

County Council of Howard County, Maryland

2026 Legislative Session

Legislative day # 11

RESOLUTION NO. 125-2026

Introduced by: Chairperson at the request of the County Executive

Short Title: Appointment – Kim M. Lightfoot, SHRM-SCP – Board of Social Services

Title: A RESOLUTION confirming the appointment of Kim M. Lightfoot, SHRM-SCP to the Board of Social Services.

Introduced and read first time on Sep 8, 2026.

By order

Michelle Harrod
Michelle Harrod, Administrator to the County Council

Read for a second time and a public hearing held on Sep 22, 2026.

By order

Michelle Harrod
Michelle Harrod, Administrator to the County Council

This Resolution was read the third time and was Adopted ☒, Adopted with amendments __, Failed __, Withdrawn __ by the County Council on Oct 5, 2026.

Certified by

Michelle Harrod
Michelle Harrod, Administrator to the County Council

NOTE: [[text in brackets]] indicates deletions from existing language; TEXT IN SMALL CAPITALS indicates additions to existing language. ~~Strike-out~~ indicates material deleted by amendment; Underlining indicates material added by amendment.

1 **WHEREAS**, Section 404 of the Howard County Charter and Section 6.300 of the Howard
2 County Code provide for the County Executive to appoint and for the County Council to confirm
3 nominees to Howard County Boards and Commissions created by law; and

4 **WHEREAS**, Section 3-501 of the Human Services Article of the Annotated Code of
5 Maryland provides for a Board of Social Services in Howard County; and
6

7 **WHEREAS**, according to Section 3-501 of the Human Services Article of the Annotated
8 Code of Maryland, the term of a member appointed to a local Board of Social Services is three
9 years; and

10 **WHEREAS**, the County Executive has proposed the appointment of Kim M. Lightfoot,
11 SHRM-SCP as a member of the Board of Social Services; and

12 **WHEREAS**, the County Council ratifies the County Executive's special trust and
13 confidence in the abilities of the nominee.

14 **NOW, THEREFORE, BE IT RESOLVED** by the County Council of Howard County,
15 Maryland this 5 day of October, 2026 that the following person is appointed as a
16 member of the Board of Social Services to serve from the passage of this Resolution to October 5,
17 2029 or until a successor is appointed and confirmed:

18 Kim M. Lightfoot, SHRM-SCP
19 Savage, Maryland

KIM M. LIGHTFOOT, SHRM-SCP

PROFESSIONAL SUMMARY

Accomplished executive leader with over 25 years of progressive experience in business administration, municipal management, and law enforcement, including significant roles in both civilian and sworn environments. Recognized for expertise in strategic planning, organizational leadership, and implementation of innovative, community-focused initiatives. Proven ability to lead diverse teams, foster strong community partnerships, and drive operational excellence through evidence-based practices and transparent decision-making. Adept at policy development, crisis management, and stakeholder engagement, with a strong commitment to advancing public safety, equity, and trust within the community. Known for integrity, exceptional communication abilities, and fostering a culture that maximizes team engagement and growth.

STRENGTHS AND EXPERTISE

Budget & Resource Management	Integrity & Ethical Conduct	Policy Development
Communication	Leadership & Management	Process Implementation
Community Engagement	Legal & Regulatory Knowledge	Relationship Building
Innovation	Personnel Development	Strategic Planning

PROFESSIONAL EXPERIENCE

Montgomery County Department of Police Manager, Sex Offender Registry Unit

January 2023 - Present

Position Description

- Responsible for the supervision, monitoring, and tracking of convicted sex offenders living, working, and attending school in Montgomery County.
- Ensuring compliance with the Sexual Assault Kit Initiative (SAKI) to support and foster a survivor-centered approach to kit testing and result notification.
- Collaborates in resolving public safety issues by emphasizing community involvement through the Citizens Academy Program Sex Offender Registry Presentations and being an internal resource for investigators and forensic scientists.
- Oversees the preparation, administration, and submission of quarterly and annual state- required reports.

Accomplishments:

- Supervise and oversee law enforcement programs ensuring compliance with organizational policies and regulatory requirements, implementing efficient tracking systems to optimize operations and drive results.
- Lead strategic initiatives to foster a collaborative and inclusive work environment, emphasizing diversity, equity, and servant leadership principles while empowering team members through autonomy and trust.
- Collaborate with cross-functional teams and external stakeholders to address organizational challenges, develop strategic plans, and implement innovative solutions that align with long-term goals.
- Partner with senior leadership and budgetary teams to prepare and manage operating budgets, contributing to fiscal planning and ensuring alignment with organizational objectives.

Montgomery County Department of Police (continued)
Manager, Sex Offender Registry Unit

January 2023- Present

Accomplishments

- Design and deliver community-focused initiatives that enhance transparency and engagement, demonstrating a commitment to stakeholder collaboration and public trust.
- Leverage performance metrics and Key Performance Indicators (KPIs) to evaluate the effectiveness of talent management strategies, driving continuous improvement and measurable outcomes.
- Successfully increased operational efficiency by implementing systems and processes that enhanced team performance, compliance, and resource allocation.
- Spearheaded initiatives to promote professional development and align workforce capabilities with organizational goals, ensuring a high-performing and resilient team.

First Balcony Consulting LLC
Chief Executive Officer

June 2021 - Present

Provides visionary leadership to the consulting teams, fostering a culture of innovation and collaboration. This enables us to build and maintain strong relationships with our clients, understanding their needs and allowing us to deliver customized solutions.

Accomplishments:

- Delivers visionary leadership to consulting teams, cultivating a culture of innovation, collaboration, and excellence to achieve organizational goals.
- Establishes and maintained strong client relationships by understanding their unique needs and delivering tailored talent acquisition, compensation, and workforce solutions.
- Specializes in talent management, professional development, and strategic HR initiatives enhancing workforce effectiveness and driving business success.
- Attracts and retains top talent by implementing effective recruitment, training, and mentorship programs, resulting in a high-performing team of consultants.
- Creates and fosters an inclusive work environment that prioritized teamwork, creativity, and continuous learning.
- Administers EQ/i 2.0 360 emotional intelligence and DiSC assessments.
- Achieves exceptional client satisfaction by exceeding expectations and maintaining long-term partnerships through consistent delivery of high-quality consulting services.
- Designs, implements, and leads leadership development cohorts for clinical programs, enhancing leadership pipelines and organizational capacity.
- Coordinates strategic change management consultations and team-building initiatives to support clinical program objectives.
- Provides executive coaching and HR consulting services tailored to businesses in the healthcare and secondary education sectors.
- Directs leadership talent acquisition efforts for a multi-state transportation carrier, ensuring alignment with organizational goals and culture.
- Secures repeat business and referrals by delivering consistently outstanding results, reinforcing the firm's reputation for excellence.

Maryland Department of Human Services

May 2005- January 2023

Deputy Chief Learning Officer (2020-2023)

Deputy Executive Director for the Office of Programs (2017-2020)

Director for the Office of Local Operations (2014-2017)

Office of Local Operations Monitor (2013-2014)

Operations Specialist (2012-2013)

Policy Analyst (2007-2012)

Appeal Representative (2006-2007)

Case Manager (2005-2006)

Accomplishments:

- Planned and organized strategic learning and professional development initiatives for the fourth-largest state agency, aligning them with organizational goals and statewide performance targets.
- Identified evolving workforce needs and adapted learning programs to address talent acquisition and classification requirements and ensure alignment with strategic objectives. Provided executive coaching and mentorship for new and current employees.
- Led a cross-functional Learning Officers Workgroup, driving governance for professional development, programmatic initiatives, Learning Management System (LMS) optimization, and 508 Compliance.
- Oversaw the effective administration of employee onboarding, leave management, and medical services, with a focus on Family and Medical Leave Act (FMLA) requests, Equal Employment Opportunity efforts, American with Disabilities Act (ADA) training, Collective Bargaining Agreements best practices, and Fair Labor Standards Act (FLSA) requirements.
- Supported succession planning efforts through data-driven business analytics and performance consulting, ensuring workforce readiness and long-term organizational success.
- Led and coordinated administrative and management studies to evaluate the efficiency and effectiveness of policies, procedures, and operations.
- Conducted statistical data analysis and provided actionable insights through comprehensive reports and memorandums to inform senior leadership decisions.
- Compiled and analyzed HR metrics to make recommendations that optimized talent acquisition, employee development, and operational efficiency.
- Managed and supervised a team of trainers and technical staff members, ensuring compliance with learning objectives and adherence to Federal and State requirements.
- Represented the Chief Learning Officer in their absence, maintaining continuity of leadership and strategic initiatives.
- Developed and implemented wellness programs and employee engagement activities to foster a supportive and productive workplace culture.
- Provided visionary leadership in administering and strategically planning federal and state needs-based programs, driving improvements in legislative responsiveness and analytical capabilities.
- Managed a team of 8 Directors and provided leadership to 180 employees, overseeing operations with an annual budget of \$724 million. Including the talent acquisition, classification, and compensation management of the Office of Programs staff.
- Championed the timely and accurate delivery of key organizational outputs, including legislative responses, state plans, grants, contracts, and inter-agency agreements (MOUs/MOAs).
- Led the evaluation of legislative changes, ensuring their seamless integration into policy development, program implementation, and training strategies for Family Investment Administration programs.

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Accomplishments:

- Advised senior state executives with actionable insights on federal and state policy shifts, demonstrating thought leadership through meticulous documentation and communication of regulatory updates.
- Directed the planning, execution, and evaluation of statewide initiatives across eight core programs, ensuring alignment with organizational priorities and compliance standards.
- Provided strategic oversight for budget preparation and analysis, aligning fiscal requests and justifications with grant application and performance objectives.
- Oversaw the effective setup and management of grant activities within federal databases and reporting systems, ensuring accountability and transparency.
- Steered multiple complex projects simultaneously, meeting critical deadlines and delivering results through effective delegation and prioritization.
- Led statewide efforts to reduce audit findings by designing and implementing mitigation strategies, while aligning human capital policies to a multi-generational workforce model.
- Exemplified strong leadership in explaining and interpreting policies and procedures to a large, diverse workforce, promoting clarity, inclusivity, and engagement.
- Fostered a positive labor relations environment based on mutual trust, respect, and cooperation.
- Traveled statewide (including overnight) to attend meetings, provide in-person coaching and mentoring, and facilitate inter-agency collaboration.
- Enhanced statewide workflow processes, spearheaded a customer service improvement initiative, and developed agency-wide analytics tools to drive operational efficiency and performance.
- Built and maintained excellent communication and interpersonal skills, with stakeholders at all levels of the agency.
- Provided leadership to a team of 80 employees, including the Deputy Director, Operations Liaison, Ombudsman, and Administrator, fostering collaboration and accountability across all levels. Developed and implemented coaching and mentoring initiatives to support dynamic succession planning.
- Directed key operations and statewide team efforts to design and implement innovative workload allocation and sharing strategies, achieving compliance with federal and state performance metrics. Traveled to twenty-one counties (plus Baltimore City) to deliver individualized support and leadership guidance to County directors.
- Collaborated closely with organizational leadership to influence strategic direction for the Affordable Care Act rollout and the implementation of the new Medical Eligibility System. Detailed impact for current workforce and personnel regulations, the collective bargaining agreement, and compensation and classification concerns.

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Accomplishments:

- Responded to rapidly changing environment and revitalized underperforming operations by streamlining workflow processes, strengthening client relationships, and enhancing communication to deliver results under pressure.
- Developed a comprehensive analytics tool to monitor client-specific metrics, ensuring compliance and providing targeted technical assistance to improve outcomes.
- Oversaw the resolution of customer issues by the Ombudsman, resulting in improved satisfaction ratings and enhanced client trust.
- Led a team of over 20 professionals across five departments, achieving a 90% reduction in outstanding audit items ahead of schedule through strategic oversight and effective team management.
- Identified individual strengths and development opportunities among team members, designing and implementing coaching and mentoring skill-building programs to address areas of improvement and enhance overall performance.
- Provided strategic support to top-level decision-making and planning, cultivating strong relationships with senior leadership and advocating for key personnel initiatives.
- Developed and implemented a comprehensive talent acquisition and retention strategy that prioritized diversity, equity, and inclusion. This initiative included launching targeted internal recruitment campaigns, creating mentorship programs for underrepresented groups, and establishing clear career progression paths.
- Organized and facilitated bi-annual leadership workshops, equipping newly appointed Directors and Deputy Directors with best practices to maximize productivity and operational efficiency.
- Assessed proposed Payment Accuracy Plans to ensure compliance with state and federal regulations and supported counties in resolving identified error findings.
- Monitored, analyzed, and evaluated statewide adherence to federal and state laws, driving compliance through strategic oversight and corrective actions.
- Designed and implemented analysis frameworks to ensure adherence to standard operating policies, reducing negative program error rates and improving operational efficiency.
- Developed training methodologies, coordinated schedules, and delivered course curricula for The Increasing Critical Skills Institute, training Subject Matter Experts, Change Champions, and other designated staff.
- Analyzed and evaluated Quality Control error corrections, Payment Accuracy Plans, and compliance with overpayment processes and federally mandated data matches to improve program outcomes.

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Accomplishments:

- Leveraged tools such as Smartsheet, Google Sheets, and Insight Analytics Software to model data, forecast trends, and guide decision-making.
- Established streamlined workflow processes, monitored daily productivity, and implemented modifications to enhance personnel performance and operational activities in alignment with the Magee-Kern Settlement Agreement.
- Managed Customer Relationship Management (CRM) databases by ensuring effective troubleshooting, maintenance, updates, and accurate report generation.
- Led the implementation of program application monitoring and advanced Microsoft Excel solutions, automating office operations through weekly flat file reports, SQL files, and macro-enabled Excel workbooks.
- Partnered with senior management to assess and address critical training needs, ensuring alignment with organizational goals and workforce development priorities.
- Provided expertise in interpreting laws, rules, and regulations impacting programs, serving as the designated point of contact for the Office of Administrative Hearings.
- Advised on the development of policies and standard operating procedures to ensure compliance with state and federal program requirements.
- Designed and delivered curriculum to educate staff on federal social service program policies and procedures, fostering understanding and compliance.
- Conducted training evaluations and prepared initial performance evaluations for new employees, supporting their professional growth and integration.
- Reviewed operational and procedural plans, identified inefficiencies, and implemented improvements, tracking performance metrics to measure success.
- Facilitated training and change management initiatives to enhance operational efficiency across three counties and community-based organizations, driving measurable improvements in service delivery.
- Achieved a 98% success rate in resolving appeals by meticulously reviewing cases, identifying discrepancies, and providing effective resolutions.
- Served as a trusted liaison between applicants, program staff, and administrative bodies, ensuring clear communication and timely resolution of appeal cases.
- Trained and mentored staff on appeals procedures and compliance requirements, resulting in a 20% improvement in case accuracy and adherence to policies.
- Recognized for maintaining a high level of customer satisfaction by effectively resolving complex appeal cases and addressing stakeholder concerns.

EDUCATION

University of Maryland University College

Master of Science - Human Resources Management, December 2012

Montclair State University

Bachelor's of Art - Psychology, May 1999

Society for Human Resources Management

Senior Certified Professional, February 2021 - May 2027

Cornell University

Recruiting and Talent Acquisition Certificate, In Progress

Public Sector Leadership Certificate, March 2025

Women's Entrepreneurship Certificate, October 2023

MHS Assessments

EQ-I 2.0/EQ 360 Emotional Intelligence Certification, February 2022

University of South Florida

Inclusive and Ethical Leadership Certification, February 2022

Wiley Assessments and Professional Development

Everything DiSC Partner, June 2021

University of Southern Florida

Diversity, Equity, and Inclusion in the Workplace Certification, May 2021

University of Maryland University College

Graduate Certification - Business Analytics, August 2016

University of Maryland University College

Graduate Certification - Project Management

AWARDS/ACCOMPLISHMENTS

- 2024 - MCPD ISB/Special Victims Investigations Division Civilian Employee of the Quarter
- 2023 - Leadership in Police Organizations
- 2022 - Created virtual onboarding procedures and training program for new employees
- 2021 - Received Secretary's Customer Service Excellence Citation
- 2020 - Developed virtual management tools for supervisors for virtual/hybrid supervision
- 2020 - Successfully transitioned 100% in-person instructor-led training to a 100% virtual platform capable of serving all employees and maintaining ADA and 508 compliance.
- 2019 - Completed the Executive Leadership Development Initiative Program
- 2018 - Appointed Board Member - Maryland Medicaid Advisory Committee & Maryland Early Childhood Advisory Council
- 2016 - Spearheaded the collaborative development of statewide workload processing, creating the opportunity for the current statewide processing model.
- 2014 - Completed the Leadership Development Initiative
- 2014 - Received the Governor's Customer Service Excellence Citation
-