and reinforced the importance of closing the digital divide. Now more than ever, there is an opportunity to create and foster a modern workplace using innovative technology and service delivery strategies.

Data-driven decision making is critical.

Policies, practices, and business processes must be informed by data to determine how to best reach communities and address the most important issues. The County must measure progress through outcome-based processes. Key performance indicators (KPIs) must be developed to better capture program and budget outcomes to determine who and what is better as a result of our efforts and investments.

Accomplishments

Over the past five years, the County has achieved many milestones. When the most dangerous public health crisis in a century upended our lives, our dedicated workforce, frontline heroes and community partners proved that together we are capable of truly incredible and lifesaving work. We simply did what was needed to keep our residents, communities, and families safe. Our COVID-19 mass vaccination operation earned statewide recognition, including strategies to promote vaccine equity.

In addition to addressing a global pandemic, we were successful in completing major initiatives that will inform our work in the years ahead to address an array of County priorities, including our aging infrastructure and sustainability efforts. This includes a water and sewer business process review, solid waste workgroup, and development of a climate action plan.

We were also successful in our efforts to increase diversity, equity and inclusion. Examples of these initiatives include the passage of housing legislation prohibiting landlords from rejecting renters solely based on their source of income (the Housing Opportunity, Mobility, and Equity Act), establishing a Department of Housing and Community Development, and partnering with Baltimore County Public Schools to develop the first-ever Multi-Year Improvement Plan for All Schools (MYIPAS) which assessed school construction needs and produced a long-range plan to address the County's inventory of schools, determine the projected future capacity needs and a strategy for allocating resources thoughtfully and equitably for all school facilities.

We are proud of the great work completed over the past five years and are excited to continue the important efforts that will further expand economic opportunity, promote equity and inclusion and ensure that individuals and families are safe, and proud to call Baltimore County home. Reflected below are reports and studies that will help to further inform our work during the second term.

Blue Ribbon Commissions | Studies and Reports | Work Groups/Councils

Blue Ribbon Commissions

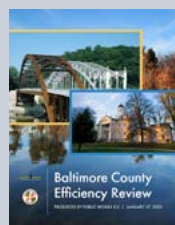
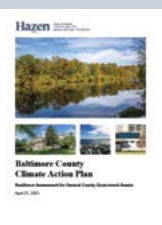
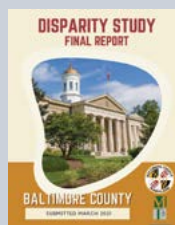
- Fiscal Sustainability
- Procurement, Purchasing and Contracting
- Ethics and Accountability

Studies and Reports

- End to End Business Process Review: Water and Sewer
- Multi-Year Improvement Plan for All Schools (MYIPAS)
- Public Works, LLC: Efficiency Review
- Small and Minority Business: Disparity Study

Work Groups and Councils

- Sexual Assault Investigations Task Force
- Affordable Housing Work Group
- Climate Action Plan Work Group
- Code Enforcement Improvement Work Group
- Diversity, Equity and Inclusion Community Advisory Council
- Equitable Policing Advisory Group
- Opioid Response Work Group
- Solid Waste Work Group



[Click on image to view report](#)



Accomplishments

During the first five years, we introduced several signature strategies that promote a more open, transparent and accountable government. In January 2019, we launched the first series of Budget Town Halls, community forums in each of the county's seven council districts, where residents are invited to share their communities' priorities and gain a better understanding of the county's budgeting process. As part of the Budget Town Hall roll-out, county residents were also invited to use an online "budget balancing" tool. We also launched the Open Budget interactive tool, bringing a new level of transparency to how the County spends taxpayer dollars. This portal allows users to search for information on how capital, operating and special fund investments are being made. To complement Open Budget, we also introduced another online tool, Open Checkbook, which allows users to see exactly where the county's dollars go, down to the vendors who provide specific services.

In 2020 we also launched BCSTAT, Baltimore County's first data-driven performance management effort, designed to improve performance, ensure data quality, enhance transparency and increase accountability across government. One of the most prominent components of BCSTAT's work are the Data Dashboards. The dashboards feature an interactive portal allowing users to explore firsthand trends impacting communities. This includes:

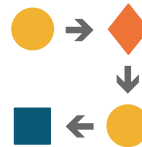
- Fatal and non-fatal opioid overdose data and restaurant closure information.
(Source: Baltimore County Department of Health and Human Services)
- Police use-of-force incidents and complaints; reportable traffic stop data; and crime data.
(Source: Baltimore County Police Department)
- Water quality sampling monitoring. This dashboard includes information on E. Coli and Enterococci which are two of several bacterium mandated for review by the U.S. Department of Environmental Protection Agency (EPA) and Maryland Department of the Environment (MDE).
(Source: Baltimore County Department of Environmental Services, Environmental Health Services (EHS) personnel)
- Tracking the status of Code Enforcement complaints, trends over time, and other information.
(Source: Department of Permits Approvals and Inspections)

We strongly believe that transparency and accountability lead to an effective government.

The events that transpired over the course of the last several years tested the county's resilience and required leaders and communities to innovate, adapt, and prioritize in ways they never had before. In the midst of an unprecedented pandemic, silos that existed started to disappear. The County saw more collaboration within and across departments. Stronger trust was established. Collectively, more was accomplished as a result.



The County continued to address issues of inequity by introducing **and passing the Housing Opportunities Made Equal (HOME) Act** and convening the Affordable Housing Work Group, responsible for examining ongoing challenges, and developing actionable recommendations to further support and incentivize the creation of affordable housing units.



The Finance and Budget teams created a more **inclusive financial management and budgeting process**, created virtual business processes and adapted to telework and the provision of more online service delivery options.



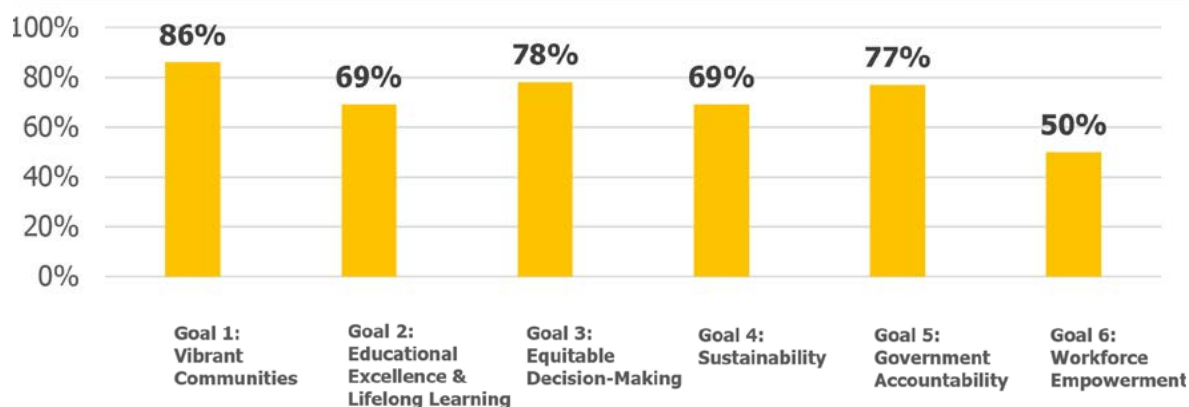
The County's sustainability efforts continue to expand with the development of a **Climate Action Plan** and a Greenhouse Gas Inventory.



Baltimore County consistently led the way among local jurisdictions in **COVID-19 vaccine distribution**. Departments boldly set out to collaborate and provide much needed assistance to residents in need.

Baltimore County employees, departments, and leaders have tirelessly worked to serve residents. Despite the global pandemic, the impact of their efforts is realized in the progress the County made on its strategic goals.

Reflected below is the percentage activities completed between 2020 and 2024 for each of the six strategic goals:





[Click here to view the activities completed during the first five years.](#)

Baltimore County completed the following activities from the 2019-2023 Enterprise Strategic Plan:

Goals	Strategies FY20-FY23	Activities Completed by Strategy
Goal 1: Vibrant Communities <i>Ensure all residents have access to high-quality and affordable housing, cultural, and recreational opportunities in safe communities</i>	Strategy 1: Integrate existing and create new resources to assist vulnerable populations to thrive in the community	12 of 16
	Strategy 2: Provide sufficient public facilities, programs and opportunities to protect and enhance both physical and behavioral health	11 of 12
	Strategy 3: Identify and implement data driven interventions to reduce drug overdoses	9 of 10
	Strategy 4: Reduce crime and increase the positive perception of public safety in all communities	14 of 14
	Strategy 5: Support existing businesses, foster private sector innovation, promote the County's economic and cultural assets	12 of 15
	Strategy 6: Enhance enforcement of laws, codes and regulations regarding buildings, property, fire, safety and health	6 of 7
Goal 2: Educational Excellence and Lifelong Learning <i>Foster lifelong educational opportunities for residents of all ages by promoting greater collaboration and providing multiple pathways for advancement to enhance overall quality of life</i>	Strategy 1: Increase capacity and improve effective delivery of educational experiences	6 of 7
	Strategy 2: Build a pipeline of educators, volunteers, and mentors to better serve our P-20 student population	7 of 8
	Strategy 3: Expand early childhood access by building sustainable partnerships across Baltimore County	7 of 10
	Strategy 4: Enhance college and career readiness programs and partnerships	6 of 10
	Strategy 5: Support residents of all backgrounds who experience barriers to personal and professional development and lifelong learning through a whole-child/whole-person approach	8 of 12
	Strategy 6: Ensure diversity, equitable access, and inclusive opportunities to achieve high academic outcomes for all learners	1 of 4
Goal 3: Equitable Decision-Making <i>Build a future centered on equitable decisions, providing opportunities and allocating resources and services through an equity, diversity, and inclusion lens that enhances growth and prosperity</i>	Strategy 1: Ensure greater economic viability and opportunity amongst traditionally underrepresented populations, communities, and businesses	11 of 12
	Strategy 2: Build and strengthen trust between police and the community they serve	11 of 11
	Strategy 3: Ensure the criminal justice continuum advances equitable policies, practices, and services	6 of 8
	Strategy 4: Examine and strengthen program equity and inclusive practices in Recreation and Parks	7 of 11

Goal 3: (Continued)	Strategy 5: Establish, strengthen, and implement diversity-focused hiring, recruitment and outreach/education practices within public safety (Fire Department, Police Department, and Department of Corrections)	5 of 5
	Strategy 6: Identify and implement best practices for advancing diversity and inclusion within County government and with external stakeholders	6 of 12
Goal 4: Sustainability <i>Ensure the long-term sustainability of the County's public and internal government infrastructure and safeguard the County's ecology and climate</i>	Strategy 1: Prepare a comprehensive master community facilities and infrastructure plan for the Capital Improvement Program (CIP), and sustainability against climate change	5 of 9
	Strategy 2: Develop enhanced land and use management process	5 of 6
	Strategy 3: Expand the County's transportation infrastructure to promote connectivity, reduce gaps, and promote multi-modal options	7 of 7
	Strategy 4: Reduce County government energy consumption by 50% by 2030	4 of 6
	Strategy 5: Build and enhance resiliency among all County infrastructure development	1 of 4
Goal 5: Government Accountability <i>Be an open, transparent, accountable, and high-performing organization that effectively uses resources to provide high-quality services to residents and visitors</i>	Strategy 1: Create a comprehensive communications and community engagement strategy	10 of 12
	Strategy 2: Improve internal and external customer service and satisfaction with the delivery of County services	6 of 7
	Strategy 3: Create performance management models that track accountability, improve transparency, and enhance, consolidate, and streamline operations	9 of 10
	Strategy 4: Establish a data-driven and transparent framework for effective decision making to meet strategic goals	4 of 9
	Strategy 5: Develop an effective and transparent method for making smart, data-informed, and cost-effective budget allocations and decisions	8 of 10
Goal 6: Workforce Empowerment <i>Engage and empower County government employees to build a better Baltimore County</i>	Strategy 1: Develop, refine, and promote employee and leadership development training	4 of 8
	Strategy 2: Review and enhance programs that promote and encourage employee safety and well-being	1 of 5
	Strategy 3: Assess and promote staff classification and compensation equity and competitiveness	3 of 4
	Strategy 4: Establish and promote a culture that encourages communication and collaboration across County staff and leadership	2 of 4
	Strategy 5: Build and strengthen the relationship between County government and communities	4 of 7

Mission, Vision Core Values

We have built upon the insights of the Transition Report and have taken a countywide look at the key opportunities and challenges we face. Through our strategic planning effort, we have developed a path forward that will enable us to realize our vision for a better Baltimore County community. The underpinning of our work is guided by the Mission, Vision, and Core Values outlined below.

Mission

Baltimore County government delivers the highest standard of service to residents, businesses, and visitors and ensures effective, efficient, and ethical stewardship of County resources.

Vision

Baltimore County is a national leader in delivering exceptional service and is an inclusive place to live, work, visit, and thrive.

- People want to live, work, play, and age in Baltimore County
- Residents have pride in Baltimore County
- Schools are strong and communities are safe
- People have a positive experience doing business with Baltimore County
- Residents see a return on investment for County resources

Core Values

INTEGRITY: We operate with high ethical standards at all times.

EXCELLENCE: We are a best practice jurisdiction that provides a superior customer experience.

EQUITY: We are inclusive in our decision-making, distribute our resources equitably and create opportunity for all.

TRANSPARENCY: We promote a culture of openness, make information accessible, and communicate honestly.

ACCOUNTABILITY: We focus on outcomes, measure our progress, and share our results.

SUSTAINABILITY: We balance our fiscal and infrastructure needs with the environment in a way that preserves a high quality of life for future generations.

EMPLOYEE EMPOWERMENT: We value our workforce, encourage their development, and inspire them to be leaders.



Goals

Reflected below are the goals that will guide the County's work over the next three years.



GOAL 1: VIBRANT COMMUNITIES

Ensure all residents have access to high-quality and affordable housing, cultural, and recreational opportunities in safe communities



GOAL 2: EDUCATIONAL EXCELLENCE AND LIFELONG LEARNING

Foster lifelong educational opportunities for residents of all ages by promoting greater collaboration and providing multiple pathways for advancement to enhance overall quality of life and lifelong learning



GOAL 3: EQUITABLE DECISION MAKING

Build a future centered on equitable decisions, providing opportunities and allocating resources and services through an equity, diversity, and inclusion lens that enhances growth and prosperity



GOAL 4: SUSTAINABILITY

Ensure the long-term sustainability of the County's public and internal government infrastructure and safeguard the County's ecology and climate



GOAL 5: GOVERNMENT ACCOUNTABILITY

Be an open, transparent, accountable, and high-performing organization that effectively uses resources to provide high-quality services to residents and visitors



GOAL 6: WORKFORCE EMPOWERMENT

Engage employees and members of the community in educational, training, and workforce development activities that result in meaningful employment, enabling them to earn competitive wages and provide opportunities for career advancement

“The next three years will be critical for Baltimore County's success and our Strategic Plan is the roadmap that will get us there. We're excited to continue modernizing our government, expanding our core services, and setting new standards for transparent and accountable leadership for years to come.”

– County Executive Johnny Olszewski



GOAL 1

Vibrant Communities

Ensure all residents have access to high-quality and affordable housing, cultural, and recreational opportunities in safe communities

Baltimore County will support the building of Vibrant Communities that provide a high quality of life for all residents across the full spectrum of life needs. These communities will provide all residents and visitors with critical cultural, recreational, and social services; affordable education, healthcare, and housing; sustainable development; disaster resilience; and safety and security. In building vibrant communities, the County will take particular care to ensure that all residents and visitors (including vulnerable populations, historically disenfranchised groups, and non-native English speakers) can thrive within the jurisdiction while receiving effective, efficient, and equitable public services. The County will build vibrant communities through the following specific strategies and activities:

KEY STRATEGIES January 2024-December 2026

- 1 Integrate existing and create new resources to assist vulnerable populations to thrive in the community
- 2 Increase, acquire and improve access to open spaces and public amenities throughout the County
- 3 Identify and implement best practice or evidence-based interventions to reduce drug-related harms
- 4 Reduce crime and increase the positive perception of public safety in all communities
- 5 Support existing business, foster private sector innovation, promote the County's economic and cultural assets
- 6 Expand shared use of facilities
- 7 Continue enhancing community engagement strategies
- 8 Implement a "housing for all" strategy for the County

STRATEGY 1

Integrate existing and create new resources to assist vulnerable populations to thrive in the community

Key Activities

- Continue implementing Age-Friendly Baltimore County strategies and recommendations resulting from the planning process
- Develop and implement retraining program for detectives and prosecutors on vulnerable populations
- Continue to expand transportation options for older adults, individuals with disabilities, and other vulnerable groups
- Continue implementing dementia-friendly education and awareness trainings
- Establish a task force to address safety issues surrounding housing and day care for children and vulnerable adults (EVAC)
- Introduce legislation for and implement *Stay in Place Tax Credit* for seniors
- Continue to build out the Baltimore County Volunteer Center platform
- Establish a health survey/community assessment to determine gaps in service delivery
- Create documentation to educate residents on access to available health services including chronic disease, substance abuse, and mental health services

STRATEGY 2

Increase, acquire and improve access to open spaces and public amenities throughout the County

Key Activities

- Complete construction of community and recreation space at Tradepoint Atlantic
- Continue to aggressively pursue state capital grants for recreation projects
- Continue to identify and acquire additional properties for parks, including pocket parks within downtown Towson and “main street” locations
- Continue the delivery of high-quality recreational services and programs for County residents and visitors
- Continue with the development of a plan for maintenance, renovation, and replacement of recreation facilities including multi-purpose courts, playgrounds, and fields
- Provide equitable access to recreational programming for all communities
- Complete and implement the Oregon Ridge Master Plan
- Issue and begin to implement provisions of the County 10-year Master Plan
- Continue to increase efforts to protect and preserve agricultural land outside of the Urban Rural Demarcation Line through easements and acquisition

STRATEGY 3

Identify and implement best practices and evidence-based interventions to reduce drug-related harms

Key Activities

- Develop and implement a utilization strategy for the Opioid Restitution funding awarded to the County—including community input
- Address zoning barriers to implementing community-based residential and outpatient drug treatment facilities. Increase the number of and accessibility to residential and outpatient drug treatment facilities in communities.
- Identify and implement strategies to increase access to and engagement in treatment services
- Increase resources for harm-reduction programs in communities, including access to low-barrier, free naloxone and mobile-crisis services
- Offer evidence-based ACEs and trauma-informed care trainings (with screening tools and protocols) to County department staff and community providers
- Continue overdose awareness and education campaigns aligned with best practice and data trends



STRATEGY 4

Reduce crime and increase the positive perception of public safety in all communities

Key Activities

- In coordination with academic partners, continue data analysis with the Equitable Policing Workgroup and identify recommended actions for implementation
- Implement data-driven strategies and intelligence-led policing techniques for the deployment of police resources to disrupt criminal networks and prevent crime
- Increase police presence through foot patrols and community engagement
- Foster trust by organizing regular events that strengthen partnerships between law enforcement agencies and local communities, including forums for residents and the Police Department to collaborate on problem-solving
- Connect at-risk residents with community-based programs that address the root causes of crime, such as poverty, substance abuse, mental health issues, and lack of educational opportunities
- Support 21st century policing strategies by initiating mentoring, after-school, and diversion programs to encourage positive youth development

STRATEGY 5

Support existing businesses, foster private sector innovation, promote the County's economic and cultural assets

Key Activities

- Identify additional communities for Arts and Entertainment and Main Street designations
- Develop strategies to increase direct investment and foreign direct investment
- Continue the action plan for the Northwest Sustainability Community area with a focus on the Liberty Road Corridor
- Expand ways to support entrepreneurship and innovation
- Continue sustainable community strategies to ensure they are being used as effective community revitalization tools
- Implement the West Baltimore Economic Redevelopment Authority
- Create and fund an Office of Global Innovation within DEWD in order to drive economic activity and opportunity for County residents
- Establish a Greater Randallstown Community Development Organization
- Create a commercial corridor small business strategy that focuses on support of minority and women owned businesses
- Create Small Area Plans to address business and neighborhood needs throughout the County

STRATEGY 6

Enhancement laws, codes and regulations regarding buildings, property, fire, safety and health

Key Activities

- Complete the annual Fire Code update process
- Fully implement a night court in the Office of Administrative Hearings

“ It is absolutely essential that we address key gaps in our housing continuum, revitalize underserved areas, and expand the availability of quality, attainable housing to make sure that every family can find a safe place to call home in Baltimore County. ”

– County Executive Johnny Olszewski

STRATEGY 7

Expand shared use of facilities

Key Activities

- Explore best practices for use of shared centralized facilities and implement viable options
- Collaborate across government to identify opportunities for shared use within existing and new facilities
- Ensure that services are in close proximity with accessible transportation for residents

STRATEGY 8

Continue enhancing community engagement strategies

Key Activities

- Expand the Office of Immigrant Affairs and develop effective strategies to connect and further engage Immigrant and New Americans communities
- Implement New Americans Workgroup
- Provide equitable access to recreational programming for all communities
- Expand Citizens Academy to Community Academy
- Enhance language access for individuals engaging with County government to do business or receive services
- Expand Town Halls to provide access for vulnerable populations to engage
- Identify effective ways to encourage shared responsibility and accountability amongst communities

STRATEGY 9

Implement Baltimore County’s “housing for all” strategy

Key Activities

- Increase the County’s overall housing stock
- Address necessary waivers and zoning regulations to support the attainable housing agenda
- Focus on redevelopment and revitalization of older communities within and beyond the I-695 corridor—Security Square Mall, Owings Mills Mall
- Develop policies and strategies to transform exiting commercial spaces into residential and mixed-use opportunities
- Support transit-oriented development opportunities wherever possible
- Explore community drop-in centers/transitional housing for vulnerable populations
- Expand engagement with market rate developers



GOAL 2

Educational Excellence and Lifelong Learning

To foster lifelong educational opportunities for residents of all ages by promoting greater collaboration and providing multiple pathways for advancement to enhance overall quality of life and lifelong learning

In collaboration with the jurisdiction's public school system, post-secondary and other training partners, the County will advance educational excellence and lifelong learning through strategic funding and collaborative partnerships. The County will effectively communicate about the value of lifelong learning experiences, leverage existing educational institutions and programs, and foster transformative growth and awareness that supports the Blueprint for Maryland's Future.

The County will continue to support educational activities including Pre-k through 12, working adults, and seniors through innovative collaboration, holistic programs, and targeted training pathways. These initiatives will lay the foundation for a highly trained and resilient workforce that the County needs and that will lead to more meaningful work opportunities for residents. The County will advance educational excellence and lifelong learning through the following specific strategies and activities:

KEY STRATEGIES January 2024-December 2026

- 1 Increase the infrastructure and investment that will improve educational experience for all learners
- 2 Collaborate with BCPS in building strategic partnerships and funding sources, develop a pipeline of educators, volunteers, and mentors to better serve P-20 student population
- 3 Collaborate with BCPS to develop infrastructure and identify funding to support early childhood educational services
- 4 Collaborate with educational institutions to enhance college and career readiness programs and partnership
- 5 Ensure residents of all backgrounds have access to personal and professional development and lifelong learning by reducing barriers to services
- 6 Enhance access to the inventory of available resources and funding to support education and lifelong learning opportunities

STRATEGY 1

Increase the infrastructure and investment that will improve educational experience for all learners

Key Activities

- Implement "MYIPAS" and use as a roadmap for meeting County school facility needs. Focus on priority projects by Fiscal Year
- In coordination with BCPS, assess actions of Blueprint for Maryland's Future (MD Blueprint local action plan) and determine funding strategies within the County's annual budget development process
- Develop opportunities for life-long learning for all age groups working with the array of Baltimore County educational partners
- Work closely with BCPS to conduct fiscal analysis of the Blueprint for Maryland's Future and plan resources for multiple years
- Promote transparency in finances

STRATEGY 2

Collaborate BCPS in building strategic partnerships and funding sources to develop a pipeline of educators, volunteers, and mentors to better serve our P-20 student population

Key Activities

- Support BCPS in identifying resources to build a teacher pipeline of educators
- Assist BCPS in identifying resources to help employees without degrees advance and implement efforts to assist with career growth
- Assist BCPS to identify resources to fund teacher certification
- Assist BCPS in recruiting volunteers through the County's new Volunteer Center platform
- Continue the expansion of the Community College Promise Program

STRATEGY 3

Collaborate with BCPS to develop infrastructure and identify funding to support early childhood educational services

Key Activities

- In collaboration with BCPS, continue to research models and best practices in similarly sized jurisdictions for universal Pre-K expansion
- In collaboration with BCPS, continue to identify early childhood learning opportunities offered throughout the County and assess gaps (through an equity, geographic, and at-risk lens)
- In coordination with BCPS, include Pre-K seats in building designs as part of school's capital projects pre-construction work
- In coordination with BCPS, identify funding strategies and incentives to fund new partnerships
- Work with BCPS to identify a high-quality mixed-delivery (public and private) Pre-K systems
- Assist BCPS in identifying funding to expand support for families and expand Judy Centers to remaining 57 Title I schools
- Partner closely with libraries to develop lifelong learning opportunities and programs for birth through 5 years of age
- In coordination with CCBC, explore credit-hour offerings for early childhood internship placements

STRATEGY 4

Collaborate with educational institutions to enhance college and career readiness programs and partnerships

Key Activities

- Review MD Blueprint and coordinate with BCPS and CCBC to confirm evidence-based practices to enhance College and Career Readiness (CCR) strategies.
- Continue to expand the CCBC College Promise Program
- Expand summer youth employment in coordination with Baltimore County Public Schools and community partners
- In coordination with CCBC, in partnership with the Baltimore County Office of Workforce Development, expand education and training opportunities to the residents of Baltimore County

STRATEGY 5

Ensure residents of all backgrounds have access to personal and professional development and lifelong learning by reducing barriers to services

Key Activities

- In coordination with BCPS, inventory and assess gaps within existing summer and year-round meal programs
- Pursue grant funding from area foundations to support meal programs and improved outreach. In coordination with BCPS, promote the availability of summer and year-round meal programs to County residents
- In coordination with BCPS, identify resources to support the expansion of community schools' strategies throughout the county
- Support meal programs and improved outreach

STRATEGY 6

Enhance access to the inventory of available resources and funding to support education and lifelong learning opportunities

Key Activities

- Conduct resource mapping to identify available resources and funding that support opportunities for lifelong learning
- Create a user-friendly platform to assist departments and residents in identifying and accessing available resources
- Educate County departments and the community on available programs and initiatives to better serve community needs
- In coordination with the P-20 educational system, facilitate collaboration and partnerships to reduce silos
- Identify opportunities to leverage identified resources within the government and community

“ As a former BCPS teacher, a current BCPS parent, and as County Executive, education will always be my passion and priority. Our administration will always make the necessary investments to give our next generation of leaders the resources and support they need to achieve their potential. ”

– County Executive Johnny Olszewski





GOAL 3

Equitable Decision Making

Build a future centered on equitable decisions, providing opportunities and allocating resources and services through an equity, diversity, and inclusion lens that enhances growth and prosperity.

Baltimore County will continue to use an equity lens throughout its management and delivery of programs and services. The County commits to the standard of excellence that all are treated fairly, respectfully and with dignity. The County will promote equity and inclusion to support historically underserved individuals, groups, and communities, including people over 65 years old, people with disabilities, non-native English speakers, and other disadvantaged groups. County policies will also continue to adjust historical practices and structures that have harmed social equity. Internally, the County will continue providing implicit bias training to its employees to increase awareness of this issue and reduce its negative impacts on decision-making as well as program and service delivery. The County will ensure equitable decision-making through the following specific strategies and activities:

KEY STRATEGIES January 2024-December 2026

- 1 Ensure greater economic viability and opportunity among historically underrepresented populations, communities, and businesses
- 2 Ensure that the criminal justice continuum advances equitable policies, practices, and services
- 3 Examine and strengthen program equity and inclusive practices in Recreation and Parks
- 4 Support existing businesses, foster private sector innovation, promote the County's economic and cultural assets
- 5 Identify and implement best practices for advancing diversity and inclusion within County government and with external stakeholders
- 6 Ensure departmental DEI Coordinators have access to resources and information that promote an integrated Enterprise-wide approach
- 7 Establish and implement a Baltimore County Youth Council

STRATEGY 1

Ensure greater economic viability and opportunity among historically underrepresented populations, communities, and businesses

Key Activities

- Continue to implement a comprehensive plan and recruitment strategy to increase diversity in the Human Relations Commission membership
- Upon implementation of the comprehensive plan and recruitment strategy, monitor for long-term sustainability
- Continue to implement regulatory changes to strengthen the Commission's capacity to respond to complaints
- Finalize the strategic plan for the Human Relations Commission
- Track progress of the Office of DEI, now codified
- Continue to diversify the Human Relations Commission membership and engage newly appointed youth member

STRATEGY 2

Ensure the criminal justice continuum advances equitable policies, practices, and services

Key Activities

- Begin implementing a comprehensive plan to provide alternative housing and sentencing options for women and juvenile offenders
- Collaborate with Corrections, Workforce Development, DEI MBE/WBE/DBE and Health Human Services to strengthen the comprehensive re-entry programs and other services for returning citizens
- Conduct a comprehensive review of state and local incarceration and recidivism rates; use the data to develop appropriate policy, practice, and service responses
- Evaluate efforts to alleviate immediate concerns regarding the housing of juvenile detainees in adult facilities
- Conduct a comprehensive evaluation of new initiatives within corrections and make program data available to the public
- Continue to collaborate with the Equitable Policing Workgroup to gain community input on effective reentry strategies and public/private partnerships
- In coordination with an academic partner or non-profit, collaborate with BCSTAT in the creation of an updated Pre-trial Risk Assessment tool in compliance with the State laws, industry standards and best practices

STRATEGY 3

Examine and strengthen program equity and inclusive practices in Recreation and Parks

Key Activities

- Implement feasible recommendations of a needs assessment of all parks and facilities, with a focus on accessibility and amenities
- Implement changes to the County's recreation delivery model as compared to other major jurisdictions and address program impact and gaps
- Enhance the partnership with the Police Department to expand the "GREAT" (Gang Resistance Education and Training) program in County Recreation Activity Centers (RAC)
- Continue to implement plans to address concerns presented by the Parks and Facilities needs assessment

STRATEGY 4

Support existing businesses, foster private sector innovation, promote the County's economic and cultural assets

Key Activities

- Continue to partner with DEWD to increase outreach and engagement with the minority, women, and small business community
- Develop and implement additional training and technical assistance opportunities for small, women, and minority-owned businesses

STRATEGY 5

Identify and implement best practices for advancing diversity and inclusion within County government and with external stakeholders

Key Activities

- Conduct an enterprise-wide equity, diversity, and inclusion assessment, examining staffing, training, departmental activities, and current allocation of resources
- Develop and implement an enterprise Diversity, Inclusion, and Equitable Decision-Making (DIEM) Statements
- Develop a strategic plan within the Fire Marshall's Office that includes diverse and vulnerable populations
- Establish a Diversity, Equity and Inclusion Commission
- Update the public on the status of diversity and inclusion within the Department of Corrections, Fire Department, Police Department, and 911

STRATEGY 6

Ensure departmental DEI Coordinators have access to resources and information that promote an integrated Enterprise-wide approach

Key Activities

- Assess employee understanding of DEI approach and principles
- Ensure integrated and consistent approach to DEI principles and practices across departments
- Work across the enterprise through a countywide town hall to ensure all employees and residents know how to access internal and external DEI information/resources

STRATEGY 7

Establish and implement a Baltimore County Youth Council

Key Activities

- In coordination with Human Relations Commission, Baltimore County Police Department, BCPS, and Recreation and Parks, explore best practices for Youth Councils and develop a Youth Council for Baltimore County
- Identify key internal and external stakeholders to support the mission and activities of the Youth Council

“ We have created the most transparent, accessible, and engaged government in our history, holistically invested in our neighborhoods, and have instilled the principles of equity and sustainability into the core culture of Baltimore County.” ”

– County Executive Johnny Olszewski



GOAL

4

Sustainability

To ensure the long-term sustainability of the County's public and internal government infrastructure and safeguard the County's ecology and climate

Baltimore County will continue to drive toward a more sustainable environment for the benefit of all within the jurisdiction. In managing internal operations, the County will effectively manage its facilities, reduce energy use and greenhouse gas emissions, encourage sustainable decision-making in all departments, and consider the costs of inaction into County decisions. Given the cross-sectoral nature of climate and environmental issues, the County will partner with external stakeholders to address the health impacts of climate challenges including: flooding and extreme heat through innovative solutions that foster awareness, generate buy-in, promote sustainable practices, and enhance the lives of individuals and communities. The County will enhance sustainability through the following specific strategies and activities:

KEY STRATEGIES January 2024-December 2026

- 1 Prepare a comprehensive master community facilities and infrastructure plan that integrates and prioritizes capital funding; integrate climate vulnerabilities into how we execute the Capital Improvement Program (CIP)
- 2 Further develop/enhance the County's land use/natural resource management processes
- 3 Expand the County's transportation infrastructure to promote connectivity and reduce gaps through multi-modal options
- 4 Reduce County government energy consumption by 50% by 2030
- 5 Build and enhance resiliency among all County infrastructure development
- 6 Define and prioritize the County's Sustainability agenda

STRATEGY 1

Prepare a comprehensive master community facilities and infrastructure plan that integrates and prioritizes capital funding; integrate climate vulnerabilities into how we are executing the Capital Improvement Program (CIP)

Key Activities

- Implement strategies to establish a sustainable capital maintenance and replacement program
- Continue to implement and strengthen the County's asset management system
- Implement water/sewer end-to-end business process review recommendations
- Execute, monitor, and evaluate storm water management business processes
- In collaboration with Baltimore City and the State of Maryland, examine governance options for the Metro Water Utility
- Examine options for implementing a County Resilience Authority
- Sustain progress of tree plantings (ReTree, Street Trees) and have net tree canopy production

STRATEGY 2

Further develop/enhance the County's land use/natural resource management processes

Key Activities

- Research and develop a comprehensive “green” infrastructure plan that enhances and expands land preservation initiatives, parks, and recreation centers
- Implement the 4-year CZMP Cycle and consider land use zoning changes
- Update County land use development and planning manuals
- Update open space and landscape manuals, including Forest Conservation

STRATEGY 3

Expand the County's transportation infrastructure to promote connectivity and reduce gaps through multi-modal options

Key Activities

- Continue to expand locally operated and micro-transit systems, including County Ride and other Loop routes
- Continue to enhance the County's cyclist, pedestrian access, and safety plan
- Continue to support regional transit planning with a special focus on connecting the west and east sides of the County
- Continue to support the Baltimore Regional Transit Commission to ensure equitable and transparent decision making
- Continue to support for “last mile” connectivity to include schools and transit locations

STRATEGY 4

Reduce County government energy consumption by 50% by 2030

Key Activities

- Identify strategies and establish business processes to meet and exceed State Building Energy Performance Standards. Evaluate facilities for the implementation of energy performance contracts and/or other measures to save energy and reduce carbon emissions
- Initiate annual audit to assess energy and water utilization within County buildings and facilities
- Ensure the upgrading of building systems to reduce water and energy consumption in County capital projects, new construction and major renovations
- Increase County fleet with additional electric vehicles
- Continue to explore renewable energy options including solar buildout

STRATEGY 5

Build and enhance resiliency among all County infrastructure development

Key Activities

- Continue to identify and adopt best practices for implementing green building programs that will strengthen County codes related to residential and nonresidential development
- Identify and establish a balanced development review process with a sustainability overlay
- Improve infill development and redevelopment enhance natural amenities; connect to green infrastructure, and improve stormwater management
- Continue work on residential and nonresidential design guidelines and regulations to preserve green infrastructures that are parallel with the Urban Rural Demarcation Line (URDL)

STRATEGY 6

Define and prioritize the County's Sustainability goals

Key Activities

- Implement the County's Sustainability plans, including its greenhouse gas climate action plan, hazard mitigation plan, and vulnerability climate action plan, and other priorities identified through executive orders and local and state legislation
- Build public and private partnerships to collaborate on emerging sustainability priorities and initiatives
- Invest in additional Geographic Information System (GIS) data coverage
- Complete the process to join FEMA's Community Rating System (CRS)
- Develop initiatives to expand and engage community participation climate mitigation and community resilience building
- Issue and implement an executive order regarding turf infill and a related revised heat policy
- Issue and implement a green products executive order



“ We are fully committed to doing all we can to protect our shared environment for this generation and the next and our administration will continue to take commonsense steps to build the cleaner, greener, and more sustainable future our residents — especially our children — deserve. ”

– County Executive Johnny Olszewski



GOAL 5

Government Accountability

To be an open, transparent, accountable, and high-performing organization that effectively uses resources to provide high-quality services to residents and visitors

Baltimore County will continue to encourage innovation, empower employees, and publicly report results to ensure that it is accountable to the public it serves. To maintain high-performing organizational units with the capacity to provide quality public services and effectively manage resources, the County will invest in its workforce, build a strong internal culture, empower its employees, and publicly report results in a transparent manner. In managing its internal operations, the County will utilize efficient processes, evidence-based decisions, constructive engagement with stakeholders and feedback from service recipients, innovative technological tools, and effective performance management strategies. These activities will reward the outstanding accomplishments of teams and individuals and ensure that the County continues to be recognized as a best practice jurisdiction. The County will enhance government accountability through the following specific strategies and activities:

KEY STRATEGIES January 2024-December 2026

- 1 Continue to expand and enhance a comprehensive communications and community engagement strategy
- 2 Improve internal and external customer service and satisfaction with the delivery of County services
- 3 Continue implementing performance management models that track and improve transparency and accountability
- 4 Continue BCSTAT's build out of a data-driven and transparent framework for effective decision-making to meet strategic goals and enterprise-wide priorities
- 5 Develop an effective and transparent method for making smart, data-informed, and cost-effective budget allocations and decisions
- 6 Establish effective business processes/infrastructure for implementation across the enterprise

STRATEGY 1

Continue to expand a comprehensive communications and community engagement strategy

Key Activities

- Expand training sessions and best-practice sharing opportunities to empower neighborhood organizations; collect community feedback to inform community engagement opportunities
- Continue to collaborate with community partners to develop, evaluate, and revise processes to ensure that County services meet the needs of the community
- Continue to redesign and enhance the County's website to streamline information and make it more user-friendly. Ensure language translation/access for government services is updated regularly
- Continue to implement language classes for County employees and/or incentives to learn a second language to assist in interpretation and translations for customers conducting business with Baltimore County
- Reimagine internal and external DEI engagement groups to compliment the work of the Human Relations Commission
- Develop the infrastructure and business process by which departments will conduct community engagement
- Continue to strengthen outreach and encourage Recreation Council leaders to diversify programs and membership

STRATEGY 2

Improve internal and external customer service and satisfaction with the delivery of County services

Key Activities

- Reevaluate data and capabilities of current customer relationship management (CRM) systems (311, OIT, Property Management, etc.) to determine if the system is meeting County needs. Explore options for centralized CRM system
- Enhance the customer experience for individuals conducting business with or receiving service from County government
- Explore and develop potential partnership opportunities to further expand community engagement with residents (library, colleges, etc.)

STRATEGY 3

Continue implementing performance management models that track and improve transparency and accountability

Key Activities

- Develop key performance measurement indicators that correspond with the updated Strategic Plan
- Publish annually, Division of DEI Report highlighting departmental accomplishments and milestones
- Finalize criteria for prioritization of technology projects enterprise-wide
- Complete an enterprise-wide equity assessment
- Evaluate and streamline property and fleet management systems. Identify and implement best practices
- Implement enterprise-wide risk management infrastructure to monitor and manage risk
- Begin implementation of the recommended revisions to the on-call contracting process
- Create a cross-departmental system to share data and metrics to inform decision-making
- Implement a Project Management Office (PMO) structure to manage key projects enterprise-wide

STRATEGY 4

Continue BCSTAT's build out of a data-driven and transparent framework for effective decision-making to meet strategic goals and enterprise-wide priorities

Key Activities

- Continue to implement the enterprise-wide data warehouse
- Define which data/metrics should be used for effective governance and decision-making
- Fully implement predictive data analytics capacity
- Implement data governance policy and protocols
- Establish internal department-level data analytics capacity
- Continue to implement outcome-based budgeting agenda

STRATEGY 5

Develop an effective and transparent method for making smart, data-informed, and cost-effective budget allocations and decisions

Key Activities

- Continue to enhance financial policies and procedures to ensure future budget sustainability
- Continue to define parameters of a performance-based budgeting system to financially report on Strategic Plan goals and other priorities

STRATEGY 6

Establish effective business processes/infrastructure for implementation across the enterprise

Key Activities

- Define PIA custodians' roles and responsibilities for each department
- Develop and implement PIA training to ensure custodians provide timely, efficient responses
- Continue to implement data analytical training for County employees
- Implement new tax system (RSI)
- Further develop operational implementation and policy development capacity to support enterprise-wide needs
- Research industry best practices for capital project management



“ We are transforming Baltimore County into a model of open, accountable and accessible government. A journey that is re-envisioning how we operate by embedding the values of mutual trust, respect and honesty into the bedrock of our government — because we know they are fundamental pillars for our shared and sustained success. ”

– County Executive Johnny Olszewski



GOAL

6

Workforce Empowerment

To engage employees and members of the community in educational, training, and workforce development activities that result in meaningful employment, enabling them to earn competitive wages and provide opportunities for career advancement

Baltimore County will support its employees and residents as they seek meaningful work in the private, nonprofit, and public sectors. The County will continue to make career training and educational opportunities more widely available to residents by reducing financial and institutional barriers. Through collaboration with educational and private sector leaders, the County will match workforce and training needs with innovative programs that align with the needs of the government and private industry.

Within the government, the County will take steps to ensure that it is an employer of choice for lifelong careers, through a mission-oriented, supportive work environment, employee incentive programs and career advancement opportunities.

The County's overall approach includes innovative partnerships and collaborations designed to engage members of the community in educational, training, and workforce development activities that result in meaningful employment, enabling them to earn competitive wages and provide opportunities for career advancement. These efforts will support the jurisdiction's continued economic growth and success. The County will achieve its Workforce Empowerment goal through the following strategies and activities:

KEY STRATEGIES January 2024-December 2026

Government Focus

- 1 Develop, refine, and promote training, leadership development, and career advancement
- 2 Expand safety and employee workplace wellness efforts
- 3 Assess and address staff classification and compensation equity to enhance salary competitiveness, staff recruitment and retention
- 4 Establish and promote a culture that encourages communication and collaboration across County staff and leadership
- 5 Continue to develop a succession planning and knowledge transfer strategy

External Focus

- 6 Engage the employer community to identify key industry sectors and define their needs. Work collaboratively with key and emerging County industries to develop innovative collaborations to meet industry needs
- 7 Survey private industry and government sectors to determine workforce needs to inform the County's broader workforce strategy
- 8 Institute the County's agenda for the agricultural industry
- 9 Explore and continue to develop wrap-around support services that assist individuals entering the workforce to ensure their success (ex. UMS healthcare pipeline project in partnership with CCBC)
- 10 Collaborate with industry sectors/leaders, BCPS, CCBC and four-year colleges/universities to define and enhance the "education to career pipeline"

STRATEGY 1

Develop, refine, and promote training, leadership development, and career advancement

Key Activities

- Research and identify strategies to enhance employee continuing education opportunities
- Review, assess, and modify the current employee performance review process and determine industry best practices for implementation. Implement 360-degree performance review process for designated classifications
- Implement language development program for employees to develop and utilize a second language to assist in delivering County services
- Implement enterprise-wide language interpretation and translation certification program to enable staff to provide language interpretation and translation services
- Create an interdisciplinary County workgroup to research and coordinate training efforts based on departmental needs
- Develop and implement new training and leadership initiatives to meet County workforce needs
- Develop and implement employee student loan forgiveness program
- Implement an alternative skills-based hiring process that considers work experience in lieu of college degrees for hiring considerations

STRATEGY 2

Expand safety and employee workplace wellness efforts

Key Activities

- Develop an inventory of existing wellness and safety programs and set best practice standards for safety and wellbeing enterprise-wide
- Evaluate and enhance the County's existing Health and Wellness Plan
- Develop an employee health and wellness survey in partnership with the Benefits Office to determine employee needs
- Establish consistent and effective communications regarding available resources (ex. ombudsman program)
- Establish the County's wellness center. Create initiatives to foster healthy work-life balance enterprise-wide
- Develop initiatives to foster healthy work environment and promote mental health awareness/practices
- Continue incorporation of gender neutral bathrooms and lactation rooms into capital planning

STRATEGY 3

Assess and promote staff classification and compensation equity to enhance competitiveness and retention

Key Activities

- Identify and implement competitive recruitment and retention strategies
- Implement the County Classification and Compensation Study recommendations



STRATEGY 4

Establish and promote a culture that encourages communication and collaboration among County staff and leadership

Key Activities

- Create an avenue for County employees to make suggestions related to day-to-day operations, work culture and environment, and other best practices that will enhance quality and performance to recognize employee innovation
- Continue annual employee viewpoint survey (EVS). Utilize results from the EVS to enhance employee engagement strategies
- Research best practices for telework and refine the County's telework program
- Re-establish the employee DEI affinity groups and identify priorities
- Develop an enterprise-wide policy review committee to review, comment, and make recommendations on proposed policies or policy revisions

STRATEGY 5

Continue to develop a succession planning and knowledge transfer strategy

Key Activities

- Research industry best practices regarding succession planning and knowledge transfer. Engage HR experts through Society for Human Resource Management (SHRM) to assist
- Assess and refine the County's current succession planning strategies to better support the County's succession and knowledge transfer needs

“ Building a strong, resilient workforce is about more than just job creation. It requires us to break down barriers that far too often keep someone from pursuing their dream. ”

EXTERNAL STRATEGIES

STRATEGY 6

Engage the employer community to identify key industry sectors and define their needs. Work collaboratively with key and emerging County industries to develop innovative collaborations to meet industry needs

Key Activities

- Explore innovative ways to partner with other public and private industries to identify critical workforce needs
- Increase outreach to critical employers in targeted sectors to determine employee skill sets and training needs
- Leverage the County's Workforce Advisory Board to assist with engaging the broader industry in discussions around workforce training needs

STRATEGY 7

Survey private industry and government sectors to determine workforce needs to inform the County's broader workforce strategy

Key Activities

- Survey the County's key and emerging industries to begin to understand their workforce needs
- Analyze the local workforce skillsets and job opportunities to encourage community members to work for County-based employers
- Develop and engage a public-private sector workforce steering committee to guide further workforce strategy development
- Determine the skills needed for the identified industry sector needs and begin to develop programs and trainings to meet those needs
- Identify key emerging industry sectors that the County should focus on developing training and career strategies for
- Identify strategies and incentives to encourage both employers and employees to establish businesses in Baltimore County

STRATEGY 8

Institute the County's agenda for the agricultural industry

Key Activities

- Establish the Baltimore County Office of Agricultural and Agricultural Advisory Board to promote Baltimore County as a leader in the agricultural industry by providing support to the farm community
- In coordination with BCPS, enhance the school-based agricultural education within the school system
- Explore the expansion of agricultural-business and agricultural-tourism in the County and consider expansion
- Coordinate with USDA to collect County agricultural data
- Establish a grant program to assist the local farming communities and the agricultural industry to enhance the workforce pipeline
- Ensure capacity to collect data on the equine agricultural sectors (Secure sufficient resources)

STRATEGY 9

Explore and continue to develop wrap-around support services that assist individuals entering the workforce to ensure their success (ex. UMS healthcare pipeline project in partnership with CCBC)

Key Activities

- Identify key training programs to partner with industry and educational partners to support the workforce. Provide similar support services as provided for the UMS healthcare pipeline program
- Partner with external workforce stakeholders to develop pipelines for scholarships, paid internships, and apprenticeships
- Partner with County programs to provide available wrap-around services to eligible training program participants

STRATEGY 10

Collaborate with industry sectors/leaders, unions, BCPS, CCBC and four-year colleges/universities to define and enhance the “education to career pipeline”

Key Activities

- Convene a workforce summit for employers, unions, and educational institutions to develop a robust workforce strategy
- Collaborate with employers to help inform education providers about the necessary skills needed for success (soft skills, etc.)
- Continue to work with CCBC to expand College Promise to ensure educational affordability and attainment to support sector-specific training expansion





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