



Executive Compensation Study

Montgomery County, Maryland

January 28, 2016



Corporate Office

Two Logan Square
Suite 1600
Philadelphia, PA 19103
Phone 215-567-6100
Fax 215-567-4180

Arlington Office

4350 North Fairfax Drive
Suite 580
Arlington, VA 22203
Phone 703-741-0175
Fax 703-516-0283

www.pfm.com

Table of Contents

Executive Summary	3
Methodology	5
Overview	8
General Labor Sector Comparisons	21
Federal Government Comparisons	26
Benefit Comparisons.....	29
Regional Public Sector Comparisons	32
National Public Sector Comparisons	74
Appendices	85

Executive Summary

Montgomery County, Maryland, engaged Public Financial Management (PFM) to perform an evaluation of executive and senior management compensation. To conduct this review, PFM benchmarked major elements of county pay and benefits for a cross-section of selected positions against the general labor market in the Washington, DC metro area, the federal government, and major regional and national public employers.

Compensation studies allow employers to analyze their relative position in the market place, and help to determine if compensation levels should be adjusted to better attract and retain high quality leadership. Such studies also provide insight into an employer's compensation structure and competitiveness. For example, one jurisdiction may have relatively higher "salaries" when comparing base pay only. Yet, when including other cash allowances not included in base pay to generate a more holistic view of combined cash compensation, the differences in pay across jurisdictions may be lessened.

In evaluating cash compensation, PFM analyzed actual base pay earned, as well as other major cash allowances received by executive managers. Even though not included in base pay, such pay elements – vehicle allowances, longevity pay, and uniform allowance – are typically considered by job candidates when weighing opportunities. When accounting for such other allowances in a combined cash compensation perspective, the gap between Montgomery County executive pay levels and those of the comparison jurisdictions surveyed narrows considerably. Looking more broadly, prospective employees may also consider non-cash benefits (e.g., take-home vehicles, retirement, and health benefits) in determining the attractiveness of a job opening. As a result, this report also presents findings on major benefits across jurisdictions surveyed.

As further detailed in the full report to follow, key findings include:

- Relative to other large employers with more than \$1 billion in revenue in the Washington, DC area general labor market, Montgomery County executive pay generally lagged the regional median – typically by 15% - 40%. While such a differential is typical for public employers when compared to the private sector, this reference point nonetheless informs an evaluation of the County's position to compete for top tier talent.
- Along with cash compensation, benefits are also an important component of total compensation. With a defined contribution retirement benefit, Montgomery County executive benefits do not offer a strong advantage over the 401(k) plans typical for regional private employers. Further, most of the public employers surveyed offer a traditional defined benefit pension (either as the primary retirement program, or as an element of a "hybrid" plan in conjunction with a defined contribution supplement), which can be an important factor for some employees when comparing total compensation across employers. To successfully recruit executive managers who plan a long tenure, higher salaries may be required in Montgomery County relative to competing employers with a defined benefit pension plan.
- Among other large Washington, DC area local government employers, Montgomery County cash compensation generally ranks above the median, typically within the top quarter or third. This relative position correlates with Montgomery County's comparatively large scale and complexity, as reflected in budget size and number of employees supervised.

- For every Director-level position benchmarked, Montgomery County directors oversee a headcount and budget above the median and, in all cases, report to the chief executive, which is not always the case across the other regional employers surveyed.
- Relative to the federal government, the region's largest public employer, Montgomery County Management Leadership Service (MLS) pay ranges are in line with comparable ranges on the General Schedule and Senior Executive Service pay ranges for the Washington, DC metropolitan area. At maximum, Montgomery County executive managers in the M-1, M-2, and M-3 pay ranges closely parallel their federal counterparts.
- As an additional reference point, recognizing that some executive positions may be recruited nationally, PFM also evaluated Montgomery County executive compensation relative to larger local governments in regions with similar economic factors. Within this grouping, Montgomery County pay remains competitive – again, with a rough correlation found between salary levels and factors such as organizational size and complexity. In addition, regional economic factors can also contribute to comparative pay levels, as the Washington DC area is generally a high cost, high wage market.
- Relative to broad private and public sector averages, Montgomery County's current compensation approach achieves comparatively strong retention rates. Such continuity may also contribute to comparatively higher salaries – as employees with longer tenure generally earn higher wages – but this trade-off, on balance, is commonly accepted as beneficial to organizations. In addition to minimizing recruitment and replacement disruption and costs, such stability in leadership roles is can benefit organizational performance and service delivery to the public.

Methodology

Public Financial Management, Inc. (“PFM”) was engaged by Montgomery County, Maryland to evaluate compensation levels for County executive management. In collaboration with the County, PFM selected 26 positions for benchmarking covering Director-level, “Question A” appointed positions, and Management Leadership Service positions. These positions were selected to cover and represent a sample of the wide breadth of functions performed by Montgomery County executive managers.

To provide a broad perspective on executive compensation in the Washington, DC Metro area, PFM evaluated compensation levels among general labor employers (including public, private, and non-profit) using third-party data surveys, as well as pay ranges for federal employees located in the Washington, DC area. For general labor market data, PFM used the Economic Research Institute’s *Salary Assessor* for the Washington, DC-Baltimore-Northern Virginia Combined Statistical Area. For federal comparisons, PFM evaluated General Schedule pay scales for the Washington, DC metro area and the Senior Executive Service pay scale, and interviewed representatives from the federal Office of Personnel Management, Division of Employee Services.

Additionally, PFM benchmarked Montgomery County compensation against a selection of large regional and national public sector employers. PFM developed a survey instrument with short summaries of the 26 Montgomery County executive management job descriptions, and asked human resources personnel in the comparison jurisdictions to perform a job matching exercise. The survey instrument included questions about base wages as well as additional allowances (e.g., take-home vehicles, vehicle stipends, and longevity pay). The combination of base pay plus these additional allowances is labeled “Combined Cash Compensation” in this report. Additionally, the survey asked about benefit levels and reporting relationships. Once PFM processed these survey responses, PFM followed-up with the comparison jurisdictions as necessary to clarify responses, and consulted publicly available resources (e.g., budget documents and organizational charts) to evaluate each organization’s size, complexity, and operating structure. The table below provides a summary of the 26 Montgomery County executive management positions surveyed.

Montgomery County Executive Management Positions Surveyed

Director-Level (10)	Question A (7)	MLS (9)
Director, Department of Police (Police Chief)	Assistant Chief Administrative Officer	Chief Technology Officer
Fire Chief	Assistant Chief of Police	Chief Operating Officer
County Attorney	Director, Office of Community Partnerships	Chief, Division of Solid Waste Management
Director, Department of Corrections and Rehabilitation	Director, Regional Services Center [1]	Senior Legislative Analyst
Director, Department of Finance	Chief, Aging and Disability Services	Managing Team Attorney
Director, Department of Public Libraries	Chief, Behavioral Health and Crisis Services	Chief, Division of Fleet Management Services
Director, Department of Human Resources	Chief, Children, Youth, and Families	Section Chief, Department of Transportation
Director, Department of Technology Services		Branch Manager (Libraries)
Director, Office of Management and Budget		Permitting Services Manager
Director, Office of Procurement		

[1] Of the 22 jurisdictions surveyed, no jurisdiction reported a job classification with similar duties, functions, and responsibilities.

Within the regional labor market, PFM selected jurisdictions in the Washington-Baltimore-Northern Virginia Combined Statistical Area with populations greater than 250,000, as well as four specialized area public sector agencies:

- City of Alexandria, VA
- Anne Arundel County, MD
- Arlington County, VA
- Baltimore City, MD
- Baltimore County, MD
- District of Columbia
- Fairfax County, VA
- Howard County, MD
- Loudoun County, VA
- Maryland-National Capital Park and Planning Commission (M-NCPPC)
- Montgomery College
- Montgomery County Public Schools (MCPS)
- Prince George's County, MD
- Prince William County, VA
- Washington Suburban Sanitary Commission (WSSC)

In some instances, human resources personnel from the comparison jurisdictions provided incomplete information. The City of Alexandria and the Montgomery County Public Schools, for example, provided matching positions and compensation information for the Director-level positions only.

Since the County often draws talent from across the country for Director-level talent, PFM also benchmarked Director-level compensation against a selection of large national employers. A similar survey instrument covering 10 Director-level positions was distributed to 13 counties nationally. These employers were chosen based on their general economic and demographic comparability to Montgomery County. Seven of these counties responded to the survey:

- Bucks County, Pennsylvania
- DuPage County, Illinois
- Lake County, Illinois
- Montgomery County, Pennsylvania
- San Mateo County, California
- Santa Clara County, California
- Ventura County, California

When evaluating the relative strength of pay levels within any comparability grouping, some employers will always be found to pay more, and some to pay less than others. Multiple factors help to explain why a particular employer's wage level does not fall at the precise mathematical midpoint within a comparability universe, including: differences in duties, responsibilities, and organizational structure; tenure and experience for individual incumbents; economic base and relative ability to pay; regional labor market considerations; and, differences in non-cash compensation.

Montgomery County represents one of the largest and most complex employers in each of the comparison groups, as well as one of the largest jurisdictions by population size. The County also ranks above the comparison group medians in measures of community wealth and cost-of-living. With regard to non-cash compensation, retirement benefit structures represent the principal area of difference, with

Montgomery County executive managers eligible for defined contribution retirement plan options, while most of the comparison jurisdictions offer executive managers a traditional defined benefit pension or “hybrid” retirement plan.¹

For each subset of relevant benchmark employers discussed, PFM analyzed key demographic and economic indicators to help provide context for rankings and to facilitate more meaningful comparisons. Additionally, PFM reviewed organizational structure, size, and complexity to further contextualize rankings. To provide a holistic combined cash compensation perspective, PFM analyzed base salary, as well as other available major allowances (e.g., vehicle stipends, longevity pay).

To arrive at combined cash compensation, PFM also surveyed for major allowances received by executive managers. The most prevalent “other allowance” involves personal vehicle benefits – either in the form of a take-home vehicle or a vehicle stipend. Where a take-home vehicle was offered, PFM assumed a dollar amount of \$1,906. This figure was generated by assuming 261 potential work days in a year (netting out weekends), less nine days for holidays, 15 days for vacations, and five days for sick leave. The result of 237 work days was multiplied by 15 (the assumed number of miles in a round-trip commute) and the 2016 IRS mileage reimbursement rate of \$0.54 per mile.² Where executive managers received a vehicle stipend in lieu of a take-home vehicle, the entire value of the stipend was incorporated. Other allowances captured included longevity pay and uniform allowances – though these allowances were less prevalent in the comparison groups.

PFM also reviewed retirement and health benefits offerings to analyze how differences in benefit levels may influence total compensation.

The report that follows summarizes these analyses in the “Overview” section, with additional detail on general labor market comparisons, federal government comparisons, benefit comparisons, regional public sector comparisons, and national public sector comparisons in each section. Additional back-up detail pertaining to Montgomery County’s job descriptions, the Economic Research Institute’s (ERI) job descriptions, and other jurisdictions’ executive/management pay scales can be found in the report’s appendices.

¹ A “hybrid” retirement plan combines elements of a defined benefit and defined contribution plan.

² See “2016 Standard Mileage Rates for Business, Medical, and Moving Announced,” Dec. 17, 2015, Internal Revenue Service.

Overview

Within the general Washington, DC area labor market, compensation for Montgomery County executive management positions trails the median for similar occupations/positions among large organizations (including public, private, and non-profit employers). To evaluate general labor market compensation, PFM relied primarily on third-party data collected by the Economic Research Institute (ERI) for employers within the Washington-Baltimore-Northern Virginia Combined Statistical Area. PFM identified general labor market job matches for 12 positions within the ERI dataset for employers with more than \$1 billion in revenue. As shown in the table below, Montgomery County lags the general labor market survey median for 10 of these 12 positions and trails the survey 90th percentile for 12 of 12 positions. Additional detail can be found in the “General Labor Market Comparisons” section of this report.

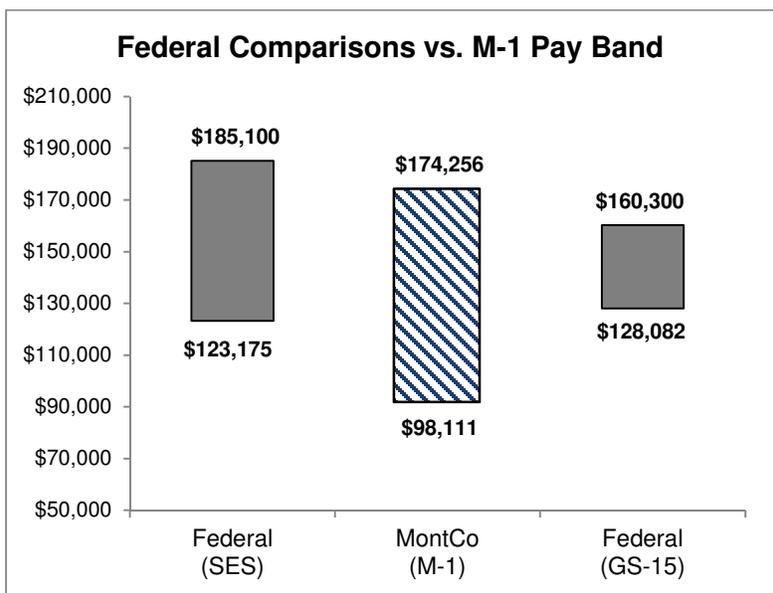
General Labor Market Comparisons Director & Question Positions (Washington, DC Metro Area)
Effective June 30, 2016³

	ERI Title	Montgomery County (Actual)	ERI-Survey Median	Lead/Lag from Median	Lead/Lag from 90 th Percentile
County Attorney	Chief Legal Executive	\$210,143	\$370,470	-43.3%	-64.7%
Director, Office of Management and Budget	Budget Director	\$216,336	\$188,925	14.5%	-12.1%
Director, Office of Human Resources	Chief Human Resources Officer	\$210,120	\$345,178	-39.1%	-61.3%
Director, Department of Finance	Chief Financial Officer	\$216,336	\$430,447	-49.7%	-68.8%
Director, Office of Procurement	Chief Purchasing Officer	\$190,550	\$227,777	-16.3%	-38.3%
Director, Department of Technology Services	Chief Information Officer	\$215,120	\$324,109	-33.6%	-58.8%
Chief, Division of Solid Waste Management	Engineering Director	\$174,256	\$217,453	-19.9%	-41.4%
Chief, Division of Fleet Management Services	Fleet Director	\$134,547	\$156,409	-14.0%	-34.9%
Chief Technology Officer	Information Technology Director	\$174,239	\$183,424	-5.0%	-27.1%
Managing Team Attorney	Attorney Legal Manager	\$155,746	\$259,456	-40.0%	-50.6%
Section Chief(DOT)	Engineering Administrative Manager	\$130,875	\$164,961	-20.7%	-32.6%
Senior Legislative Analyst	Government Affairs Manager	\$149,649	\$145,467	2.9%	-11.3%

³ PFM set the effective date to 6/30/2016, using the *Salary Assessor's* annualized salary trend function – which prorates an annualized salary adjustment for the Washington, DC metro area.

The U.S. Federal Government represents the largest public sector employer within the Washington, DC metro area. Federal executive managers who are not appointed by the President and confirmed by Congress are placed on the Senior Executive Service (SES) and General Schedule (GS) pay scales.⁴ On the GS pay scale, most classifications in the GS-14 and GS-15 levels are not career ladder positions. These positions are considered supervisory or expert, and positions are filled through a competitive merit process similar to Montgomery County's MLS process.

PFM matched Montgomery County's MLS pay ranges to the federal SES and GS pay ranges after interviewing classification and compensation personnel from the U.S. Office of Personnel Management. Given the breadth and complexity of federal work, the perfect alignment of County MLS and federal SES/GS pay ranges is not possible. An MLS M-1 in Montgomery County, for example, might match to the SES or GS schedule depending on assignment and the federal agency. Consistent with such broad relationships, the actual maximum pay level for the M-1 pay band in Montgomery County falls between the maximum of the SES and GS-15 pay ranges. As illustrated in the figure below, Montgomery County's M-1 pay maximum trails the maximum SES by approximately 5.9%, but exceeds the federal GS-15 pay maximum by approximately 8.7%. More detail can be found in the "Federal Government Comparisons" section of this report.



Federal executive managers also have access to a more generous retirement plan relative to their counterparts in Montgomery County. Executive managers in Montgomery County government may choose between two defined contribution retirement plans (Guaranteed Retirement Income Plan and the Retirement Savings Plan), while federal employees participate in a hybrid plan that combines a defined benefit program (Federal Employees Retirement System) with a defined contribution program that features an employer match (Thrift Savings Plan).

In addition to performing general labor market and federal government comparisons, PFM compared Montgomery County executive compensation levels with a grouping of 15 large public sector employers in the Washington, DC metro area. PFM selected jurisdictions in Washington-Baltimore-Northern Virginia

⁴ Foreign Service, law enforcement/intelligence gathering, and legislative/judicial branch executive managers have separate pay schedules as well.

Combined Statistical Area, with populations greater than 250,000. These criteria generated five Maryland jurisdictions (Anne Arundel County, Baltimore City, Baltimore County, Howard County, and Prince George's County), five Virginia jurisdictions (City of Alexandria, Arlington County, Fairfax County, Loudoun County, and Prince William County), and the District of Columbia. Additionally, four more specialized public sector agencies were also surveyed given their activity within the County and the region (Maryland-National Capital Park and Planning Commission, Montgomery College, Montgomery County Public Schools, and the Washington Suburban Sanitary Commission).⁵

When evaluating the wages level within any comparability grouping, multiple factors help to explain an employer's relative ranking, and should be considered. These factors include:

- A jurisdiction's economic base and relative ability to pay
- Differences in job duties, responsibilities, and organizational structure
- Tenure, experience, and qualifications of individual incumbents
- Differences in non-cash compensation (e.g., retirement, health, vehicle, and/or leave benefits)
- Localized labor market considerations

The table on the following page shows Montgomery County's relative ranking in terms of population, number of employees (excluding education employees, where appropriate, to ensure consistency) average weekly wages, and median monthly owner costs for owner-occupied housing, and median household income. As demonstrated by the data, Montgomery County consistently ranks as among the largest and most complex employers in this grouping, highlighted by the size of the population it serves (2 of 12) and number of employees (4 of 12).

Along with being a large and complex employer, when looking broadly at general and labor market indicators, Montgomery County also ranks high within this grouping. As summarized in the table on the following page, Montgomery County ranks above the median in every category. For example, average weekly wage for all County residents, as reported by the U.S. Census, is approximately 12.9% above the multi-jurisdictional median, ranking 4th of 12 jurisdictions. Similarly, median monthly housing costs and household income are 9.8% and 12.1% above the multi-jurisdictional median, respectively.

⁵ PFM circulated a job match survey comprised of 26 executive management titles. Not all jurisdictions reported matches for all titles, and the City of Alexandria and the Montgomery County Public Schools provided matching titles and compensation information for the Director-level titles only. See "Methodology" section for more detail.

Demographic and Economic Features of Regional Compensation Comparators

	Population	Number of Government Employees	Average Weekly Wage	Median Monthly Housing Costs	Median Household Income
Montgomery County, MD	1,030,447	9,896	\$1,407	\$2,408	\$97,765
Alexandria, VA	150,575	2,543	\$1,395	\$2,535	\$86,809
Anne Arundel County, MD	560,133	3,382	\$1,077	\$2,005	\$87,217
Arlington County, VA	226,908	3,872	\$1,732	\$2,694	\$109,266
Baltimore City, MD	622,793	13,984	\$1,240	\$1,386	\$42,665
Baltimore County, MD	826,925	7,983	\$999	\$1,678	\$68,257
District of Columbia	658,893	19,523	\$1,764	\$2,194	\$71,648
Fairfax County, VA	1,137,538	12,335	\$1,635	\$2,470	\$110,674
Howard County, MD	309,284	3,082	\$1,248	\$2,480	\$107,490
Loudoun County, VA	363,050	3,776	\$1,246	\$2,597	\$122,294
Prince George's County, MD	904,430	6,915	\$1,040	\$1,906	\$72,290
Prince William County, VA	446,094	4,378	\$862	\$2,101	\$92,104
Average (Excluding MontCo):	564,238	7,434	\$1,294	\$2,186	\$88,247
Median (Excluding MontCo):	560,133	4,378	\$1,246	\$2,194	\$87,217
Variance From Median:	84.0%	126.1%	12.9%	9.8%	12.1%
Montgomery County Rank:	2 of 12	4 of 12	4 of 12	6 of 12	5 of 12

Sources: US Census Bureau, American Community Survey, 1-yr estimates (2014), Median Monthly Housing Costs: US Census Bureau, American Community Survey, 1-yr estimates (2014), Household Income: US Census Bureau, American Community Survey, 1-year estimates (2014), Average Weekly Wage: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Quarter 1 (2015) and budget documents from jurisdictions

With regard to non-cash compensation, the primary difference identified between Montgomery County and the regional comparison group overall can be found in retirement benefits. In recent years, there has been a trend among public employers to incorporate defined contribution elements into retirement plan offerings – including the City Baltimore and the Virginia Retirement System, which covers executive managers in Alexandria, Loudoun County, and Prince William County. Nonetheless, Montgomery County remains one of two jurisdictions that do not offer a defined benefit or hybrid plan containing a defined benefit component to civilian executive management employees. From a recruitment perspective, defined benefit pension plans may be considered more attractive for employees who plan a lengthy tenure with a single public employer. Employees assume no investment risk and receive a guaranteed income stream in perpetuity upon retirement, often with survivor benefits (albeit, at a reduced rate).

The table on the following page summarizes the retirement plan offerings for executive management employees in the Washington, DC regional comparison group. Additional detail pertaining to retirement plan design and employee contributions, as well as health benefit comparisons can be found in the “Benefits Comparisons” section of this report.

Regional Retirement Plan Offerings

	Defined Contribution Plan	Hybrid (DB & DC Plan Components)	Defined Benefit Plan
Montgomery County	✓	-	-
Alexandria	-	✓	-
Anne Arundel County	-	-	✓
Arlington County	-	-	✓
Baltimore City [1]	-	✓	-
Baltimore County	-	-	✓
District of Columbia	✓	-	-
Fairfax County	-	-	✓
Howard County	-	-	✓
Loudoun County	-	✓	-
MCPS	-	-	✓
M-NCPPC	-	-	✓
Montgomery College [2]	-	-	✓
Prince George's County [3]	-	-	✓
Prince William County	-	✓	✓
WSSC	-	-	✓

[1] Baltimore City: New hires can choose between participation in the Retirement Savings Plan Hybrid Plan (defined benefit and defined contribution) or the Retirement Savings Plan Non-Hybrid Plan (defined contribution only) [2] Montgomery College: Employees can enroll in either the Maryland State Employee's Reformed Contributory Pension System (shown above) or the Optional Retirement Plan (ORP). The ORP is defined contribution plan requiring an employee contribution of 7.25% of salary.

[3] Prince George's County: General employees are enrolled in the State of Maryland Non-Contributory Pension Plan. Elected officials, the Chief Administrative Officer, Deputy Chief Administrative Officers, Executive Directors, Directors, Deputy Directors and the County Administrator can enroll in either the Non-Contributory Pension Plan or the Option Retirement Plan (ORP). The ORP plan requires an employee contribution of 7.25%.

Because of the market and actuarial risks assumed by employers under defined benefit plans, the costs to employers can often be far higher than for defined contribution plans such as provided by Montgomery County. In Fairfax County, for example, the “normal cost” of the employer contribution to their defined benefit Employees’ Retirement System (plus charges for administrative expenses) totaled 7.1% in the fiscal year ending June 30, 2014. Such normal costs represent the amount that actuaries have determined should be set aside for future benefits associated with current service, assuming that investment returns, mortality experience, and other plan assumptions are fully met. From this perspective alone, the benefit is very similar in cost to Montgomery County’s two defined contribution plans requiring employer contributions at 8% of salary. Because of market investment losses during the Great Recession, however, as well as other variances from actuarial assumptions, Fairfax County must also contribute into its defined benefit program to pay down (or amortize) an unfunded liability. As a result, Fairfax County’s total cost for FY2014 was 19.3% of covered payroll – equivalent to more than 10% higher costs in salary relative to Montgomery County. This additional risk and cost assumed by employers under defined benefit pensions represents a significant factor in total compensation relative to Montgomery County’s defined contribution program.

To determine combined cash compensation, PFM surveyed for other major cash allowances received by executive managers. The most prevalent allowance reported was vehicle stipends or take-home vehicles. Other allowances captured included longevity pay and uniform allowances – though these allowances were less prevalent in the comparison groups. Additional detail on other allowances can be found in the “Regional Comparisons” section of this report. The table on the following page details the take-home vehicle benefits (i.e., vehicles that can be used for executive managers for commuting purposes) and vehicle stipends received by executive managers in each regional jurisdiction surveyed, by position.

Take-Home Vehicles/Vehicle Stipends (Regional Jurisdictions)

Position Title	Montgomery County	Alexandria	Anne Arundel County	Arlington County	Baltimore City	Baltimore County	District of Columbia	Fairfax County	Howard County
Director, Dept. of Police	Take-Home Vehicle	Take-Home Vehicle	Take-Home Vehicle	Take-Home Vehicle	Take-Home Vehicle	Take-Home Vehicle	Take-Home Vehicle	Take-Home Vehicle	Take-Home Vehicle
Fire Chief	Take-Home Vehicle	Take-Home Vehicle	Take-Home Vehicle	Take-Home Vehicle	Take-Home Vehicle	Take-Home Vehicle	Take-Home Vehicle	Take-Home Vehicle	Take-Home Vehicle
Director, Dept. of Correction and Rehabilitation	Take-Home Vehicle	-	-	Take-Home Vehicle	-	-	Take-Home Vehicle	-	-
County Attorney	-	-	-	-	-	-	**	Take-Home Vehicle	-
Director, Dept. of Finance	-	-	-	-	-	-	**	-	-
Director, Dept. of Libraries	-	-	-	Vehicle Stipend (\$4,800/Year)	-	Vehicle Stipend (\$6,000/Year)	**	-	-
Director, Department of Human Resources	-	-	-	Vehicle Stipend (\$7,200/Year)	-	-	**	-	-
Director, Dept. of Technology Services	-	-	-	Vehicle Stipend (\$4,800/Year)	-	-	**	-	-
Director, Office of Management and Budget	-	-	-	Vehicle Stipend (\$7,200/Year)	-	-	**	-	-
Director, Office of Procurement	-	-	-	-	-	-	**	-	-
Assistant Chief Administrative Officer	-	-	-	Vehicle Stipend (\$4,800/Year)	-	-	**	-	-
Assistant Police Chief	*	-	-	Take-Home Vehicle	Take-Home Vehicle	Take-Home Vehicle	**	Take-Home Vehicle	Take-Home Vehicle
Chief, Aging and Disability Services	-	-	-	-	-	-	**	-	-
Director Office of Community Partnerships	-	-	-	-	-	-	**	-	-
Chief, Behavioral Health and Crisis Services	-	-	-	-	-	-	**	-	-
Chief, Children, Youth, and Families	-	-	-	-	-	-	**	-	-
Section Chief	*	-	-	-	-	-	-	-	-
Permitting Services Manager	*	-	-	-	-	-	-	-	-

* - Title may have access to seasonal take-home vehicle or access to vehicle that may be used for administrative purposes, but not for commuting

** - Initial data provided by the District suggested that all Director and Quesiton A titles receive a take-home vehicle. Additional follow-up is required to determine if these titles can use vehicles for commuting purposes.

Take-Home Vehicles/Vehicle Stipends (Regional Jurisdictions) – Continued

Position Title	Loudoun County	MCPS	M-NCPPC	Montgomery College	Prince George's County	Prince William County	WSSC
Director, Dept. of Police	Take-Home Vehicle	-	Take-Home Vehicle	-	Take-Home Vehicle	Take-Home Vehicle	-
Fire Chief	-	-	-	-	Take-Home Vehicle	Take-Home Vehicle	-
Director, Dept. of Correction and Rehabilitation	-	-	-	-	-	-	-
County Attorney	Vehicle Stipend (\$7,200/Year)	<i>No response</i>	Take-Home Vehicle	-	-	-	Vehicle Stipend (\$8,000/Year)
Director, Dept. of Finance	-	<i>No response</i>	Take-Home Vehicle	-	-	-	-
Director, Dept. of Libraries	-	-	-	-	-	-	-
Director, Department of Human Resources	-	-	-	-	-	-	-
Director, Dept. of Technology Services	-	<i>No response</i>	-	-	-	-	-
Director, Office of Management and Budget	-	<i>No response</i>	-	-	-	-	-
Director, Office of Procurement	-	<i>No response</i>	-	-	-	-	-
Assistant Chief Administrative Officer	-	-	-	-	-	-	-
Assistant Police Chief	Take-Home Vehicle	-	Take-Home Vehicle	-	-	-	-
Chief, Aging and Disability Services	-	-	-	-	-	-	-
Director Office of Community Partnerships	-	-	-	-	-	-	-
Chief, Behavioral Health and Crisis Services	-	-	-	-	-	-	-
Chief, Children, Youth, and Families	-	-	-	-	-	-	-
Section Chief	-	-	-	-	-	-	-
Permitting Services Manager	-	-	-	-	-	-	-

Relative to regional local government employers, Montgomery County executive management salaries typically rank within the top quarter or third for similar job positions. This position generally correlates with the larger size and complexity of the County's operations, and is also associated with the County's above-median economic and demographic rankings. In addition, as previously outlined, Montgomery County is one of two jurisdictions in the comparison group (along with the District of Columbia) that does not offer a defined benefit plan component in its retirement benefit program.

The table below summarizes Montgomery County's executive management pay rankings relative to the regional comparison group for Director and Question A position. Comparisons show combined cash compensation – actual base pay received by the executive managers in each position plus other allowances captured in the survey such as take-home vehicles, vehicle stipends, longevity, and uniform allowance, where applicable. The table also shows Montgomery County's ranking assuming an employee receives maximum base pay in jurisdictions with an executive management pay scale or salary range – illustrating the potential for wage growth. When assuming an employee is at the range maximum, Montgomery County's relative ranking falls for all positions surveyed. More detail can be found in the "Regional Comparisons" section of this report.

Regional Combined Cash Compensation Comparisons – Director and Question A Positions
Effective June 30, 2016

	Montgomery County Combined Cash Compensation	Montgomery County Rank		Change in Ranking (Maximum v. Actual)
		Combined Cash Compensation (Actual Base Pay)	Combined Cash Compensation (Maximum Base Pay)	
Director, Department of Police (Police Chief)	\$241,445	2 of 13	3 of 13	-1
Fire Chief	\$207,879	1 of 12	5 of 12	-4
County Attorney	\$210,143	4 of 16	5 of 16	-1
Director, Department of Corrections and Rehabilitation	\$207,879	1 of 9	2 of 9	-1
Director, Department of Finance	\$216,336	2 of 15	4 of 15	-2
Director, Department of Public Libraries	\$210,143	1 of 11	3 of 11	-2
Director, Office of Human Resources	\$210,120	1 of 15	2 of 15	-1
Director, Department of Technology Services (CIO)	\$215,120	2 of 16	5 of 16	-3
Director, Office of Management and Budget	\$216,336	1 of 13	2 of 13	-1
Director, Office of Procurement [1]	\$190,550	1 of 15	3 of 16	-2
Assistant Chief Administrative Officer	\$175,873	5 of 10	7 of 10	-2
Assistant Chief of Police [2]	\$174,166	4 of 11	7 of 12	-3
Director, Office of Community Partnerships [3]	\$176,837	1 of 6	2 of 7	-1
Chief, Aging and Disability Services [4]	\$170,754	1 of 7	2 of 9	-1
Chief, Behavioral Health and Crisis Services [5]	\$159,266	2 of 6	4 of 7	-2
Chief, Children, Youth, and Families	\$159,266	3 of 9	4 of 9	-1

[1] Alexandria provided base pay for maximum only; [2] Position for Baltimore County is vacant; only maximum base pay shown; [3] Position for Howard County is vacant; only maximum base pay shown; [4] Position in D.C. and Baltimore City is vacant; only maximum base pay shown [5] Baltimore County did not provide a response for actual base pay; only maximum base pay shown

The table below summarizes Montgomery County's executive management pay rankings relative to the regional comparison group for MLS positions. Since all positions surveyed have a pay scale or pay range, Montgomery County's ranking is shown at the midpoint and maximum for each position pay range. At the pay range maximum, Montgomery County's relative ranking stays the same or falls for all positions surveyed.

**Regional Combined Cash Compensation Comparisons –
Management Leadership Service (MLS) Positions**
Effective June 30, 2016

	Combined Cash Compensation (Pay Range Midpoint)	Montgomery County Rank	Combined Cash Compensation (Pay Range Maximum)	Montgomery County Rank	Change in Ranking (Maximum v. Midpoint)
Chief Technology Officer	\$166,642	1 of 9	\$174,256	2 of 9	-1
Chief Operating Officer	\$166,642	1 of 7	\$174,256	3 of 7	-2
Chief, Division of Solid Waste Management	\$166,642	1 of 11	\$174,256	1 of 11	-
Senior Legislative Analyst	\$148,751	2 of 7	\$155,746	2 of 7	-
Managing Team Attorney	\$148,751	3 of 13	\$155,746	9 of 13	-6
Chief, Division of Fleet Management Services	\$148,751	1 of 11	\$155,746	4 of 11	-3
Section Chief, Department of Transportation	\$128,617	3 of 10	\$134,718	7 of 10	-4
Permitting Services Manager	\$128,617	1 of 10	\$134,718	2 of 10	-1
Branch Manager (Libraries)	\$128,617	1 of 10	\$134,718	3 of 10	-2

Because Montgomery County may look beyond the region for Director-level talent, PFM also evaluated Director-level compensation among a selection of large counties in other labor markets. PFM surveyed 13 jurisdictions and received responses from the seven counties listed in the following table.

Demographic & Economic Features of Regional Compensation Comparators

	Population	Number of Government Employees	Average Weekly Wage	Median Monthly Housing Costs	Median Household Income	BEA Regional Price Parity (2013)
Montgomery County, MD	1,030,447	9,896	\$1,407	\$2,408	\$97,765	119.8
Bucks County, PA	626,685	-	\$930	\$2,024	\$77,917	107.9
Montgomery County, PA	816,857	2,361	\$1,387	\$1,959	\$79,495	107.9
Ventura County, CA	846,178	8,810	\$1,039	\$2,310	\$75,449	114.4
Santa Clara County, CA	1,894,605	9,672	\$2,203	\$2,849	\$97,532	121.3
San Mateo County, CA	758,581	5,418	\$2,066	\$2,993	\$101,051	120.3
DuPage County, IL	932,708	2,225	\$1,202	\$1,986	\$80,015	106.6
Lake County, IL	705,186	2,708	\$1,585	\$2,083	\$77,772	106.6
Median (Excluding MontCo):	816,857	4,063	\$1,387	\$2,083	\$79,495	107.9
Variance From Median:	26.1%	143.6%	1.4%	15.6%	23.0%	11.0%
Montgomery County Rank:	2 of 8	1 of 8	4 of 8	3 of 8	2 of 8	3 of 8

Sources: Population: US Census Bureau, American Community Survey, 1-yr estimates (2014), Median Monthly Housing Costs: US Census Bureau, American Community Survey, 1-yr estimates (2014), Household Income: US Census Bureau, American Community Survey, 1-year estimates (2014), Average Weekly Wage: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Quarter 1 (2015), Regional Price Parities: Bureau of Economic Analysis, Real Personal Income for States and Metropolitan Areas, 2013, and budget documents from jurisdictions.

As with the regional comparison group, Montgomery County represents one of the largest and most complex organizations in the survey grouping – ranking 2nd of 8 in population served and 1st of 8 in number of employees. The County general population ranks above the median for average weekly wage, median monthly housing costs, and median household income. Further, Montgomery County is a community with a relatively higher cost of living, as reflected by a BEA Regional Price Parity index figure approximately 11.0% above the multi-jurisdictional median.

Relative to the national comparison group, Montgomery County is also the only jurisdiction that does not offer a defined benefit retirement plan to executive managers. As noted previously, from a recruitment perspective, defined benefit pension plans may be considered more attractive for employees who plan a lengthy tenure with a single public employer.

National Retirement Plan Offerings

	Defined Contribution Plan	Defined Benefit Plan
Montgomery County, MD	✓	-
Bucks County, PA	-	✓
DuPage County, IL	-	✓
Lake County, IL	-	✓
Montgomery County, PA	-	✓
San Mateo County, CA	-	✓
Santa Clara County, CA	-	✓
Ventura County, CA	-	✓

As with the regional comparison group, PFM also surveyed for other allowances, and, again, the most prevalent allowance involves personal vehicle benefits. The following table summarizes the take-home vehicle benefit and vehicle stipends received by executive managers in the national jurisdictions.

Take-Home Vehicles/Vehicle Stipends (National Jurisdictions)

	Montgomery County	Bucks County, PA	Montgomery County, PA	DuPage County, IL	Lake County, IL	San Mateo County, CA	Santa Clara County, CA	Ventura County, CA
Director, Dept. of Police	Take-Home Vehicle	-	-	-	-	Vehicle Stipend (\$12,636)	Take-Home Vehicle	Vehicle Stipend (\$4,500/year)
Fire Chief	Take-Home Vehicle	-	Take-Home Vehicle	-	-	-	-	Vehicle Stipend (\$4,500/year)
Director, Dept. of Correction and Rehabilitation	Take-Home Vehicle	-	-	-	-	Vehicle Stipend (\$12,012/year)	Vehicle Stipend (\$4,800/Year)	Vehicle Stipend (\$4,500/year)
County Attorney	-	-	-	-	-	Vehicle Stipend (\$12,012/year)	Vehicle Stipend (\$4,800/month)	Vehicle Stipend (\$4,500/year)
Director, Dept. of Finance	-	-	-	-	-	Vehicle Stipend (\$12,012/year)	Vehicle Stipend (\$4,800/month)	Vehicle Stipend (\$4,500/year)
Director, Dept. of Libraries	-	-	-	-	-	Vehicle Stipend (\$12,012/year)	-	Vehicle Stipend (\$4,500/year)
Director, Dept. of Human Resources	-	-	-	-	-	-	-	-
Director, Dept. of Technology Services	-	-	-	-	-	Vehicle Stipend (\$1,2012/year)	Vehicle Stipend (\$4,800/month)	Vehicle Stipend (\$4,500/year)
Director, Office of Management and Budget	-	-	-	-	-	-	-	-
Director, Office of Procurement	-	-	-	-	-	Vehicle Stipend (\$10,842/year)	-	-

The next table summarizes the results of the national comparison group survey. Montgomery County executive management salaries are generally competitive, somewhat above the national median. As found within the region, higher paying jurisdictions tend to be located in regions with the strongest economic factors. Additional detail can be found in the “National Comparisons” section of this report.

National Combined Cash Compensation Comparisons – Director and Question A Positions

Effective June 30, 2016

	Montgomery County Combined Cash Compensation	Montgomery County Rank		Change in Ranking (Maximum v. Actual)
		Combined Cash Compensation (Actual Base Pay)	Combined Cash Compensation (Maximum Base Pay)	
Director, Department of Police (Police Chief)	\$241,445	4 of 5	4 of 5	-
Fire Chief	\$207,879	3 of 3	3 of 3	-
County Attorney	\$210,143	4 of 8	5 of 8	-1
Director, Department of Corrections and Rehabilitation	\$207,879	3 of 8	3 of 8	-
Director, Department of Finance	\$216,336	3 of 8	4 of 8	-1
Director, Department of Public Libraries	\$210,143	2 of 4	2 of 4	-
Director, Office of Human Resources	\$210,120	2 of 8	2 of 8	-
Director, Department of Technology Services (CIO)	\$215,120	3 of 8	5 of 8	-2
Director, Office of Management and Budget	\$216,336	2 of 5	2 of 5	-
Director, Office of Procurement	\$190,550	2 of 6	2 of 6	-

Under the County’s current compensation structure, Montgomery County now experiences strong retention levels. The experience and stability that comes from continuity of leadership is generally considered beneficial to organizational operations. Cost savings may also be realized from lower direct recruitment costs (e.g., advertising use of executive search firms, etc.). Montgomery County turnover rates for MLS positions (encompassing separations for all reasons) and quit rates (voluntary separations prior to retirement) are lower than state and local government averages collected by the U.S. Bureau of Labor Statistics (BLS). While the available BLS data reflects a much broader group of employees (all levels, including part-timers), this analysis nonetheless indicates that the County is achieving a positive degree of leadership continuity with its current compensation approach.

The table on the following page details MLS turnover rates, and compares them with turnover rates in the state and local government sectors. Among MLS employees, separation rates have ranged from 4.9% to 9.6% between 2011 and 2015, while quit rates have also been low, ranging from 1.1% in 2012 to a high of 3.3% in 2010. By comparison, separation rates for state and local government employees as tracked

by the Bureau of Labor Statistics' Job Openings and Labor Turnover Survey (JOLTS) ranged from 16.1% to 16.9% during this period, while the quit rate ranged from 6.7 to 8.3%.

Montgomery County Management Leadership Service (MLS) Attrition, 2011 – 2015⁶

	CY2011	CY2012	CY2013	CY2014	CY2015
Headcount	334	348	364	370	379
Normal Service Retirement	21	18	12	21	16
Disability Retirement	0	0	0	0	0
Termination for Cause	0	0	0	1	0
Deceased	0	1	1	0	0
Voluntary Resignations	11	4	5	10	10
Other	0	0	0	0	0
Total Separations	32	23	18	32	26
Turnover Rate	9.6%	6.6%	4.9%	8.6%	6.9%
Quit Rate	3.3%	1.1%	1.4%	2.7%	2.6%
Private Sector Turnover Rate	40.8%	41.5%	42.2%	44.4%	41.9%
Private Sector Quit Rate	20.2%	21.0%	22.8%	24.6%	24.2%
State and Local Gov't Turnover Rate	16.1%	16.3%	16.1%	16.4%	16.9%
State and Local Gov't Quit Rate	6.7%	7.4%	7.5%	8.1%	8.3%

Sources: Montgomery County OHR & U.S. Bureau of Labor Statistics Job Openings and Labor Turnover Survey (JOLTS). JOLTS data through November of 2015

⁶ JOLTS data are drawn from a sample of nearly 16,000 U.S. businesses and governments.

General Labor Sector Comparisons

For many executive managers in the public sector, the private and non-profit sectors provide relevant reference points for salary comparisons, even though private and public sector salary levels will typically vary for multiple reasons. Often, public sector benefits are more generous; although, with the exception of the guaranteed rate of investment return in the County GRIP retirement option, these variances are not extreme for Montgomery County management. In addition, job duties and expectations, as well as the specific types of experience required, may also vary materially. Further, in executive and management positions, there is often an understanding that government careers will often involve somewhat lower compensation than equivalent private sector careers, reflective of commitment to public service.

Nonetheless, general labor market compensation for similar levels of management responsibility within the same occupational categories can provide a useful reference point regarding the market competition for top tier talent across the region.

To evaluate general labor market compensation, PFM relied primarily on third-party data collected by the Economic Research Institute (ERI) for employers within the Washington-Baltimore-Northern Virginia Combined Statistical Area. PFM identified general labor market job matches for 12 positions within the ERI dataset. Montgomery County trails the general labor market survey median for 10 of these 12 positions. Additionally, PFM reviewed available general labor market benchmarking data from Robert Half, and identified three job matches.

While there is no “perfect twin” when comparing jobs across jurisdictions or industries, PFM reviewed ERI classification descriptions to identify the best available job match.⁷ Similar descriptions were not available for data provided by the Robert Half survey.

The ERI *Salary Assessor* contains a database of compensation information from public, private, and non-profit employers. PFM refined database parameters to cover the geographies within the Washington-Baltimore-Northern Virginia Combined Statistical Area.⁸ ERI *Salary Assessor* data are presented according to percentiles. For Montgomery County positions with multiple incumbents, PFM calculated the appropriate percentile to facilitate comparisons with the ERI dataset. PFM set the effective date to 6/30/2016, using the *Salary Assessor's* annualized salary trend function, which prorates an annualized salary adjustment for the Washington, DC metro area.

Among the Montgomery County positions reviewed, PFM identified relevant benchmarks for 12 positions:

- Six of 10 Director-level positions surveyed
- Six of nine MLS-level positions surveyed
- No relevant job benchmarks were available for the eight Question A positions surveyed

PFM identified six relevant Director-level positions in the ERI *Salary Assessor* database. As detailed in the table on the following page, for all positions except Budget Director, Montgomery County

⁷ ERI classification descriptions can be found in Appendix B.

⁸ Geographies used include Arlington County (VA), Calvert County (MD), Charles County (MD), Clarke County (VA), Culpeper County (VA), Fairfax County (VA), Fauquier County (VA), Frederick County (MD), Jefferson County (WV), Loudoun County (VA), Montgomery County (MD), Prince George's County (MD), Prince William County (VA), Spotsylvania County (VA), Stafford County (VA), Warren County (VA), and Washington, DC.

compensation lags the *ERI Salary Assessor* median by at least 16.3%. The Finance Director position (matched with a general labor market Chief Financial Officer) has the largest lag at 49.7%. For five of the six positions, Montgomery County compensation fell below the 25th percentile.

General Labor Market Director-Level Salary Comparisons (ERI)
As of June 30, 2016

Montgomery County Position	Benchmark Title (ERI)	Montgomery County (Actual)	ERI - 10th Percentile	ERI - 25th Percentile	ERI - Survey Median	ERI - 75th Percentile	ERI - 90th Percentile	Lead/Lag from Median
County Attorney	Chief Legal Executive	\$210,143	\$195,911	\$277,853	\$370,470	\$490,448	\$595,791	-43.3%
Budget Director	Budget Director	\$216,336	\$147,195	\$166,532	\$188,925	\$219,302	\$246,147	14.5%
Human Resources Director	Chief Human Resources Officer	\$210,120	\$192,318	\$264,003	\$345,178	\$450,475	\$543,055	-39.1%
Finance Director	Chief Financial Officer	\$216,336	\$226,581	\$322,317	\$430,447	\$570,609	\$693,803	-49.7%
Procurement Director	Chief Purchasing Officer	\$190,550	\$166,567	\$194,776	\$227,777	\$270,850	\$308,789	-16.3%
Technology Services Director	Chief Information Officer	\$215,120	\$171,614	\$242,864	\$324,109	\$429,508	\$522,175	-33.6%

Three of the MLS job matches – Chief, Solid Waste; Chief, Division of Fleet Management, and Chief Technology Officer – are classified as “executive level” positions in the *ERI Salary Assessor*. For “executive level” positions, the *ERI Salary Assessor* displays compensation comparisons by an organization’s annual revenue. Comparisons are restricted to organizations with more than \$1 billion in annual revenue (Montgomery County’s tax supported budget is approximately \$4.5 billion). Note that this threshold is somewhat higher than that available within the Robert Half dataset, which correlates to somewhat higher pay levels for benchmark positions found in both reference sources.

As detailed in the table on the following page, Montgomery County trails the ERI survey median by at least 5.0% for each of these three position.

Select General Labor Market MLS Comparisons (ERI)
Effective June 30, 2016

Montgomery County Position	Benchmark Title (ERI)	Montgomery County (Actual)	ERI - 10th Percentile	ERI - 25th Percentile	ERI - Survey Median	ERI - 75th Percentile	ERI - 90th Percentile	Lead/Lag from Median
Chief, Solid Waste	Engineering Director	\$174,256	\$158,198	\$184,962	\$217,453	\$259,924	\$297,326	-19.9%
Chief, Fleet Management	Fleet Director	\$134,547	\$115,557	\$135,149	\$156,409	\$182,301	\$206,707	-14.0%
Chief Technology Officer	Information Technology Director	\$174,239	\$142,929	\$162,662	\$183,424	\$212,833	\$238,858	-5.0%

Three MLS positions – Managing Team Attorney, Section Chief (DOT), and Senior Legislative Analyst – are considered “middle management” classifications in the ERI *Salary Assessor*. For “middle management” classifications, the ERI Salary Assessor displays compensation comparisons by “level” to approximate differing job responsibilities and functions. Level 1 represents “entry” while Level 2 represents “intermediate.” According to ERI, Level 3 is “the senior level” requiring the lowest amount of work review, checks, and supervision, as well as, the greatest amount of technical skill. Accordingly, comparisons are restricted to Level 3 to more closely approximate MLS job responsibilities.⁹

Montgomery County’s Managing Team Attorney position trails the “Attorney Legal Manager” job match in the ERI *Salary Assessor* at each percentile in the table below. All Managing Team Attorneys in Montgomery County earn the same base salary.

General Labor Market Managing Team Attorney Salary Comparison (ERI)
As of June 30, 2016

Attorney Legal Manager	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
Base Salary	\$196,877	\$214,682	\$235,111	\$262,309	\$285,926
Incentive Pay	\$20,388	\$22,234	\$24,345	\$27,160	\$29,603
Total (ERI)	\$217,265	\$236,916	\$259,456	\$289,469	\$315,529
Montgomery County	\$155,746	\$155,746	\$155,746	\$155,746	\$155,746
Additional Compensation	\$0	\$0	\$0	\$0	\$0
Total (MontCo)	\$155,746	\$155,746	\$155,746	\$155,746	\$155,746
MontCo Lead/Lag (\$)	-\$61,519	-\$81,170	-\$103,710	-\$133,723	-\$159,783
MontCo Lead/Lag (%)	-28.3%	-34.3%	-40.0%	-46.2%	-50.6%

Montgomery County count = 6
Incentive pay includes the annual dollar amount of cash incentives (annual bonuses, commissions, short term non-equity compensation, or other cash incentives). Incentive pay does not include stock awards, options awards, or other non-cash incentives.

⁹ See ERI FAQs:
https://online.eri.com/Areas/Help/Content/SA/index.html?frequently_asked_questions.htm

Montgomery County's Section Chief, Department of Transportation position trails the "Engineering Administrative Manager" job match in the ERI *Salary Assessor* at each percentile listed in the table below.

General Labor Market Section Chief (Department of Transportation) Salary Comparison (ERI)
As of June 30, 2016

Section Chief Dept. of Transportation	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
Base Salary	\$124,773	\$137,283	\$150,967	\$168,445	\$183,048
Incentive Pay	\$11,567	\$12,727	\$13,994	\$15,618	\$16,974
Total (ERI)	\$136,340	\$150,010	\$164,961	\$184,063	\$200,022
Montgomery County	\$108,323	\$122,291	\$130,875	\$134,718	\$134,718
Additional Compensation	\$0	\$0	\$0	\$0	\$0
Total (MontCo)	\$108,323	\$122,291	\$130,875	\$134,718	\$134,718
MontCo Lead/Lag (\$)	-\$28,017	-\$27,718	-\$34,086	-\$49,345	-\$65,304
MontCo Lead/Lag (%)	-20.5%	-18.5%	-20.7%	-26.8%	-32.6%

Montgomery County count = 21

Incentive pay includes the annual dollar amount of cash incentives (annual bonuses, commissions, short term non-equity compensation, or other cash incentives). Incentive pay does not include stock awards, options awards, or other non-cash incentives.

Montgomery County's Senior Legislative Analyst position trails the "Government Affairs Manager" job match in the ERI *Salary Assessor* at the 25th, 75th, and 90th percentiles, and exceeds the ERI job match at the 10th percentile and the median.

General Labor Market Senior Legislative Analyst Salary Comparison (ERI)
As of June 30, 2016

Government Affairs Manager	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
Base Salary	\$113,907	\$124,738	\$136,804	\$152,073	\$165,124
Incentive Pay	\$7,215	\$7,901	\$8,663	\$9,631	\$10,457
Total (ERI)	\$121,122	\$132,639	\$145,467	\$161,704	\$175,581
Montgomery County	\$123,824	\$123,824	\$149,649	\$155,643	\$155,746
Additional Compensation	\$0	\$0	\$0	\$0	\$0
Total (MontCo)	\$123,824	\$123,824	\$149,649	\$155,643	\$155,746
MontCo Lead/Lag (\$)	\$2,702	-\$8,815	\$4,182	-\$6,061	-\$19,835
MontCo Lead/Lag (%)	2.2%	-6.6%	2.9%	-3.7%	-11.3%

Montgomery County count = 8

Incentive pay includes the annual dollar amount of cash incentives (annual bonuses, commissions, short term non-equity compensation, or other cash incentives). Incentive pay does not include stock awards, options awards, or other non-cash incentives.

Within the ERI *Salary Assessor*, PFM also identified a match for Montgomery County Branch Manager ("Librarian Branch"). Given the mix of public and private employers in the ERI dataset and the fact that library sciences tend to be a predominantly public sector discipline, the ERI job match for this particular position may not fully reflect the "general labor market." Further, differing education requirements present

another challenge in matching the Branch Manager position – Montgomery County requires a Master’s degree while the ERI “Librarian Branch” classification only requires a Bachelor’s degree. These factors should be taken into consideration when comparing compensation levels between the Montgomery County Branch Manager and the ERI “Librarian Branch” position, which is detailed in the table below.

Library Branch Manager Salary Comparison (ERI)

As of June 30, 2016

Branch Manager	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
Base Salary	\$73,157	\$79,980	\$87,743	\$97,558	\$106,161
Incentive Pay	\$1,862	\$2,036	\$2,233	\$2,483	\$2,703
Total (ERI)	\$75,019	\$82,016	\$89,975	\$100,042	\$108,864
Montgomery County	\$88,156	\$95,297	\$114,697	\$129,546	\$133,703
Additional Compensation	\$0	\$0	\$0	\$0	\$0
Total (MontCo)	\$88,156	\$95,297	\$114,697	\$129,546	\$133,703
MontCo Lead/Lag (\$)	\$13,137	\$13,281	\$24,721	\$29,504	\$24,839
MontCo Lead/Lag (%)	17.5%	16.2%	27.5%	29.5%	22.8%

Montgomery County count = 19

Incentive pay includes the annual dollar amount of cash incentives (annual bonuses, commissions, short term non-equity compensation, or other cash incentives). Incentive pay does not include stock awards, options awards, or other non-cash incentives.

In addition to the ERI Salary Assessor, PFM reviewed data from Robert Half International. Robert Half publishes yearly salary guides collected through surveys and job placements. Salaries shown in the table below reflect base pay only and do not include bonuses or other forms of compensation. All figures include a “local variance” for the Washington, DC metro area labor market.¹⁰

The 2016 Robert Half Salary Guides contain compensation data relevant for three of the Montgomery County Director-level position surveyed – County Attorney, Finance Director, and Technology Services Director. For each position, Montgomery County base compensation trails the comparable position range midpoint in the general labor market by more than 20 percent.

Select General Labor Market Director-Level Comparisons (Robert Half)

Calendar Year 2016

Montgomery County Position	Benchmark Title (Robert Half)	Montgomery County (Actual)	Robert Half (Range Midpoint)	Lead/Lag	Notes
County Attorney	In-House Counsel	\$210,143	\$308,726	-31.9%	Assumes firm with \$250 million + in annual revenue
Finance Director	Director of Finance	\$216,336	\$274,313	-21.1%	Assumes firm with \$500 million + in annual revenue
Technology Services Director	Chief Information Officer (CIO)	\$215,120	\$292,766	-26.5%	-

¹⁰ Sources: Montgomery County OHR; Robert Half 2016 Salary Guide for Technology Professionals, 2016 Salary Guide for the Legal Field; 2016 Accounting and Finance Salary Guide

Federal Government Comparisons

The federal government is the largest public employer within the Washington DC, metro area. To evaluate which federal pay schedules best match Montgomery County, PFM interviewed personnel from the federal Office of Personnel Management, Division of Employee Services.

Federal executive managers who are not appointed by the President and confirmed by Congress are placed on the Senior Executive Service (SES) and General Schedule (GS) pay scales. On the GS pay scale, most classifications in the GS-13, GS-14, and GS-15 levels are not career ladder positions. These positions are considered supervisory or expert, and positions are filled through a competitive merit process.

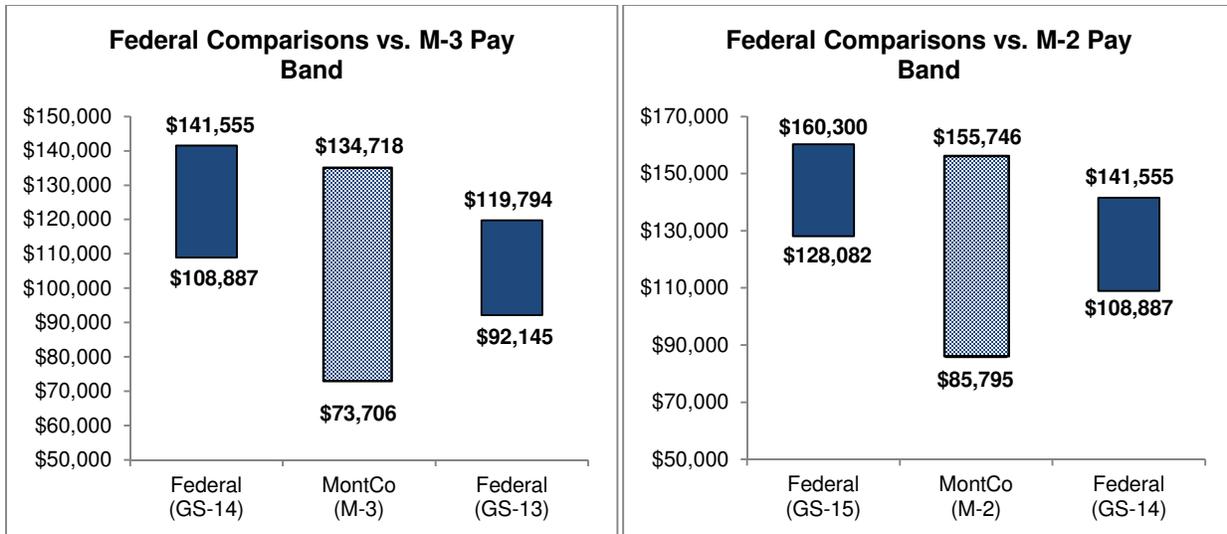
Managerial structures vary across federal agencies. Generally, in larger federal agencies, employees in the Senior Executive Service (SES) will oversee a division. Depending on the job requirements, a GS-15 will generally oversee a program under the direction of an SES employee. A GS-14 will generally oversee a sub-unit, and GS-13 will serve as the first-line supervisor.

For example, in the Office of Personnel Management, there are six divisions. Each division is managed by a Program Director who reports to the Agency Director. Within the Employee Services Division:

- The Associate Director is an SES employee
- The Deputy Director who oversees Recruitment and Hiring program and reports to the Associate Director, is a GS-15
- Managers who oversee the sub-units within Recruitment and Hiring – e.g., Classification & Assessment Policy – are at the GS-14 level
- First-line supervisors within each subunit are at the GS-13 level, reporting to a GS-14

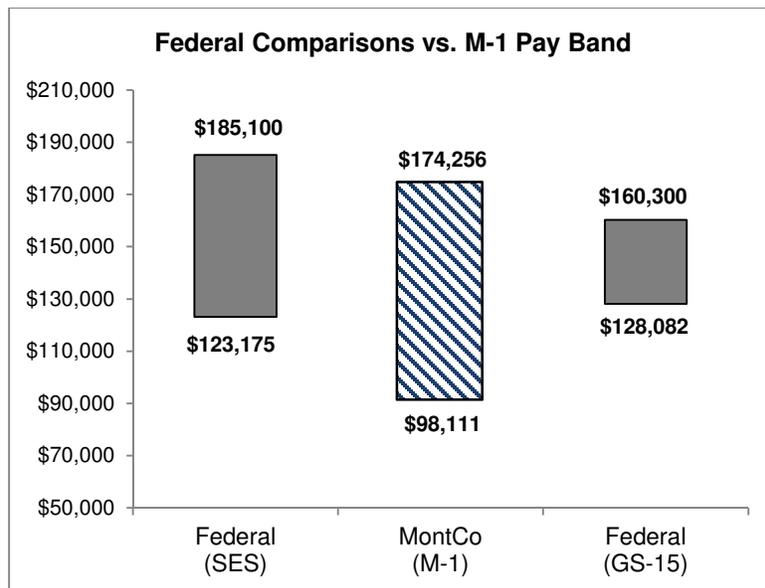
In smaller federal agencies (e.g., a non-cabinet department), however, a program director may be a GS-15 instead of an SES. Associate Directors can be at the GS-14 and managers of subunits and first-line supervisors are at the GS-13 levels.

All federal comparisons shown on the following page include federal locality pay for the Washington, DC metro area and are effective 6/30/2016. As illustrated on the following page, Montgomery County M-3 and M-2 pay falls in between GS-13 and GS-14, and GS-14 and GS-15 pay ranges, respectively.



Montgomery County's M-1 pay band may match the federal GS-15 or SES schedule, depending on the agency. The federal comparisons shown below assume the agency has a certified performance appraisal system, as well as the one percent across-the-board pay raise effective January 1, 2016.

As illustrated below, Montgomery County M-1 pay falls between SES and GS-15, respectively.



Additionally, federal employees participate in a hybrid retirement plan that combines a defined contribution program with an employer match (Thrift Savings Plan) with a defined benefit program (Federal Employees Retirement System). Both Montgomery County and federal employees also participate in Social Security.

Montgomery County vs. Federal Retirement Benefits

	Defined Contribution Plan	Defined Benefit Plan
Federal Government	<p>Employee contribution capped at IRS limits for FY2015 and FY2016 [1]</p> <p>Employer contribution: 1.0% + up to 4.0% in matching funds (5% total)</p>	<p>Employee contribution: 0.80%</p> <p><u>Benefit formula</u> 1.0% x "high-3" average pay x years of creditable service. [2] Benefit multiplier rises to 1.1% with 20 YOS and retirement at age of 62</p>
Montgomery County	<p>Employee contribution: 4.0%; 8.0% on amounts over SSWB [3]</p> <p>Employer contribution: 8.0%</p>	None

[1] - \$18,000 + an additional \$6,000 in catch-up contributions for employees age 50 and older

[2] - "High-3" = highest base pay over three consecutive of service

[3] - SSWB = Social Security Wage Base, which is \$118,500 in 2016

Benefit Comparisons

Non-cash compensation represents a key component of total compensation that may affect wage differentials across jurisdictions and the competition for top tier talent. For most employers, retirement and healthcare benefits are the most significant elements of non-cash compensation.

For retirement, in addition to Social Security, Montgomery County executive management employees may elect participation in one of two defined contribution retirement plans: the Guaranteed Retirement Income Plan (GRIP) with a guaranteed rate of return of 7.25% or the Retirement Savings Plan (RSP) where returns are determined by employee investment selections. In GRIP and RSP, employees contribute 4.0% of salary up to the Social Security Wage Base (SSWB) and 8.0% of salary on wages above the Social Security Base Wage. The County contributes 8.0% of salary. The table below provides additional detail about the plan design features and employee contributions for the retirement plan offerings in each of the regional jurisdictions surveyed.

Retirement Benefit Plan Design (Regional Employers)

	Plan Type	Employee Contribution	Benefits Formula
Montgomery County	Two DC plans offered	4.0% (salary under SSWB) 8.0% (salary over SSWB) [1]	RSP: Employer contribution of 8%; returns depend on investment performance GRIP: Employer contribution of 8%; guaranteed 7.25% rate of return
Alexandria City*	Hybrid (Virginia Retirement System) + DB City Supplemental Plan	5.0% (4% toward DB component, minimum of 1% to DC component) + 2% for City Supplemental Plan	Hybrid DB Component: 1.0% x average final compensation x YOS Hybrid DC Component: Employer match up to 3.0%; benefit depends on investment performance DB City Supplemental Plan: 0.8% x average final compensation x YOS
Anne Arundel County [2]	Two DB plans offered (Tier 1 & Tier 2)	Tier 1: 4.0% Tier 2: 0.0%	Tier 1: 2.0% x average final compensation x YOS Tier 2: 1.0% x average final compensation x YOS
Arlington County	DB	4.0%	1.7% x average final compensation x YOS
Baltimore City [3]	Hybrid and Non-Hybrid (i.e., DC plan) offered	5.0% for both plan offerings	Hybrid: DC component - Employer contribution of 3%; benefit depends on investment performance; DB component - 1.0% x average final compensation x YOS Non-Hybrid (DC Plan): Employer contribution of 4%; benefit depends on investment performance
Baltimore County	DB	7.0%	1.43 x average final compensation x YOS
District of Columbia	DC	0.0%	Employer contribution of 5.0%; returns depend on investment performance
Fairfax County [1] [4]	DB	4.0% (salary under SSWB) 5.3% (salary over SSWB)	(1.8% x average final compensation up to SSBP x YOS + 2.0% x average final compensation in excess of SSBP x YOS) x 1.03
Howard County	DB	3.0%	1.66% x average final compensation x YOS

Retirement Benefit Plan Design (Regional Employers) - Continued

	Plan Type	Employee Contribution	Benefits Formula
Loudoun County	Hybrid (Virginia Retirement System)	5.0% (4.0% toward DB component, minimum of 1.0% to DC component)	DB Component: 1.0% x average final compensation x YOS DC Component: Employer match up to 3.0%; benefit depends on investment performance
M-NCPPC (Civilians) [1] [5]	DB	4.0% (salary under SSWB) 8.0% (salary over SSWB)	Up to SSRA: 2.0% x average final compensation x YOS After SSRA: 1.5% x average final compensation x YOS (up to SSCCL) + 2.0% x average compensation x YOS (in excess of SSCCL)
Montgomery College [6]	DB (MD Reformed Contributory Pension System)	7.0%	1.5% x average final compensation x YOS
MCPS	DB	7.0% + 0.5% (supplemental)	1.5% x average final compensation x YOS Supplemental: 0.2% x average final compensation x YOS
Prince George's County [1] [7]	DB (MD Reformed Non-Contributory Pension System and County Supplemental Plan)	0.0% (salary under SSWB) 5.0% (salary over SSWB) + County Supplemental 3.73%	0.8% x average final compensation x YOS (up to SSIL) + 1.5% x average final compensation x YOS (above SSIL) County Supplemental: 1.0% x average final compensation x YOS (1-30 YOS)
Prince William County*	Hybrid (Virginia Retirement System)	5.0% (4.0% toward DB component, minimum of 1.0% to DC component)	DB Component: 1.0% x average final compensation x YOS DC Component: Employer match up to 3.0%; benefit depends on investment performance
WSSC	DB	3%	1.4% x average final compensation x YOS Retired prior to age 62 temporary supplemental benefit: 0.6% x average final compensation x YOS

[1] SSWB: Social Security Wage Base; \$118,500 in 2016

[2] Anne Arundel County: Employees hired after September 14, 2000 may elect to enter either Tier 1 or Tier 2

[3] Baltimore City: New hires can choose between participation in the Retirement Savings Plan Hybrid Plan (defined benefit and defined contribution) or the Retirement Savings Plan Non-Hybrid Plan (defined benefit only), the details of both plans are shown above

[4] Fairfax County: Employees hired after January 1, 2013 are automatically enrolled in Plan C, but may elect to enroll in Plan D; the Social Security breakpoint is the average of annual Social Security taxable wage bases for the last 35 years before the employee reaches age 65

[5] SSRA: Social Security Retirement Age; SSCCL: Social Security Covered Compensation Level (average of annual Social Security taxable wage bases for the last 35 years before the employee reaches age 65)

[6] Montgomery College: Employees can enroll in either the Maryland State Employee's Reformed Contributory Pension System (shown above) or the Optional Retirement Plan (ORP). The ORP requires an employee contribution of 7.25% of salary.

[7] Prince George's County: General employees are enrolled in the State of Maryland Non-Contributory Pension Plan. Elected officials, the Chief Administrative Officer, Deputy Chief Administrative Officers, Executive Directors, Directors, Deputy Directors and the County Administrator can enroll in either the Non-Contributory Pension Plan or the Option Retirement Plan (ORP). The ORP plan requires an employee contribution of 7.25%.

*Under Virginia Retirement System (VRS) Hybrid Plan, which has both a defined contribution and defined benefit component

For health benefits coverage, Montgomery County employees have the choice between a PPO and HMO. Across all County employees (not just executive management), the CareFirst High Option POS is the highest-enrollment plan. To evaluate health benefits levels relative to the regional employers, PFM analyzed employee contributions to the highest enrollment POS/PPO plan on the basis of both percentage of premium shared and monthly dollar amounts.

As summarized in the table below, Montgomery County employee contributions for POS/PPO are somewhat higher than the multi-jurisdictional median for individual coverage, but in line with the multi-jurisdictional median for family coverage.

Regional Comparators Employee Health Benefits Contributions
(Highest-Enrollment POS/PPO Plan)

	Plan Name	Percent Contribution (PPO Plan)		Plan Year 2016 Monthly Premium (PPO Plan)	
		Individual	Family	Individual	Family
Montgomery County [1]	CareFirst POS High Option	25%	25%	\$179.08	\$519.59
Alexandria	UnitedHealthcare Choice Plus	33%	37%	\$218.01	\$657.49
Anne Arundel County	Blue Choice Triple Option Open Access	25%	25%	\$176.04	\$491.34
Arlington County	Cigna Open Access Plus	45%	48%	\$364.41	\$1,177.11
Baltimore City [1]	CareFirst PPN High Option	28%	28%	\$207.00	\$502.36
Baltimore County	Cigna Open Access Plus	23%	26%	\$185.54	\$647.60
District of Columbia	Aetna PPO	25%	25%	\$176.86	\$511.08
Fairfax County	Cigna Open Access Plus Co-Pay Plan	15%	25%	\$118.54	\$574.86
Howard County	Aetna Open Choice PPO	15%	15%	\$96.00	\$271.00
Loudoun County	Cigna POS	15%	25%	\$124.04	\$516.86
MCPS [2]	Cigna POS	17%	17%	\$112.15	\$298.09
M-NCPPC [1]	UnitedHealthcare Choice Plus	20%	20%	\$145.88	\$437.69
Montgomery College	Cigna POS	25%	25%	\$161.46	\$460.18
Prince George's County [1]	Cigna PPO	27%	27%	\$172.68	\$484.14
Prince William County	Anthem Keycare Enhanced	19%	37%	\$103.02	\$604.12
WSSC	UnitedHealthcare Choice Plus	23%	23%	\$249.55	\$623.30
Median	-	23%	25%	\$172.68	\$511.08
Montgomery Co Variance	-	8.7%	0.0%	3.7%	1.7%
Montgomery Co Rank	-	6 of 16 (tied)	5 of 16 (tied)	6 of 16	7 of 16

[1] - Premium total Includes separate prescription drug plan premium

[2] - MCPS: Rate shown for non-tobacco user and non-participation in Health Risk Assessment or Biometric Screening. There is a separate premium for prescription drug coverage; rates assume lowest cost plan

Regional Public Sector Comparisons

The tables that follow detail the results of the PFM executive management compensation survey for large public employers in the Washington, DC-Baltimore-Northern Virginia Combined Statistical area. The questionnaire asked human resources personnel to:

- Match the Montgomery County job position to the most appropriate position in their jurisdiction;
- Provide information about actual base pay and maximum base pay for Director-level and Question A level position;
- Provide information about salary range minimums, midpoint points, and maximums for MLS-level positions;
- Detail other major allowances, such as take-home vehicles/stipends, longevity, and other supplemental pay (e.g., uniform allowance) available to all executive management employees; and
- Explain reporting relationships

PFM relied on information and insights provided by these jurisdictional contacts, seeking to independently verify data whenever possible. While some information in this report is based primarily on survey responses (e.g., reporting relationships), PFM also analyzed publicly available budget documents to identify departmental budget size and number of employees to illustrate the scale and complexity of comparative operations.

All compensation data are shown as of 6/30/2016, unless otherwise noted.

For Director-level and Question A positions, actual base pay, as well as maximum base pay, are shown to illustrate the potential for wage growth among jurisdictions with executive management pay scales. Additionally, the tables present the financial impact of allowances on actual and maximum base pay.

For MLS comparisons, the minimum, midpoint, and maximum of the salary ranges are shown, along with the impact of other allowances at each juncture of the pay range. Longevity, where applicable, is shown only at the pay range maximum.

For every Director-level position benchmarked, Montgomery County directors oversee a headcount and budget above the median and, in all cases, report to the chief executive, which is not always the case across the other regional employers surveyed.

Director-Level Positions

Director, Department of Police (Police Chief)

In terms of combined cash compensation, the Montgomery County Police Chief ranks 2nd of 13 among the regional jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation falls to 3rd of 13. The Montgomery County police department has 1,868 employees, more than double the multi-jurisdictional median across the survey group of 904 employees. The Montgomery County police department budget in FY2016 was \$270,782,964, compared to the multi-jurisdictional median of \$115,624,955.

All jurisdictions that responded to the survey provide a take-home vehicle for police chiefs. Additionally, three jurisdictions provide the following longevity benefits:

- Fairfax County: four percent of base salary at 20 years of service (YOS) and an additional four percent at 25 YOS
- Prince William County: five percent of base salary after 10 YOS capped at \$5,312
- Loudoun County: Sheriff receives up to 12 days of longevity leave based on YOS (not shown in chart)

Job Match	# of Employees	Departmental Budget	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)	
District of Columbia	Chief of Police	4,620	\$535,668,588	\$1,879	\$0	\$0	\$242,281	\$244,160	\$242,281	\$244,160
Montgomery County	Director, Dept. of Police	1,868	\$270,782,964	\$1,879	\$0	\$0	\$239,566	\$241,445	\$239,566	\$241,445
Baltimore County [4]	Chief of Police	2,519	\$205,161,521	\$1,879	\$0	\$0	\$230,448	\$232,327	\$232,327	\$234,206
Prince George's County [1]	Director, Police Department (Police Chief)	2,096	\$302,679,300	\$1,879	\$0	\$0	\$216,000	\$217,879	\$206,168	\$208,047
Fairfax County	Chief of Police	1,722	\$180,792,263	\$1,879	\$15,899	\$0	\$194,845	\$212,624	\$194,845	\$212,624
Baltimore City [2]	Police Commissioner	3,380	\$444,400,292	\$1,879	\$0	\$0	\$200,000	\$201,879	\$243,800	\$245,679
Prince William County	Police Chief	847	\$96,635,505	\$1,879	\$5,312	\$0	\$186,646	\$193,837	\$196,082	\$203,273
Howard County	Chief of Police	667	\$104,298,710	\$1,879	\$0	\$0	\$191,297	\$193,176	\$202,966	\$204,845
Arlington County [1]	Police Chief	472	\$65,526,653	\$1,879	\$0	\$0	\$183,560	\$185,439	\$210,912	\$212,791
Loudoun County [3]	Sheriff	785	\$83,694,863	\$1,879	\$0	\$0	\$180,831	\$182,710	\$180,831	\$182,710
Alexandria	Police Chief	418	\$60,854,883	\$1,879	\$0	\$0	\$178,462	\$180,341	\$178,480	\$180,359
Anne Arundel County	Chief of Police	960	\$121,848,400	\$1,879	\$0	\$0	\$156,058	\$157,937	\$182,321	\$184,200
M-NCPPC	Park Police Commander	156	\$18,608,277	\$1,879	\$0	\$0	\$154,824	\$156,703	\$154,824	\$156,703
WSSC	No match									
MCPS	No match									
Montgomery College	No match									
Median		904	\$115,624,955	\$1,879	\$0	\$0	\$188,972	\$193,507	\$199,524	\$206,446
% from Median		106.8%	134.2%	0.0%	0.0%	-	26.8%	24.8%	20.1%	17.0%
Rank		5 of 13	4 of 13	1 of 13 (tied)	3 of 13 (tied)	-	2 of 13	2 of 13	3 of 13	3 of 13

[1] - Salary effective 12/31/2015; salary set at the discretion of the County Executive, therefore maximum shown is lower than actual salary

[2] - Salary effective 12/31/2015

[3] - Sheriff also receives up to 12 days of longevity leave based on YOS

[4] - Number of employees and departmental budget effective FY2015

As detailed in the table below, the Montgomery County Police Chief reports to the Chief Administrative Officer. In 8 of 12 regional jurisdictions with job matches, the Police Chief reports to a chief executive (e.g., Chief Administrative Officer, County Executive/Manager, Mayor). In four jurisdictions, the Police Chief reports to a deputy executive or other senior executive.

Reporting Relationships – Police Chief (Regional Comparison Group)

Director, Department of Police (Police Chief)	
Montgomery County	Chief Administrative Officer
Alexandria City	Deputy City Manager
Anne Arundel County	County Executive
Arlington County	County Manager
Baltimore City	Mayor
Baltimore County	Chief Administrative Officer
District of Columbia	City Administrator
Fairfax County	Deputy County Executive
Howard County	County Executive
Loudoun County	County Administrator
M-NCPPC	Parks and Recreation Director
Montgomery College	<i>No match</i>
MCPS	<i>No match</i>
Prince George's County	Deputy Chief Administrative Officer for Public Safety
Prince William County	County Executive
WSSC	<i>No match</i>

Fire Chief

In terms of combined cash compensation, Montgomery County Fire Chief pay ranks 1st of 12 among the regional jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation falls to 5th of 12. The Montgomery County fire department has 1,299 employees (excluding volunteers), compared to the multi-jurisdictional median of 897 employees. The Montgomery County fire department budget in FY2016 was \$222,299,388, compared to the multi-jurisdictional median of \$101,204,658.

All jurisdictions responding to the survey provide a take-home vehicle for fire chiefs. Additionally, Fairfax County and Prince William County provide longevity benefits:

- Fairfax County: four percent of base salary at 20 years of service (YOS) and an additional four percent at 25 YOS
- Prince William County: 5% of base salary after 10 YOS capped at \$5,312

Job Match	# of Employees	Departmental Budget	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)	
Montgomery County	1,299	\$222,299,388	\$1,879	\$0	\$0	\$206,000	\$207,879	\$206,000	\$207,879	
Baltimore County [3]	1,062	\$93,517,086	\$1,879	\$0	\$0	\$204,729	\$206,608	\$204,729	\$206,608	
District of Columbia	2,068	\$231,797,522	\$1,879	\$0	\$0	\$197,500	\$199,379	\$197,500	\$199,379	
Fairfax County	1,574	\$186,829,813	\$1,879	\$15,899	\$0	\$194,845	\$196,724	\$194,845	\$212,624	
Prince William County	615	\$76,813,384	\$1,879	\$5,312	\$0	\$188,997	\$196,189	\$196,082	\$203,273	
Howard County	465	\$101,204,658	\$1,879	\$0	\$0	\$185,660	\$187,539	\$202,966	\$204,845	
Prince George's County [1]	962	\$163,182,400	\$1,879	\$0	\$0	\$185,500	\$187,379	\$206,168	\$208,047	
Baltimore City [2]	1,652	\$231,330,797	\$1,879	\$0	\$0	\$183,500	\$185,379	\$213,700	\$215,579	
Loudoun County	634	\$71,400,440	\$0	\$0	\$0	\$179,236	\$179,236	\$202,592	\$202,592	
Alexandria	276	\$47,110,790	\$1,879	\$0	\$0	\$167,833	\$169,712	\$178,480	\$180,359	
Anne Arundel County	896	\$104,360,900	\$1,879	\$0	\$0	\$166,462	\$168,341	\$182,321	\$184,200	
Arlington County [1]	319	\$54,958,124	\$1,879	\$0	\$0	\$156,863	\$158,742	\$210,912	\$212,791	
MCPS	No match									
M-NCPPC	No match									
Montgomery College	No match									
WSSC	No match									
Median	897	\$101,204,658	\$1,879	\$0	\$0	\$185,500	\$187,379	\$202,592	\$204,845	
% from Median	44.8%	119.7%	0.0%	-	-	11.1%	10.9%	1.7%	1.5%	
Rank	4 of 12	3 of 12	1 of 12 (tied)	-	-	1 of 12	1 of 12	4 of 12	5 of 12	

[1] - Salary effective 12/31/2015

[2] - Salary effective 12/31/2015

[3] - Number of employees and departmental budget effective FY2015

As detailed in the table below, the Montgomery County Fire Chief reports to the Chief Administrative Officer. In 8 of 11 regional jurisdictions with job matches, the Fire Chief reports to a chief executive (e.g., Chief Administrative Officer, County Executive/Manager, Mayor). In three jurisdictions, the Fire Chief reports to a deputy executive.

Reporting Relationships – Fire Chief (Regional Comparison Group)

Fire Chief	
Montgomery County	Chief Administrative Officer
Alexandria City	Deputy City Manager
Anne Arundel County	County Executive
Arlington County	County Manager
Baltimore City	Mayor
Baltimore County	Chief Administrative Officer
District of Columbia	City Administrator
Fairfax County	Deputy County Executive
Howard County	County Executive
Loudoun County	County Administrator
M-NCPPC	<i>No match</i>
Montgomery College	<i>No match</i>
MCPS	<i>No match</i>
Prince George's County	Deputy Chief Administrative Officer for Public Safety
Prince William County	County Executive
WSSC	<i>No match</i>

County Attorney

In terms of combined cash compensation, County Attorney pay in Montgomery County ranks 4th of 16 among the regional jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation falls to 5th of 16. Montgomery County's County Attorney's Office has 44 employees, compared to the multi-jurisdictional median of 27 employees. The Montgomery County Attorney's Office budget in FY2016 was \$5,660,259, compared to the multi-jurisdictional median of \$3,613,761.

Montgomery County does not provide a take-home vehicle for the County Attorney. The County Attorney (or equivalent job match) in four of 16 jurisdictions receives a vehicle stipend or has access to a take-home vehicle. Additionally, Montgomery County Public Schools reported a longevity payment of \$1,560 added to base after five YOS, Fairfax County reported longevity payments of four percent after 20 YOS and 25 YOS, and Loudoun County reported receives up to 12 days of longevity leave based on YOS (not reflected in table below).

	Job Match	# of Employees	Departmental Budget	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)
Alexandria	City Attorney	14	\$2,824,383	\$0	\$0	\$0	\$242,228	\$242,228	\$242,228	\$242,228
Arlington County [1]	County Attorney	15	\$2,774,029	\$7,200	\$0	\$0	\$226,054	\$233,254	\$226,054	\$233,254
Fairfax County	County Attorney	60	\$6,714,266	\$1,879	\$18,570	\$0	\$227,578	\$229,457	\$227,578	\$248,028
Montgomery County	County Attorney	44	\$5,660,259	\$0	\$0	\$0	\$210,143	\$210,143	\$210,143	\$210,143
Prince William County [3]	County Attorney	27	\$3,613,761	\$0	\$0	\$0	\$209,816	\$209,816	\$209,816	\$209,816
Loudoun County [4]	County Attorney	22	\$2,856,474	\$7,200	\$0	\$0	\$197,966	\$205,166	\$197,966	\$205,166
MCPS	General Counsel	-	-	\$0	\$1,560	\$0	\$199,813	\$199,813	\$199,813	\$201,373
M-NCPPC	General Counsel	24	\$2,459,434	\$1,879	\$0	\$0	\$195,843	\$197,722	\$195,843	\$197,722
WSSC	General Counsel	7	\$4,014,600	\$8,000	\$0	\$0	\$184,457	\$192,457	\$217,400	\$225,400
District of Columbia	Attorney General	411	\$58,973	\$0	\$0	\$0	\$190,000	\$190,000	\$195,703	\$195,703
Baltimore County [5]	County Attorney	33	\$2,852,582	\$0	\$0	\$0	\$176,903	\$176,903	\$176,903	\$176,903
Prince George's County [1]	Director, Office of Law (County Attorney)	54	\$3,831,500	\$0	\$0	\$0	\$172,800	\$172,800	\$206,168	\$206,168
Montgomery College	General Counsel	-	-	\$0	\$0	\$0	\$172,266	\$172,266	\$172,266	\$172,266
Baltimore City [2]	City Solicitor	78	\$6,731,432	\$0	\$0	\$0	\$169,800	\$169,800	\$169,800	\$169,800
Anne Arundel County	County Attorney	28	\$3,798,000	\$0	\$0	\$0	\$161,260	\$161,260	\$182,321	\$182,321
Howard County	County Solicitor	25	\$3,873,274	\$0	\$0	\$0	\$153,316	\$153,316	\$183,206	\$183,206
Median		27	\$3,613,761	\$0	\$0	\$0	\$190,000	\$192,457	\$197,966	\$201,373
% from Median		61.1%	56.6%	-	-	-	10.6%	9.2%	6.2%	4.4%
Rank		5 of 13	3 of 13	6 of 16	3 of 16 (tied)	-	4 of 16	4 of 16	5 of 16	5 of 16

[1] - Salary effective 12/31/2015

[2] - Salary effective 12/31/2015

[3] - Actual salary reflects last incumbent's salary

[4] - County Attorney also receives up to 12 days of longevity leave based on YOS

[5] - Number of employees and departmental budget effective FY2015

As detailed in the table below, the Montgomery County Attorney reports to the Chief Administrative Officer. In all of the 14 jurisdictions that provide reporting relationship information, the County Attorney job match reported to the chief executive, City Council, or Board of Supervisors.

Reporting Relationships – County Attorney (Regional Comparison Group)

County Attorney	
Montgomery County	Chief Administrative Officer
Alexandria	City Council
Anne Arundel County	County Executive/Chief Administrative Officer
Arlington County	County Manager
Baltimore City	Mayor
Baltimore County	Chief Administrative Officer
District of Columbia	Mayor
Fairfax County	County Board of Supervisors
Howard County	County Executive
Loudoun County	County Board of Supervisors
M-NCPPC	Montgomery County and Prince George's County Commissioners
Montgomery College	President of the College
MCPS	<i>No response</i>
Prince George's County	County Executive
Prince William County	Board of County Supervisors
WSSC	General Manager/CEO

Director, Department of Corrections & Rehabilitation

In terms of combined cash compensation, Montgomery County Director of Corrections & Rehabilitation pay ranks 1st of nine among the regional jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation falls to 2nd of nine. Montgomery County's Department of Corrections & Rehabilitation has 527 employees, compared to the multi-jurisdictional median of 396 employees. The Montgomery County Department of Corrections and Rehabilitation budget in FY2016 was \$70,609,851, compared to the multi-jurisdictional median of \$41,129,585.

Montgomery County provides a take-home vehicle for the Director of Corrections & Rehabilitation. In three of nine jurisdictions, the Director of Corrections & Rehabilitation is provided with a take-home vehicle.

Job Match	# of Employees	Departmental Budget	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)	
Montgomery County	Director, Dept. of Corrections and Rehabilitation	527	\$70,609,851	\$1,879	\$0	\$0	\$206,000	\$207,879	\$206,000	\$207,879
District of Columbia	Director, Department of Corrections	932	\$150,918,875	\$1,879	\$0	\$0	\$190,003	\$191,882	\$195,703	\$197,582
Arlington County [1]	Sheriff	273	\$39,814,347	\$1,879	\$0	\$0	\$177,590	\$179,469	\$177,590	\$179,469
Baltimore County [3] [4]	Director, Department of Corrections	463	\$36,335,133	\$0	\$0	\$0	\$169,950	\$169,950	\$169,950	\$169,950
Prince George's County [1]	Director, Department of Corrections	640	\$78,951,000	\$1,879	\$0	\$0	\$160,218	\$162,097	\$206,168	\$208,047
Anne Arundel County	Detention Superintendent	396	\$43,672,800	\$0	\$0	\$0	\$157,558	\$157,558	\$182,231	\$182,231
Howard County	Director of Corrections	153	\$16,695,475	\$0	\$0	\$0	\$146,785	\$146,785	\$165,256	\$165,256
Prince William County	Director, Office of Criminal Justice Services	349	\$42,444,823	\$0	\$0	\$0	\$118,115	\$118,115	\$142,311	\$142,311
Loudoun County	Director of Community Corrections	21	\$1,925,334	\$0	\$0	\$0	\$115,358	\$115,358	\$156,870	\$156,870
Alexandria										<i>No Match</i>
Baltimore City										<i>No Match</i>
Fairfax County										<i>No Match</i>
MCPS										<i>No Match</i>
M-NCPPC										<i>No Match</i>
Montgomery College										<i>No Match</i>
WSSC										<i>No Match</i>
Median		396	\$41,129,585	\$0	\$0	\$0	\$158,888	\$159,828	\$173,770	\$174,710
% from Median		33.0%	71.7%	-	-	-	29.7%	30.1%	18.5%	19.0%
Rank		3 of 9	3 of 9	1 of 9 (tied)	-	-	1 of 9	1 of 9	2 of 9	2 of 9

[1] - Salary effective 12/31/2015

[2] - Salary effective 12/31/2015

[3] - Number of employees and departmental budget effective FY2015

[4] - Number of employees and departmental budget effective FY2015

As detailed in the table below, the Montgomery County Director of Corrections & Rehabilitation reports to the Chief Administrative Officer. In five of eight regional jurisdictions with job matches, the Director of Corrections and Rehabilitation reports to a chief executive (e.g., Chief Administrative Officer, County Executive/Manager, Mayor) or a Board Supervisors. In three of eight jurisdictions, the Director reports to a deputy executive.

Reporting Relationships – Director of Corrections & Rehabilitation (Regional Comparison Group)

Director of Corrections and Rehabilitation	
Montgomery County	Chief Administrative Officer
Alexandria City	<i>No Match</i>
Anne Arundel County	County Executive/ Chief Administrative Officer
Arlington County	County Manager
Baltimore City	<i>No Match</i>
Baltimore County	Chief Administrative Officer
District of Columbia	City Administrator
Fairfax County	<i>No Match</i>
Howard County	County Executive
Loudoun County	Assistant County Administrator
M-NCPPC	<i>No match</i>
Montgomery College	<i>No match</i>
MCPS	<i>No match</i>
Prince George's County	Deputy Chief Administrative Officer for Public Safety
Prince William County	Deputy County Executive
WSSC	<i>No Match</i>

Finance Director

In terms of combined cash compensation, Montgomery County Finance Director pay ranks 2nd of 15 among the regional jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation falls to 4th of 15. Montgomery County's Finance Department has 96 employees, compared to the multi-jurisdictional median of 67 employees. The Montgomery County Finance Department budget in FY2016 was \$13,712,942, compared to the multi-jurisdictional median of \$8,177,893.

Montgomery County does not provide a take-home vehicle for the Finance Director. No other jurisdictions provide a take-home vehicle or vehicle stipend for this position. Montgomery County Public Schools reported a longevity payment of \$1,560 added to base after 5 YOS, and Fairfax County reported longevity payments of four percent after 20 YOS and 25 YOS.

Job Match	# of Employees	Departmental Budget	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)	
District of Columbia	Chief Financial Officer	46	\$36,512,223	\$0	\$0	\$0	\$233,000	\$233,000	\$233,000	\$233,000
Montgomery County	Director, Dept. of Finance	96	\$13,712,942	\$0	\$0	\$0	\$216,336	\$216,336	\$216,336	\$216,336
Baltimore County [3]	Director, Office of Budget & Finance	124	\$8,300,065	\$0	\$0	\$0	\$200,850	\$200,850	\$200,850	\$200,850
Baltimore City [2]	Executive Director III	255	\$25,270,319	\$0	\$0	\$0	\$196,400	\$196,400	\$213,700	\$213,700
Prince George's County [1]	Director, Office of Finance	67	\$3,711,300	\$0	\$0	\$0	\$183,600	\$183,600	\$206,168	\$206,168
WSSC	Chief Financial Officer	61	\$6,126,100	\$0	\$0	\$0	\$183,600	\$183,600	\$217,400	\$217,400
M-NCPPC [4]	Secretary-Treasurer	61	\$6,943,292	\$0	\$0	\$0	\$181,520	\$181,520	\$181,520	\$181,520
Montgomery College	Vice President of Finance/CFO	-	-	\$0	\$0	\$0	\$172,266	\$172,266	\$172,266	\$172,266
Fairfax County	Chief Financial Officer	55	\$8,268,986	\$0	\$12,965	\$0	\$158,884	\$171,849	\$215,475	\$228,440
Prince William County	Finance Director	158	\$18,609,549	\$0	\$0	\$0	\$169,230	\$169,230	\$189,443	\$189,443
Loudoun County	Director, Finance and Procurement	27	\$3,461,622	\$0	\$0	\$0	\$163,824	\$163,824	\$178,270	\$178,270
MCPS	Chief Financial Officer	-	-	\$0	\$1,560	\$0	\$159,284	\$160,844	\$159,284	\$160,844
Alexandria	Director of Finance	105	\$14,170,036	\$0	\$0	\$0	\$154,854	\$154,854	\$178,480	\$178,480
Howard County	Director of Finance	63	\$8,038,724	\$0	\$0	\$0	\$146,785	\$146,785	\$165,256	\$165,256
Anne Arundel County	Controller	71	\$8,043,700	\$0	\$0	\$0	\$145,656	\$145,656	\$161,347	\$161,347
Arlington County	<i>No match</i>									
Median		65	\$8,156,343	\$0	\$0	\$0	\$170,748	\$172,057	\$185,481	\$185,481
% from Median		48.0%	68.1%	-	-	-	26.7%	25.7%	16.6%	16.6%
Rank		5 of 13	5 of 13	1 of 15 (tied)	3 of 15 (tied)	-	2 of 15	2 of 15	3 of 15	4 of 15

[1] - Salary effective 12/31/2015

[2] - Salary effective 12/31/2015

[3] - Number of employees and departmental budget effective FY2015

[4] - No maximum salary; appointed position

As detailed in the table below, the Montgomery County Finance Director reports to the Chief Administrative Officer. In eight of 13 regional jurisdictions with job matches, the Finance Director reports to a chief executive (e.g., Chief Administrative Officer, County Executive/Manager, Mayor). In five jurisdictions, the Finance Director reports to a deputy executive.

Reporting Relationships – Finance Director (Regional Comparison Group)

Director, Department of Finance	
Montgomery County	Chief Administrative Officer
Alexandria City	Deputy City Manager
Anne Arundel County	County Executive/Chief Administrative Officer
Arlington County	<i>No Match</i>
Baltimore City	Mayor
Baltimore County	Chief Administrative Officer
District of Columbia	Mayor
Fairfax County	County Executive
Howard County	County Executive
Loudoun County	Assistant County Administrator
M-NCPPC	Executive Director
Montgomery College	Associate Vice President for Administrative & Fiscal Services
MCPS	<i>No response</i>
Prince George's County	Deputy Chief Administrative Officer for Budget, Finance, and Administration
Prince William County	Deputy County Executive
WSSC	General Manager/CEO

Director, Department of Public Libraries

In terms of combined cash compensation, Montgomery County Director of Public Libraries pay ranks 1st of 11 among the regional jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation falls to 3rd of 11. Montgomery County's Department of Public Libraries has 389 employees, compared to the multi-jurisdictional median of 328 employees. The Montgomery County Department of Public Libraries budget in FY2016 was \$40,760,225, compared to the multi-jurisdictional median of \$26,511,500.

Montgomery County does not provide a take-home vehicle for the Director of Public Libraries. In Arlington and Baltimore counties, the Director of Public Libraries receives a vehicle stipend. Fairfax County reported longevity payments of four percent after 20 YOS and 25 YOS.

Job Match	# of Employees	Departmental Budget	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)	
Montgomery County	Director, Dept. of Public Libraries	389	\$40,760,225	\$0	\$0	\$0	\$210,143	\$210,143	\$210,143	\$210,143
District of Columbia	Executive Director of Public Libraries	-	-	\$0	\$0	\$0	\$200,850	\$200,850	\$211,033	\$211,033
Fairfax County	Director of County Libraries	366	\$27,669,124	\$0	\$15,152	\$0	\$185,686	\$200,838	\$185,686	\$200,838
Baltimore County [3]	Library Director	478	\$40,424,823	\$6,000	\$0	\$0	\$177,160	\$183,160	\$177,160	\$183,160
Arlington County [1]	Library Director	134	\$13,258,393	\$4,800	\$0	\$0	\$170,581	\$175,381	\$210,912	\$215,712
Montgomery College	Director of College Libraries & Information Services	-	-	\$0	\$0	\$0	\$161,262	\$161,262	\$162,552	\$162,552
Prince George's County	Chief Executive Officer	338	\$26,511,500	\$0	\$0	\$0	\$158,445	\$158,445	\$158,445	\$158,445
Loudoun County	Director, Library Services	-	-	\$0	\$0	\$0	\$157,163	\$157,163	\$157,163	\$157,163
Alexandria	Director of Libraries	72	\$7,166,280	\$0	\$0	\$0	\$156,152	\$156,152	\$178,480	\$178,480
Baltimore City [2]	Executive Director II	328	\$33,777,461	\$0	\$0	\$0	\$143,300	\$143,300	\$205,300	\$205,300
Prince William County	Library System Director	-	-	\$0	\$0	\$0	\$129,893	\$129,893	\$171,815	\$171,815
Anne Arundel County										<i>No match</i>
Howard County										<i>No match</i>
MCPS										<i>No match</i>
M-NCPPC										<i>No match</i>
WSSC										<i>No match</i>
Median		328	\$26,511,500	\$0	\$0	\$0	\$159,854	\$159,854	\$177,820	\$180,820
% from Median		18.5%	53.7%	-	-	-	31.5%	31.5%	18.2%	16.2%
Rank		2 of 6	1 of 6	4 of 11 (tied)	\$0	\$0	1 of 11	1 of 11	3 of 11	3 of 11

As detailed in the table below, reporting relationships vary considerably from jurisdiction to jurisdiction for the Director of Public Libraries.

Reporting Relationships – Director, Public Libraries (Regional Comparison Group)

Director, Department of Public Libraries	
Montgomery County	Chief Administrative Officer
Alexandria City	Deputy City Manager
Anne Arundel County	<i>No match</i>
Arlington County	County Manager
Baltimore City	Library Boards of Trustees and Directors
Baltimore County	Board of Library Trustees
District of Columbia	City Administrator
Fairfax County	Deputy County Executive
Howard County	<i>No match</i>
Loudoun County	Assistant County Administrator
M-NCPPC	<i>No match</i>
Montgomery College	Associate Senior Vice President for Academic Affairs
MCPS	<i>No match</i>
Prince George's County	Library Board of Directors
Prince William County	Deputy County Executive
WSSC	<i>No match</i>

Director, Office of Human Resources

In terms of combined cash compensation, Montgomery County Human Resources Director pay ranks 1st of 15 among the regional jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation falls to 2nd of 15. Montgomery County's Office of Human Resources has 67 employees, compared to the multi-jurisdictional median of 37 employees. The Montgomery County Department Office of Human Resources budget in FY2016 was \$8,088,066, compared to the multi-jurisdictional median of \$4,972,856.

Montgomery County does not provide a take-home vehicle for the Human Resources Director. In Arlington County, the Human Resources Director receives a vehicle stipend. Montgomery County Public Schools reported a longevity payment of \$1,560 added to base after five YOS, and Fairfax County reported longevity payments of four percent after 20 YOS and 25 YOS.

Job Match	# of Employees	Departmental Budget	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)	
Montgomery County	Director, Office of Human Resources	67	\$8,088,066	\$0	\$0	\$0	\$210,120	\$210,120	\$210,120	\$210,120
District of Columbia	Director of Human Resources	117	\$13,829,689	\$0	\$0	\$0	\$191,580	\$191,580	\$195,703	\$195,703
Fairfax County	Human Resources Director	75	\$7,306,424	\$0	\$14,279	\$0	\$174,984	\$189,263	\$185,686	\$199,965
Arlington County [1]	Human Resources Director	52	\$8,876,977	\$7,200	\$0	\$0	\$174,886	\$182,086	\$210,912	\$218,112
MCPS	Associate Superintendent, Office of Human Resources and Development	-	-	\$0	\$1,560	\$0	\$175,166	\$176,726	\$175,166	\$176,726
Baltimore County [2]	Director of Human Resources	44	\$3,281,435	\$0	\$0	\$0	\$169,950	\$169,950	\$169,950	\$169,950
Montgomery College	Associate Senior Vice President of Human Resources and Strategic Talent Management	-	-	\$0	\$0	\$0	\$169,562	\$169,562	\$172,266	\$172,266
Prince George's County [1]	Director, Office of Human Resources Management	65	\$5,412,400	\$0	\$0	\$0	\$163,524	\$163,524	\$206,168	\$206,168
Anne Arundel County	Personnel Officer	37	\$6,013,900	\$0	\$0	\$0	\$156,058	\$156,058	\$161,347	\$161,347
WSSC	Director of Human Resources	25	\$4,046,000	\$0	\$0	\$0	\$151,470	\$151,470	\$179,700	\$179,700
Loudoun County	Director of Human Resources	34	\$6,570,025	\$0	\$0	\$0	\$140,000	\$140,000	\$178,270	\$178,270
Alexandria	Director of Human Resources	24	\$3,653,561	\$0	\$0	\$0	\$140,000	\$140,000	\$178,480	\$178,480
Prince William County	Human Resources Director	24	\$3,124,252	\$0	\$0	\$0	\$139,324	\$139,324	\$171,815	\$171,815
M-NCPPC	Human Resources Director	37	\$4,533,312	\$0	\$0	\$0	\$137,257	\$137,257	\$137,257	\$137,257
Howard County	Human Resources Administrator	-	\$1,941,311	\$0	\$0	\$0	\$128,710	\$128,710	\$149,261	\$149,261
Baltimore City							<i>No response</i>			
Median		37	\$4,533,312	\$0	\$0	\$0	\$159,791	\$159,791	\$176,718	\$177,498
% from Median		81.9%	78.4%	-	-	-	31.5%	31.5%	18.9%	18.4%
Rank		3 of 12	3 of 13	3 of 15 (tied)	3 of 15 (tied)	-	1 of 15	1 of 15	2 of 15	2 of 15

[1] - Salary effective 12/31/2015

[2] - Number of employees and departmental budget effective FY2015

The Montgomery County Human Resources Director reports to the Chief Administrative Officer. In eight of 13 regional jurisdictions with job matches, the Human Resources Director reports to a chief executive (e.g., Chief Administrative Officer, County Executive/Manager, Mayor). In four jurisdictions, the Human Resources Director reports to a deputy executive.

Reporting Relationships – Director, Human Resources (Regional Comparison Group)

Director, Office of Human Resources	
Montgomery County	Chief Administrative Officer
Alexandria City	Deputy City Manager
Anne Arundel County	County Executive/ Chief Administrative Officer
Arlington County	Deputy County Manager
Baltimore City	<i>No response</i>
Baltimore County	Chief Administrative Officer
District of Columbia	City Administrator
Fairfax County	County Executive
Howard County	Chief Administrative Officer
Loudoun County	County Administrator
M-NCPPC	Executive Director
Montgomery College	Senior Vice President of Administrative and Fiscal Services
MCPS	<i>No response</i>
Prince George's County	Chief Administrative Officer
Prince William County	Deputy County Executive
WSSC	Chief of Staff

Director, Department of Technology Services (Chief Information Officer)

In terms of combined cash compensation, Montgomery County Director of Technology Services pay ranks 2nd of 16 among the regional jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation falls to 5th of 16. Montgomery County's Department of Technology Services has 147 employees, compared to the multi-jurisdictional median of 98 employees. The Montgomery County Department of Technology Services budget in FY2016 was \$40,907,969, compared to the multi-jurisdictional median of \$26,415,278.

Montgomery County does not provide a take-home vehicle for the Director of Technology Services. In Arlington County, the Director of Technology Services receives a vehicle stipend. Montgomery County Public Schools reported a longevity payment of \$1,560 added to base after five YOS, and Fairfax County reported longevity payments of four percent after 20 YOS and 25 YOS.

	Job Match	# of Employees	Departmental Budget	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)
Baltimore County [5]	Director of Information Technology	204	\$23,791,813	\$0	\$0	\$0	\$223,510	\$223,510	\$223,510	\$223,510
Montgomery County	Director, Dept. of Technology Services	147	\$40,907,969	\$0	\$0	\$0	\$215,120	\$215,120	\$215,120	\$215,120
Fairfax County	Director of Information Technology	250	\$31,288,662	\$0	\$15,899	\$0	\$194,845	\$210,744	\$194,845	\$210,744
Howard County	Director, Technology & Communication Services	100	\$26,190,917	\$0	\$0	\$0	\$205,691	\$205,691	\$224,827	\$224,827
WSSC	Chief Information Officer	110	\$37,923,500	\$0	\$0	\$0	\$199,161	\$199,161	\$241,300	\$241,300
Arlington County [2]	Chief Information Officer	78	\$19,474,602	\$4,800	\$0	\$0	\$190,320	\$195,120	\$210,912	\$215,712
District of Columbia [1]	Chief, Office of Technology	282	\$104,173,955	\$0	\$0	\$0	\$178,084	\$178,084	\$195,703	\$195,703
MCPS	Chief Technology Officer	-	-	\$0	\$1,560	\$0	\$175,166	\$176,726	\$175,166	\$176,726
Montgomery College	Vice President of Instruction & Information Technology	-	-	\$0	\$0	\$0	\$172,266	\$172,266	\$172,266	\$172,266
Prince William County	Chief Information Officer	89	\$32,124,045	\$0	\$0	\$0	\$164,018	\$164,018	\$189,443	\$189,443
Baltimore City [3]	Executive Director III	236	\$35,161,132	\$0	\$0	\$0	\$163,200	\$163,200	\$213,700	\$213,700
Prince George's County [2]	Director, Office of Information Technology	69	-	\$0	\$0	\$0	\$156,600	\$156,600	\$206,168	\$206,168
Anne Arundel County	Information Technology Operations Officer	88	\$18,230,500	\$0	\$0	\$0	\$155,041	\$155,041	\$161,347	\$161,347
Loudoun County	Director, Information Technology	95	\$26,145,278	\$0	\$0	\$0	\$154,692	\$154,692	\$178,270	\$178,270
Alexandria [4]	Chief Information Officer	58	\$10,137,447	\$0	\$0	\$0	\$153,157	\$153,157	\$178,480	\$178,480
M-NCPPC	IT Manager	-	-	\$0	\$0	\$0	\$131,890	\$131,890	\$166,487	\$166,487
Median		95	\$26,168,098	\$0	\$0	\$0	\$168,142	\$168,142	\$192,573	\$192,573
% from Median		53.6%	56.3%	-	-	-	27.9%	27.9%	11.7%	11.7%
Rank		6 of 14	3 of 13	2 of 16 (tied)	3 of 16 (tied)	-	2 of 16	2 of 16	4 of 16	5 of 16

[1] - Salary effective 9/30/2015

[2] - Salary effective 12/31/2015

[3] - Salary effective 12/31/2015

[4] - Position is currently vacant; last incumbent's salary shown

[5] - Number of employees and departmental budget effective FY2015

As detailed in the table below, the Montgomery County CIO reports to the Chief Administrative Officer. In nine of 14 regional jurisdictions with job matches, the CIO reports to a chief executive (e.g., Chief Administrative Officer, County Executive/Manager, Mayor). In five jurisdictions, the CIO reports to a deputy executive.

Reporting Relationships – Director, Technology (Regional Comparison Group)

Director, Department of Technology Services (CIO)	
Montgomery County	Chief Administrative Officer
Alexandria City	Deputy City Manager
Anne Arundel County	County Executive/Chief Administrative Officer
Arlington County	Deputy County Executive
Baltimore City	Mayor
Baltimore County	Chief Administrative Officer
District of Columbia	City Administrator
Fairfax County	Deputy County Executive
Howard County	County Executive
Loudoun County	County Administrator
M-NCPPC	Executive Director
Montgomery College	Senior Vice President for Administrative & Fiscal Services
MCPS	<i>No response</i>
Prince George's County	County Executive
Prince William County	Deputy County Executive
WSSC	General Manager/CEO

Director, Office of Management and Budget

In terms of combined cash compensation, Montgomery County Management and Budget Director pay ranks 1st of 13 among the regional jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation falls to 2nd of 13. Montgomery County's Office of Management and Budget has 30 employees, compared to the multi-jurisdictional median of 13 employees. The Montgomery County Office of Management and Budget FY2016 budget is \$4,093,855, compared to the multi-jurisdictional median of \$1,750,074.

Montgomery County does not provide a take-home vehicle for the Management and Budget Director. In Arlington County, the Management and Budget Director receives a vehicle stipend. Montgomery County Public Schools reported a longevity payment of \$1,560 added to base after five YOS.

Job Match	# of Employees	Departmental Budget	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)	
Montgomery County	Director, Office of Management and Budget	30	\$4,093,855	\$0	\$0	\$0	\$216,336	\$216,336	\$216,336	\$216,336
Arlington County [1] [3]	Management and Finance Director	-	\$1,897,836	\$7,200	\$0	\$0	\$182,770	\$189,970	\$210,912	\$218,112
Anne Arundel County	Budget Officer	6	\$1,003,200	\$0	\$0	\$0	\$178,747	\$178,747	\$182,321	\$182,321
District of Columbia	Budget Director	-	-	\$0	\$0	\$0	\$175,100	\$175,100	\$175,100	\$175,100
Montgomery College	Vice President for Management & Budget	-	-	\$0	\$0	\$0	\$164,444	\$164,444	\$172,266	\$172,266
Prince George's County [1]	Director, Office of Management and Budget	24	\$2,437,700	\$0	\$0	\$0	\$162,000	\$162,000	\$206,168	\$206,168
MCPS	Director, Department of Management, Budget, and Planning	-	-	\$0	\$1,560	\$0	\$150,180	\$151,740	\$150,180	\$151,740
Howard County	Budget Administrator	-	\$811,170	\$0	\$0	\$0	\$151,216	\$151,216	\$165,256	\$165,256
Baltimore City [2]	Operations Director I	-	-	\$0	\$0	\$0	\$146,100	\$146,100	\$161,000	\$161,000
Alexandria	Director of Management and Budget	11	\$1,297,704	\$0	\$0	\$0	\$144,652	\$144,652	\$178,480	\$178,480
Prince William County	Office of Management and Budget Director	12	\$1,602,312	\$0	\$0	\$0	\$142,423	\$142,423	\$180,395	\$180,395
M-NCPPC	Budget Manager	-	-	\$0	\$0	\$0	\$137,257	\$137,257	\$137,257	\$137,257
Loudoun County	Director, Management and Budget	15	\$2,027,569	\$0	\$0	\$0	\$133,000	\$133,000	\$178,270	\$178,270
Baltimore County										<i>No match</i>
Fairfax County										<i>No match</i>
WSSC										<i>No match</i>
Median		13	\$1,750,074	\$0	\$0	\$0	\$151,216	\$151,740	\$178,270	\$178,270
% from Median		122.3%	133.9%	-	-	-	43.1%	42.6%	21.4%	21.4%
Rank		1 of 7	1 of 9	-	-	-	1 of 13	1 of 13	1 of 13	2 of 13

[1] - Salary effective 12/31/2015

[2] - Salary effective 12/31/2015

[3] - Position is currently vacant; last incumbent's salary shown

As detailed in the table below, the Montgomery County Budget Director reports to the Chief Administrative Officer. In six of 11 regional jurisdictions with job matches, the Budget Director reports to a chief executive (e.g., Chief Administrative Officer, County Executive/Manager, Mayor). In five jurisdictions, the Director reports to a deputy or other senior executive.

Reporting Relationships – Director, Management & Budget (Regional Comparison Group)

Director, Office of Management and Budget	
Montgomery County	Chief Administrative Officer
Alexandria City	Deputy City Manager
Anne Arundel County	County Executive/Chief Administrative Officer
Arlington County	County Manager
Baltimore City	Director of Finance
Baltimore County	<i>No match</i>
District of Columbia	City Administrator
Fairfax County	<i>No match</i>
Howard County	Chief Administrative Officer
Loudoun County	County Administrator
M-NCPPC	Executive Director
Montgomery College	Associate Senior Vice President for Administrative & Fiscal Services
MCPS	<i>No response</i>
Prince George's County	Deputy Chief Administrative Officer for Budget, Finance, and Administration
Prince William County	Deputy County Executive
WSSC	<i>No match</i>

Director, Office of Procurement

In terms of combined cash compensation, Montgomery County Director of the Office of Procurement pay ranks 1st of 16 among the regional jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation falls to 3rd of 16. Montgomery County's Office of Procurement Director has 33 employees, compared to the multi-jurisdictional median of 23 employees. The Montgomery County Office of Procurement budget in FY2016 was \$4,181,749, compared to the multi-jurisdictional median of \$1,421,958.

Montgomery County does not provide a take-home vehicle for the Director of the Office of Procurement. No jurisdictions in the region provide a take-home vehicle or vehicle stipend for this position. Montgomery County Public Schools reported a longevity payment of \$1,560 added to base after five YOS.

Job Match	# of Employees	Departmental Budget	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)	
Montgomery County	Director, Office of Procurement	33	\$4,181,749	\$0	\$0	\$0	\$190,550	\$190,550	\$190,550	\$190,550
District of Columbia	Director, Contracting and Procurement	191	\$22,822,939	\$0	\$0	\$0	\$180,000	\$180,000	\$180,000	\$180,000
WSSC	Chief Procurement Officer	27	\$2,972,100	\$0	\$0	\$0	\$165,000	\$165,000	\$197,600	\$197,600
Fairfax County	Purchasing and Supply Director	49	\$4,643,774	\$0	\$12,391	\$0	\$151,848	\$164,239	\$161,517	\$173,908
Prince George's County [1]	Director, Office of Central Services	-	-	\$0	\$0	\$0	\$150,000	\$150,000	\$206,168	\$206,168
Baltimore City [2]	Operations Director I	-	\$3,118,394	\$0	\$0	\$0	\$146,100	\$146,100	\$161,000	\$161,000
Arlington County [1]	Purchasing Division Chief	-	\$979,910	\$0	\$0	\$0	\$145,018	\$145,018	\$174,096	\$174,096
Montgomery College	Director of Procurement (Director II)	-	-	\$0	\$0	\$0	\$140,761	\$140,761	\$150,738	\$150,738
M-NCPPC	Finance Manager II (Purchasing)	-	-	\$0	\$0	\$0	\$137,257	\$137,257	\$137,257	\$137,257
Anne Arundel County	Purchasing Agent	23	\$2,146,300	\$0	\$0	\$0	\$131,920	\$131,920	\$134,557	\$134,557
MCPS	Team Leader, Division of Procurement	-	-	\$0	\$1,560	\$0	\$124,313	\$125,873	\$124,313	\$125,873
Howard County	Purchasing Administrator	-	\$1,322,025	\$0	\$0	\$0	\$116,216	\$116,216	\$134,659	\$134,659
Loudoun County	Division Manager, Procurement	13	\$1,421,958	\$0	\$0	\$0	\$105,725	\$105,725	\$138,036	\$138,036
Baltimore County [3]	Chief, Purchasing Services	-	\$1,303,044	\$0	\$0	\$0	\$104,576	\$104,576	\$101,530	\$101,530
Prince William County	Purchasing Division Chief	14	\$1,153,176	\$0	\$0	\$0	\$98,201	\$98,201	\$135,525	\$135,525
Alexandria	Purchasing Agent	9	\$1,314,747	\$0	\$0	\$0	No response	No response	\$161,886	\$161,886
Median		23	\$1,421,958	\$0	\$0	\$0	\$139,009	\$139,009	\$150,738	\$150,738
% from Median		43.0%	194.1%	-	-	-	37.1%	37.1%	26.4%	26.4%
Rank		3 of 8	3 of 11	-	3 of 16 (tied)	-	1 of 16	1 of 16	3 of 16	3 of 16

[1] - Salary effective 12/31/2015

[2] - Salary effective 12/31/2015

[3] - Position is currently vacant; last incumbent's salary shown

As detailed in the table below, the Montgomery County Procurement Director reports to the Chief Administrative Officer. In only two of 13 regional jurisdictions with job matches, the Procurement Director reports to a chief executive (e.g., Chief Administrative Officer, County Executive/Manager, Mayor).

Reporting Relationships – Director, Procurement (Regional Comparison Group)

Director, Office of Procurement	
Montgomery County	Chief Administrative Officer
Alexandria City	Director of Finance
Anne Arundel County	Director of Central Services
Arlington County	Management and Finance Director
Baltimore City	Director of Finance
Baltimore County	Deputy Director, Office of Budget & Finance
District of Columbia	Deputy City Administrator/ Deputy Mayor for Public Safety and Justice
Fairfax County	Deputy County Executive
Howard County	Chief Administrative Officer
Loudoun County	Director of Finance and Procurement
M-NCPPC	<i>No response</i>
Montgomery College	Vice President of Finance/CFO
MCPS	<i>No response</i>
Prince George's County	Deputy Chief Administrative Officer for Budget, Finance, and Administration
Prince William County	Purchasing Division Chief
WSSC	Chief Operations Officer

Question “A” Positions

Assistant Chief Administrative Officer

In terms of combined cash compensation, Montgomery County Assistant Chief Administrative Officer pay ranks 5th of 10 among the regional jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County’s ranking for combined cash compensation falls to 7th of 10. While Montgomery County does not provide a take-home vehicle, Prince George’s County provides a vehicle stipend of \$4,800 for this position. Fairfax County provides longevity payments of four percent at 20 and 25 YOS.

	Job Match	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)
Prince George's County [1]	Deputy Chief Administrative Officer	\$4,800	\$0	\$0	\$205,000	\$209,800	\$227,300	\$232,100
District of Columbia	Deputy City Administrator	\$0	\$0	\$0	\$190,550	\$190,550	\$211,033	\$211,033
Anne Arundel County	Assistant Chief Administrative Officer	\$0	\$0	\$0	\$190,000	\$190,000	\$195,086	\$195,086
Arlington County [1]	Deputy County Manager	\$0	\$0	\$0	\$187,949	\$187,949	\$210,912	\$210,912
Montgomery County	Assistant Chief Administrative Officer	\$0	\$0	\$0	\$175,873	\$175,873	\$175,873	\$175,873
Baltimore County	Deputy County Administrative Officer	\$0	\$0	\$0	\$169,957	\$169,957	\$169,957	\$169,957
Fairfax County	Assistant County Executive	\$0	\$12,271	\$0	\$150,378	\$162,649	\$150,378	\$162,649
Loudoun County	Assistant County Administrator	\$0	\$0	\$0	\$152,342	\$152,342	\$178,270	\$178,270
Baltimore City [1]	Operations Manager II	\$0	\$0	\$0	\$140,000	\$140,000	\$140,800	\$140,800
Howard County	Deputy Chief Administrative Officer	\$0	\$0	\$0	\$131,996	\$131,996	\$183,206	\$183,206
Alexandria					<i>No response</i>			
MCPS					<i>No response</i>			
M-NCPPC					<i>No match</i>			
Montgomery College					<i>No match</i>			
Prince William County					<i>No match</i>			
WSSC					<i>No match</i>			
Median	-	-	-	-	\$169,957	\$169,957	\$183,206	\$183,206
% from Median	-	-	-	-	3.5%	3.5%	-4.0%	-4.0%
Rank	-	-	-	-	5 of 10	5 of 10	7 of 10	7 of 10

[1] - Salary effective 12/31/2015

As detailed in the table below, the Montgomery Assistant Chief Administrative Officer for Montgomery County reports to the Chief Administrative Officer. In eight of 10 regional jurisdictions reporting equivalent roles, this position reports to a chief executive (e.g., Chief Administrative Officer, County Administrator, City Administrator).

Reporting Relationships – Assistant Chief Administrative Officer (Regional Comparison Group)

Assistant Chief Administrative Officer	
Montgomery County	Chief Administrative Officer
Alexandria	<i>No Response</i>
Anne Arundel County	Chief Administrative Officer
Arlington County	Chief Administrative Officer
Baltimore City	Chief of Staff
Baltimore County	Chief of Staff
District of Columbia	City Administrator
Fairfax County	County Executive
Howard County	Chief Administrative Officer
Loudoun County	County Administrator
M-NCPPC	<i>No Match</i>
Montgomery College	<i>No Match</i>
MCPS	<i>No response</i>
Prince George's County	Chief Administrative Officer
Prince William County	Chief Administrative Officer
WSSC	<i>No Match</i>

Assistant Chief of Police

In terms of combined cash compensation, Montgomery County Assistant Chief of Police pay ranks 4th of 11 among the regional jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation falls to 7th of 12. Montgomery County does not provide a take-home vehicle or vehicle stipend for this position. No jurisdiction provides a take-home vehicle or vehicle stipend for this position. Fairfax County provides longevity payments of four percent at 20 YOS and 25 YOS and Loudoun County provides up to 12 days of longevity leave (not shown in table).

Job Match	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)	
Fairfax County	Deputy Chief of Police	\$1,879	\$14,283	\$0	\$175,041	\$191,204	\$191,204	
District of Columbia	Assistant Chief	\$0	\$0	\$0	\$189,716	\$218,848	\$218,848	
Howard County	Police Major	\$1,879	\$0	\$0	\$177,819	\$177,819	\$179,698	
Montgomery County	Assistant Chief of Police	\$0	\$0	\$0	\$174,166	\$174,166	\$174,166	
Prince George's County [1]	Deputy Director, Department of Police	\$1,879	\$0	\$0	\$163,620	\$178,096	\$179,975	
Baltimore City [1]	Deputy Police Commissioner	\$1,879	\$0	\$0	\$154,900	\$156,779	\$156,779	
Loudoun County	Deputy Lieutenant Colonel	\$1,879	\$0	\$0	\$153,303	\$167,065	\$168,944	
Arlington County [1]	Deputy Police Chief	\$1,879	\$0	\$0	\$148,366	\$174,096	\$175,975	
Anne Arundel County	Deputy Police Chief	\$1,879	\$0	\$0	\$148,000	\$161,347	\$163,226	
Prince William County	Police Major	\$1,879	\$0	\$0	\$137,355	\$149,448	\$151,327	
M-NCPPC	Park Police Captain	\$1,879	\$0	\$0	\$107,076	\$134,904	\$136,783	
Baltimore County [2]	Deputy Police Chief	\$1,879	\$0	\$0	Vacant	\$185,155	\$187,034	
Alexandria	No response							
MCPS	No response							
Montgomery College	No match							
WSSC	No match							
Median	-	\$1,879	-	-	\$153,303	\$155,182	\$170,581	\$172,460
% from Median	-	-100.0%	-	-	13.6%	12.2%	2.1%	1.0%
Rank	-	10 of 11	-	-	4 of 11	4 of 11	6 of 12	7 of 12

[1] - Salary effective 12/31/2015

[2] - Police Chief position has been vacant for more than 15 years

As detailed in the table below, the Assistant Chief of Police for Montgomery County reports to the Chief of Police. All regional jurisdictions surveyed indicate this position reports to the Chief of Police or Deputy Chief of Police.

Reporting Relationships – Assistant Chief of Police (Regional Comparison Group)

Assistant Chief of Police	
Montgomery County	Director, Department of Police (Police Chief)
Alexandria	<i>No Response</i>
Anne Arundel County	Police Chief
Arlington County	Police Chief
Baltimore City	Police Commissioner
Baltimore County	Chief of Police
District of Columbia	Chief of Police
Fairfax County	Chief of Police
Howard County	Chief of Police
Loudoun County	Sheriff
M-NCPPC	Park Police Commander
Montgomery College	<i>No Match</i>
MCPS	<i>No Response</i>
Prince George's County	Police Chief
Prince William County	Deputy Police Chief
WSSC	<i>No Match</i>

Director of Community Partnerships

In terms of combined cash compensation, Montgomery County Director of Community Partnerships pay ranks 1st of six among the regional jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation falls to 2nd of seven. Montgomery County does not provide a take-home vehicle or vehicle stipend for this position. No jurisdiction provides a take-home vehicle, vehicle stipend, or longevity pay for this position.

Job Match	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)	
Montgomery County	Director, Office of Community Partnerships	\$0	\$0	\$0	\$176,837	\$176,837	\$176,837	
Fairfax County	Director, Office of Public Private Partnership	\$0	\$12,271	\$0	\$138,605	\$150,876	\$150,378	\$162,649
Prince George's County [1]	Director, Office of Community Relations	\$0	\$0	\$0	\$143,100	\$143,100	\$206,168	\$206,168
M-NCPPC	Public Affairs and Marketing Officer	\$0	\$0	\$0	\$130,694	\$130,694	\$137,257	\$137,257
District of Columbia	Director, Community Relations	\$0	\$0	\$0	\$108,150	\$108,150	\$151,944	\$151,944
Anne Arundel County	Assistant to the County Executive	\$0	\$0	\$0	\$100,062	\$100,062	\$134,557	\$134,557
Howard County	Human Services Specialist III	\$0	\$0	\$0	Vacant	-	\$98,987	\$98,987
Alexandria					No response			
MCPS					No response			
Arlington County					No match			
Baltimore City					No match			
Baltimore County					No match			
Loudoun County					No match			
Montgomery College					No match			
Prince William County					No match			
WSSC					No match			
Median	-	-	-	-	\$130,694	\$130,694	\$143,818	\$144,601
% from Median	-	-	-	-	35.3%	35.3%	23.0%	22.3%
Rank	-	-	-	-	1 of 6	1 of 6	2 of 7	2 of 7

[1] - Salary effective 12/31/2015

As detailed in the table below, the Director of Community Partnerships for Montgomery County reports to the Manager I. Of the regional jurisdictions that detailed a reporting relationship, four of seven Directors of Community Partnerships report to a Director, Commissioner, or Deputy Chief Administrative Officer.

Reporting Relationships – Director of Community Partnerships (Regional Comparison Group)

Director, Office of Community Partnerships	
Montgomery County	Manager I
Alexandria	<i>No Response</i>
Anne Arundel County	County Executive
Arlington County	<i>No Match</i>
Baltimore City	<i>No Match</i>
Baltimore County	<i>No Match</i>
District of Columbia	City Administrator
Fairfax County	Deputy County Executive
Howard County	Director of Human Services
Loudoun County	<i>No Match</i>
M-NCPPC	Commissioner
Montgomery College	<i>No Match</i>
MCPS	<i>No Response</i>
Prince George's County	Deputy Chief Administrative Officer
Prince William County	Deputy Chief Administrative Officer
WSSC	<i>No match</i>

Chief, Aging and Disability Services

In terms of combined cash compensation, Montgomery County Chief of Aging and Disability Services pay ranks 1st of seven among the regional jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation falls to 2nd of nine. Montgomery County does not provide a take-home vehicle or vehicle stipend for this position. No jurisdiction provides a take-home vehicle or vehicle stipend for this position. Fairfax County provides longevity of four percent at 20 YOS and 25 YOS.

Job Match	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)	
Montgomery County	Chief, Aging and Disability Services	\$0	\$0	\$0	\$170,754	\$170,754	\$170,754	
Anne Arundel County	Director of Aging and Disabilities	\$0	\$0	\$0	\$145,646	\$145,646	\$161,347	
Arlington County [1]	Aging and Disability Services Division Chief	\$0	\$0	\$0	\$129,979	\$129,979	\$174,096	
Prince George's County [1]	Administrative Specialist III	\$0	\$0	\$0	\$128,720	\$128,720	\$161,537	
Fairfax County	Director, Area Agency on Aging	\$0	\$10,383	\$0	\$108,547	\$118,930	\$127,245	
Prince William County	Area Agency on Aging Director	\$0	\$0	\$0	\$115,600	\$115,600	\$142,311	
Howard County	Administrator on Aging	\$0	\$0	\$0	\$109,387	\$109,387	\$134,659	
Baltimore City [2]	Operations Manager II	\$0	\$0	\$0	Vacant	-	\$140,800	
District of Columbia	Director, Office on Aging	\$0	\$0	\$0	Vacant	-	\$165,090	
Alexandria					No response			
MCPS					No response			
Baltimore County					No match			
Loudoun County					No match			
M-NCPPC					No match			
Montgomery College					No match			
WSSC					No match			
Median	-	-	-	-	\$122,160	\$123,825	\$151,829	
% from Median	-	-	-	-	39.8%	37.9%	12.5%	
Rank	-	-	-	-	1 of 7	1 of 7	2 of 9	

[1] - Salary effective 12/31/2015

As detailed in the table below, the Chief of Aging and Disability Services reports to the Director for the Department of Health and Human Services. In five of eight jurisdictions, the Chief of Aging and Disability Services job match reports to Director-level supervisor.

Reporting Relationships – Chief, Aging and Disability Service (Regional Comparison Group)

Chief, Aging and Disability Services	
Montgomery County	Director, Department of Health and Human Services
Alexandria	<i>No Response</i>
Anne Arundel County	Chief Administrative Officer
Arlington County	Human Services Director
Baltimore City	Health Commissioner
Baltimore County	<i>No Match</i>
District of Columbia	City Administrator
Fairfax County	Family Services Division Director
Howard County	Director of Citizen Services
Loudoun County	<i>No Match</i>
M-NCPPC	<i>No Match</i>
Montgomery College	<i>No Match</i>
MCPS	<i>No Response</i>
Prince George's County	Director, Department of Family Services
Prince William County	Director, Department of Family Services
WSSC	<i>No Match</i>

Chief, Behavioral Health and Crisis Services

In terms of combined cash compensation, Montgomery County Chief of Behavioral Health and Crisis Services pay ranks 2nd of six among the regional jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation falls to 4th of seven. Montgomery County does not provide a take-home vehicle or vehicle stipend for this position. No jurisdiction provides a take-home vehicle or vehicle stipend for this position. Fairfax County provides longevity of four percent at 20 YOS and 25 YOS.

	Job Match	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)
Fairfax County	Executive Director, Fairfax-Falls Church Community Services Board	\$0	\$15,899	\$0	\$174,995	\$190,894	\$194,845	\$210,744
Montgomery County	Chief, Behavioral Health and Crisis Services	\$0	\$0	\$0	\$159,266	\$159,266	\$159,266	\$159,266
Prince William County	Community Services Executive Director	\$0	\$0	\$0	\$157,590	\$157,590	\$180,395	\$180,395
Arlington County [1]	Behavioral Healthcare Division Chief	\$0	\$0	\$0	\$143,000	\$143,000	\$174,096	\$174,096
Anne Arundel County	Director of Public Health Programs	\$0	\$0	\$0	\$116,575	\$116,575	\$124,950	\$124,950
Prince George's County [1]	Public Health Program Chief	\$0	\$0	\$0	\$98,410	\$98,410	\$132,897	\$132,897
Baltimore County [1]	Chief, Mental Health Services	\$0	\$0	\$0	Vacant	-	\$101,530	\$101,530
District of Columbia	Director, Department of Behavioral Health	\$0	\$0	\$0	Vacant	-	-	-
Alexandria					No response			
MCPS					No response			
Baltimore City					No match			
Howard County					No match			
Loudoun County					No match			
M-NCPPC					No match			
Montgomery College					No match			
WSSC					No match			
Median	-	-	-	-	\$143,000	\$143,000	\$153,497	\$153,497
% from Median	-	-	-	-	11.4%	11.4%	3.8%	3.8%
Rank	-	-	-	-	2 of 6	2 of 6	4 of 7	4 of 7

[1] - Salary effective 12/31/2015

As detailed in the table below, the Chief of Behavioral Health and Crisis Services reports to the Director for the Department of Health and Human Services. Of the regional jurisdictions surveyed three of seven Chiefs of Behavioral Health and Crisis Services report to a Director or Deputy Director position.

**Reporting Relationships – Chief, Behavioral Health and Crisis Services
(Regional Comparison Group)**

Chief, Behavioral Health and Crisis Services	
Montgomery County	Director, Department of Health and Human Services
Alexandria	<i>No Response</i>
Anne Arundel County	Chief Administrative Officer
Arlington County	Human Services Director
Baltimore City	<i>No Match</i>
Baltimore County	Deputy Health Officer
District of Columbia	City Administrator
Fairfax County	Deputy County Executive
Howard County	<i>No Match</i>
Loudoun County	<i>No Match</i>
M-NCPPC	<i>No Match</i>
Montgomery College	<i>No Match</i>
MCPS	<i>No Response</i>
Prince George's County	Deputy Director, Health Department
Prince William County	County Executive
WSSC	<i>No Match</i>

Chief, Children, Youth, and Family Services

In terms of combined cash compensation, Montgomery County Chief of Children, Youth, and Families pay ranks 3rd of nine among the regional jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation falls to 4th of nine. Montgomery County does not provide a take-home vehicle or vehicle stipend for this position. No jurisdiction provides a take-home vehicle or vehicle stipend for this position. Fairfax County provides longevity of four percent at 20 YOS and 25 YOS.

	Job Match	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)
District of Columbia	Director, Child and Family Services	\$0	\$0	\$0	\$183,390	\$183,390	\$195,703	\$195,703
Arlington County [1] [2]	Child and Family Services Division Chief	\$0	\$0	\$0	\$182,770	\$182,770	\$174,096	\$174,096
Montgomery County	Chief, Children, Youth, and Families	\$0	\$0	\$0	\$159,266	\$159,266	\$159,266	\$159,266
Baltimore County	Chief, Bureau of Clinical Services	\$0	\$0	\$0	\$154,718	\$154,718	\$154,718	\$154,718
Prince William County	Social Services Director	\$0	\$0	\$0	\$154,530	\$154,530	\$180,395	\$180,395
Fairfax County	Family Services Division Director	\$0	\$11,972	\$0	\$138,730	\$150,702	\$146,711	\$158,683
Anne Arundel County	Director of Public Health Programs	\$0	\$0	\$0	\$116,575	\$116,575	\$124,950	\$124,950
Prince George's County [1]	Community Services Manager	\$0	\$0	\$0	\$114,215	\$114,215	\$146,520	\$146,520
Howard County	Human Services Manager I	\$0	\$0	\$0	\$95,867	\$95,867	\$121,576	\$121,576
Alexandria					<i>No response</i>			
MCPS					<i>No response</i>			
Baltimore City					<i>No match</i>			
Loudoun County					<i>No match</i>			
M-NCPPC					<i>No match</i>			
Montgomery College					<i>No match</i>			
WSSC					<i>No match</i>			
Median	-	-	-	-	\$138,730	\$150,702	\$146,711	\$154,718
% from Median	-	-	-	-	14.8%	5.7%	8.6%	2.9%
Rank	-	-	-	-	3 of 9	3 of 9	4 of 9	4 of 9

[1] - Salary effective 12/31/2015; wage increases for CY2016 not yet determined

[2] - Position is currently vacant; last incumbent's salary shown

As detailed in the table below, the Chief of Children, Youth, and Families reports to the Director for the Department of Health and Human Services. In four of nine jurisdictions, the Chief of Children, Youth, and Families reports to a Director or Deputy Director level position.

Reporting Relationships – Chief, Children, Youth and Families (Regional Comparison Group)

Chief, Children, Youth, and Family Services	
Montgomery County	Director, Department of Health and Human Services
Alexandria	<i>No Response</i>
Anne Arundel County	Chief Administrative Officer
Arlington County	Human Services Director
Baltimore City	<i>No Match</i>
Baltimore County	Deputy Health Officer
District of Columbia	City Administrator
Fairfax County	Director of Family Services
Howard County	Director of Citizen Services
Loudoun County	<i>No Match</i>
M-NCPPC	<i>No Match</i>
Montgomery College	<i>No Match</i>
MCPS	<i>No Response</i>
Prince George's County	Director, Department of Family Services
Prince William County	Deputy County Executive
WSSC	<i>No Match</i>

Management Leadership Service (MLS) Positions

Chief Technology Officer

In terms of combined cash compensation at the salary range midpoint, Montgomery County Chief Technology Officer pay ranks 1st of nine among the regional jurisdictions. Assuming an employee is at the salary range maximum in jurisdictions with a pay scale or salary range, Montgomery County's ranking falls to 2nd of nine among the regional jurisdictions. No jurisdiction provides a take-home vehicle for this position. Fairfax County, Virginia provides longevity pay of four percent at 20 YOS and four percent at 25 YOS.

Job Match	Minimum	Midpoint	Maximum	Vehicle Allowance	Longevity	Other Allowances	Combined Cash Compensation (Minimum Base Pay)	Combined Cash Compensation (Midpoint Base Pay)	Combined Cash Compensation (at Maximum)	
Montgomery County	\$98,111	\$166,642	\$174,256	\$0	\$0	\$0	\$98,111	\$166,642	\$174,256	
District of Columbia	\$119,175	\$143,010	\$166,844	\$0	\$0	\$0	\$119,175	\$143,010	\$166,844	
Fairfax County	\$101,627	\$135,503	\$169,378	\$0	\$13,821	\$0	\$115,448	\$149,324	\$183,199	
Arlington County	\$86,549	\$130,323	\$174,096	\$0	\$0	\$0	\$86,549	\$130,323	\$174,096	
Anne Arundel County	\$97,293	\$129,320	\$161,347	\$0	\$0	\$0	\$97,293	\$129,320	\$161,347	
Prince George's County [1]	\$83,029	\$122,283	\$161,537	\$0	\$0	\$0	\$83,029	\$122,283	\$161,537	
Howard County	\$87,131	\$118,196	\$149,261	\$0	\$0	\$0	\$87,131	\$118,196	\$149,261	
M-NCPPC	\$80,213	\$108,735	\$137,257	\$0	\$0	\$0	\$80,213	\$108,735	\$137,257	
Loudoun County	\$71,952	\$104,994	\$138,036	\$0	\$0	\$0	\$71,952	\$104,994	\$138,036	
Baltimore City									<i>No response</i>	
Alexandria									<i>No response</i>	
MCPS									<i>No response</i>	
Baltimore County									<i>No match</i>	
Montgomery College									<i>No match</i>	
Prince William County									<i>No match</i>	
WSSC									<i>No match</i>	
Median	-	\$86,840	\$125,802	\$161,442	-	\$0	-	\$86,840	\$125,802	\$161,442
% from Median	-	13.0%	32.5%	7.9%	-	-	-	13.0%	32.5%	7.9%
Rank	-	3 of 9	1 of 9	1 of 9	-	2 of 9 (tied)	-	3 of 9	1 of 9	2 of 9

[1] - Salary range effective 12/31/2015

Chief Operating Officer

In terms of combined cash compensation at the salary range midpoint, Montgomery County Chief Operating Officer pay ranks 1st of seven among the regional jurisdictions. Assuming an employee is at the salary range maximum in jurisdictions with a pay scale or salary range, Montgomery County's ranking falls to 3rd of seven among the regional jurisdictions. No jurisdiction provides a take-home vehicle for this position. Fairfax County, Virginia provides longevity pay of four percent at 20 and 25 YOS.

Job Match	Minimum	Midpoint	Maximum	Vehicle Allowance	Longevity	Other Allowances	Combined Cash Compensation (Minimum Base Pay)	Combined Cash Compensation (Midpoint Base Pay)	Combined Cash Compensation (at Maximum)	
Montgomery County	Chief Operating Officer	\$98,111	\$166,642	\$174,256	\$0	\$0	\$0	\$98,111	\$166,642	\$174,256
Fairfax County	Finance Director	\$111,411	\$148,549	\$185,686	\$0	\$15,152	\$0	\$126,563	\$163,700	\$200,838
Prince George's County [1]	Deputy Director	\$91,539	\$134,818	\$178,096	\$0	\$0	\$0	\$91,539	\$134,818	\$178,096
Arlington County	Management and Finance Deputy Director	\$86,549	\$130,323	\$174,096	\$0	\$0	\$0	\$86,549	\$130,323	\$174,096
Prince William County	Deputy Finance Director	\$87,985	\$129,900	\$171,815	\$0	\$0	\$0	\$87,985	\$129,900	\$171,815
Anne Arundel County	Controller	\$97,293	\$129,320	\$161,347	\$0	\$0	\$0	\$97,293	\$129,320	\$161,347
Howard County	Fiscal Manager III	\$78,686	\$106,673	\$134,659	\$0	\$0	\$0	\$78,686	\$106,673	\$134,659
Alexandria						No response				
MCPS						No response				
Baltimore City						No match				
Baltimore County						No match				
District of Columbia						No match				
Loudoun County						No match				
M-NCPPC						No match				
Montgomery College						No match				
WSSC						No match				
Median	-	\$89,762	\$130,111	\$172,955	-	\$0	-	\$89,762	\$130,111	\$172,955
% from Median	-	9.3%	28.1%	0.8%	-	-	-	9.3%	28.1%	0.8%
Rank	-	2 of 7	1 of 7	3 of 7	-	2 of 7 (tied)	-	2 of 7	1 of 7	3 of 7

[1] - Salary range effective 12/31/2015

Chief, Division of Solid Waste Management

In terms of combined cash compensation at the salary range midpoint, Montgomery County Chief of the Division of Solid Waste Management pay ranks 1st of 11 among the regional jurisdictions. Assuming an employee is at the salary range maximum in jurisdictions with a pay scale or salary range, Montgomery County's remains 1st of 11 among the regional jurisdictions. No jurisdiction provides a take-home vehicle for this position. Fairfax County, Virginia provides longevity pay of four percent at 20 and 25 YOS.

Job Match	Minimum	Midpoint	Maximum	Vehicle Allowance	Longevity	Other Allowances	Combined Cash Compensation (Minimum Base Pay)	Combined Cash Compensation (Midpoint Base Pay)	Combined Cash Compensation (at Maximum)	
Montgomery County	Chief, Division of Solid Waste Management	\$98,111	\$166,642	\$174,256	\$0	\$0	\$0	\$98,111	\$166,642	\$174,256
District of Columbia	Solid Waste Management Administrator	\$119,175	\$143,010	\$166,844	\$0	\$0	\$0	\$119,175	\$143,010	\$166,844
Arlington County	Solid Waste Bureau Chief	\$86,549	\$130,322	\$174,096	\$0	\$0	\$0	\$86,549	\$130,322	\$174,096
Fairfax County	Director, Solid Waste Disposal and Resource Recovery	\$92,295	\$123,060	\$153,825	\$0	\$12,552	\$0	\$104,847	\$135,612	\$166,377
Prince George's County [1]	Associate Director, Department of the Environment	\$83,029	\$122,283	\$161,537	\$0	\$0	\$0	\$83,029	\$122,283	\$161,537
Baltimore City	Operators Manager III	\$90,600	\$120,250	\$149,900	\$0	\$0	\$0	\$90,600	\$120,250	\$149,900
Prince William County	Solid Waste Division Chief	\$79,319	\$107,422	\$135,525	\$0	\$0	\$0	\$79,319	\$107,422	\$135,525
Anne Arundel County	Solid Waste Operations Administrator	\$79,851	\$107,204	\$134,557	\$0	\$0	\$0	\$79,851	\$107,204	\$134,557
Howard County	Engineering Manager I	\$78,686	\$106,673	\$134,659	\$0	\$0	\$0	\$78,686	\$106,673	\$134,659
Baltimore County	Chief, Solid Waste Management	\$75,546	\$96,624	\$117,701	\$0	\$0	\$0	\$75,546	\$96,624	\$117,701
Loudoun County	Waste Management Division Manager	\$63,316	\$92,391	\$121,465	\$0	\$0	\$0	\$63,316	\$92,391	\$121,465
Alexandria										<i>No response</i>
MCPS										<i>No response</i>
M-NCPPC										<i>No match</i>
Montgomery College										<i>No match</i>
WSSC										<i>No match</i>
Median	-	\$81,440	\$113,836	\$142,713	-	0.0%	-	\$81,440	\$113,836	\$142,713
% from Median	-	20.5%	46.4%	22.1%	-	-	-	20.5%	46.4%	22.1%
Rank	-	2 of 11	1 of 11	1 of 11	-	2 of 11 (tied)	-	3 of 11	1 of 11	1 of 11

[1] - Salary range effective 12/31/2015

Senior Legislative Analyst

In terms of combined cash compensation at the salary range midpoint, Montgomery County Senior Legislative Analyst pay ranks 2nd of seven among the regional jurisdictions. Assuming an employee is at the salary range maximum in jurisdictions with a pay scale or salary range, Montgomery County's ranking improves to 1st of six among the regional jurisdictions. No jurisdiction provides a take-home vehicle for this position. Fairfax County, Virginia provides longevity pay of four percent at 20 and 25 YOS.

Job Match	Minimum	Midpoint	Maximum	Vehicle Allowance	Longevity	Other Allowances	Combined Cash Compensation (Minimum Base Pay)	Combined Cash Compensation (Midpoint Base Pay)	Combined Cash Compensation (at Maximum)	
Baltimore County [1]										
Legislative Counsel to County Council	-	\$171,751	-	\$0	\$0	\$0	\$171,751	\$171,751	\$171,751	
Montgomery County										
Senior Legislative Analyst	\$85,795	\$148,751	\$155,746	\$0	\$0	\$0	\$85,795	\$148,751	\$155,746	
Prince George's County [2]										
Administrative Specialist II	\$75,309	\$110,915	\$146,520	\$0	\$0	\$0	\$75,309	\$110,915	\$146,520	
Anne Arundel County										
Administrative Officer to County Council	\$79,851	\$107,204	\$134,557	\$0	\$0	\$0	\$79,851	\$107,204	\$134,557	
District of Columbia										
Legislative Counsel	\$78,786	\$98,482	\$118,178	\$0	\$0	\$0	\$78,786	\$98,482	\$118,178	
WSSC										
Government Affairs Manager	\$67,115	\$90,076	\$113,037	\$0	\$0	\$0	\$67,115	\$90,076	\$113,037	
Howard County										
Senior Administrative Analyst	\$64,106	\$86,903	\$109,699	\$0	\$0	\$0	\$64,106	\$86,903	\$109,699	
Baltimore City										
Alexandria										
MCPS										
Arlington County										
Fairfax County										
Loudoun County										
M-NCPPC										
Montgomery College										
Prince William County										
Median	-	\$75,309	\$102,843	\$118,178	-	-	-	\$77,048	\$102,843	\$126,368
% from Median	-	13.9%	44.6%	31.8%	-	-	-	11.4%	44.6%	23.2%
Rank	-	1 of 6	2 of 7	1 of 6	-	-	-	1 of 7	2 of 7	2 of 7

[1] Position is non-graded and has no salary range

[2] - Salary range effective 12/31/2015

Managing Team Attorney

In terms of combined cash compensation at the salary range midpoint, Montgomery County Managing Team Attorney pay ranks 3rd of 13 among the regional jurisdictions. Assuming an employee is at the salary range maximum in jurisdictions with a pay scale or salary range, Montgomery County's ranking falls to 9th of 13 among the regional jurisdictions. No jurisdiction provides a take-home vehicle for this position. Fairfax County, Virginia provides longevity pay of four percent at 20 and 25 YOS.

Job Match	Minimum	Midpoint	Maximum	Vehicle Allowance	Longevity	Other Allowances	Combined Cash Compensation (Minimum Base Pay)	Combined Cash Compensation (Midpoint Base Pay)	Combined Cash Compensation (at Maximum)	
District of Columbia	General Counsel	\$112,547	\$150,420	\$188,293	\$0	\$0	\$0	\$112,547	\$150,420	\$188,293
Montgomery County	Managing Team Attorney	\$85,795	\$148,751	\$155,746	\$0	\$0	\$0	\$85,795	\$148,751	\$155,746
Anne Arundel County	County Attorney	\$109,944	\$146,133	\$182,321	\$0	\$0	\$0	\$109,944	\$146,133	\$182,321
Fairfax County	Senior Assistant County Attorney	\$104,888	\$139,851	\$174,814	\$0	\$14,265	\$0	\$119,153	\$154,116	\$189,079
Baltimore County [1]	Deputy County Attorney	-	\$138,645	-	\$0	\$0	\$0	\$0	\$138,645	\$0
Prince George's County [2]	Deputy Director	\$91,359	\$134,728	\$178,096	\$0	\$0	\$0	\$91,359	\$134,728	\$178,096
M-NO PPC	Principal Counsel	\$97,293	\$131,890	\$166,487	\$0	\$0	\$0	\$97,293	\$131,890	\$166,487
Howard County	Deputy Attorney	\$96,554	\$130,905	\$165,256	\$0	\$0	\$0	\$96,554	\$130,905	\$165,256
Arlington County	County Attorney Deputy	\$86,549	\$130,323	\$174,096	\$0	\$0	\$0	\$86,549	\$130,323	\$174,096
Loudoun County	Deputy County Attorney	\$81,772	\$119,321	\$156,870	\$0	\$0	\$0	\$81,772	\$119,321	\$156,870
Prince William County	Assistant County Attorney IV	\$97,013	\$107,728	\$118,443	\$0	\$0	\$0	\$97,013	\$107,728	\$118,443
WSSC	Senior Counsel	\$87,507	\$102,384	\$117,260	\$0	\$0	\$0	\$87,507	\$102,384	\$117,260
Baltimore City	Chief Solicitor	\$76,100	\$98,900	\$121,700	\$0	\$0	\$0	\$76,100	\$98,900	\$121,700
Alexandria										<i>No response</i>
MCPS										<i>No response</i>
Montgomery College										<i>No match</i>
Median	-	\$96,554	\$131,398	\$166,487	-	\$0	-	\$93,957	\$131,398	\$165,872
% from Median	-	-11.1%	13.2%	-6.5%	-	-	-	-8.7%	13.2%	-6.1%
Rank	-	10 of 12	2 of 13	9 of 12	-	2 of 13 (tied)	-	10 of 13	3 of 13	9 of 13

[1] - Actual salary; position is not on a pay grade
 [1] - Salary range effective 12/31/2015

Chief, Division of Fleet Management Services

In terms of combined cash compensation at the salary range midpoint, Montgomery County Chief of the Division of Fleet Management Services pay ranks 1st of 11 among the regional jurisdictions. Assuming an employee is at the salary range maximum in jurisdictions with a pay scale or salary range, Montgomery County's ranking falls to 4th of 11 among the regional jurisdictions. No jurisdiction provides a take-home vehicle for this position. Fairfax County, Virginia provides longevity pay of four percent at 20 and 25 YOS.

Job Match	Minimum	Midpoint	Maximum	Vehicle Allowance	Longevity	Other Allowances	Combined Cash Compensation (Minimum Base Pay)	Combined Cash Compensation (Midpoint Base Pay)	Combined Cash Compensation (at Maximum)	
Montgomery County	Chief, Division of Fleet Management Services	\$85,795	\$148,751	\$155,746	\$0	\$0	\$0	\$85,795	\$148,751	\$155,746
District of Columbia	Fleet Management Administrator	\$119,175	\$143,010	\$166,844	\$0	\$0	\$0	\$119,175	\$143,010	\$166,844
Arlington County	Equipment Bureau Chief	\$86,549	\$130,322	\$174,096	\$0	\$0	\$0	\$86,549	\$130,322	\$174,096
Fairfax County	Director of Vehicle Services	\$96,910	\$129,214	\$161,517	\$0	\$13,180	\$0	\$110,090	\$142,393	\$174,697
Prince George's County [1]	Administrative Specialist II	\$75,309	\$110,915	\$146,520	\$0	\$0	\$0	\$75,309	\$110,915	\$146,520
WSSC	Group Leader, Fleet Services	\$81,934	\$109,796	\$137,658	\$0	\$0	\$0	\$81,934	\$109,796	\$137,658
Howard County	Technical Services Manager II	\$78,686	\$106,673	\$134,659	\$0	\$0	\$0	\$78,686	\$106,673	\$134,659
Baltimore City	Operations Manager I	\$80,500	\$106,550	\$132,600	\$0	\$0	\$0	\$80,500	\$106,550	\$132,600
Loudoun County	County Fleet Administrator	\$71,954	\$104,995	\$138,036	\$0	\$0	\$0	\$71,954	\$104,995	\$138,036
Anne Arundel County	Automotive Fleet Administrator	\$68,856	\$92,442	\$116,027	\$0	\$0	\$0	\$68,856	\$92,442	\$116,027
Prince William County	Fleet Management Division Chief	\$67,841	\$91,504	\$115,167	\$0	\$0	\$0	\$67,841	\$91,504	\$115,167
Alexandria										
MCPS										
Baltimore County										
M-NCPPC										
Montgomery College										
Median	-	\$79,593	\$108,234	\$137,847	-	\$0	-	\$79,593	\$108,234	\$137,847
% from Median	-	7.8%	37.4%	13.0%	-	-	-	7.8%	37.4%	13.0%
Rank	-	4 of 11	1 of 11	4 of 11	-	2 of 11 (tied)	-	4 of 11	1 of 11	4 of 11

[1] - Salary range effective 12/31/2015

Section Chief (Department of Transportation)

In terms of combined cash compensation at the salary range midpoint, Montgomery County Section Chief pay ranks 3rd of 10 among the regional jurisdictions. Assuming an employee is at the salary range maximum in jurisdictions with a pay scale or salary range, Montgomery County's ranking falls to 7th of 10 among the regional jurisdictions. No jurisdiction provides a take-home vehicle for this position. Fairfax County, Virginia provides longevity pay of four percent at 20 and 25 YOS.

Job Match	Minimum	Midpoint	Maximum	Vehicle Allowance	Longevity	Other Allowances	Combined Cash Compensation (Minimum Base Pay)	Combined Cash Compensation (Midpoint Base Pay)	Combined Cash Compensation (at Maximum)	
Montgomery County	Section Chief (Dept. of Transportation)	\$73,706	\$128,617	\$134,718	\$0	\$0	\$0	\$73,706	\$128,617	\$134,718
Baltimore City	Operations Manager I	\$97,600	\$129,300	\$161,000	\$0	\$0	\$0	\$97,600	\$129,300	\$161,000
District of Columbia	Deputy Associate Director (Dept. of Transportation)	\$107,399	\$128,879	\$150,358	\$0	\$0	\$0	\$107,399	\$128,879	\$150,358
Anne Arundel County	Deputy Director, Department of Public Works	\$88,144	\$120,188	\$152,231	\$0	\$0	\$0	\$88,144	\$120,188	\$152,231
Howard County	Transportation Administrator	\$87,131	\$118,196	\$149,261	\$0	\$0	\$0	\$87,131	\$118,196	\$149,261
Fairfax County	Transportation Division Chief	\$83,992	\$111,990	\$139,988	\$0	\$11,423	\$0	\$95,415	\$123,413	\$151,411
Prince George's County [1]	Transit Service Manager	\$75,309	\$110,915	\$146,520	\$0	\$0	\$0	\$75,309	\$110,915	\$146,520
Arlington County	Transportation Bureau Chief	\$83,948	\$99,803	\$115,658	\$0	\$0	\$0	\$83,948	\$99,803	\$115,658
Baltimore County	Chief, Bureau of Traffic Engineering & Transportation Planning	\$75,546	\$96,624	\$117,701	\$0	\$0	\$0	\$75,546	\$96,624	\$117,701
Loudoun County	Senior Coordinator for Planning and Special Projects	\$63,316	\$92,391	\$121,465	\$0	\$0	\$0	\$63,316	\$92,391	\$121,465
Alexandria										No response
MCPS										No response
M-NCPPC										No match
Montgomery College										No match
Prince William County										No match
WSSC										No match
Median	-	\$83,992	\$111,990	\$146,520	\$0	\$0	-	\$87,131	\$118,196	\$149,261
% from Median	-	-12.2%	14.8%	-8.1%	-	-	-	-15.4%	8.8%	-9.7%
Rank	-	9 of 10	3 of 10	7 of 10	1 of 10	2 of 10 (tied)	-	9 of 10	3 of 10	7 of 10

[1] - Salary range effective 12/31/2015

Library Branch Manager

In terms of combined cash compensation at the salary range midpoint, Montgomery County Library Branch Manager pay ranks 1st of 10 among the regional jurisdictions. Assuming an employee is at the salary range maximum in jurisdictions with a pay scale or salary range, Montgomery County's ranking falls to 2nd of 10 among the regional jurisdictions. No jurisdiction provides a take-home vehicle for this position. Fairfax County, Virginia provides longevity pay of four percent at 20 and 25 YOS. Montgomery College provides longevity in the amount of \$1,560 as a one-time base increase.

Job Match	Minimum	Midpoint	Maximum	Vehicle Allowance	Longevity	Other Allowances	Combined Cash Compensation (Minimum Base Pay)	Combined Cash Compensation (Midpoint Base Pay)	Combined Cash Compensation (at Maximum)	
Montgomery County Branch Manager (Libraries)	\$73,706	\$128,617	\$134,718	\$0	\$0	\$0	\$73,706	\$128,617	\$134,718	
District of Columbia Associate Director, Public Services	\$96,756	\$116,107	\$135,458	\$0	\$0	\$0	\$96,756	\$116,107	\$135,458	
Montgomery College Campus Library Manager	\$75,744	\$102,425	\$129,106	\$0	\$1,560	\$0	\$77,304	\$103,985	\$130,666	
Fairfax County Library Branch Coordinator	\$71,386	\$95,182	\$118,977	\$0	\$9,709	\$0	\$81,095	\$104,890	\$128,686	
Prince George's County Area Manager	\$69,482	\$92,990	\$116,498	\$0	\$0	\$0	\$69,482	\$92,990	\$116,498	
Baltimore County Library Manager	\$75,983	\$88,881	\$101,779	\$0	\$0	\$0	\$75,983	\$88,881	\$101,779	
Arlington County Librarian Supervisor	\$60,216	\$85,259	\$110,302	\$0	\$0	\$0	\$60,216	\$85,259	\$110,302	
Baltimore City Librarian Supervisor II	\$64,600	\$83,900	\$103,200	\$0	\$0	\$0	\$64,600	\$83,900	\$103,200	
Loudoun County Library Branch Manager II	\$52,621	\$76,784	\$100,947	\$0	\$0	\$0	\$52,621	\$76,784	\$100,947	
Prince William County Librarian III	\$54,698	\$73,788	\$92,879	\$0	\$0	\$0	\$54,698	\$73,788	\$92,879	
Alexandria										
MCPS										
Anne Arundel County										
Howard County										
M-NCPPC										
WSSC										
Median	-	\$69,482	\$88,881	\$110,302	-	\$0	-	\$69,482	\$88,881	\$110,302
% from Median	-	6.1%	44.7%	22.1%	-	-	-	6.1%	44.7%	22.1%
Rank	-	4 of 10	1 of 10	2 of 10	-	3 of 10 (tied)	-	5 of 10	1 of 10	2 of 10

Permitting Services Manager

In terms of combined cash compensation at the salary range midpoint, Montgomery County Permitting Services Manager pay ranks 1st of 10 among the regional jurisdictions. Assuming an employee is at the salary range maximum in jurisdictions with a pay scale or salary range, Montgomery County's ranking falls to 3rd of 10 among the regional jurisdictions. No jurisdiction provides a take-home vehicle for this position. Fairfax County, Virginia provides longevity pay of four percent at 20 and 25 YOS.

Job Match	Minimum	Midpoint	Maximum	Vehicle Allowance	Longevity	Other Allowances	Combined Cash Compensation (Minimum Base Pay)	Combined Cash Compensation (Midpoint Base Pay)	Combined Cash Compensation (at Maximum)	
Montgomery County	Permitting Services Manager	\$73,706	\$128,617	\$134,718	\$0	\$0	\$0	\$73,706	\$128,617	\$134,718
District of Columbia	Permit Center Manager	\$96,756	\$116,107	\$135,458	\$0	\$0	\$0	\$96,756	\$116,107	\$135,458
Baltimore County	Chief of Code Enforcement	\$112,653	\$112,653	\$112,653	\$0	\$0	\$0	\$112,653	\$112,653	\$112,653
Prince William County	Building Construction Review Branch Chief	\$76,011	\$102,541	\$129,071	\$0	\$10,532	\$0	\$86,543	\$113,073	\$139,603
Loudoun County	Division Manager, Permit Issuance and Administration	\$63,316	\$92,391	\$121,465	\$0	\$0	\$0	\$63,316	\$92,391	\$121,465
WSSC	Unit Coordinator, Permit Services	\$67,115	\$90,076	\$113,037	\$0	\$0	\$0	\$67,115	\$90,076	\$113,037
Anne Arundel County	Chief of Licensing	\$63,940	\$85,857	\$107,774	\$0	\$0	\$0	\$63,940	\$85,857	\$107,774
Arlington County	Permit Administration Manager	\$62,130	\$81,547	\$100,963	\$0	\$0	\$0	\$62,130	\$81,547	\$100,963
Howard County	Regulation Supervisor	\$52,250	\$70,804	\$89,357	\$0	\$0	\$0	\$52,250	\$70,804	\$89,357
Prince George's County [1]	Permits Supervisor	\$48,151	\$68,094	\$88,037	\$0	\$0	\$0	\$48,151	\$68,094	\$88,037
Alexandria										<i>No response</i>
MCPS										<i>No response</i>
Baltimore City										<i>No match</i>
Fairfax County										<i>No match</i>
M-NCPPC										<i>No match</i>
Montgomery College										<i>No match</i>
Median	-	\$63,940	\$90,076	\$112,653	\$0	\$0	-	\$63,940	\$90,076	\$112,653
% from Median	-	15.3%	42.8%	19.6%	-	-	-	15.3%	42.8%	19.6%
Rank	-	4 of 10	1 of 10	2 of 10	1 of 10	2 of 10 (tied)	-	4 of 10	1 of 10	3 of 10

[1] - Salary effective 12/31/2015

National Public Sector Comparisons

The tables that follow detail the results of the PFM executive management compensation survey for large public employers from a cross-section of national counties regarding Director-level positions. PFM sent the survey to 13 jurisdictions; seven responded. The questionnaire asked human resources personnel to:

- Match the Montgomery County position to the most appropriate position in their jurisdiction
- Provide information about actual base pay and maximum base pay
- Detail major allowances, such as take-home vehicles/stipends, longevity, and other allowances (e.g., uniform allowance)
- Summarize reporting relationships

Additionally, PFM analyzed publicly available budget documents to identify the departmental budget and number of employees shown to illustrate the size and complexity of comparative operations.

All compensation data are shown as of 6/30/2016, unless otherwise noted.

Director, Department of Police (Police Chief)

In terms of combined cash compensation, Montgomery County Police Chief pay ranks 4th of five among the national jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation remains at 4th of five. The Montgomery County police department has 1,868 employees, compared to the multi-jurisdictional median of 748 employees. The Montgomery County police department budget in FY2016 was \$270,782,964, compared to the multi-jurisdictional median of \$153,978,086.

All jurisdictions responding to the survey provide a vehicle allowance for police chiefs; Montgomery County provides a take-home vehicle. Additionally, Ventura County provides a uniform allowance and a 7.5% differential for POST (Police Officer Specialized Training) certification.

Job Match	# of Employees	Departmental Budget	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)	
Santa Clara County, CA	Sheriff	837	\$147,299,063	\$1,879	\$0	\$0	\$289,197	\$291,076	\$289,197	\$291,076
Ventura County, CA [1]	Sheriff	730	\$160,657,109	\$4,500	\$0	\$875	\$276,944	\$282,319	\$276,958	\$282,333
San Mateo County, CA	Sheriff	765	\$237,908,811	\$12,636	\$0	\$16,846	\$224,619	\$254,102	\$224,619	\$254,102
Montgomery County	Director, Dept. of Police	1,868	\$270,782,964	\$1,879	\$0	\$0	\$239,566	\$241,445	\$239,566	\$241,445
DuPage County, IL [2]	Chief Deputy Sheriff	530	\$71,848,581	\$0	\$0	\$0	\$115,329	\$115,329	\$185,715	\$185,715
Bucks County, PA	<i>No Match</i>									
Montgomery County, PA	<i>No Match</i>									
Lake County, IL	<i>No Match</i>									
Median		748	\$153,978,086	\$3,190	\$0	\$438	\$250,782	\$268,210	\$250,789	\$268,217
% from Median		149.9%	75.9%	-41.1%	-	-100.0%	-4.5%	-10.0%	-4.5%	-10.0%
Rank		1 of 5	1 of 5	3 of 5	-	3 of 5 (tied)	3 of 5	4 of 5	3 of 5	4 of 5

[1] - Actual salary is midpoint of range; actual salary not provided
 [2] - Number of employees and departmental budget effective FY2015

As detailed in the table below, the Montgomery County Police Chief reports to the Chief Administrative Officer. In three of four national jurisdictions with job matches, the Police Chief equivalent is an elected sheriff.

Reporting Relationships – Police Chief (National Comparison Group)

Jurisdiction	Director, Department of Police
Montgomery County	Chief Administrative Officer
Santa Clara County, CA	Elected Position
Ventura County, CA	Elected Position
San Mateo County, CA	Elected Position
DuPage County, IL	Sheriff
Bucks County, PA	<i>No Match</i>
Montgomery County, PA	<i>No Match</i>
Lake County, IL	<i>No Match</i>

Fire Chief, Fire/Rescue Services

Among national jurisdictions, three jurisdictions reported a comparable job match for Montgomery County's Fire Chief. Fire Departments in Bucks County and Montgomery County, Pennsylvania are staffed principally by volunteers, and as a result, were excluded from the analysis.

In terms of combined cash compensation, Montgomery County Fire Chief pay ranks 3rd of three among the national jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation remains at 3rd of three. The Montgomery County fire department has 1,299 employees, compared to 310 in Santa Clara County and 581 in Ventura County. The Montgomery County fire department budget in FY2016 was \$222,299,388, outpacing both California jurisdictions. Ventura County reported a vehicle stipend and a \$1,000 uniform allowance.

Job Match	# of Employees	Departmental Budget	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)	
Santa Clara County, CA*	Fire Chief	310	\$104,187,343	\$0	\$0	\$0	\$215,709	\$215,709	\$236,691	\$236,691
Ventura County, CA*	County Fire Chief	581	\$172,396,858	\$4,500	\$0	\$1,000	\$202,671	\$208,171	\$236,459	\$241,959
Montgomery County	Fire Chief, Fire/Rescue	1,299	\$222,299,388	\$1,879	\$0	\$0	\$206,000	\$207,879	\$206,000	\$207,879
Bucks County, PA	<i>No Match</i>									
Montgomery County, PA	<i>No Match</i>									
San Mateo County, CA	<i>No Match</i>									
DuPage County, IL	<i>No Match</i>									
Lake County, IL	<i>No Match</i>									
Median		445	\$138,292,101	\$2,250	\$0	\$500	\$209,190	\$211,940	\$236,575	\$239,325
% from Median		191.8%	60.7%	-16.5%	-	-100.0%	-1.5%	-1.9%	-12.9%	-13.1%
Rank		1 of 3	1 of 3	2 of 3	-	2 of 5 (tied)	2 of 3	3 of 3	3 of 3	3 of 3

* - Actual salary is midpoint of range; actual salary not provided

As detailed in the table below, all fire chiefs in the national comparison group – including Montgomery County – report to the Chief Administrative Officer or the County Executive Officer.

Reporting Relationships – Fire Chief (National Comparison Group)

Jurisdiction	Fire Chief
Montgomery County	Chief Administrative Officer
Santa Clara County, CA	County Executive Officer
Ventura County, CA	County Executive Officer
San Mateo County, CA	<i>No Match</i>
DuPage County, IL	<i>No Match</i>
Bucks County, PA	<i>No Match</i>
Montgomery County, PA	<i>No Match</i>
Lake County, IL	<i>No Match</i>

County Attorney

In terms of combined cash compensation, County Attorney pay for Montgomery County ranks 4th of eight among the national jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation falls to 5th of eight. The Montgomery County Attorney's Office has 44 employees, compared to the multi-jurisdictional median of 133 employees. The Montgomery County Attorney's budget in FY2016 was \$5,660,259 compared to the multi-jurisdictional median of \$13,621,356. Vehicle stipends are provided to County Counsel in San Mateo, Santa Clara, and Ventura Counties; Montgomery County does not provide a take-home vehicle.

	Job Match	# of Employees	Departmental Budget	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)	
	San Mateo County, CA	County Counsel	42	\$10,684,309	\$12,012	\$0	\$0	\$282,630	\$294,642	\$282,630	\$294,642
	Santa Clara County, CA	County Counsel	141	\$17,613,017	\$4,800	\$0	\$0	\$284,060	\$288,860	\$284,060	\$288,860
	Ventura County, CA [1]	County Counsel	37	\$5,415,000	\$4,500	\$0	\$0	\$241,943	\$246,443	\$241,955	\$246,455
	Montgomery County	County Attorney	44	\$5,660,259	\$0	\$0	\$0	\$210,143	\$210,143	\$210,143	\$210,143
	Lake County, IL [2]	State's Attorney	133	\$14,623,810	\$0	\$0	\$0	\$166,508	\$166,508	\$166,508	\$166,508
	DuPage County, IL [3]	1st Assistant States Attorney	150	\$16,211,473	\$0	\$0	\$0	\$157,080	\$157,080	\$218,121	\$218,121
	Montgomery County, PA	County Solicitor	-	-	\$0	\$0	\$0	\$146,819	\$146,819	\$159,076	\$159,076
	Bucks County, PA	County Solicitor	-	\$1,075,000	\$0	\$0	\$0	\$127,727	\$127,727	\$134,000	\$134,000
	Median		133	\$13,621,356	\$0	\$0	\$0	\$166,508	\$166,508	\$218,121	\$218,121
	% from Median		-67.3%	-58.4%	-	-	-	26.2%	26.2%	-3.7%	-3.7%
	Rank		4 of 6	5 of 7	4 of 8 (tied)	-	-	4 of 8	4 of 8	5 of 8	5 of 8

[1] - Actual salary is midpoint of range; actual salary not provided

[2] - Salary effective 11/30/2015; number of employees and departmental budget effective FY2015

[3] - Number of employees and departmental budget effective FY2015

As detailed in the table below, the Montgomery County Attorney reports to the Chief Administrative Officer. Among the comparison jurisdictions, the reporting relationship varies considerably from jurisdiction to jurisdiction.

Reporting Relationships – County Attorney (National Comparison Group)

Jurisdiction	County Attorney
Montgomery County	Chief Administrative Officer
Santa Clara County, CA	County Executive
Ventura County, CA	Board of Supervisors
San Mateo County, CA	Board of Supervisors
DuPage County, IL	States Attorney
Bucks County, PA	Chief Operating Officer
Montgomery County, PA	Board of Commissioners
Lake County, IL	Elected Position

Director, Department of Corrections and Rehabilitation

In terms of combined cash compensation, Montgomery County Director of Corrections & Rehabilitation pay ranks 3rd of eight among the national jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation remains at 3rd of eight. The Montgomery County Department of Corrections & Rehabilitation has 527 employees, compared to the multi-jurisdictional median of 477 employees (data for three Counties available). The Montgomery County corrections and rehabilitation department budget in FY2016 was \$70,609,851 compared to the multi-jurisdictional median of \$66,948,948.

Three of the eight jurisdictions provide a vehicle stipend for the Director of the Department of Corrections & Rehabilitation; Montgomery County provides a take-home vehicle.

	Job Match	# of Employees	Departmental Budget	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)	
	Santa Clara County, CA [1]	Chief of Correction	1,099	\$90,456,753	\$4,800	\$0	\$0	\$277,220	\$282,020	\$284,060	\$288,860
	San Mateo County, CA	Director of Probation Services	413	\$84,438,360	\$12,012	\$0	\$0	\$208,790	\$220,802	\$208,790	\$220,802
	Montgomery County	Director, Dept. of Corrections and	527	\$70,609,851	\$1,879	\$0	\$0	\$206,000	\$207,879	\$206,000	\$207,879
	Ventura County, CA [2]	Director Probation Agency	477	\$37,250,000	\$4,500	\$0	\$0	\$173,617	\$178,117	\$202,561	\$207,061
	Lake County, IL [3]	Chief of Corrections	-	-	\$0	\$0	\$0	\$126,201	\$126,201	\$189,400	\$189,400
	Montgomery County, PA	Warden	-	\$66,948,948	\$0	\$0	\$0	\$121,158	\$121,158	\$130,478	\$130,478
	DuPage County, IL	Deputy Chief	-	-	\$0	\$0	\$0	\$115,329	\$115,329	\$187,536	\$187,536
	Bucks County, PA	Director of Corrections	-	\$37,816,000	\$0	\$0	\$0	\$115,821	\$115,821	\$117,000	\$117,000
	Median		477	\$66,948,948	\$0	\$0	\$0	\$126,201	\$126,201	\$189,400	\$189,400
	% from Median		10.4%	5.5%	-	-	-	63.2%	64.7%	8.8%	9.8%
	Rank		2 of 4	3 of 6	4 of 8	-	-	3 of 8	3 of 8	3 of 8	3 of 8

[1] - Actual salary is midpoint of range; actual salary not provided

[2] - Actual salary is midpoint of range; actual salary not provided

[3] - Salary effective 11/30/2015

As detailed in the following table, the Montgomery County Director for the Department of Corrections and Rehabilitation reports to the Chief Administrative Officer. Among the comparison jurisdictions, the reporting relationship varies considerably from jurisdiction to jurisdiction.

Reporting Relationships – Director, Department of Corrections and Rehabilitation (National Comparison Group)

Director, Department of Corrections and Rehabilitation	
Montgomery County	Chief Administrative Officer
Santa Clara County, CA	Sheriff
Ventura County, CA	County Executive Officer
San Mateo County, CA	Court Executive Officer and Presiding Judge
DuPage County, IL	Chief of Corrections
Bucks County, PA	Chief Operating Officer
Montgomery County, PA	Board of Prison Inspectors
Lake County, IL	Sheriff

Director, Department of Finance

In terms of combined cash compensation, Montgomery County Finance Director pay ranks 3rd of eight among the national jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation falls to 4th of eight. The Montgomery County finance department has 96 employees, compared to the multi-jurisdictional median of 75 employees. The Montgomery County finance department budget in FY 2016 was \$13,712,942 compared to the multi-jurisdictional median of \$13,316,644.

Three of the eight jurisdictions surveyed provide a vehicle stipend; Montgomery County does not.

Job Match	# of Employees	Departmental Budget	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)	
Santa Clara County, CA	Director, Finance Agency	112	\$42,071,697	\$4,800	\$0	\$0	\$284,060	\$288,860	\$284,060	\$288,860
San Mateo County, CA	Controller	46	\$11,800,434	\$12,012	\$0	\$0	\$204,339	\$216,351	\$204,339	\$216,351
Montgomery County	Director, Dept. of Finance	96	\$13,712,942	\$0	\$0	\$0	\$216,336	\$216,336	\$216,336	\$216,336
Ventura County, CA	Auditor-Controller	75	\$14,116,401	\$4,500	\$0	\$0	\$203,787	\$208,287	\$203,787	\$208,287
Lake County, IL [1]	Director of Finance	87	\$13,847,094	\$0	\$0	\$0	\$170,909	\$170,909	\$189,400	\$189,400
DuPage County, IL [2]	Chief Financial Officer	31	\$2,666,368	\$0	\$0	\$0	\$166,610	\$166,610	\$260,291	\$260,291
Bucks County, PA	Director of Finance and Administration	-	\$820,000	\$0	\$0	\$0	\$116,123	\$116,123	\$120,600	\$120,600
Montgomery County, PA	Controller	-	\$1,771,521	\$0	\$0	\$0	\$80,347	\$80,347	\$80,347	\$80,347
Median		75	\$13,316,644	\$0	\$0	\$0	\$170,909	\$170,909	\$203,787	\$208,287
% from Median		28.6%	3.0%	-	-	-	26.6%	26.6%	6.2%	3.9%
Rank		2 of 6	4 of 7	4 of 8 (tied)	-	-	2 of 8	3 of 8	3 of 8	4 of 8

[1] - Salary effective 11/30/2015; number of employees and departmental budget effective FY2015
 [2] - Number of employees and departmental budget effective FY2015

As detailed in the table below, the Montgomery County Finance Director reports to the Chief Administrative Officer. Among the comparison jurisdictions, the Finance Director reports to a chief executive or is an elected position in six of seven jurisdictions.

Reporting Relationships – Director, Department of Finance (National Comparison Group)

Director, Department of Finance	
Montgomery County	Chief Administrative Officer
Santa Clara County, CA	County Executive
Ventura County, CA	County Executive Officer
San Mateo County, CA	Elected Position
DuPage County, IL	Chief of Staff
Bucks County, PA	Chief Operating Officer
Montgomery County, PA	Board of Commissioners
Lake County, IL	County Administrator

Director, Department of Public Libraries

In terms of combined cash compensation, Montgomery County Director of Public Libraries pay ranks 2nd of four among the national jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation remains at 2nd of four. The Montgomery County Department of Libraries has 389 employees, outpacing San Mateo and Santa Clara counties. The Montgomery County public library department budget in FY2016 was \$40,760,225 compared to the multi-jurisdictional median of \$42,478,352 (two jurisdictions).

Ventura County and San Mateo counties provide a vehicle stipend; Montgomery County does not.

Job Match	# of Employees	Departmental Budget	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)	
San Mateo County, CA	Director of Library Services	109	\$22,695,287	\$12,012	\$0	\$0	\$198,869	\$210,881	\$198,969	\$210,981
Montgomery County	Director, Dept. of Public Libraries	389	\$40,760,225	\$0	\$0	\$0	\$210,143	\$210,143	\$210,143	\$210,143
Santa Clara County, CA	County Librarian	211	\$49,432,829	\$0	\$0	\$0	\$184,403	\$184,403	\$206,767	\$206,767
Ventura County, CA*	Director of Library Services	-	-	\$4,500	\$0	\$0	\$159,041	\$163,541	\$168,901	\$173,401
Bucks County, PA	<i>No Match</i>									
Montgomery County, PA	<i>No Match</i>									
DuPage County, IL	<i>No Match</i>									
Lake County, IL	<i>No Match</i>									
Median		160	\$42,478,352	\$4,500	\$0	\$0	\$184,403	\$184,403	\$198,969	\$206,767
% from Median		142.6%	-4.0%	-100.0%	-	-	14.0%	14.0%	5.6%	1.6%
Rank		1 of 3	2 of 3	3 of 4 (tied)	-	-	1 of 4	2 of 4	1 of 4	2 of 4

* - Actual salary is midpoint of range; actual salary not provided

As detailed in the table below, the Montgomery County Director of Public Libraries reports to the Chief Administrative Officer. In two of three national jurisdictions for which there is a job match, the library director reports to a chief executive officer (County Executive or County Executive Officer).

Reporting Relationships – Director, Department of Libraries (National Comparison Group)

Director, Department of Libraries	
Montgomery County	Chief Administrative Officer
Santa Clara County, CA	County Executive
Ventura County, CA	County Executive Officer
San Mateo County, CA	Deputy County Manager
DuPage County, IL	<i>No Match</i>
Bucks County, PA	<i>No Match</i>
Montgomery County, PA	<i>No Match</i>
Lake County, IL	<i>No Match</i>

Director, Office of Human Resources

In terms of combined cash compensation, Montgomery County Human Resources Director pay ranks 2nd of eight among the national jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation remains at 2nd of eight. The Montgomery County human resources department has 67 employees, compared to the multi-jurisdictional median of 22 employees. The Montgomery County human resources office's budget in FY2016 was \$8,088,066, compared to the multi-jurisdictional median of \$1,983,341.

The only jurisdiction that provides a take-home vehicle is San Mateo. No jurisdiction within the survey group provides longevity for this position.

Job Match	# of Employees	Departmental Budget	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)	
San Mateo County, CA	Director of Human Resources	69	\$13,899,957	\$12,012	\$0	\$0	\$208,790	\$220,802	\$208,790	\$220,802
Montgomery County	Director, Office of Human Resources	67	\$8,088,066	\$0	\$0	\$0	\$210,120	\$210,120	\$210,120	\$210,120
Ventura County, CA [1]	Chief Deputy Executive Officer	22	\$4,443,721	\$4,200	\$0	\$0	\$167,950	\$172,150	\$195,950	\$200,150
Santa Clara County, CA [2]	Human Resources Director	31	\$6,104,380	\$0	\$0	\$0	\$158,676	\$158,676	\$165,200	\$165,200
Lake County, IL [3]	Director of Human Resources	15	\$1,983,341	\$0	\$0	\$0	\$139,534	\$139,534	\$189,400	\$189,400
DuPage County, IL	Director of Human Resources	15	\$1,304,383	\$0	\$0	\$0	\$136,002	\$136,002	\$185,715	\$185,715
Montgomery County, PA [4]	Human Resources Director	-	\$907,928	\$0	\$0	\$0	\$106,575	\$106,575	\$106,575	\$106,575
Bucks County, PA	Human Resources Director	-	\$880,000	\$0	\$0	\$0	\$89,760	\$89,760	\$107,100	\$107,100
Median		22	\$1,983,341	\$0	\$0	\$0	\$139,534	\$139,534	\$185,715	\$185,715
% from Median		205.9%	307.8%	-	-	-	50.6%	50.6%	13.1%	13.1%
Rank		2 of 6	2 of 8	2 of 8 (tied)	-	-	1 of 8	2 of 8	1 of 8	2 of 8

[1] - Actual salary is midpoint of range; actual salary not provided

[2] - Actual salary is midpoint of range; actual salary not provided

[3] - Salary effective 11/30/2015; number of employees and departmental budget effective FY2015

[4] - Montgomery County did not provide maximum of HR Director pay range

As detailed in the following table, the Montgomery County Human Resources Director reports to the Chief Administrative Officer. In five of seven national jurisdictions with job matches, the human resources director reports to a chief executive (e.g., County Executive, County Administrator, Chief Operating Officer) or a Board of Commissioners.

Reporting Relationships – Director, Office of Human Resources (National Comparison Group)

Director, Office of Human Resources	
Montgomery County	Chief Administrative Officer
Santa Clara County, CA	County Executive
Ventura County, CA	County Executive Officer
San Mateo County, CA	Deputy County Manager
DuPage County, IL	Chief of Staff
Bucks County, PA	Chief Operating Officer
Montgomery County, PA	Board of Commissioners
Lake County, IL	County Administrator

Director, Department of Technology Services

In terms of combined cash compensation, Montgomery County Director of Technology Services pay ranks 3rd of eight among the national jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation falls to 4th of eight. The Montgomery County Department of Technology Services has 147 employees, compared to the multi-jurisdictional median of 120 employees. The Montgomery County technology department budget in FY2016 was \$40,907,969 compared to the multi-jurisdictional median of \$11,731,480. Three of eight jurisdictions provide a vehicle stipend; Montgomery County does not.

Job Match	# of Employees	Departmental Budget	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)	
Santa Clara County, CA [1]	Chief Information Officer	323	\$99,519,382	\$4,800	\$0	\$0	\$240,785	\$245,585	\$270,636	\$275,436
San Mateo County, CA	Director of Information Services	120	\$20,401,151	\$12,012	\$0	\$0	\$230,194	\$242,206	\$230,194	\$242,206
Montgomery County	Director, Dept. of Technology	147	\$40,907,969	\$0	\$0	\$0	\$215,120	\$215,120	\$215,120	\$215,120
Ventura County, CA [2]	Chief Information Officer	165	\$30,446,375	\$4,500	\$0	\$0	\$178,289	\$182,789	\$211,216	\$215,716
DuPage County, IL [3]	Chief Information Officer	42	\$6,094,218	\$0	\$0	\$0	\$165,612	\$165,612	\$185,715	\$185,715
Lake County, IL [4]	Chief Information Officer	65	\$11,731,480	\$0	\$0	\$0	\$149,292	\$149,292	\$221,598	\$221,598
Bucks County, PA	Chief Information Officer	-	\$5,925,400	\$0	\$0	\$0	\$118,320	\$118,320	\$116,000	\$116,000
Montgomery County, PA	Chief Technology Officer	-	\$6,313,978	\$0	\$0	\$0	\$117,892	\$117,892	\$130,256	\$130,256
Median		120	\$11,731,480	\$0	\$0	\$0	\$165,612	\$165,612	\$211,216	\$215,716
% from Median		22.2%	248.7%	-	-	-	29.9%	29.9%	1.8%	-0.3%
Rank		3 of 6	2 of 8	4 of 8 (tied)	-	-	3 of 8	3 of 8	4 of 8	5 of 8

[1] - Actual salary is midpoint of range; actual salary not provided

[2] - Actual salary is midpoint of range; actual salary not provided

[3] - Number of employees and departmental budget effective FY2015

[4] - Salary effective 11/30/2015; number of employees and departmental budget effective FY2015

As detailed in the table below, the Montgomery County Director of Technology Services reports to the Chief Administrative Officer. In six of seven national jurisdictions with a job match, the equivalent position reports to a chief executive (e.g., County Executive, County Administrator, Chief Operating Officer).

Reporting Relationships – Director, Department of Technology Services (National Comparison Group)

Director, Department of Technology Services	
Montgomery County	Chief Administrative Officer
Santa Clara County, CA	County Executive
Ventura County, CA	County Executive Officer
San Mateo County, CA	County Manager
DuPage County, IL	Chief of Staff
Bucks County, PA	Chief Operating Officer
Montgomery County, PA	Chief Financial Officer
Lake County, IL	County Administrator

Director, Office of Management and Budget

In terms of combined cash compensation, Montgomery County Director of Management and Budget pay ranks 2nd of five among the national jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation remains at 2nd of five. The Montgomery County Office of Management and Budget has 30 employees, compared to the multi-jurisdictional median of 11 employees (three jurisdictions). The Montgomery County budget office's budget in FY2016 was \$4,093,855 compared to the multi-jurisdictional median of \$2,799,691. San Mateo County is the only jurisdiction that provides a vehicle stipend for the Director of the Office of Management and Budget.

Job Match	# of Employees	Departmental Budget	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)	
Ventura County, CA	County Executive Officer	11	\$2,280,629	\$0	\$0	\$0	\$268,710	\$268,710	\$268,710	\$268,710
Montgomery County	Director, Office of Management and	30	\$4,093,855	\$0	\$0	\$0	\$216,336	\$216,336	\$216,336	\$216,336
San Mateo County, CA	Budget Director	0	\$0	\$10,842	\$0	\$0	\$198,870	\$209,712	\$198,870	\$209,712
Santa Clara County, CA	County Budget Director	15	\$3,023,243	\$0	\$0	\$0	\$197,692	\$197,692	\$197,692	\$197,692
Montgomery County, PA	Chief Financial Officer	-	\$0	\$0	\$0	\$0	\$146,819	\$146,819	\$211,168	\$211,168
Bucks County, PA	<i>No Match</i>									
DuPage County, IL	<i>No Match</i>									
Lake County, IL	<i>No Match</i>									
Median		11	\$2,799,691	\$0	\$0	\$0	\$198,281	\$203,702	\$205,019	\$210,440
% from Median		168.2%	46.2%	-	-	-	9.1%	6.2%	5.5%	2.8%
Rank		1 of 4	1 of 5	2 of 5 (tied)	-	-	2 of 5	2 of 5	2 of 5	2 of 5

As detailed in the table below, the Montgomery County Director of Management and Budget reports to the Chief Administrative Officer. In three of four national jurisdictions with a job match, the budget director report to a chief executive (e.g., Chief Administrative Officer, County Executive/Manager) or a Board of Commissioners.

Reporting Relationships – Director, Office of Management and Budget (National Comparison Group)

Director, Office of Management and Budget	
Montgomery County	Chief Administrative Officer
Santa Clara County, CA	County Executive
Ventura County, CA	Board of Supervisors
San Mateo County, CA	Deputy County Manager
DuPage County, IL	<i>No Match</i>
Bucks County, PA	<i>No Match</i>
Montgomery County, PA	Board of Commissioners
Lake County, IL	<i>No Match</i>

Director, Office of Procurement

In terms of combined cash compensation, Montgomery County Director of Procurement pay ranks 2nd of six among the national jurisdictions on an actual basis. Assuming an employee receives maximum base pay in jurisdictions with a pay scale or salary range, Montgomery County's ranking for combined cash compensation remains 2nd of six. The Montgomery County procurement office budget in FY2016 was \$4,181,749 compared to the multi-jurisdictional median of \$1,358,754.

Job Match	# of Employees	Departmental Budget	Vehicle Allowance	Longevity	Other Allowances	Actual Base Pay	Combined Cash Compensation	Maximum Base Pay	Combined Cash Compensation (at Maximum)	
Santa Clara County, CA	Director of Procurement	53	\$9,096,463	\$0	\$0	\$0	\$205,455	\$205,455	\$205,455	\$205,455
Montgomery County	Director, Office of Procurement	33	\$4,181,749	\$0	\$0	\$0	\$190,550	\$190,550	\$190,550	\$190,550
San Mateo County, CA [1]	Human Resources Manager II	12	\$1,893,458	\$0	\$0	\$0	\$115,388	\$115,388	\$128,211	\$128,211
Lake County, IL [2]	Purchasing Manager	-	-	\$0	\$0	\$0	\$107,645	\$107,645	\$143,200	\$143,200
Montgomery County, PA	Director of Purchasing	-	\$824,049	\$0	\$0	\$0	\$91,566	\$91,566	\$108,304	\$108,304
Bucks County, PA	Purchasing Director	-	\$587,000	\$0	\$0	\$0	\$84,150	\$84,150	\$90,200	\$90,200
Ventura County, CA	<i>No Match</i>									
DuPage County, IL	<i>No Match</i>									
Median		33	\$1,358,754	\$0	\$0	\$0	\$107,645	\$107,645	\$128,211	\$128,211
% from Median		1.2%	207.8%	-	-	-	77.0%	77.0%	48.6%	48.6%
Rank		2 of 3	2 of 5	-	-	-	2 of 6	2 of 6	2 of 6	2 of 6

[1] - Actual salary is midpoint of range; actual salary not provided

[2] - Salary effective 11/30/2015; number of employees and departmental budget effective FY2015

As detailed in the table below, the Montgomery County Director of Procurement reports to the Chief Administrative Officer. In only one other jurisdiction – Santa Clara County – does the procurement director report to a chief executive (County Executive).

Reporting Relationships – Director, Office of Procurement (National Comparison Group)

Director, Office of Procurement	
Montgomery County	Chief Administrative Officer
Santa Clara County, CA	County Executive
Ventura County, CA	<i>No Match</i>
San Mateo County, CA	Deputy Director of Human Resources
DuPage County, IL	<i>No Match</i>
Bucks County, PA	Director of Finance and Administration
Montgomery County, PA	Chief Financial Officer
Lake County, IL	Director of Finance

Appendices

Appendix A: Montgomery County Director Level Class Specifications

**MONTGOMERY COUNTY GOVERNMENT
ROCKVILLE, MARYLAND
CLASS SPECIFICATION**

**Code No. 007917
(Non-Merit)**

DIRECTOR, DEPARTMENT OF POLICE

DEFINITION OF CLASS:

This is executive level work directing the operation of the Department of Police. Contacts are with high ranking legislative and executive officials within County Government, officials of equivalent rank in other governmental jurisdictions, and private sector and community organizations or groups. The purposes of the contacts include presenting, justifying and defending controversial positions where conflicting and opposing viewpoints, goals and objectives are strongly advocated and must be reconciled to develop suitable alternatives or arrive at acceptable compromises.

The employee in this class plans, develops, implements, and evaluates overall County police policies and programs by directing subordinate officers to: protect life and property; preserve peace and order; prevent and detect crime; arrest violators of the law; enforce all laws and ordinances; and promote the safe and efficient use of streets, highways and public thorough fares. The work is performed under broadly defined missions and functions and general administrative direction with little technical guidance. The employee exercises full and final accountability for all matters associated with completing work assignments including determining the work to be performed and the methods used. Results of the work are considered technically authoritative and evaluated in terms of the law enforcement system's role in promoting a safe and orderly environment. Guidelines consist of broad policy directives and basic legislation and require the employee to use considerable judgment in interpreting the intent of the guidelines and generating specific policies and guidance for use by subordinate officers in developing various components of the overall law enforcement system. The complexity of the work is reflected in the need for planning, directing and integrating a broad range of police functions, programs and services. The work requires consideration of public safety, societal, and community relations issues and impacts, and development of solutions that accommodate conflicting objectives from a variety of organizations, groups and individuals. The work of directing the law enforcement program is essential to the mission of the County Government and affects the lives and property of all County residents. The work is primarily sedentary, performed in a typical office setting, and subject to common everyday risks.

EXAMPLES OF DUTIES: (Illustrative Only)

- Consults with the Chief Administrative Officer and, with the assistance of subordinate supervising personnel, formulates policies and regulations governing activities of the Department of Police.
- Plans, directs and supervises the enforcement of laws and ordinances for the protection of life and property.
- Represents the interest of County Government and police administration in negotiating a collective bargaining agreement between the Fraternal Order of Police and the Montgomery County Government.
- Controls the expenditure of Department appropriations and prepares annual budget estimates of needs.
- Cooperates with State and Federal law enforcement in the detection, apprehension, and detention of wanted persons and with other agencies where activities of the Department are involved.
- Represents the Department as primary public relations agent and authoritative spokesperson in public forums and governmental functions.
- Reviews discipline problems within the Department and acts as the final authority on appropriate department response.
- Reviews and resolves, when possible, all appeals or grievances within the Department.
- Performs other related duties as required.

KNOWLEDGE, SKILLS AND ABILITIES:

- Extensive knowledge of the principles and practices of modern police administration.
- Extensive, substantive and working knowledge of the Law Enforcement Officers' Bill of Rights or the demonstrated ability to rapidly acquire such knowledge.
- Extensive knowledge of operational, programmatic, and fiscal planning theory and strategies as applicable to police operations and management and of organizational and personnel development theory and strategies.
- Extensive knowledge of Maryland criminal and procedural law and of Maryland traffic laws or the demonstrated ability to rapidly acquire such knowledge.
- Knowledge of the functions and authority of local, State, and Federal law enforcement jurisdictions.
- Skill in planning, supervising, and administering the work of a large number of subordinates performing varied operations connected with police activities and to develop proper training and instructional procedures for these employees.
- Skill in verbal and written communication sufficient to develop defenses or justifications of decisions reached.
- Skill in establishing and maintaining working relationships with other County officials, State and Federal authorities, civic leaders and the general public.
- Skill in negotiating agreements which accommodate the conflicting interests and viewpoints of numerous groups or organizations.
- Ability to attend meetings or perform other assignments at locations outside the office.

RECOMMENDED QUALIFICATIONS:

Experience: Extensive (seven (7) years) experience in police administration work with at least four (4) years in a managerial or supervisory capacity which included responsibility for fund and budget administration, program planning, implementation and administration. The applicant shall have served as a professionally qualified and experienced police officer and preferably held a position equivalent to the rank of Major, Lieutenant Colonel or Colonel with a major police department, (i.e., one having a minimum of 500 sworn personnel).

Education: Graduation from an accredited college or university with a Master's Degree in Law Enforcement, Public Administration or a related field.

Equivalency: An equivalent combination of education and experience may be substituted.

LICENSE: None.

MEDICAL EXAM PROTOCOL: Medical History Review (optional Core I exam).

Class Established: February, 1971

Revised: September, 1975

November, 1976

July, 1987

December, 2002

August, 2013

**MONTGOMERY COUNTY GOVERNMENT
ROCKVILLE, MARYLAND
CLASS SPECIFICATION**

**Code No. 007927
(Non-Merit)**

FIRE CHIEF, DEPARTMENT OF FIRE AND RESCUE SERVICES

DEFINITION OF CLASS:

This is uniformed, executive level work exercising full authority over all fire, rescue, and emergency medical service activities in Montgomery County. Contacts are with high ranking legislative and executive officials within County Government, officials of equivalent rank in other governmental jurisdictions, and private sector and community organizations or groups. The purposes of the contacts include presenting, justifying and defending controversial positions where conflicting and opposing viewpoints, goals and objectives are strongly advocated and must be reconciled to develop suitable alternatives, or arrive at acceptable compromises.

The employee in this class plans, develops, implements, and evaluates the County's fire and rescue policies and programs by directing subordinate officers to plan, coordinate, and supervise all: fire and rescue operations and service delivery; fire prevention, code enforcement, and investigation activities; fire and rescue communications center activities; delivery of comprehensive fire and rescue training programs; program development for the fire and rescue service; Department and Local Fire and Rescue Department (LFRD) capital improvements; community safety education and outreach; labor negotiations with relevant unions; negotiations with the volunteer fire and rescue representative(s); and emergency medical services training coordination and evaluation. The work is performed under broadly defined missions, functions, and general administrative direction with little technical guidance. The employee exercises full and final accountability for all matters associated with completing work assignments, including determining the work to be performed and the methods used. Results of the work are considered technically authoritative and evaluated in terms of the public safety system's role in promoting fire protection and life safety for the County. Guidelines consist of broad policy directives and basic legislation, and require the employee to use considerable judgment in interpreting the intent of the guidelines and in generating specific policies and guidance for use by subordinate officers in developing various components of the overall public safety system. The complexity of the work is reflected in the need for planning, directing and integrating a broad range of fire and rescue services functions and programs. The work requires consideration of public safety, capital improvement, and community relations issues and impacts, and development of solutions that accommodate conflicting objectives from a variety of organizations, groups and individuals. The work of directing the public safety program is essential to the mission of the County Government and affects the lives and property of all County residents. The work is primarily sedentary; however, the incumbent must meet Integrated Emergency Command Structure certification requirements and possess the ability to perform firefighting and incident command tasks.

EXAMPLES OF DUTIES: (Illustrative Only)

- Develops and implements a comprehensive County-wide plan concerning the overall manner of operations for all fire and rescue units and resources.
- Develops and implements a comprehensive County-wide plan for the delivery of fire and rescue service.
- Develops and implements a standardized National Incident Management System (NIMS).
- Develops and implements a comprehensive County-wide fire prevention program which serves to consolidate the efforts of all personnel who are assigned fire prevention activities.
- Directs the development, legislative enactment and enforcement of all fire and life safety codes of the County, and enforces all State laws that involve fire protection and life safety.
- Develops and prepares specifications, purchases all fire and rescue apparatus, and assigns such apparatus to the various fire and rescue stations.

- Establishes and directs the fire and rescue communications services, data management, and coordinates purchase and assignment of all communications equipment.
- Develops and manages all Capital Improvement Projects, including all fire station construction and renovation.
- Develops and submits policies to the Fire and Rescue Commission for approval in accordance with the County Code.
- Initiates, prepares and maintains all automated data collection and analyses of the Fire Protection and Emergency Medical Incident Reporting System for the County.
- Develops and implements all County-wide fire and rescue training programs, and administers these programs through the management and maintenance of the Public Safety Training Academy.
- Prepares and presents the Annual Budget request and Capital Improvements Budget for the Fire and Rescue Service, and controls and approves all expenditures of appropriations.
- Establishes and maintains effective working relationships with local, regional, State and Federal agencies engaged in fire protection and emergency medical services.
- Performs other related duties as required.

KNOWLEDGE, SKILLS AND ABILITIES:

- Extensive knowledge of the principles and practices of fire and rescue training and supervision.
- Extensive knowledge of principles and practices, objective and trends of fire prevention and investigation.
- Extensive knowledge of national disaster management guidelines, programs and procedures.
- Extensive knowledge of fire and rescue organization, functions, laws, rules, regulations and procedures.
- Extensive knowledge of national, State, and local building and fire safety codes.
- Extensive knowledge of emergency medical service delivery systems.
- Thorough knowledge of the methods of obtaining active public interest and cooperation in accomplishing fire prevention and rescue objectives.
- Considerable knowledge of the functions of other departments, agencies, organizations and associations related to fire and rescue service operations.
- Skill in planning, coordinating, and managing major fire and rescue incidents, and major disasters, both from intra- and inter-jurisdictional approaches.
- Skill in verbal and written communication sufficient to develop defenses and justifications for decisions reached.
- Skill in working closely and harmoniously with volunteer fire and rescue services.
- Ability to attend meetings and perform work assignments at locations outside the office.

RECOMMENDED QUALIFICATIONS:

Experience: Extensive (seven (7) years) experience in fire and rescue management, operations, and intergovernmental disaster management, with at least four (4) years in a managerial or supervisory capacity, which included responsibility for fund and budget administration, program planning, implementation and administration.

Education: Graduation from an accredited college or university with a Master's Degree in Fire Science, Fire Administration, Fire Protection Engineering, Public Administration, or a related field.

Equivalency: An equivalent combination of education and experience may be substituted.

LICENSE: None.

MEDICAL EXAM PROTOCOL: Medical History Review (optional Core I Exam).

Class Established: February, 1973

Revised: July, 1987

October, 2002

December, 2004

August, 2013

**MONTGOMERY COUNTY GOVERNMENT
ROCKVILLE, MARYLAND
CLASS SPECIFICATION**

**Code No. 007905
(Non-Merit)**

COUNTY ATTORNEY

DEFINITION OF CLASS:

This is executive level work directing the operation of the County Attorney's Office. Contacts are with high ranking legislative and executive officials within County Government, Federal, State and County Courts, officials of equivalent rank in other governmental jurisdictions, attorneys, and private sector and community organizations or groups. The purposes of the contacts include presenting, justifying and defending controversial positions where conflicting and opposing viewpoints, goals and objectives are strongly advocated and must be reconciled to develop suitable alternatives or arrive at acceptable compromises.

The employee in this class plans, develops, implements, and evaluates a program that provides legal services to the County Executive, County Council, all departments and agencies of the County Government, and governmental jurisdictions participating in the Risk Management Program, and defends or prosecutes all litigation to which the County or its officials are parties. As the chief legal officer of Montgomery County, the County Attorney: provides legal advice through oral and written opinions; drafts, reviews, and approves as to form and legality all County contracts and leases; handles the legal aspects of the County's real property acquisition program, including condemnation and property settlement; and represents the County in litigation regarding such issues as taxes, worker's compensation, contracts and claims, challenges to County laws, and appeals from administrative proceedings. The work is performed under broadly defined missions and functions and general administrative direction. The employee exercises full and final accountability for all matters associated with completing work assignments including determining the work to be performed and the methods used. Results of the work are considered technically authoritative and evaluated in terms of the County Attorney's role in protecting and facilitating County operations. Guidelines consist of broad policy directives and basic legislation and require the employee to use considerable judgment in interpreting the intent of the guidelines and generating specific policies and guidance for use by subordinate managers in handling various aspects of the County's legal matters. The complexity of the work is reflected in the need for planning, directing and integrating a legal services program dealing with a broad range of governmental functions, programs and services. The work requires consideration of all aspects of County Government programs and operations, and development of solutions which accommodate conflicting objectives from a variety of organizations, groups and individuals. The work of directing the County's legal services program is essential to the mission of the County Government and affects all departments, agencies, and programs of the County Government. The work is primarily sedentary, performed in a typical office setting, and subject to common everyday risks.

EXAMPLES OF DUTIES: (Illustrative Only)

- Handles issues regarding condemnation, planning and zoning, water and sewer, leasing and disposition of property.
- Provides defense representation to the Self Insurance Risk Management Fund.
- Handles discrimination litigation against the County on the basis of age, handicap, national origin, race, religion or sex.
- Pursues the collection of monies due the County through taxes, fees, or other sources.

- Uses both criminal and civil legal proceedings to achieve compliance with County codes and regulations.
- Pursues subrogation claims on behalf of the County.
- Provides support in drafting and implementing procurement procedures.
- Performs other related duties as required.

KNOWLEDGE, SKILLS AND ABILITIES:

- Extensive knowledge of the provisions of Maryland law.
- Extensive knowledge of local government functions and organizations.
- Skill in planning, developing, implementing and administering a legal services program dealing with various governmental functions and programs.
- Skill in negotiating agreements which accommodate the conflicting interests and viewpoints of numerous groups and organizations.
- Skill in oral and written communication sufficient to develop defenses of, and justifications for, decisions reached.
- Skill in establishing and maintaining effective working relationships with other governmental and bi-county agencies.
- Ability to attend meetings and perform work assignments at locations outside the office.

RECOMMENDED QUALIFICATIONS:

Experience: Extensive (seven (7) years) experience practicing law, including trial experience, with at least four (4) years in a managerial or supervisory capacity which included responsibility for fund and budget administration, program planning, implementation and administration.

Education: Graduation from an accredited university school of law.

Equivalency: None.

LICENSE:

- Membership in the Maryland State Bar.

Note: There will be no substitutions for this section.

MEDICAL EXAM PROTOCOL: Medical History Review.

Class Revised: July, 1987

Revised: December, 2002

August, 2013

January, 2015

**MONTGOMERY COUNTY GOVERNMENT
ROCKVILLE, MARYLAND
CLASS SPECIFICATION**

**Code No. 007942
(Non-Merit)**

DIRECTOR, DEPARTMENT OF CORRECTION AND REHABILITATION

DEFINITION OF CLASS:

This is executive level work directing the operation of the Department of Correction and Rehabilitation. Contacts are often with high ranking executive, legislative and judicial officials within County Government, officials of equivalent rank in other governmental jurisdictions, private sector and community organizations or groups, and well established public policy advocacy groups. The purposes of the contacts include presenting, justifying and defending significant public policy positions where conflicting and opposing viewpoints, goals and objectives are strongly advocated and must be reconciled to develop suitable alternatives or arrive at acceptable compromises or to be part of collaborative public policy development across a broad range of disciplines.

The employee in this class plans, develops, implements, and evaluates county corrections and rehabilitation policies and programs by directing subordinate managers to: operate secure detention facilities for the constitutional intake and incarceration of all pre-trial, un-sentenced and sentenced individuals committed by the Courts; operate a treatment oriented Pre-Release and Reentry Center with home detention option for selected offenders as an alternative to incarceration; provide medical, educational, other social services and community release programs to meet basic human needs and ensure rights of prisoners; facilitate the integration of incarcerated individuals into the community through work release programs with intensive case management and data driven/evidence-based treatment programs; provide significant alternative community services program for offenders deemed most likely to repeat their offenses and ensure a sensitivity exists for victims' issues and community based concerns.

The work is performed under broadly defined missions and functions and general administrative direction with little technical guidance. The employee exercises full and final accountability for all matters associated with completing work assignments including determining the work to be performed and the methods used. Results of the work are considered technically authoritative and evaluated in terms of the department's role in facilitating the rehabilitation of inmates. Guidelines consist of broad policy directives and basic legislation and require the employee to use considerable judgment in interpreting the intent of the guidelines and generating specific policies and guidance for use by subordinate managers in developing various components of the overall prisoner rehabilitation system. The complexity of the work is reflected in the need for planning, directing and integrating a broad range of correction and rehabilitation functions, programs and services. The work requires consideration of societal, rehabilitation, public safety, and community issues and impacts, and development of solutions that accommodate conflicting objectives from a variety of organizations, groups and individuals. The work of directing adult corrections in Montgomery County, Maryland (Detention Services -jails, Pretrial Services, Diversion and Alternatives to Incarceration, Offender Pre-Release and Reentry Services and core administrative services) is essential to the mission of the County Government and affects all residents in the County. The work is active in nature – moving throughout the entire county and region – includes regular and extended contact with inmates, arrestees, convicted criminals on work release and other

individuals having contact with the Department of Correction and Rehabilitation – risk is an everyday occurrence.

EXAMPLES OF DUTIES: (Illustrative Only)

- Plans, organizes, coordinates, and directs the activities of maximum security detention centers (jails), all pretrial operations, Diversion programs, alternatives to incarceration, and pre-release and reentry residential facilities and program elements that compose the adult correctional system in Montgomery County, Maryland.
- Directs and supervises the preparation of the Department's annual budget, prepares and maintains various reports and records and testifies before the Office of Management and Budget, the County Executive and the Montgomery County Council on all elements of budget.
- Formulates and enforces policies and procedures governing the administration of all County correctional activity ensuring that all mandated, required and accepted Maryland Correctional Standards and all Federal constitutional guidelines are met or exceeded in their current state or as they evolve through ongoing practice, COMAR guidelines, Maryland State Statute and the full range of Federal case law and constitutional mandates inherent for the operation of the entire county correctional system.
- Plans and directs comprehensive research and planning activities in relation to anticipated or ongoing correctional programs – or any and all changes in the field of corrections that impact the existence of a county correctional program with the following major elements: Detention Services (jails), Pretrial Services and their relationship to the broader criminal justice system, Diversion Programs and alternatives to incarceration and community corrections – offender Pre-Release and Reentry.
- Oversees all administrative services of the Department including budget, contracting, finance and cash management, human resources, information systems and management, staff training – personnel development, offender healthcare (physical health – behavioral health), dietary services, supply and linkage to maintenance services provided by the Department of General Services (DGS).
- Provides and maintains a positive public service environment that seeks out, screens, supervises volunteer programs and participation throughout each operating division within the Department of Correction and Rehabilitation – serves as the primary DOCR spokesperson in engaging the community to foster an environment supportive of volunteer participation.
- Seeks out and presents public presentations throughout Montgomery County and the surrounding jurisdictions (Metropolitan Washington Council of Governments (COG) – designated Maryland, Virginia and District of Columbia jurisdictions – covering the full focus of corrections, criminal justice linkages and public policy as an evolving and changing area of governmental practice.
- Establishes, evaluates and changes a broad program of specialized training for all employees in the Department of Correction and Rehabilitation, cross-cutting Detention Services, Pretrial Services, Pre-Release and Reentry Services and Office of the Director – and all mandatory training requirements must be met under COMAR and all voluntary accreditation standards accepted by Montgomery County for its correctional system.
- Defines all policies and procedures governing the Department's relationship with Courts, law enforcement agencies, Maryland Department of Public Safety and Correctional Services, Maryland Department of Mental Health, Circuit and District Courts of Maryland and all other Federal, State and local organizations, where legal and voluntary linkages with the Department of Correction and Rehabilitation exists or develop in the future.
- Participates actively in a member and or leadership role with major organizations such as; Maryland Correctional Administrative Association, American Correctional Association, American Jail Association, Pretrial Justice Institute, International Community Correctional Association, Leadership Montgomery, Maryland Associations of Counties, National Association of Counties, and such other organizations that directly impact the quality of correctional operations in Montgomery County.
- Performs other related duties as required.

KNOWLEDGE, SKILLS AND ABILITIES:

- Extensive knowledge of Federal, State and County laws as they apply to detention operations, pretrial services, pre-release and reentry services, diversions/alternatives to incarceration and any other

- documented guidelines that impact correctional operations in Montgomery County, Maryland.
- Extensive knowledge and deep operational experience in the theory and principles of institutional correctional operations, security and control, behavioral patterns of offenders or individuals entering arrest and jail confinement, the social factors which resulted in institutionalization, cultural dynamics that characterize criminal development among offender groups in Montgomery County, Maryland, treatment of the offender, the full focus of community corrections and major and evolving non-institutional alternatives and human resource development principles to build and maintain a strong and constitutional county correctional program in a metropolitan jurisdiction of over one million residence.
- Extensive knowledge of managing the confinement and community correctional participation of both men and women.
- Extensive knowledge of the development and operation of work release, education, reentry, mental health, substance abuse, co-occurring disorder programs, volunteer programs and such other correctional treatment initiatives as the evolving literature and implantation of “best practices” warrants county attention and action.
- Thorough knowledge of psychological, psychiatric and substance abuse concepts and terminology applicable to the field of corrections.
- Skill in planning, developing, implementing and administering a broad range of correctional and rehabilitation functions and programs carried out by large numbers of employees with a wide range of skills that maintain all existing accreditations to include: Maryland Commission on Correctional Standards under COMAR, American Correctional Association – Adult Local Detention Standards, American Correctional Association – Community Correctional Standards, National Commission on Correctional Healthcare (NCCHC), Correctional Educational Association (CEA) and all standards of the Prison Rape Elimination Act (PREA).
- Skill in conducting a full range of activities to include contract negotiations, contract administration, regular meet and discuss labor management meetings and grievance responses up through arbitration as part of a county labor relations environment.
- Skill in negotiating agreements which accommodate the conflicting interests and viewpoints of numerous groups and organizations within the Department of Correction and Rehabilitation, the broader county government and the surrounding communities.
- Skill in oral and written communications sufficient to develop defenses of, and justifications for, decisions reached and responding to a wide range of community-based commentary that are always raised during discussions of correctional operations and outcomes.
- Experience and skills in responding to a wide range of media inquiries from the following sectors: local television, newspapers published in Montgomery County, regional newspapers, national newspapers of record, national public radio (NPR), regional news radio, national television – news, documentary film groups, a wide range of public policy focused websites and blogs and other media elements that cover local government and corrections in Montgomery County, Maryland.
- Ability to move throughout Montgomery County to conduct daily operations using a variety of offices and technologies that facilitates being in the community and around the county and not buried in an executive office.
- Understanding and ability to utilize data driven studies of correctional and criminal justice operations to improve local operations and to test best practices at the local level.
- Such other skills as are evolving within the practice of local government and governmental administration in general.

RECOMMENDED QUALIFICATIONS:

Experience: Extensive (seven (7) years) experience in the administration of a correctional facility, with at least four (4) years in a managerial or supervisory capacity which included responsibility for fund and budget administration, program planning, implementation and administration.

Education: Graduation from an accredited college or university with a Master’s Degree in Corrections, Criminal Justice, Social Science, Public or Business Administration or related areas.

Equivalency: An equivalent combination of education and experience may be substituted.

LICENSE: None.

MEDICAL EXAM PROTOCOL: Medical History Review.

Class Established: April, 1972
Revised: July, 1987
December, 2002
August, 2013
January, 2015

**MONTGOMERY COUNTY GOVERNMENT
ROCKVILLE, MARYLAND
CLASS SPECIFICATION**

**Code No. 007920
(Non-Merit)**

DIRECTOR, DEPARTMENT OF FINANCE

DEFINITION OF CLASS:

This is executive level work directing the operation of the Department of Finance. Contacts are with high ranking legislative and executive officials within County Government, officials of equivalent rank in other governmental jurisdictions, and private sector and community organizations or groups. The purposes of the contacts include presenting, justifying and defending controversial positions where conflicting and opposing viewpoints, goals and objectives are strongly advocated and must be reconciled to develop suitable alternatives or arrive at acceptable compromises.

The employee in this class plans, develops, implements, and evaluates fiscal policies and provides for sound and responsible fiscal management for the County Government by directing subordinate managers to: project and monitor revenue levels; collect all County revenue; administer the County's payroll system and central purchasing program; report on the status of fund and grant accounts through a financial management system; pay all obligations incurred on behalf of the County Government; provide internal audits of programs administered by other County departments and offices; provide accounting and reporting services associated with the Employees' Retirement System; issue bonds to finance capital construction; manage County funds through sophisticated cash management and investment programs; and administer the County's Self-Insurance Fund to provide comprehensive liability, automobile, worker's compensation, property and other insurance coverage through self-insurance and commercial policies. The work is performed under broadly defined missions and functions and general administrative direction with little technical guidance. The employee exercises full and final accountability for all matters associated with completing work assignments including determining the work to be performed and the methods used. Results of the work are considered technically authoritative and evaluated in terms of the soundness of the County's financial position as determined by outside auditors. Guidelines consist of broad policy directives, and basic legislation which require the employee to use considerable judgment in interpreting the intent of the guidelines and generating specific policies and guidance for use by subordinate managers in developing various components of the County's fiscal management system. The complexity of the work is reflected in the need for planning, directing and integrating a broad range of fiscal management functions, programs, and services. The work requires consideration of issues concerning the projection, collection, expenditure and accounting for all County funds, and development of solutions that accommodate conflicting objectives from a variety of organizations, groups, and individuals. The work of directing the fiscal management program is essential to the mission of the County Government and affects all departments and citizens in the County. The work is primarily sedentary, performed in a typical office setting, and subject to common everyday risks.

EXAMPLES OF DUTIES: (Illustrative Only)

- Plans, organizes, coordinates, and directs the financial programs, policies, and activities of the County Government.
- Assists the County Executive in budget preparation by making preliminary estimates of revenues.
- Plans and directs the internal audit and pre-audit of all accounts, claims, or demand vouchers presented to the County for payment.
- Prescribes the County's accounting systems and the method for monitoring the financial activities of the various County departments and agencies.
- Conducts studies of administrative operations to determine the need for the establishment or revision of County, Departmental and Divisional policies and procedures.
- Determines the most expeditious means of fulfilling major accounting, auditing, self-insurance, purchasing, and investment requirements and assumes final responsibility for their implementation.

- Coordinates the activities of the Department of Finance with other agencies of the County Government, the Board of Education, and bi-County, State, and Federal agencies.
- Supervises the collection of State taxes for Montgomery County.
- Manages all County debt including preparation of prospectuses, determination of maturity schedules, and the preparation, marketing, and issuance of various types of bonds, notes or other debt or financing instruments.
- Performs other related duties as required.

KNOWLEDGE, SKILLS AND ABILITIES:

- Knowledge, Skills and Abilities:
- Extensive knowledge of the principles and practices of public fiscal management.
- Extensive knowledge of Federal, State and County laws, rules, and regulations governing fiscal management.
- Extensive knowledge of the operation and requirements of the capital markets.
- Extensive knowledge of local government functions and organizations.
- Skill in planning, developing, implementing and administering a broad range of fiscal management functions and programs carried out by a large number of employees with a wide range of skills.
- Skill in negotiating agreements which accommodate the conflicting interests and viewpoints of numerous groups and organizations.
- Skill in oral and written communication sufficient to develop defenses and justification of decisions reached.
- Ability to attend meetings or perform other assignments at locations outside the office.

RECOMMENDED QUALIFICATIONS:

Experience: Extensive (seven (7) years) experience in fiscal management, accounting or other related field, with at least four (4) years in a managerial or supervisory capacity which included responsibility for fund and budget administration, program planning, implementation and administration.

Education: Graduation from an accredited college or university with a Master's Degree in Finance, Accounting, Business Administration or other related field.

Equivalency: An equivalent combination of education and experience may be substituted.

LICENSE: None.

MEDICAL EXAM PROTOCOL: Medical History Review.

Class Established: February, 1972

Revised: November, 1972

July, 1987

December, 2002

August, 2013

January, 2015

**MONTGOMERY COUNTY GOVERNMENT
ROCKVILLE, MARYLAND
CLASS SPECIFICATION**

**Code No. 007930
(Non-Merit)**

DIRECTOR, DEPARTMENT OF PUBLIC LIBRARIES

DEFINITION OF CLASS:

This is executive-level work directing the operations of the Department of Public Libraries. Contacts are with high ranking legislative and executive officials within County Government, officials of equivalent rank in other governmental jurisdictions, and private sector and community organizations or groups. The purposes of the contacts include planning appropriate public library services to meet community needs; developing partnerships to provide appropriate programs and services; making the case for funding and improvement in library service; and presenting, justifying and defending controversial positions where conflicting and opposing viewpoints, goals and objectives are strongly advocated, and must be reconciled to develop suitable alternatives or arrive at acceptable compromises.

The employee in this class plans, develops, implements, and evaluates overall County public library policies and programs by directing subordinate managers to provide a full range of public library services to meet changing community needs, including: books, records, periodicals, and other media for loan as well as reference material and online access to computerized information networks through Community libraries; "talking books" from the Library of Congress and large print books for the blind or disabled; bookmobile service to special needs individuals, and minivan services to those in day care centers and housing developments, nursing homes and the elderly; and a full range of library services to the deaf, hearing impaired, homebound, and staff and inmates at the Montgomery County Detention Center. The work is performed under broadly defined missions, functions, and general administrative direction with little technical guidance. The employee exercises full and final accountability for all matters associated with completing work assignments including determining the work to be performed and the methods used. Results of the work are considered technically authoritative and evaluated in terms of the public library system's role in meeting the educational, cultural, and information needs of County residents. Guidelines consist of broad policy directives and basic legislation, and require the employee to use considerable judgment in interpreting the intent of the guidelines. The Director generates specific policies and guidance for use by subordinate managers in developing various components of the overall public library system. The complexity of the work is reflected in the need for planning, directing and integrating a broad range of educational and cultural functions, programs and services. The work requires consideration of cultural, educational, societal and community issues and impacts, and development of solutions which accommodate conflicting objectives from a variety of organizations, groups and individuals. The work of directing the public library system is essential to the mission of the County Government and affects all residents and communities in the County. The work is primarily sedentary, is performed in a typical office or meeting room setting, and is subject to common everyday risks. Performance of the work involves some travel.

EXAMPLES OF DUTIES: (Illustrative Only)

- Plans, organizes, coordinates and directs the activities of the Divisions within the Department, which include effective delivery of services to the public, and the procurement and technical processing of library materials.
- Develops and implements Departmental strategic plans, policies and procedures, making recommendations to the County Executive on Executive branch policies and procedures which affect the operation of public library services.
- Directs continuing evaluation of the methods of public and technical service employed, in order to design and implement ongoing improvements.
- Coordinates with other County officials on all matters pertaining to library facilities, including planning for future locations or building needs, site selection, design and construction, maintenance, repair and

- renovation of library buildings, furniture and equipment.
- Directs and supports a staff development program for professional and support employees; encourages and enforces Department-wide adherence to equal employment opportunity law and diversity principles and practices.
- Establishes and maintains effective working relationships with other governmental agencies and officials, vendors, publishers, the news media, and the general public.
- Guides the development and use of advanced technologies for information access and library automation, integrating organizational change with technological developments.
- Prepares strategic plans and reports on results achieved through strategic plan, long-range Public Service Plans and annual work programs.
- Works effectively and cooperatively with the advisory Library Board, local library advisory committees, the Friends of the Library, and other interested citizen groups.
- Takes an active role in appropriate civic and professional organizations, and makes public presentations to interested groups to further the objectives, plans and service programs of the Department.
- Represents the County and the library system in Statewide library and information technology organizations, and works with representatives of agencies/organizations at State and Federal levels to advise, lobby, and develop legislative programs, and interpret and implement applicable laws.
- Directs the preparation and expenditure of the Departmental budget, ensuring necessary documentation and reports.
- Performs other related duties as required.

KNOWLEDGE, SKILLS AND ABILITIES:

- Extensive knowledge of the theory, principles and techniques of library services, including knowledge of developing library and information technologies and their application to public libraries.
- Extensive knowledge of the principles, methods and practices of public library administration, organization and management, as well as the aims and objectives of library services to the community, and of civic organizations with interests in library service.
- Skill in directing, planning, organizing and coordinating all public library services to resolve highly difficult and complex professional and administrative problems.
- Skill in negotiating agreements which accommodate the conflicting interests and viewpoints of numerous groups and organizations.
- Skill in oral and written communication sufficient to develop defenses of, and justifications for decisions reached.
- Skill in establishing and maintaining effective working relationships with other governmental officials and agencies, legislators, advisory boards and committees, vendors, and the general public.
- Ability to attend meetings or perform other assignments at locations outside the office.

RECOMMENDED QUALIFICATIONS:

Experience: Extensive (seven (7) years) experience as a librarian or library administrator, with at least four (4) years in a managerial or supervisory capacity which included responsibility for fund and budget administration, program planning, implementation and administration.

Education: Graduation from an accredited college or university with a Master's Degree in Library Science.

Equivalency: None.

LICENSE AND CERTIFICATION:

- Certification as Librarian by State Department of Education, Division of Library Development and Services.
- Must be certifiable under Maryland State law by the State Department of Education, Division of Library Development and Services.

Note: There will be no substitutions for this section.

MEDICAL EXAM PROTOCOL: Medical History Review.

Class Revised: February, 1972
Revised: September, 1976
July, 1987
February, 1988
December, 1996
December, 2002
August, 2013
October, 2014

**MONTGOMERY COUNTY GOVERNMENT
ROCKVILLE, MARYLAND
CLASS SPECIFICATION**

**Code No. 007946
(Non-Merit)**

DIRECTOR, OFFICE OF HUMAN RESOURCES

DEFINITION OF CLASS:

This is executive level work directing the operation of the Office of Human Resources. Contacts are with high ranking legislative and executive officials within County Government, officials of equivalent rank in other governmental jurisdictions, personnel consultants and representatives of labor organizations or employee groups. The purposes of the contacts include presenting, justifying and defending controversial positions where conflicting and opposing viewpoints, goals and objectives are strongly advocated and must be reconciled to develop suitable alternatives or arrive at acceptable compromises.

The employee in this class plans, develops, implements, and evaluates overall County human resources and labor relations policies and programs by directing subordinate managers to: attract and recruit candidates for County departments and agencies that result in a well-qualified and diverse employment pool; develop equal employment opportunity and diversity action plans; counsel employees and management in equal employment opportunity (EEO) issues; ensure that positions are properly classified and that classes are assigned to the appropriate grade or pay band; update and maintain County Government salary schedules; support County managers in the areas of collective bargaining and related personnel policies and procedures by negotiating competitive compensation and benefits through collective bargaining and by providing early intervention strategies in workplace disputes; provide comprehensive training programs for County employees; implement an employee performance appraisal program; administer the County's employee benefits programs including health insurance and retirement; maintain employee personnel files; and provide multi-disciplinary occupational medical services, including health promotion, work-related medical and safety hazard assessments, and employee disability management in order to promote the health, wellness, and productivity of the County workforce. The work is performed under broadly defined missions and functions and general administrative direction with little technical guidance. The employee exercises full and final accountability for all matters associated with completing work assignments including determining the work to be performed and the methods used. Results of the work are considered technically authoritative and evaluated in terms of the personnel program's role in attracting and retaining qualified employees. Guidelines consist of broad policy directives and basic legislation and require the employee to use considerable judgment in interpreting the intent of the guidelines and generating specific policies and guidance for use by subordinate managers in developing various components of the overall personnel system. The complexity of the work is reflected in the need for planning, directing and integrating a broad range of human resources functions, programs and services. The work requires consideration of County Government productivity, employee morale, legal concerns, and public human resources program issues, and development of solutions which accommodate conflicting objectives from a variety of organizations, groups and individuals. The work of directing the human resources program is essential to the mission of the County Government and affects all employees and departments in the County. The work is primarily sedentary, performed in a typical office setting, and subject to common everyday risks.

EXAMPLES OF DUTIES: (Illustrative Only)

- Plans, develops, implements, administers and coordinates human resources programs covering such functions as, labor relations and collective bargaining, training and organizational development, equal employment opportunity, recruitment and staffing, classification and compensation, and occupational medical services.
- Oversees the handling of human resources problems relating to working conditions, disciplinary actions and employee grievances, and recommends appropriate action.
- Implements management policies and procedures and the provisions of the Personnel Regulations.
- Directs studies and submits recommendations for improvement of human resources policies and

programs.

- Assists the Chief Administrative Officer and other County officials in budgetary matters involving human resources.
- Renders decisions in the interpretation of the Personnel Regulations to County officials and employees.
- Serves as an advisor to the Chief Administrative Officer in human resources matters involving the Merit System and in handling personnel matters of non-merit system agencies and employees.
- Administers development of equal employment opportunity and diversity action plans as well as coordination, investigation, and resolution of EEO complaints filed internally or with outside regulatory agencies.
- Represents the Executive Branch in negotiating collective bargaining agreements with labor unions representing County employees and serves as a member of the County Executive's Labor Relations Policy Committee (LRPC).
- Serves as an ex officio member of the Board of Investment Trustees of the Employees' Retirement System.
- Performs other related duties as required.

KNOWLEDGE, SKILLS AND ABILITIES:

- Extensive knowledge of the principles and practices of human resources management.
- Extensive knowledge of Federal, State and County laws and regulations affecting personnel, equal employment, and collective bargaining.
- Extensive knowledge of local government functions and organizations.
- Skill in planning, developing, implementing and administering a broad range of human resources functions and programs carried out by a large group of employees with a wide range of skills.
- Skill in negotiating agreements which accommodate the conflicting interests and viewpoints of numerous groups and organizations.
- Skill in verbal and written communication sufficient to develop defenses of, and justifications for, decisions reached.
- Skill in establishing and maintaining effective working relationships with other County departments and agencies, labor organizations, and employee groups.
- Ability to attend meetings and perform work assignments at locations outside the office.

RECOMMENDED QUALIFICATIONS:

Experience: Extensive (seven (7) years) experience in human resources administration, with at least four (4) years in a managerial or supervisory capacity which included responsibility for fund and budget administration, program planning, implementation and administration.

Education: Graduation from an accredited college or university with a Master's Degree in Personnel, Public Administration, or other related areas.

Equivalency: An equivalent combination of education and experience may be substituted.

LICENSE: None.

MEDICAL EXAM PROTOCOL: Medical History Review

Class Established: August, 1955

Revised: September, 1972

July, 1987

July, 1994

December, 2002

August, 2013

**MONTGOMERY COUNTY GOVERNMENT
ROCKVILLE, MARYLAND
CLASS SPECIFICATION**

**Code No. 007940
(Non-Merit)**

**DIRECTOR (CHIEF INFORMATION OFFICER),
DEPARTMENT OF TECHNOLOGY SERVICES**

DEFINITION OF CLASS:

This is executive level work directing the operation of the Department of Technology Services. Contacts are with high ranking legislative and executive officials within County Government, officials of equivalent rank in other governmental jurisdictions, and private sector and community organizations or groups. The purposes of the contacts include presenting, justifying and defending controversial positions where conflicting and opposing viewpoints, goals and objectives are strongly advocated and must be reconciled to develop suitable alternatives or arrive at acceptable compromises.

The employee in this class is responsible for the formulation of policy recommendations and establishment and maintenance of information technology standards, as well as the planning, programming, acquisition, installation, and support of information technology systems, telephones, radios and microwave installations. The work is performed under broadly defined missions and functions and general administrative direction with little technical guidance. The employee exercises full and final accountability for all matters associated with completing work assignments including determining the work to be performed and the methods used. Results of the work are considered technically authoritative and evaluated in terms of the Department's role in promoting effective use of information technology systems and telecommunication technology in County Government. Guidelines consist of broad policy directives and basic legislation and require the employee to use considerable judgment in interpreting the intent of the guidelines and generating specific policies and guidance for use by subordinate managers in developing the County's telecommunications and information services. The complexity of the work is reflected in the need for planning, directing and integrating a broad range of information and telecommunications functions, programs and services. The work requires consideration of engineering, information processing, data security and community issues and impacts, and development of solutions that accommodate conflicting objectives from a variety of organizations, groups and individuals. The work of directing the telecommunications and information services function is essential to the mission of the County Government and affects all residents in the County in that almost all departments rely on various supported systems. The work is primarily sedentary, performed in a typical office setting, and subject to common everyday risks.

EXAMPLES OF DUTIES: (Illustrative Only)

- Operates the County's central computer system and provides technical support necessary to generate and maintain all systems software, assess computer hardware and software requirements, and supervise network control activities.
- Formulates policy recommendations and establishes and maintains information technology systems and telecommunication standards.
- Plans, acquires, and programs the installation and support of information technology systems, telephones, radios, microwave installations, and local area networks and their interconnection.
- Reviews decentralized process support systems for policy consistency and compatibility with other governmental systems.
- Provides technical assistance to the cable communications franchise administrator and is responsible for the operation of the non-entertainment broadband cable networks.
- Maintains and enhances the operational effectiveness of the Geographic Base File (GBF).
- Assists County departments in the development and procurement of software that will operate in a decentralized office automation environment.
- Performs other related duties as required.

KNOWLEDGE, SKILLS AND ABILITIES:

- Extensive knowledge of the principles and practices of computer-based information system planning and management.
- Extensive knowledge of communications system technology.
- Extensive knowledge of local government functions and organizations.
- Skill in planning, developing, implementing and administering a broad range of information and telecommunications functions and programs.
- Skill in negotiating agreements which accommodate the conflicting interests and viewpoints of numerous groups and organizations.
- Skill in oral and written communication sufficient to develop defenses of, and justifications for decisions reached.
- Skill in establishing and maintaining effective working relationships with other governmental agencies, private organizations, and the general public.
- Ability to attend meetings and perform work assignments at locations outside the office.

RECOMMENDED QUALIFICATIONS:

Experience: Extensive (seven (7) years) experience in computer technology, telecommunications, or related field with at least four (4) years in a managerial or supervisory capacity which included responsibility for fund and budget administration, program planning, implementation and administration.

Education: Graduation from an accredited college or university with a Master's Degree in computer science, communications technology or related areas.

Equivalency: An equivalent combination of education and experience may be substituted.

LICENSE: None.

MEDICAL EXAM PROTOCOL: Medical History Review.

Class Established: July, 1987

Revised: December, 2002

August, 2013

**MONTGOMERY COUNTY GOVERNMENT
ROCKVILLE, MARYLAND
CLASS SPECIFICATION**

**Code No. 007921
(Non-Merit)**

DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET

DEFINITION OF CLASS:

This is executive level work directing the operation of the Office of Management and Budget. Contacts are with high ranking legislative and executive officials within County Government, officials of equivalent rank in other governmental jurisdictions, and private sector and community organizations or groups. The purposes of the contacts include presenting, justifying and defending positions where conflicting and opposing viewpoints, goals and objectives are advocated and must be reconciled to develop suitable alternatives or arrive at acceptable compromises.

The employee in this class plans, develops, implements, and evaluates a program designed to provide analysis and advice to the County Executive and Chief Administrative Officer concerning: the allocation of resources through the County's program planning and budgeting processes; the effectiveness and efficiency of County programs; and growth and development issues. In carrying out this responsibility, the incumbent develops policies and programs by directing subordinate managers to: prepare and administer the annual operating budget, and six-year Public Services Program, annual capital budget, and six-year Capital Improvements Program; conduct ongoing budgetary reviews and program analyses of agencies for which the County Executive does not prepare annual budgets but for which expenditure recommendations must be made; coordinate departmental work programming and departmental efforts to develop and implement performance measurement and program evaluation activities; and oversee productivity improvement activities including management, organization and system analysis projects. The work is performed under broadly defined missions and functions and general administrative direction.

The employee exercises full and final accountability for all matters associated with completing work assignments including determining the work to be performed and the methods used. Results of the work are considered technically authoritative and evaluated in terms of the effectiveness of the advice in meeting the County Executive's objectives. Guidelines consist of broad policy directives and basic legislation and require the employee to use considerable judgment in interpreting the intent of the guidelines and generating specific policies and guidance for use by subordinate managers in developing various components of the County's programs. The complexity of the work is reflected in the need for planning, directing and integrating budgeting and program planning processes covering a broad range of government functions, programs and services. The work requires consideration of all aspects of County Government operations as well as community issues and impacts, and development of solutions which accommodate conflicting objectives from a variety of organizations, groups and individuals. The work of directing the management and budget program is essential to the mission of the County Government and affects all departments and residents in the County. The work is primarily sedentary, performed in a typical office setting, and subject to common everyday risks.

EXAMPLES OF DUTIES: (Illustrative Only)

- Provides overall direction to the County Executive and Chief Administrative Officer in the formulation of annual operating and capital budgets, the Capital Improvements program, Public Services Program, and County fiscal policy.
- Provides direction in assisting the Chief Administrative Officer in administering the annual operating and capital budgets.
- Directs and assigns various Countywide and other program evaluation and management studies, ensures implementation of systems, and oversees productivity improvement programs to provide greater effectiveness of operations.
- Reviews and advises on development of the County Executive's Annual Growth Policy and on growth and development issues generally.
- Advises on the appropriate utilization of County owned land and facilities.
- Maintains liaison with other County and bi-County government agencies.
- Represents the Office with the County Council and the public.

- Serves as a member of the County Executive's Labor Relations Policy Committee (LRPC) to provide advice to the CE/CAO on collective bargaining.
- Serves as an ex officio member of the Board of Investment Trustees of the Employees' Retirement System.
- Performs other related duties as required.

KNOWLEDGE, SKILLS AND ABILITIES:

- Extensive knowledge of the principles and practices of public administration with particular emphasis on local government planning, programming, budgeting, financial analysis, accounting, program management and evaluation.
- Extensive knowledge of capital improvement programming, budgeting, and related fiscal matters.
- Extensive knowledge of local government functions and organizations.
- Skill in planning, developing, implementing and administering a program to advise County officials on a broad range of functions and programs.
- Skill in negotiating agreements which accommodate the conflicting interests and viewpoints of numerous groups and organizations.
- Skill in verbal and written communication sufficient to develop defenses of, and justifications for, decisions reached.
- Skill in establishing and maintaining effective working relationships with other governmental and bi-County agencies, private organizations, and the general public.
- Ability to attend meetings or perform other assignments at locations outside the office.

RECOMMENDED QUALIFICATIONS:

Experience: Extensive (seven (7) years) experience in general government administration and policy development, budget development and execution, capital program development and administration, program analysis or evaluation or related area with at least four (4) years in a managerial or supervisory capacity which included responsibility for fund and budget administration, program planning, implementation, and administration.

Education: Graduation from an accredited college or university with a Master's Degree in Public or Business Administration, Finance or related areas.

Equivalency: An equivalent combination of education and experience may be substituted.

LICENSE: None.

MEDICAL EXAM PROTOCOL: Medical History Review.

Class Established: March, 1980

Revised: July, 1987

December, 2002

August, 2013

January, 2015

January, 2015

**MONTGOMERY COUNTY GOVERNMENT
ROCKVILLE, MARYLAND
CLASS SPECIFICATION**

**Code No. 007961
(Non-Merit)**

DIRECTOR, OFFICE OF PROCUREMENT

DEFINITION OF CLASS:

This is executive-level work directing the operation of the Office of Procurement. Contacts are with high ranking County legislative and executive branch officials and their equivalents in other governmental jurisdictions and private industry. These contacts are for the purpose of presenting ideas and defending controversial positions where conflicting and opposing viewpoints, goals, and objectives are strongly advocated and must be reconciled to develop suitable alternatives or arrive at acceptable compromises.

An employee in this class plans, develops, coordinates, and evaluates procurement and contract administration policies and programs of the County Government by directing managers to: initiate, carry out, and review purchasing policies and procedures; provide guidance to departments and agencies in contract administration, developing purchase requests, performing cost-price analyses, and reviewing and developing cost-price indices; enhance minority, female or disabled (MFB) business and local small business participation in County procurement activities and ensure compliance with laws and regulations regarding the MFD, Local Small Business Reserve Program and other Procurement compliance programs; and provide administrative support to the Contract Review Committee. The work is performed within the context of County procurement and contracting laws and regulations and under general administrative direction of the Chief Administrative Officer. The employee exercises full and final accountability for all matters associated with completing work assignments, including determining the work to be performed and the methods used. Results of the work are considered technically authoritative and evaluated in terms of the Office's role in meeting its goals and objectives. Guidelines consist of broad policy directives and basic legislation and require the employee to use considerable judgment in interpreting the intent of the guidelines and in generating specific policies and guidance for use by managers in developing various components of the County's procurement and contracting program. The complexity of the work is characterized by the diversity of highly sensitive procurement and contract administration issues and problems found in new and rapidly changing areas of procurement and contract law. These areas require substantial analysis of the legal implications for actions taken. This work directly impacts the business community and public by ensuring fair opportunities to obtain County contracts. The work is sedentary, performed in an office setting and subject to common everyday risks.

EXAMPLES OF DUTIES: (Illustrative Only)

- Plans, develops, implements and evaluates the programs of the Office of Procurement; supervises and evaluates staff.
- Develops and implements policies and procedures; sets procurement priorities through long and short-term planning.
- Develops improved and innovative practices to enhance County procurement and contract administration, including utilization of technology.
- Provides for the review and approval of all formal solicitation documents and resulting contracts.
- Provides for the evaluation of all protests and appealed disputes relative to procurement matters and provides written decisions, irrespective of whether the actions involved were taken by the Office of Procurement or by other County Departments and Agencies.
- Provides final signatory approval on contract documents.
- Oversees the integrity and effectiveness of the Montgomery County procurement function.
- Initiates new legislation, implements and ensures the enforcement of County, State and Federal laws and regulations relating to procurement and contract administration.
- Represents the County Executive or County Government on a variety of boards and committees, and before the County Council, news media and business groups on matters pertinent to procurement and contract administration.

- Provides training support to County Departments and agencies for contract administration.
- Oversees diverse program functions including those pertinent to procurement, minority, female or disabled, local small business and coordination with other County agencies concerning such program functions.
- Develops and implements new procurement sources to enhance opportunities for the business community.
- Provides administrative support to the Contract Review Committee by advising agencies about submission requirements, preparing agenda, ensuring sufficiency of documentation, serving as a voting member, communicating results and implementing its decisions.
- Exercises special procurement authority to deal with emergency circumstances.
- Ensures provision of training courses relative to procurement and contract administration.
- Establishes and maintains effective working relationships with government agencies, County Government officials and citizen/professional/business associations.
- Directs the preparation and administration of the Office's annual budget, ensuring necessary documentation and reports.
- Performs the full range of supervisory duties for a group of professional and support staff approving all matters relating to the work program of the Office of Procurement.
- Performs related duties as required.

KNOWLEDGE, SKILLS AND ABILITIES:

- Extensive knowledge of the methods and techniques, practices and procedures of procurement and contract administration programs.
- Extensive knowledge of the types, characteristics, nomenclature, models, supply sources, and market trends as they apply to the procurement function.
- Extensive knowledge of laws, ordinances, and regulations governing the acquisition of goods, services and construction purchases.
- Extensive knowledge of procurement, including preparation of solicitations, offer evaluation, and contract administration including contract default and termination.
- Knowledge of principles and practices of accounting as they apply to sourcing and procurement records and transactions.
- Knowledge of the principles and practices of public administration as they may apply to the management of a complex government organization.
- Skill in making timely decisions in the light of conflicting priorities; particularly those pertinent to protests, appeals and disputes.
- Skill in planning, directing and coordinating the many functions and activities involved in the application of cost effective procurement and contract administration.
- Skill in negotiating agreements which accommodate the conflicting interests and viewpoints of individuals, groups and contractors.
- Skill in oral and written communication sufficient to develop positions and justifications of decisions reached.
- Ability to establish and maintain effective working relationships with government, community, business and private individuals.
- Ability to supervise support employees.
- Ability to attend meetings and perform work assignments at locations outside the office.

RECOMMENDED QUALIFICATIONS:

Experience: Extensive (7) years' experience in the field of procurement and contract administration or related field with at least four (4) years in a managerial or supervisory capacity which included responsibility for fund and budget administration, program planning, implementation, and administration.

Education: Graduation from an accredited college or university with a Master's Degree in Public or Business Administration or related fields.

Equivalency: An equivalent combination of education and experience may be substituted.

LICENSE: None.

MEDICAL EXAM PROTOCOL: Medical History Review.

Class Established: July, 1989

Revised: December, 2002

Class Abolished: December, 2006

Class Re-established: April, 2015

Appendix B

Question A (Appointed) Class Specifications and Working Job Descriptions

**MONTGOMERY COUNTY GOVERNMENT
ROCKVILLE, MARYLAND
CLASS SPECIFICATION**

Code No. 007854
(Non-Merit)

ASSISTANT CHIEF ADMINISTRATIVE OFFICER

DEFINITION OF CLASS:

This is high level staff work directly supporting the Chief Administrative Officer and County Executive by carrying out a variety of assignments and functions in the executive branch of the County Government. As the incumbent of a non-merit position within Montgomery County Government, the employee will be appointed by the County Executive and confirmed by the County Council. Contacts include the County Executive, Chief Administrative Officer, elected County Council members and their senior staff, department and agency directors, division chiefs, officials from other government jurisdictions, corporate officers representing private sector companies, and representatives of public and private groups for the purpose of presenting, justifying, or defending policies and issues affecting the County Government.

An employee in this class provides staff support and advice to the County Executive or Chief Administrative Officer in designated functional or policy areas. Employees in this class also serve as project managers and task force leaders to study issues and implement actions in a variety of programmatic and management policy areas. The work involves developing major County policy option or issue papers, coordinating urban redevelopment projects, analyzing and making recommendations on proposed County legislation, assisting in preparation and in development of new County legislation, and performing a variety of ad hoc special assignments for the Executive Branch. Assignments are stated in terms of broadly defined functions and areas of responsibility. The employee plans, designs, and carries out major projects, studies, or other work independently with little or no technical guidance. The work product or service is generally considered technically authoritative. The employee uses considerable judgment to interpret stated and written guidelines and to develop new criteria to evaluate programmatic issues or propose new management policies. The complexity of the work is characterized by a variety of duties that must be applied to new and unprecedented assignments and activities requiring extensive analysis. The work involves isolating and defining unknown or unprecedented conditions and developing new criteria to evaluate the effectiveness and efficiency of County Government programs and processes. The work also involves developing policy recommendations impacting major programmatic and management functions in the County government. The work takes place in a normal office environment and involves no significant hazards or physical demands. Most employees in this class supervise staff by assigning and reviewing work, setting work standards, and acting on a variety of personnel matters affecting these employees.

EXAMPLES OF DUTIES (Illustrative Only):

- Coordinates, reviews, and prepares administrative procedures, executive regulations, and official testimony to ensure the appropriateness of the content prior to official issuance, and has signature authority for various administrative and legal documents.

- Directs the preparation of responses to selected correspondence, including interdepartmental coordination, on multiple issues for the County Executive's or Chief Administrative Officer's signature.
- Assists in the development, preparation, and review of all County legislation for the Executive Branch and provides liaison to departments and agencies.
- Provides advice and recommendations to the County Executive, Chief Administrative Officer, or other senior County officials regarding methods to implement public policy decisions affecting broad County Government operations or programs.
- Resolves or mediates issues involving controversy between citizens and proposed or current government activity.
- Organizes and works with interagency committees to develop policy documents and recommendations in a variety of functional areas and provides advice on budget, program proposals, and other matters affecting these areas to the County Executive or Chief Administrative Officer.
- Serves as legislative liaison for the Executive Branch and is responsible for communicating, researching, monitoring, analyzing, and advising on legislative issues and County Council activities.
- Coordinates special projects such as urban redevelopment activities or programs and serves as project manager to oversee project implementation.
- Performs citizen or community outreach services and coordinates the County Government's responses to public inquiries.
- Coordinates office staff activities, office automation services, and information retrieval and referral services for the Offices of the County Executive and Chief Administrative Officer.
- Performs special, ad hoc assignments such as researching issues, conducting studies, performing analyses, and developing recommendations on a variety of management and policy issues.
- Serves as project manager, committee chair, or task force leader to implement projects or study issues, as requested.
- Performs other related duties as required.

KNOWLEDGE, SKILLS AND ABILITIES:

- Extensive knowledge of the principles, practices, and techniques of planning, formulating, analyzing, and implementing management and program policies and strategies.
- Extensive knowledge of multiple major County Government program areas.
- Skill in negotiating agreements with government and private sector organizations.
- Skill in verbal and written communication sufficient to develop defenses of, and justification for, recommended courses of action.
- Skill in conducting or directing program evaluation and organizational management studies, and analyzing complex policy issues, organizational structures, and management problems.
- Skill in managing medium to large scale projects involving coordination of multiple departments or agencies.
- Ability to deal with people tactfully, effectively, and equitably.
- Ability to attend meetings and perform assignments at locations outside the office.

RECOMMENDED QUALIFICATIONS:

Experience: Extensive (six (6) years) professional administrative and/or high level staff experience involving program evaluation, management analysis, program management, or similar activities.

Education: Graduation from an accredited college or university with a Master's degree in Public or Business Administration or related fields.

Equivalency: An equivalent combination of experience or education may be substituted.

MEDICAL EXAM PROTOCOL: Medical History Review.

Class Established: June, 2007

Revised: August, 2013

**MONTGOMERY COUNTY GOVERNMENT
ROCKVILLE, MARYLAND
CLASS SPECIFICATION**

**Code No. 007825
(Non-Merit)**

ASSISTANT CHIEF OF POLICE

DEFINITION OF CLASS

This is senior level management work directing, coordinating and managing the administrative and operational activities of one of the three bureaus within the Police Department. This position reports to the Chief of Police. The employee in this non-merit position is appointed by the County Executive and confirmed by the County Council.

The employee in this class is responsible for ensuring the delivery of police services to the citizens of the County as well as providing leadership, direction and support to Police Department personnel. Employee is responsible for designing, developing and implementing Police Department policies, strategies and programs that directly impact the participants and communities within the County, and explaining initiatives to employees, citizen and business groups and government representatives to gain understanding and support.

EXAMPLE OF DUTIES: (Illustrative Only)

- Represents the County government and Chief of Police in various forums concerning controversial and sensitive police matters by explaining the County's goals and objectives, by responding to questions, misunderstandings, and apprehension, and by gaining the support of groups being addressed.
- Manages a large organizational unit by assigning work priorities to subordinate units in response to organizational needs; overseeing the development and implementation of County, Department and unit operating and administrative procedures and memoranda of understanding with other agencies.
- Sets standards for individual and organizational unit performance and coordinates evaluations, and any disciplinary action within appropriate County, collective bargaining and departmental policies and procedures.
- Provides research, advice and recommendations to the Chief on a variety of police issues and concerns in order to develop new and innovative solutions, programs, policies and procedures.
- Works with other departments of County Government, outside agencies and community and business leaders and organizations to address and resolve work problems, coordinate work efforts, develop partnerships and programs, and present and clarify the County and Department's position on issues and operations.
- Oversees preparation and administration of organization's operating budget, including providing testimony before the County Executive and County Council.
- Reviews and approves correspondence and reports prepared by subordinate employees for signature of the Police Chief.
- Performs other related duties including those of sworn officers generally.

KNOWLEDGE, SKILLS AND ABILITIES:

- Knowledge of modern management and supervisory principles and practices.
- Knowledge of legislation and developments in the field of law enforcement including police administration, patrol techniques, criminal investigations, crime prevention and the criminal justice system.
- Ability to plan, organize, coordinate, lead and otherwise direct large scale and complex police projects and programs and to resolve administrative and operational issues.

- Ability to establish and maintain effective working relationships with other County officials and Federal and State officials, civic and business leaders, union representatives and the general public, particularly in situations where competing and conflicting concerns, interests, goals and/or objectives require both understanding and resolution.
- Note: Must be physiologically and psychologically able to perform the essential functions of the job and be able to effectively use police weapons/equipment and vehicles in emergency conditions.

MINIMUM QUALIFICATIONS:

Experience: Extensive leadership experience in police work, five (5) years of which were in a management level capacity (Lieutenant or above), one (1) year of which was at a level of Police Captain or equivalent with the Montgomery County Police Department or other jurisdiction.

Education: Possession of a Bachelor's Degree from an accredited college or university.

Equivalency: None.

LICENSE:

- Possession and maintenance at all times of a valid Class "C" (or equivalent) driver's license from the applicant's state of residence.
- MD Police Certification or ability to obtain certification within six months of appointment may be required. Failure to obtain certification within 6 months could result in termination.

Note: There will be no substitutions for this section.

MEDICAL EXAM PROTOCOL: Core I Exam.

Class Established: July, 2004

Revised: August, 2013

January, 2015

**MONTGOMERY COUNTY GOVERNMENT
ROCKVILLE, MARYLAND
CLASS SPECIFICATION**

Code No. 007850
(Non-Merit)

DIRECTOR, OFFICE OF COMMUNITY PARTNERSHIPS

DEFINITION OF CLASS:

This is senior level staff and administrative work directly supporting the County Executive and Chief Administrative Officer by supervising the Office of Community Partnerships and coordinating all community relations and outreach activities for the County Executive. As the incumbent of a non-merit position within Montgomery County Government, the employee will be appointed by the County Executive and confirmed by the County Council. A key element of the work of this position is developing publicly responsive and fiscally sound recommendations and solutions to high profile, politically sensitive issues and situations.

An employee in this class manages and coordinates the County Executive's community outreach activities including, but not limited to, developing policy for creating partnerships between the community and the County government; planning and implementing community partnership programs; identifying and communicating the community's needs and concerns to the County Executive; and assessing, coordinating, and facilitating the delivery of County government services to the community. Contacts are with individuals and groups within or outside the County government, including elected and appointed officials, department heads and other managers, community, civic, and business leaders, advisory boards and committees, and representatives of Federal and other local government agencies. The complexity of the work is characterized by a wide range of activities involving new, unprecedented issues that require extensive analysis.

EXAMPLES OF DUTIES (Illustrative Only):

- Meets with community, business, and civic leaders to exchange information, identify community needs, facilitate service delivery, and achieve consensus among community representatives with divergent interests.
- Promotes communication with community leaders and organizations to improve and enhance delivery of services.
- Identifies, analyzes, and develops recommendations to address problems and issues associated with County government programs and community relations, and communicates issues and concerns to County government and community leaders.
- Advises the County Executive, County Council members, and other County government officials on the status and impact of County policies, programs, and services and highlights potential problems and issues that should be addressed.
- Presents and defends County government policies, programs, and services to community leaders and business groups.
- Maintains close and open communication with County Council members.
- Coordinates functions with the County Executive, Chief Administrative Officer, department heads, Regional Services Center Directors, and other senior County government staff to effect timely delivery of services and responses to citizen requests or inquiries.

- Works with department management and other County government staff to exchange information, develop initiatives, and resolve problems associated with County government programs having community impact.
- Represents the County Executive before community, business, civic, and public interest groups, and on interagency and intergovernmental task forces concerning County government-related programs and issues.
- Develops an annual report on County government programs that impact the community and assesses data on program efficiency.
- Manages the budget of the Office of Community Partnerships.
- Performs related duties as required.

KNOWLEDGE, SKILLS AND ABILITIES:

- Extensive knowledge of the principles and techniques of planning, formulating, analyzing, and implementing management and programmatic policies and strategies.
- Extensive knowledge of program areas relating to the County government and their impact on the community.
- Skill in negotiating agreements, defending positions, and presenting information to public and private sector leaders.
- Skill in conducting or directing program evaluation/management studies and analyzing complex policy issues having public impact.
- Skill in developing consensus and team building.
- Ability to analyze community problems and develop sound and appropriate recommendations.
- Ability to effectively communicate.
- Ability to work independently and exercise tact and judgment in dealing with community groups.
- Ability to promote and maintain good working relationships with management staff and representatives of public and private organizations.
- Ability to attend meetings and perform assignments at locations outside the office.

RECOMMENDED QUALIFICATIONS:

Experience: Extensive (seven (7) years) professional administrative experience in the area of public relations or program management in appropriate fields.

Education: A Bachelor's degree from an accredited college or university in Public or Business Administration, or a related field.

Equivalency: An equivalent combination of experience or education may be substituted.

LICENSE: None.

MEDICAL EXAM PROTOCOL: Medical History Review.

Class Established: June, 2007
Revised: August, 2013
 October, 2014

MONTGOMERY COUNTY GOVERNMENT
ROCKVILLE, MARYLAND
CLASS SPECIFICATION

Code No. 007848
(Non-Merit)

DIRECTOR, REGIONAL SERVICES CENTER

DEFINITION OF CLASS:

This is executive level professional work directing the operation of a regional government services center. A Director of a Regional Services Center assesses, coordinates, and facilitates the delivery of public services in a geographical region of the County and provides recommendations to resolve problems and develop public policy affecting the region. As this is a non-merit position within Montgomery County Government, the employee will be appointed by the County Executive and confirmed by the County Council. Principal contacts are with elected and appointed officials and senior staff of the County government, civic and business leaders in the community, appointed advisory boards and committees, and officials and staff of County-funded agencies, local municipalities, and State and Federal agencies.

This position is responsible for managing the staff and operations of a Regional Services Center. Assignments are varied and work is characterized by conflicting requirements and competing priorities that are of interest or concern to the community and the County. This work requires a thorough understanding of the organization, operation, philosophy, and priorities of the Montgomery County government; the organization and operation of other public agencies; and the physical, demographic, and economic characteristics of the region and public and private sector programs and services. Work is performed, independently under broad administrative supervision with some assignments coming directly from the County Executive or Chief Administrative Officer, while other work is generated by employee through the process of identifying community needs. Assignments are stated in terms of broadly defined missions or functions with little technical guidance or specific strategies. Work is reviewed by the Chief Administrative Officer through reports, conferences, and observation of results. An employee in this position may seek guidance from the Chief Administrative Officer on problems or issues that may be politically sensitive or controversial. The work affects civic and business leaders in the community, appointed advisory boards and committees, officials and staff of County-funded agencies, local municipalities, and State and Federal agencies operating in the community. The work is primarily sedentary, performed primarily in office settings, and subject to usual everyday risks.

EXAMPLES OF DUTIES (Illustrative Only):

- Exchanges information concerning community needs and problems with community groups, private sector organizations or businesses, and State and Federal agencies.
- Works with Citizens Advisory Board and other business and civic leaders as a representative of the County Executive and County.
- Advises the County Executive, County Council members, Chief Administrative Officer, and other County government officials on the status and impact on the region of public policies, programs, and services and advises on potential problems or issues which will need to be addressed.
- Identifies and assesses community needs, concerns, and gaps in services, taking appropriate action in cooperation with department directors to resolve problems or recommend appropriate action to the Chief Administrative Officer.

- Maintains close and open communication with County Council members, including adherence to any Memorandum of Understanding that may exist between the County Council and the County Executive.
- Directs and oversees operation of the Regional Services Center, supervises administrative staff, develops and monitors budget, and oversees and coordinates program activities with other departments and agencies.
- Decides on programs and services to be located at the Center and serves as administrative manager of the physical facility.
- Mediates major regional conflicts that may occur between community groups, business groups, and County government.
- Establishes and maintains, on behalf of the County Executive, regular communication channels with local citizen associations.
- Initiates and supports community identity projects, such as cultural fairs, neighborhood festivals, or business/civic trade fairs.
- Represents the County government before business, community, and civic groups and on interagency and intergovernmental task forces to address regional problems or issues.
- Directs the staff and operations of a related satellite center and plans, develops, and evaluates the programs and activities at the center.
- Convenes and provides primary staff support for Site Evaluation Committees charged with finding and evaluating sites for County capital facilities, such as recreation and community centers, fire stations, and police stations.
- Performs other related duties as required.

KNOWLEDGE, SKILLS AND ABILITIES:

- Current and thorough knowledge of principles and practices of management, public policy formulation, public administration, and finance.
- Extensive knowledge of the principles and practices of community and economic development, community planning, land use planning processes.
- Extensive knowledge of the organizations and operations of Montgomery County government.
- Ability to analyze community problems, identify key issues in a complex situation, and develop sound and appropriate recommendations.
- Ability to establish and maintain effective working relationships with government and elected officials and community and business groups.
- Ability to facilitate and develop public/private partnerships.
- Extensive skills in oral and written communication in order to effectively present "the big picture" to competing factions, to frame issues, and encourage public debate.
- Knowledge of budget and financial control, human resource management, procurement, and other administrative functions.
- Skill in negotiating agreements that accommodate the conflicting interests and viewpoints of numerous groups and organizations.
- Skill in timely and responsive decision making; involving appropriate others in the process, and modifying decisions as new information becomes available.
- Ability to attend meetings or perform other assignments at locations outside the office.

RECOMMENDED QUALIFICATIONS:

Experience: Extensive (seven (7) years) professional administrative and/or high level staff experience involving public relations, program evaluation, management analysis, program management, or similar activities, four (4) years of which must have been in a supervisory or administrative capacity.

Education: Graduation from an accredited college or university with a Master's degree in Public or Business Administration or related fields.

Equivalency: An equivalent combination of education and experience may be substituted.

MEDICAL EXAM PROTOCOL: Medical History Review.

Class Established: June, 2007

Revised: August, 2013

January, 2015

**MONTGOMERY COUNTY GOVERNMENT
ROCKVILLE, MARYLAND
CLASS SPECIFICATION**

**Code No. 007804
Grade M1**

CHIEF, AGING AND DISABILITY SERVICES

DEFINITION OF CLASS:

This is supervisory and administrative work directing Aging and Disability Services operations within the Department of Health and Human Services. The employee in this position will be appointed by the County Executive and confirmed by the County Council. This is a non-merit position within the Montgomery County Government. The position reports directly to the Director of the Department of Health and Human Services. Key responsibilities of the position include providing oversight and leadership of Aging and Disability Services program operations consistent with the County Council's Health and Human Services Policy; membership on the Department's management team, which oversees and ensures a fully integrated public health and human services system which is customer friendly, fiscally and programmatically effective. The Aging and Disability Services Chief promotes collaboration with and among public and private agencies in order to address the needs of the aging and disabled.

EXAMPLES OF DUTIES:

- Plans, leads, and supervises staff activities in implementing the core program service functions of assessment, policy development, education, and quality assurance for aging and disabled populations.
- Promotes and fosters partnerships with public and private agencies in order to assure a well coordinated system of services for the aging and disabled.
- Assures the effectiveness of Aging and Disability Service programs and policies through conducting evaluations and customer feedback.
- Assures effective fiscal and management controls.
- Ensures the provision of adequate and relevant staff training.
- Assists the Director in the development and implementation of an integrated health and human services system.
- Maintains communications and represents Aging and Disability Services to clients, the general public, and to Federal, State, and local agencies and officials.
- Ensures that employees at all levels are encouraged to participate in program and policy development.
- Performs other related duties as required.

KNOWLEDGE, SKILLS AND ABILITIES:

- Extensive knowledge of aging and disability principles and issues, and of developments in applicable Federal and State regulations and programs.
- Thorough knowledge of, and commitment to customer service and client focused service delivery.
- Ability to lead, plan, implement, and evaluate aging and disability service programs.
- Ability to establish collaborative and cooperative approaches to achieving goals.
- Ability to establish and maintain effective and cooperative working relationships with management staff, interdisciplinary team members, representatives of public/private and community groups, elected officials, and the general public.
- Ability to attend meetings or perform other assignments at locations outside the office.

RECOMMENDED QUALIFICATIONS:

Experience: Extensive (seven (7) years) human service experience, to include five years of professional experience in the administration of programs for aging and disabled populations.

Education: Graduation from an accredited college or university with a Master's Degree in a human service or public administration field.

Equivalency: An equivalent combination of education and experience may be substituted.

LICENSE: None.

MEDICAL EXAM PROTOCOL: Medical History Review.

Class Established: September 1995

Revised: August, 2013

**MONTGOMERY COUNTY GOVERNMENT
ROCKVILLE, MARYLAND
CLASS SPECIFICATION**

**Code No. 007801
Grade M1**

**CHIEF, BEHAVIORAL HEALTH AND CRISIS SERVICES
DEPARTMENT OF HEALTH AND HUMAN SERVICES**

DEFINITION OF CLASS:

This is supervisory and administrative work directing Behavioral Health and Crisis Services operations within the Department of Health and Human Services. The employee in this position will be appointed by the County Executive and confirmed by the County Council. This is a non-merit position within the Montgomery County Government. The incumbent of this position reports directly to the Director of the Department of Health and Human Services. Key responsibilities of the position include providing oversight and leadership of Behavioral Health and Crisis Services program operations consistent with the County Council's Health and Human Services Policy; membership on the Department's management team, which oversees and ensures a fully integrated public health and human services system which is customer friendly and fiscally and programmatically effective. The Chief of Behavioral Health and Crisis Services promotes collaboration with and among public and private agencies in order to address crisis, mental health, and substance abuse issues.

EXAMPLES OF DUTIES: (Illustrative Only)

- Plans, leads, and supervises staff activities in implementing the core Behavioral Health and Crisis Service functions of assessment, policy development, education, and quality assurance.
- Promotes and fosters partnerships with public and private agencies in order to assure a coordinated system of Behavioral Health and Crisis services.
- Assures the effectiveness of Behavioral Health and Crisis Service programs and policies through conducting evaluations and assessing customer feedback.
- Assures effective fiscal and management controls.
- Ensures the provision of adequate and relevant staff training.
- Assists the Director in the development and implementation of an integrated health and human services system.
- Maintains communications and represents Behavioral Health and Crisis Services to clients, the general public, and to federal, State, and local agencies and officials.
- Ensures that employees at all levels are encouraged to participate in program and policy development.
- Performs other related duties as required.

KNOWLEDGE, SKILLS AND ABILITIES:

- Extensive knowledge of behavioral health and crisis principles and issues, and of developments in the mental health and public health regulatory fields.
- Thorough knowledge of, and commitment to, customer service and client-focused service delivery.
- Ability to lead, plan, implement, and evaluate behavioral health and crisis programs and services.
- Ability to establish collaborative and cooperative approaches to achieving goals.
- Ability to establish and maintain effective and cooperative working relationships with management staff, interdisciplinary team members, representatives of public/private and community groups, elected officials, and the general public.
- Ability to attend meetings or perform other assignments at locations outside the office.

RECOMMENDED QUALIFICATIONS:

Experience: Seven (7) years of progressively responsible professional experience in organizational management or in behavioral health and crisis service programs, four (4) years of which were in a supervisory or executive capacity.

Education: Graduation from an accredited college or university with a Master's Degree in a public health, human services, or public administration field.

Equivalency: An equivalent combination of education and experience may be substituted.

LICENSE: None.

MEDICAL EXAM PROTOCOL: Medical History Review.

Class Established: September, 1995

Revised: February, 2004

August, 2013

Formerly Titled: "Chief, Adult Mental Health/Substance Abuse Services"

**MONTGOMERY COUNTY GOVERNMENT
ROCKVILLE, MARYLAND
CLASS SPECIFICATION**

**Code No. 007803
Grade M1**

CHIEF, CHILDREN, YOUTH AND FAMILY SERVICES

DEFINITION OF CLASS:

This is supervisory and administrative work directing Children, Youth and Family Services operations within the Department of Health and Human Services. The employee in this position will be appointed by the County Executive and confirmed by the County Council. This is a non-merit position within the Montgomery County Government. The position reports directly to the Director of the Department of Health and Human Services. Key responsibilities of the position include providing oversight and leadership of Children, Youth and Family Services program operations consistent with the County Council's Health and Human Services Policy; membership on the Department's management team, which oversees and ensures a fully integrated public health and human services system which is customer friendly, fiscally and programmatically effective. The Chief, Children, Youth and Family Services promotes collaboration with and among public and private agencies in order to address children, youth, and family service issues.

EXAMPLES OF DUTIES: (Illustrative Only)

- Plans, leads, and supervises staff activities in implementing the core children, youth and family service functions of assessment, policy development, education, and quality assurance.
- Promotes and fosters partnerships with public and private agencies in order to assure a well coordinated system of children, youth and family services, and assures continuity of care for youth transitioning to adult services.
- Assures the effectiveness of Children, Youth and Family Service programs and policies through conducting evaluations and customer feedback.
- Assures effective fiscal and management controls.
- Ensures the provision of adequate and relevant staff training.
- Assists the Director in the development and implementation of an integrated health and human services system.
- Maintains communications and represents Children, Youth and Family Services to clients, the general public, and to Federal, State, and local agencies and officials.
- Ensures that employees at all levels are encouraged to participate in program and policy development.
- Performs other related duties as required.

KNOWLEDGE, SKILLS AND ABILITIES:

- Extensive knowledge of children, youth, and family service principles and issues, and of developments in applicable regulations.
- Thorough knowledge of, and commitment to customer service and client focused service delivery.
- Ability to lead, plan, implement, and evaluate children, youth, and family service programs.
- Ability to establish collaborative and cooperative approaches to achieving goals.
- Ability to establish and maintain effective and cooperative working relationships with management staff, interdisciplinary team members, representatives of public/private and community groups, elected officials, and the general public.
- Ability to attend meetings or perform other assignments at locations outside the office.

RECOMMENDED QUALIFICATIONS:

Experience: Extensive (seven (7) years) human services experience, to include five years of professional experience in the administration of children, youth, and family service programs.

Education: Graduation from an accredited college or university with a Master's Degree in a human service or public administration field.

Equivalency: An equivalent combination of education and experience may be substituted.

LICENSE: None.

MEDICAL EXAM PROTOCOL: Medical History Review.

Class Established: September 1995
Revised: August, 2013

Appendix C
Management Leadership Service (MLS) Class Specifications and Working Job Descriptions

**MONTGOMERY COUNTY GOVERNMENT
ROCKVILLE, MARYLAND
CLASS SPECIFICATION**

**Code No. 000110
Grade MI**

MANAGEMENT LEADERSHIP SERVICE MANAGER I

DEFINITION OF CLASS:

A position in this class functions in one of the following three high level management roles: 1) director of a principal, mission-critical office or equivalent organizational unit who reports directly to the County Executive or Chief Administrative Officer; exercises delegated full line management responsibility for human capital and financial resources of the organization; and plans, develops, implements and evaluates policies and work programs; typically characteristic of merit executive directors of principal offices or equivalent entities of the executive branch; **or**, 2) deputy director (or equivalent) of a major department or agency who reports directly to an appointed department/agency head or equivalent; and, exercises delegated, line, operational management responsibility for human capital and financial resources of the entire department/agency or for multiple subordinate organizations comprising a significant component (i.e., over 100 FTEs and \$125 million budget or over 500 employees and multiple mission-critical programs/functions) of an exceedingly large department/agency; typically characteristic of deputy directors (or equivalent) with significant authority and impact regarding the department/agency overall resources, mission, goals, objectives, and/or major policy determinations of the department/agency; **or**, 3) senior expert advisor reporting directly to the County Executive or the Chief Administrative Officer and responsible for providing advice, recommendations, and assistance on matters of major policy development and decision making covering administration of the County government; typically characteristic of senior advisors representing and assisting the Chief Administrative Officer in providing oversight of County Government programs and services.

Positions in this class possess mastery of advanced level management principles and skill combined with mastery of and recognized expertise in a professional or administrative field related to the job (or subject area) in order to: manage and integrate multiple, functionally diverse, and mission-critical organizational units (i.e., multiple divisions) within a moderate to large sized County department/agency; **or** to manage and integrate multiple, large, mission critical organizational units (i.e., multiple sections) within a division of the largest County department/agency; **or**, to provide, directly to the CE/CAO, policy and management advisory services regarding County-wide issues cutting across organizational and functional boundaries. Management focus is on strategic, mission critical planning (multi-year and longer-range) and policymaking with appropriate tactical overview and action in response to major changes in legislation, appropriations, County infrastructure, County mission or matters of comparable level and scope. Policy development and planning responsibilities include determination on own authority or in consultation with appointed officials such matters as overall organizational structure, implementation of new initiatives, allocation of major resources, and resolution of problems in consideration of influences on other inside or outside organizations. Frequent contacts include elected or appointed officials and top echelon managers throughout the County Government and their key staff, influential individuals or organized groups outside the County Government, and high level officials of Federal, State and regional local governments. The purpose of such contacts is to advance fundamental goals and objectives of one or more major County departments/agencies; and/or to formulate, defend, and reach consensus on major policies or commitment of major resources vital to the effective administration of County programs and services when intense opposition, competing objectives, or comparable issues are at stake.

Work is performed under broad administrative direction of an appointed official with little or no technical guidance and final results are evaluated in terms of effectiveness in establishing broad policy and management directives in critical, mission-related areas. Judgment and decisions are guided by broadly stated legislation, regulations, and/or county policies and practices. An employee in this class reports directly to the County Executive and/or the Chief Administrative Officer and is accountable for providing top echelon management and policy advisory services in the development and implementation of policies and major programs; **or**, reports directly to the County Executive and/or the Chief Administrative Officer and is accountable for directing an organizational unit of high importance to the County; **or**, reports directly to an appointed department head and is accountable, as deputy director (or equivalent), for line management of all fiscal and human resources of an entire department/agency or the fiscal and human resources of a significant portion of the County's largest departments/agencies. The work impacts strategic County business management (policy making, budgeting, staffing and/or resources allocation) of a very large organizational entity (i.e., department/agency or equivalent) and, directly or indirectly, impacts the provision of major, central County services to a large segment of the public.

The criteria for assignment of a position to the MLS is defined in the Personnel Regulations, Section 9-4(j)(1).

KNOWLEDGE, SKILLS AND ABILITIES:

- Extensive knowledge and masterful utilization of the principles, practices, and techniques of management to plan, formulate, analyze, integrate, and implementing broad programmatic and business strategies and policies.
- Extensive knowledge of the principles, practices, methods, and techniques of a subject/technical area germane to the organization managed.
- Extensive knowledge of and ability to apply knowledge of County budget, fiscal, and human resource regulations and requirements.
- Extensive knowledge of long and short range strategic program planning and evaluation techniques and methods, and ability to look to the future with a broad perspective.
- Some positions may require an employee to have in in-depth knowledge of selected Federal, State and County laws and regulations which are germane to the position assignment.
- Ability to cooperate with and fully support the goals and objectives of intra and interagency programs and activities.
- Skill and ability to manage a major department or agency (or equivalent organization), set priorities, anticipate problems, develop contingency plans, and monitor achievement of broad program goals and objectives.
- Skill in interpersonal relations and ability to establish and maintain effective working relationships with other government staff, civic, community and private groups; ability to effectively represent the organization on policy matters and controversial questions; skill in negotiating agreements which accommodate the conflicting interests and viewpoints of numerous groups and organizations.
- Ability to lead, inspire, motivate, evaluate and counsel subordinate supervisory staff and to delegate responsibility to them, as appropriate.
- Ability to communicate clearly, concisely and effectively; listen effectively and share information internally and externally.
- Ability to attend meetings and/or perform assignments at locations outside the office.

MINIMUM QUALIFICATIONS:

Experience: Seven years of progressively responsible professional experience in organizational management or in a field related to the assigned area, four years of which were in a supervisory or executive capacity. *Note: The term "executive" is further defined as a high echelon or high level position in an organization that is assigned technical research, management advisory services responsibilities, or policy-making duties and responsibilities that exert considerable influence on organizational policy, plans, and operations (e.g., County positions at Grade 30 or above).*

Education: Graduation from an accredited college or university with a Master's Degree.

Equivalency: An equivalent combination of education and experience may be substituted.

Note: Based upon legislative requirements, some positions may be subject to different minimum qualifications.

LICENSE: None.

PROBATIONARY PERIOD:

Individuals *appointed* to this class will be required to serve a probationary period of twelve (12) months. Individuals *promoted* to this class will be required to serve a probationary period of six (6) months. During the probationary period, performance will be carefully evaluated. Continuation in this class will be contingent upon successful completion of the probationary period.

MEDICAL EXAM PROTOCOL: Medical History Review*

*Unless otherwise noted on individual position description.

Class Established: July, 1998

Revised: May, 2002

May, 2006

August, 2013

September, 2014

**MONTGOMERY COUNTY GOVERNMENT
ROCKVILLE, MARYLAND
CLASS SPECIFICATION**

**Code No. 000111
Grade M2**

MANAGEMENT LEADERSHIP SERVICE MANAGER II

DEFINITION OF CLASS:

A position in this class functions as the director of an organizational unit of a major department/agency; delegated full line management responsibility for planning, development, and implementation of broad, operational, mission-related departmental/agency programs, functions, and/or services having critical impact on the accomplishment of departmental/agency goals and objectives; organizational unit managed represents a moderate to large workforce comprised of managers, supervisors, and/or individual contributors; allocation of resources is determined from among multiple, competing needs of diverse programs, functions, and services within the sub-units of the organizational unit managed; budgeted resources are balanced with the mission and objectives of the organization managed; policy determinations and operational decisions of major scope and impact are made in conjunction with the department director. This class typically applies to division chiefs reporting directly to an appointed department director/deputy director; or, to a select few section chiefs reporting to a deputy director or an equivalent level in the County's largest departments. Also included in this class are a select few positions functioning as senior level staff person to a department head or higher with responsibility for providing analysis, advice, recommendations, and assistance to and a representational function for the elected or appointed officials to whom they report on matters of policy development and decision making covering one or more major technical programs related to areas of County-wide significance.

Work requires mastery of managerial principles and skill combined with advanced knowledge in a professional or administrative field related to the job (or subject area) in order to either 1) manage one or more organizational units (generally comprising a division) with at least one subordinate unit comprising a major mission-critical, operational program, function, or service of a department or agency; **or**, 2) provide management advisory services to a department head or higher level in major technical, program-related areas of County-wide significance. Management focus is on strategic (annual/multi-year) planning and tactical (day-to-day) actions with emphasis on strategic business management (policy making, budgeting, staffing, resources allocation). Work involves resolution of very complex and sensitive problems referred by the department director and/or subordinate supervisors or staff and potentially resulting in significant and fundamental changes to the organization. Substantial input and influence on policy is provided. Contacts include elected or appointed officials of the County government and more frequent contact with their staff as well as representatives and key staff of influential special interest groups, local community and business officials, and Federal, State, and regional local government managers regarding matters relevant to the programs and services managed. The purpose of such contacts is to represent higher management and/or the organizational unit(s) managed in presenting, justifying, defending, gaining compliance, obtaining or committing resources, and resolving issues of considerable consequence to the organizational unit(s).

Work is performed independently under general administrative supervision from an appointed official or a top echelon manager and final results are evaluated for effectiveness in establishing policies and achieving goals and objectives integral to department/agency level mission and purpose. Judgments and decisions are guided by broad guidelines within the context of regulations, legislation, and/or County policies and practices. An employee in this class reports directly to an appointed department/agency head, an appointed official below the department/agency head level, or a deputy director (or deputy director equivalent). At this level, the employee is accountable for either 1) managing and controlling resources of a major organizational entity comprising one or more major, mission-critical, operational programs, functions, and/or services spanning significant organizational breadth within a

department/agency; **or**, 2) providing analytical and advisory services regarding major, complex, mission-critical operational programs and/or policy issues. The work impacts the management of considerable fiscal and/or human resources or the provision of high-level policy advisory services that are essential to accomplishment of major, mission-essential services and operations of a department and, directly or indirectly, impact the provision of county-wide services to the public.

The criteria for assignment of a position to the MLS is defined in the Personnel Regulations, Section 9-4(j)(1).

KNOWLEDGE, SKILLS AND ABILITIES:

- Extensive knowledge of the principles, practices and techniques of planning, formulating, analyzing and implementing management and programmatic policies and strategies appropriate to organize and manage a major organizational unit.
- Extensive knowledge of current trends and issues affecting the program area of assignment.
- Extensive knowledge of and ability to apply knowledge of budget and financial control or human resource management.
- Some positions may require extensive knowledge of procurement, contract development and administration and other administrative functions.
- Some positions may require an employee to have in-depth knowledge of selected Federal, State and County laws and regulations which are germane to the position assignment.
- Ability to design, implement, monitor and modify programs, methods, operating procedures, and/or regulations; to develop and present options and alternatives; and, to develop innovative solutions to difficult problems related to area of assignment.
- Ability to prepare or direct the preparation of complex reports and studies, the analysis and interpretation of independent research and findings, and the review and analysis of proposed legislation and County policies.
- Ability to manage a moderate to large organization and supervise the work of employees engaged in the performance of professional, administrative, or labor/trades work related to area of assignment.
- Ability to strategically plan, direct, and administer diverse operations of the assigned organizational unit(s).
- Ability to delegate work appropriately in order to achieve desired results in an efficient manner.
- Ability to communicate effectively orally and in writing, including the presentation of complex and/or technical information to lay audiences.
- Ability to establish and maintain effective working relationships with departmental administrators and managers, senior program management staff, representatives of public and private sector agencies, business and community groups and organizations.
- Ability to attend meetings and perform work assignments at locations outside the office.

MINIMUM QUALIFICATIONS:

Experience: Seven years of progressively responsible professional experience in a field related to the assigned area, three years of which were in a supervisory or executive capacity. *Note: The term "executive" is further defined as a high echelon or high level position in an organization that is assigned technical research, management advisory services responsibilities, or policy-making duties and responsibilities that exerts considerable influence on organizational policy, plans, and operations through technical research, management advisory services, and/or policy-making duties and responsibilities (e.g., County positions at Grade 30 or above).*

Education: Graduation from an accredited college or university with a Bachelor's Degree.

Equivalency: An equivalent combination of education and experience may be substituted.

Note: Based upon legislative requirements, some positions may be subject to different minimum qualifications.

LICENSE: None.

PROBATIONARY PERIOD: Individuals *appointed* to this class will be required to serve a probationary

period of twelve (12) months. Individuals *promoted* to this class will be required to serve a probationary period of six (6) months. During the probationary period, performance will be carefully evaluated. Continuation in this class will be contingent upon successful completion of the probationary period.

MEDICAL EXAM PROTOCOL: Medical History Review.*

*Unless otherwise noted on individual position description for a position assigned to this class.

Class Established: July, 1998

Revised: May, 2002

May, 2006

August, 2013

September, 2014

**MONTGOMERY COUNTY GOVERNMENT
ROCKVILLE, MARYLAND
CLASS SPECIFICATION**

**Code No. 000112
Grade M3**

MANAGEMENT LEADERSHIP SERVICE MANAGER III

DEFINITION OF CLASS:

Positions in the class direct the operations and multiple resources of a small to moderately large organizational unit within a department/agency; unit staff is comprised of supervisors and/or individual contributors performing technical, administrative, professional, or labor/trades work; significant input is provided to the next level manager on necessary resources to accomplish goals and objectives of the assigned organizational unit; substantive input is provided to upper-level management on major policy issues and decisions; operational decisions and policy determinations are made independently within the unit on issues of lower impact or scope. This level of manager typically applies to unit chiefs reporting to a Manager II or above.

Thorough knowledge of a professional or administrative field related to the job (or subject area) is required in order to manage multiple resources of an organization within a department or agency. Management focus is on tactical (day-to-day or month-to-month) actions and decisions with some consideration of longer-range strategic implications. Work involves resolution of complex operational problems that are potential barriers to improved services, production, business practices, and team work throughout the organization directed. Contacts include managers, supervisors, and staff of work units at all levels within the department/agency to which assigned and in those other County departments/agencies and/or local area jurisdictions that interact with the organizational unit managed. Additional contacts are maintained with operating level managers and staff of local businesses, representatives and staff of local community groups, and/or mid-level managers and staff of Federal or State government. The purpose of such contacts is to coordinate and expedite work efforts; explain, implement, and or evaluate programs, functions and services of the organization managed; and resolve problems of immediate consequence to the organizational unit.

Work is performed under the general supervision of a higher echelon manager and final results of work efforts are evaluated for effectiveness in achieving goals and objectives of the unit managed and for effectiveness in facilitating the achievement of department/agency level mission and purpose. Judgments and decisions are guided by general policies; broadly outlined and complex regulations; and past decisions, experiences, and practices relating to the programs, functions, and services of the unit managed. An employee in this class reports directly to a higher echelon departmental/agency manager and is accountable for managing/controlling one or more substantial programs, services, and/or functions that are key to facilitating the accomplishment of the department/agency mission. The work impacts the management of human and/or fiscal resources that provide important services and operations within a department and have measurable impact on the actions taken and decisions made by others to accomplish broad department/agency functions and missions.

The criteria for assignment of a position to the MLS is defined in the Personnel Regulations, Section 9-4(j)(1). The Manager III class requires supervision of at least 2 full-time employees, or the equivalent of 2 full-time employees in accordance with Personnel Regulations, Section 9-4(j)(1)(A)(ii).

KNOWLEDGE, SKILLS AND ABILITIES:

- Thorough knowledge of principles, practices, requirements, systems, procedures and methods appropriate to the subject area represented within the organization managed.
- Thorough knowledge of the principles and practices of contract administration, budget and financial management, and human resources management.
- Some positions may require an employee to have in-depth knowledge of selected Federal, State and County laws and regulations which are germane to the position assignment.

- Ability to analyze, interpret, and apply the laws, regulations, policies and procedures pertinent to the organizational unit(s) managed.
- Ability to plan, direct and supervise the work of subordinate supervisory, professional, administrative, and/or labor/trades personnel.
- Ability to strategically plan, organize, coordinate, and administer the operations of one or more organizational units.
- Ability to make decisions and solve administrative and operational problems arising in the organizational unit managed.
- Ability to control large scale critical assignments through program/project planning techniques.
- Skill in oral and written communication to multiple audiences and organizations in varying situations sufficient to develop defenses of and justifications for recommended courses of action; and, to gain compliance, cooperation, work integration, and/or understanding outside of immediate organization.
- Ability to establish and maintain effective working relationships with officials, managers, employees and the public. Influencing or persuading external audience may be significant.
- Ability to attend meetings and perform work assignments at locations outside the office.

MINIMUM QUALIFICATIONS:

Experience: Five (5) years of progressively responsible professional experience in a field related to the assigned area.

Education: Graduation from an accredited college or university with a Bachelor's Degree.

Equivalency: An equivalent combination of education and experience may be substituted. Note: *Based upon legislative requirements, some positions may be subject to different minimum qualifications.*

LICENSE:

- Possession of a valid Class "C" (or equivalent) driver's license from the applicant's state of residence when required for job-related duties.

PROBATIONARY PERIOD:

Individuals appointed to this class will be required to serve a probationary period of twelve (12) months. Individuals promoted to this class will be required to serve a probationary period of six (6) months. During the probationary period, performance will be carefully evaluated. Continuation in this class will be contingent upon successful completion of the probationary period.

MEDICAL PROTOCOL: Medical History Review. (Unless otherwise noted on individual position description).

Class Established: July, 2001
Revised: May, 2002
 May, 2006
 August, 2013
 August, 2014

Montgomery County Working Job Description: Chief Technology Officer

Montgomery County Public Schools

OFFICE OF HUMAN RESOURCES AND DEVELOPMENT → CLASSIFICATION → CHIEF TECHNOLOGY OFFICER

Sorted by job title: **A - C | D - H | I - Q | R - Z**

Chief Technology Officer

MONTGOMERY COUNTY PUBLIC SCHOOLS CLASS DESCRIPTION		
OFFICIAL TITLE: Chief Technology Officer	CODE: 0167	SQ/OQ: Not Applicable
WORKING TITLE: Chief Technology Officer	GRADE: NS	MONTHS: 12
<p>SUMMARY DESCRIPTION OF CLASSIFICATION: Under direction of the Chief Operating Officer (COO), the Chief Technology Officer (CTO) is responsible for all aspects of MCPS information technology (IT) and systems including planning, developing, directing, coordinating, and maintaining instructional and administrative IT systems. Provides technology vision and leadership for developing and implementing IT initiatives supporting MCPS goals with emphasis on integrating technology-based teaching and learning in all classrooms. Serves as the principal advisor to the superintendent and COO on all technology initiatives. Strategic focus is on long-range planning of all information processing and telecommunication systems (voice, video, and data) and operations. Responsible for preparing and recommending the IT portions of the MCPS operating and capital budgets. Provides a leadership role in the continuous improvement of MCPS business processes and IT infrastructures to achieve a more efficient and valuable use of technology-based instructional and administrative investments within MCPS. Day-to-day operational aspects include overseeing IT purchases, implementation, and various related services including information security. Manages IT hardware and software assets and cost life cycles. Is a member of the executive leadership team.</p>		
MINIMUM QUALIFICATION STANDARDS		
<p>KNOWLEDGE, SKILLS, AND ABILITIES: Thorough knowledge of IT and IT management with a strong business orientation. Knowledge of technology, business, and educational processes, and their cross-functional relationships with capability of aligning the MCPS IT deployment strategy with its business and educational strategies. Understanding of the challenging role of K-12 education in meeting the needs of society. Ability to conceptualize, launch, and deliver multiple IT projects to meet business needs on time and within budget. Skilled at identifying and evaluating new technological developments and gauging their appropriateness for MCPS. Strong collaboration skills. Excellent organizational abilities. Excellent management, oral and written communications, and human relations skills.</p>		
<p>EDUCATION, TRAINING, AND EXPERIENCE: Master's degree from an accredited college or university with an emphasis on business administration, engineering, computer science, public or educational administration, or related field. Considerable responsible experience in the development and administration of management analysis, budget, planning, and IT management. Experience with contract and vendor management and entrepreneurial activities. Broad experience</p>		

in managing IT and implementing systems in diverse nonprofit organizations of comparable size. IT experiences in educational, non-profit and/or for-profit industrial organizations are desirable.

CERTIFICATE AND LICENSE REQUIREMENTS: None

PHYSICAL DEMANDS: (Special requirements such as lifting heavy objects and frequent climbing.) None

SPECIAL REQUIREMENTS: (Frequent overtime or night work required, etc.) Uniformly heavy, but uneven workload, including frequent nights, weekends, and holidays.

OVERTIME ELIGIBLE: No

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

1. Plans, develops, directs, coordinates, and maintains an IT infrastructure, architecture, and program that support the Board of Education and Superintendent's commitment to using IT effectively and efficiently in an integrated manner for both instructional and administrative functions. Directs the daily operation of teams and units reporting to his/her office to assure efficient implementation.
2. Participates as a member of the Executive Leadership Team in providing executive oversight and management of all aspects of the MCPS. Serves as a principal advisor to the Superintendent and COO on matters related to IT management and planning. Provides leadership in developing and recommending to the Executive Staff sound IT management plans and practices.
3. Leads the IT planning process for the MCPS in a collaborative manner by focusing on both instructional and administrative use of IT.
4. Prepares the IT portions of the MCPS operating and capital budgets, and presents budget proposals to the Executive Staff and the BOE for approval. Prioritizes and recommends which IT projects to include in the budget.
5. Manages new and existing applications development projects.
6. Expands the IT capabilities to all levels of the management team to support more efficient and timely management information via user-friendly access to school system data using information warehouse techniques.
7. Develops and maintains IT standards to ensure that all IT users can be creative and effective in a controlled environment.
8. As part of the IT strategy and architecture, maintains adequate network security measures to secure the infrastructure while enabling greater use of the IT investments to benefit both internal and external users.
9. Manages outside associations with vendors, outsourcing contractors, and community partners. Compares IT management practices of other government agencies and school systems with those of MCPS and recommends improvements.

10. Maintains a close working relationship with IT officials from other agencies in Montgomery County Government, Maryland State Department of Education, other school districts, and other government agencies.

11. Ensures training for all IT users to ensure productive use of existing and new systems.

12. Provides technologies that make it easier for students, parents, community organizations, other government agencies, and suppliers to do business with MCPS as well as increase productivity and efficiency.

13. Interacts with students, parents, teachers, staff, management team, and community organizations to ensure customer satisfaction.

14. Responds to press inquiries about MCPS IT-related efforts and issues.

Class Established: 12/1997

Date(s) Revised: 5/2000, 5/2007

Last Reviewed: 2010

This description may be changed at any time.

Montgomery County Working Job Description Chief Operating Officer

Montgomery County Public Schools

OFFICE OF HUMAN RESOURCES AND DEVELOPMENT → CLASSIFICATION → EXECUTIVE DIRECTOR, CHIEF OPERATING OFFICER

Sorted by job title: [A - C](#) | [D - H](#) | [I - Q](#) | [R - Z](#)

Executive Director, Chief Operating Officer

MONTGOMERY COUNTY PUBLIC SCHOOLS CLASS DESCRIPTION		
OFFICIAL TITLE: Executive Director	CODE: 0464	SQ/OQ: Not Applicable
WORKING TITLE: Executive Director, Chief Operating Officer	GRADE: P	MONTHS: 12
<p>SUMMARY DESCRIPTION OF CLASSIFICATION: Assists the chief operating officer (COO) with responsibilities related to business operations and support services. Manages and problem-solves day-to-day operational matters of the Office of the Chief Operating Officer (OCCO). Supervises the daily work of the Appeals/Transfer Team. Problem-solves with principals and other staff regarding policy, procedural, and legal matters. Carries out directives from the COO to work with schools, staff in central offices, and members of the community. Coordinates a variety of operational activities among central offices. Researches, writes, edits, and reviews correspondence, and prepares reports for the COO. Keeps the COO apprised of operational matters. Collects and analyzes data to inform decisions and best practices. Provides support and assistance to associate superintendents and other staff reporting to the COO with Board of Education presentations, correspondence, responses to parents, citizens, and members of the community, data collection, and aligning work to the school system goals, strategic planning, and major initiatives.</p>		
MINIMUM QUALIFICATION STANDARDS		
<p>KNOWLEDGE, SKILLS, AND ABILITIES: Thorough knowledge of school administration, business operations, organizational and leadership theory; knowledge of Montgomery County Public Schools (MCPS) kindergarten through Grade 12 instructional programs, policies and procedures, supervision theories, strategic planning, Baldrige criteria, and data analysis. Excellent organizational, communication, and interpersonal skills.</p>		
<p>EDUCATION, TRAINING, AND EXPERIENCE: Masters degree from an accredited college or university in educational administration and Administrator II Maryland certification (or eligibility for) desirable. Experience as a school-based administrator preferred; and extensive experience in solving problems, data analysis, making decisions, policy and education law interpretations, and writing/editing reports. Other combinations of applicable education, training, and experience which provide the knowledge, abilities, and skills necessary to perform effectively in the position will be considered.</p>		
<p>CERTIFICATE AND LICENSE REQUIREMENTS: Must meet Maryland State certification requirements for Administrator II.</p>		

PHYSICAL DEMANDS: (Special requirements such as lifting heavy objects and frequent climbing.)

SPECIAL REQUIREMENTS: (Frequent overtime or night work required, etc.) Frequent evening or weekend work attending meetings, conducting or observing training, attending conferences, etc.

OVERTIME ELIGIBLE: No

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

Develops and integrates long-range plans and monitoring systems for initiatives and responsibilities supervised by the COO.

Supervises and oversees daily work of the Appeals/Transfer Team.

Serves as the Carver Educational Services Center building administrator by supervising the building service manager, addressing indoor air quality and other building complaints, resolving office space needs, etc.

Responds to and problem-solves with school-based staff, executive staff, other central office staff, and union leadership by providing policy, contractual, procedural, and legal interpretations.

Assists community, parents, administrators, and others in resolving a variety of problems that affect school operations.

Responds to the Board of Education members' and County Council's inquiries.

Serves as a point of contact to direct reports to the COO to support daily operational matters, strategic planning, priorities, monitoring systems, budget development, and implementation plans for major initiatives.

Collaborates with the deputy superintendents, chief of staff, and associate superintendents on a broad range of issues or projects.

Serves as a liaison to general counsel and responds to legal matters requested of the OCOO.

Works closely with the Office of Human Resources and Development regarding personnel and other human resources matters. In addition, serves as a member of the Appointments Committee and the Legal Management Team.

Assists with the development and maintenance of policies and regulations for which the COO is responsible.

Oversees responses to the Maryland Public Information Act requests.

Monitors weather conditions and works with appropriate staff members to ensure readiness plans are in place.

Assists in building a professional learning community through the COO Leadership Team meetings, retreats, and other professional growth activities.

Aligns OCOO strategic plan with the school system's overall strategic plan.

Researches, writes, edits, and reviews correspondence, Board of Education materials, and prepares reports.

Facilitates meetings and represents the COO on a variety of committees or meetings. Prepares/oversees agenda/talking points for specific meetings and special events.

Manages the OCOO budget and Financial Management System approvals (orders, mileage).

Provides leadership in review and approval of new or revised systems and procedures related to countywide school operations.

Provides leadership in developing improved management information available to the COO and direct reports.

Performs other duties as assigned.

Class Established: 7/2002

Date(s) Revised: 4/2013

Last Reviewed:

This description may be changed at any time.

Montgomery County Working Job Description: Chief, Division of Solid Waste Services



**MONTGOMERY COUNTY GOVERNMENT
POSITION DESCRIPTION**

December 2008

EMPLOYEE INFORMATION

Name: Daniel E. Locke, P.E.
 Position Title: Manager I (Chief, Division of Solid Waste Services)
 Band: Manager I Position Number: 006706
 Department/Division/Section: Dept. of Environmental Protection/Division of Solid Waste Services
 Work Location/Address: 101 Monroe Street, 6th Floor, Rockville, MD 20850
 Name and Title of Immediate Supervisor: Lisa Feldt, Director, DEP
 Work Telephone Number: 240-777-6402
 Supervisor's Work Telephone Number: 240-777-7781

POSITION DESCRIPTION SUMMARY

Job Summary Statement. Describe the primary purpose of your position in one or two sentences.

Manage Montgomery County municipal solid waste (collection, disposal and recycling) through the operation of environmentally and fiscally responsible facilities and services and consistent regulation of related private activity (i.e. refuse collection). Advise/provide information on complex, sensitive and controversial matters concerning solid waste management. Present the County's position and policy on solid waste operations, strategic planning and contract administration.

Major Duties. List the essential functions (major duties) of your position and the percentage of time spent performing each duty. Major duties are those that occupy most of your time and those that are most important to the organization.

- Manage the comprehensive Montgomery County Integrated Solid Waste Management System operations and programs; administer annual expenditures of \$153 Million (Operating and CIP) and comprised of 157 work years. (45%)
- Supervise five Section Chiefs (1 Mil and 4 Mill's), DSWS HR Liaison, and one support staff. Oversee short and long-range strategic planning to anticipate future solid waste facility requirements, collection services, transportation issues and disposal needs; and the expansion of recycling efforts. Ensure the work of consultants and/or contractors engaged in County-wide refuse and household hazardous waste collection and disposal operations is carried out. (20%)
- Study and evaluate existing solid waste programs and operational facility policies and procedures (i.e. Resource Recovery Facility, Materials Recovery Facility (Recycling Center), household hazardous waste, multi-family and commercial recycling, disposal practices at the

Transfer Station, etc.); establish and implement new policies and procedures to improve/enhance services. Present findings to the County Executive and County Council, and write legislation to implement new regulations. (10%)

- Fulfill duties as Montgomery County's member on the Northeast Maryland Waste Disposal Authority (appointed by the Governor of Maryland following the County Executive's recommendation). (10%)
- Lead teams on major contract negotiations and financial management (consultants, financial advisors, feasibility engineers, and in-house and Wall Street Attorneys). (10%)
- Work with elected and appointed officials; high ranking County Government, Federal, State and regional local government officials; contentious community organizations; and residents to address controversial solid waste management issues. (10%)

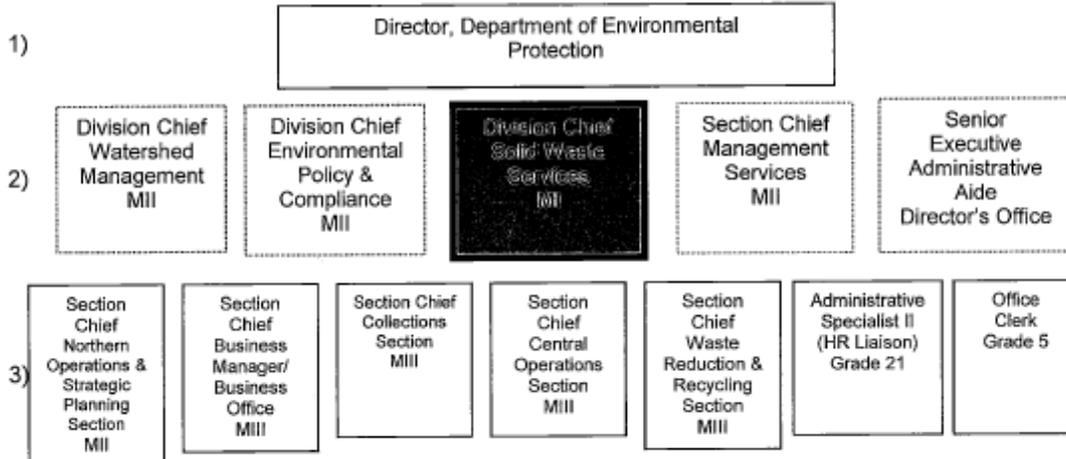
Knowledge, Skills and Abilities. List general knowledge requirements and/or special skills needed to perform the major duties of your position and indicate how a knowledge or skill is used. Include any licenses, certificates, etc. that you are required by law to possess as a condition of employment and any special equipment, tools or machinery required to perform the essential functions of the job.

- Extensive knowledge and masterful utilization of the principles, practices and techniques of management to plan, formulate, analyze, integrate and implement broad programmatic and business strategies and policies.
- Extensive knowledge of solid waste management principles, practices, methods and techniques to manage a large-scale refuse minimization, detoxification, collection, recycling, composting and disposal operation.
- Extensive knowledge of and the ability to apply knowledge of County budget, fiscal and human resource regulations and requirements.
- Extensive knowledge of long- and short-range strategic program planning and evaluation techniques and methods, and the ability to look to the future for a broad perspective.
- In-depth knowledge of Federal, State and County solid waste laws and regulations.
- Extensive knowledge of current developments and sources of technical information pertaining to solid waste management systems financing.
- Extensive knowledge of and the ability to apply analytic and statistical evaluation techniques in an automated environment to measure and evaluate program outputs, efficiency and effectiveness.
- Ability to cooperate with and fully support the goals and objectives of intra- and inter-agency programs and objectives.
- Skill and ability to manage and integrate multiple, large, mission critical sections within a division, set priorities, anticipate problems, develop contingency plans and monitor achievement of broad program goals and objectives.

- Skill in interpersonal relations and the ability to establish and maintain effective working relationships with other government staff, civic, community and private groups; ability to effectively represent the organization on policy matters and controversial questions; skill in negotiating agreements which accommodate the conflicting interests and viewpoints of numerous groups and organizations.
- Ability to lead, inspire, motivate, evaluate and counsel subordinate supervisory staff and to delegate responsibility to them.
- Ability to communicate clearly, concisely and effectively; listen effectively; and share information internally and externally.
- Ability to lead teams developing one of the most complicated budgets in County Government coupled with tight oversight of the associated Systems Benefit Charging mechanisms for all residents and businesses.
- Ability to rapidly acquire knowledge of general fiscal principles and practices involved in the management of a County enterprise fund and revenue bond financing.
- Ability to prepare, defend, and execute large, complex budgets and to evaluate the preparation of revenue bond financing documents.
- Ability to rapidly acquire knowledge of County procurement requirements; including equipment specification, contract administration and monitoring techniques.
- Ability to oversee the design, development, construction, operation, and maintenance of large, complex, capital-intensive solid waste management facilities, including the management of records and cost accounting procedures.
- Ability to prepare comprehensive long- and short-range plans for County solid waste management and to translate those plans into program operations and facility development, balancing changing priorities and inflexible deadlines.
- Ability to supervise, develop, motivate and evaluate the work of a diverse group of professional, technical and support personnel.
- Ability to manage development and administration of complex contracts for goods and services.
- Ability to effectively communicate the objectives and activities of the Division with other governmental agencies, businesses, citizen groups and individuals, including individuals or groups who are adversarial or disgruntled.
- Ability to attend meetings and/or perform assignments at locations outside the office.

ORGANIZATION CHART

Using the chart below, fill in the job title for the following positions: 1) Your immediate supervisor; 2) Your position and any other positions reporting directly to the same supervisor; 3) Any positions that you directly supervise. If this form is insufficient, please prepare and attach your own organization chart.



SUPERVISION

Supervision Exercised. This Section pertains only to those employees who regularly supervise the work of two or more full-time (or equivalent) regularly assigned workers, paid or volunteer.

Indicate number of workers supervised, list titles and grades. Describe the extent of supervisory responsibility (i.e., assigning and reviewing work, coordinating work efforts, work planning and control, and personnel authority for selection, assignment, performance appraisal, reward, discipline, removal, etc.).

The Division of Solid Waste Services has 79 full-time and 1 part-time, permanent County employees. The Chief, Division of Solid Waste Services, directly supervises 7 positions; however, he is accountable for all 80:

- MII Chief, Northern Operations and Strategic Planning Section
- MIII Business Manager, Business Office
- MIII Chief, Collections Section
- MIII Chief, Central Operations Section
- MIII Chief, Waste Reduction & Recycling Section
- 21 Administrative Specialist II (HR Liaison)
- 5 Office Clerk

Oversee the work of direct reports and provide work direction when needed. Assign, schedule, and review work of subordinate office support staff. Enforce work standards and policies for all DSWS staff; modify policies and procedures as necessary. Approve all personnel actions, including employee selection, promotion, performance evaluations, disciplinary actions, etc. Write performance plans and conduct performance evaluations on my six direct reports. Ensure efficient, accurate and smooth operation of all services provided by the Division.

Montgomery County Working Job Description: Senior Legislative Analyst



**MONTGOMERY COUNTY GOVERNMENT
POSITION DESCRIPTION**

The formatting of this form is designed for electronic use. It is not intended that responses be confined to the allocated space. If you are completing the form manually, please use addendum pages as required.

EMPLOYEE INFORMATION	
Name:	Vacant
Position Title:	Senior Legislative Analyst — M-H WGH 9/28/16
Grade (or Band):	Position Number:
Time in Current Position:	_____ years
Department Division/Unit:	Council
Work Location/Address:	100 Maryland Avenue, Rockville, MD 20850
Name and Title of Immediate Supervisor:	Stephen B. Farber, Council Administrator
Work Telephone Number:	240 777-7900
Supervisor's Work Telephone Number:	240 777-7941
POSITION DESCRIPTION SUMMARY	
Job Summary Statement. Describe the primary purpose of your position in one or two sentences.	
This position will (1) provide analysis of complex fiscal, land use, and other substantive policy issues before the Council, and (2) design and implement strategies, consistent with the Council's open government initiatives, to more fully inform our many communities about Council actions on these issues.	
Major Duties. List the essential functions (major duties) of your position and the percentage of time spent performing each duty. Major duties are those that occupy most of your time and those that are most important to the organization.	
%	Duty
50%	Prepare and present analytical staff reports and recommendations for Council consideration on complex fiscal, land use, and other substantive policy issues before the Council by conducting detailed research and communicating with heads and staff of departments and agencies and experts elsewhere.
50%	Design and implement strategies, consistent with the Council's open government initiatives, to more fully inform our many communities about Council actions on these issues.
Knowledge, Skills and Abilities. List general knowledge requirements and/or special skills needed to perform the major duties of your position and indicate how a knowledge or skill is used. Include any license, certificates, etc. that you are required by law to possess as a condition of employment and any special equipment, tools or machinery required to perform the essential functions of the job.	

- Knowledge of program priorities and initiatives of the Council and Executive
- Knowledge of operations and functions of the Council Office and County agencies
- Knowledge of principles and practices of local government administration
- Knowledge of advanced research techniques, including the ability to organize and analyze information on complex policy issues, prepare findings and recommendations, and rapidly acquire knowledge
- Ability to design and implement strategies, consistent with the Council's open government initiatives, to more fully inform our many communities about Council actions on these issues
- Ability to maintain effective working relationships with senior County and agency staff and the community
- Ability to communicate effectively both orally and in writing
- Ability to facilitate group meetings

Recommendations. In performing your major duties, what recommendations do you make (i.e., your opinion is solicited, but you do not have final authority)? To whom? Please give examples.

Recommendations on all issues are made independently and presented to the Council. The Council has final decision-making authority.

Decision Making Authority. In performing your major duties, what final decisions do you make? Please provide examples.

Recommendations on all issues are made independently and presented to the Council. The Council has final decision-making authority.

Guidelines. What policies, laws, regulations, rules, standards, procedures, or trade practices do you refer to or follow in performing your work?

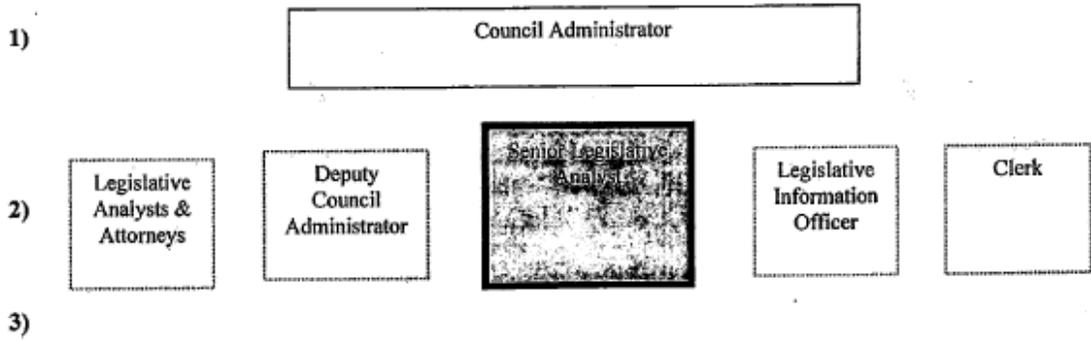
Montgomery County Code
 Montgomery County Charter
 Council Rules of Procedure
 Annotated Code of Maryland
 Maryland Open Meetings Law
 Roberts Rules of Order

Complexity. Indicate briefly what makes your job difficult or complex and why. Give examples of problems you must regularly resolve, challenges you encounter, what kinds of questions or problems you refer to your supervisor, and the type of information you must consider or the kind of analysis that you must conduct to make decisions.

The broad and changing nature of the issues assigned and the controversy related to issues handled make the job difficult and complex. The job requires the capacity to fairly and accurately assess differing perspectives on complex issues held by departments, agencies, the public, and elected officials.

Various Department Directors	Resolve Issues on Work Program	Daily
Outside County Government		How Often
<u>Titles of persons and/or Name of organization</u>	<u>Purpose</u>	<u>(Daily, weekly, etc.)</u>
Public	Provide information on Council operations	Daily
Press	Respond to inquires related to issues in assigned area	Daily
Outside experts	Consult on best practices on assigned issues	Daily
Other. If applicable indicate the type, purpose and percentage of time that the following applies to you.		
I provide direct, hands-on care or one-to-one assistance to the public. Please identify recipients of such assistance and the nature of service/assistance provided.		
Questions from the public (as opposed to elected officials, agency officials, and outside experts) on complex policy issues before the Council are projected to take 5-10 percent of time.		
I work in an environment that is not a typical office setting. N/A		
I am exposed to hazardous conditions requiring use of special equipment and/or adherence to special precautions. N/A		
I have a work assignment that places other than ordinary physical demands on me. N/A		
ORGANIZATION CHART		

Using the chart below, fill in the job title for the following positions: 1) Your immediate supervisor; 2) Your position and any other positions reporting directly to the same supervisor; 3) Any positions that you directly supervise. If this form is insufficient, please prepare and attach your own organization chart.



Montgomery County Working Job Description: Managing Team Attorney



**MONTGOMERY COUNTY GOVERNMENT
POSITION DESCRIPTION**

The formatting of this form is designed for electronic use. It is not intended that responses be confined to the allocated space. If you are completing the form manually, please use addendum pages as required.

EMPLOYEE INFORMATION					
Name:	_____				
Position Title:	MANAGER II _____				
Grade (or Band):	M2 _____				
Position Number:	_____				
Time in Current Position:	_____ years				
Department Division/Unit:	COUNTY ATTORNEY _____				
Work Location/Address:	EOB , 3 RD FLOOR _____				
Name and Title of Immediate Supervisor:	JOHN MARKOV, MANAGER I _____				
Work Telephone Number:	_____				
Supervisor's Work Telephone Number:	7-6725 _____				
POSITION DESCRIPTION SUMMARY					
<p>Job Summary Statement. Describe the primary purpose of your position in one or two sentences.</p> <p>This management level position assigns, reviews and approves work of lower-level attorneys, including conducting initial discussion of the assignment, providing guidance as to how to accomplish the assignment, sharing knowledge acquired from legal experience, establishing time deadlines for review, and other general supervisory duties. This position manages an organizational division in the OCA, of which the incumbent has a specialized knowledge to manage and handle cases. Supervision includes hiring, firing and evaluating employees.</p> <p>This full management level position performs the duties of the Attorney III, supervises other attorneys, contractors, legal assistants or support staff.</p>					
<p>Major Duties. List the essential functions (major duties) of your position and the percentage of time spent performing each duty. Major duties are those that occupy most of your time and those that are most important to the organization.</p> <table border="0"> <thead> <tr> <th style="text-align: left;">%</th> <th style="text-align: left;">Duty</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;">25%</td> <td> <ul style="list-style-type: none"> A. Review the effective functioning of teams within a division, including review of the work management system and workflow. B. Supervise attorneys and paralegals in the division, including recommending to the County Attorney personnel decisions to hire, promote, discipline and terminate employment. C. Conduct regular performance evaluation reviews for persons supervised. </td> </tr> </tbody> </table>		%	Duty	25%	<ul style="list-style-type: none"> A. Review the effective functioning of teams within a division, including review of the work management system and workflow. B. Supervise attorneys and paralegals in the division, including recommending to the County Attorney personnel decisions to hire, promote, discipline and terminate employment. C. Conduct regular performance evaluation reviews for persons supervised.
%	Duty				
25%	<ul style="list-style-type: none"> A. Review the effective functioning of teams within a division, including review of the work management system and workflow. B. Supervise attorneys and paralegals in the division, including recommending to the County Attorney personnel decisions to hire, promote, discipline and terminate employment. C. Conduct regular performance evaluation reviews for persons supervised. 				

- D. Determine eligibility for salary increases through increments and awards of persons supervised.
- E. Ensure the effective functioning of a division, including full implementation of work plans and priorities, in accordance with the policies of the County Attorney
- F. Professional improvements/Continuing Legal Education.

75% A. Prepares briefs and argues cases in Federal and Maryland appellate courts, which includes conducting research and analysis of complex legal issues, evaluating the impact of the issues on County policies, advising departments of the probability of success or failure on appeal, and providing guidance to other attorneys performing appellate work.

B. Prepares, reviews and negotiates documents that have crucial legal, financial and policy implications and are intended to establish binding commitments between the County and other entities; analyzes the documents for legal, business and policy consequences; approves the documents, often without further supervisory review, for execution by the County.

C. Drafts and reviews state and local legislative bills, resolutions, ordinances, and regulations; analyzes them for legal, business and policy consequences; advises the County Council, County Executive and County Departments regarding complex legal issues arising out of proposed legislation.

D. Prepares and tries court cases of a complex and sensitive nature in Federal and Maryland courts, which includes conducting research, preparing pleadings, determining trial strategy, developing an expertise in specialized areas (both legal and non-legal), obtaining and preparing expert witnesses, evaluating the impact of claims and issues on county policies, advising departments on the probability of success or failure at trial, providing advice on the negotiation of settlements, and providing guidance to other attorneys performing trial work.

E. Provides legal, policy and management advice to County Executive, Chief Administrative Officer, department heads and other high level department officials to include the review and approval of major proposed actions, advice on specialized areas of the law such as labor relations, civil rights, land use and bankruptcy, and guidance in analysis and consequences of choices.

Knowledge, Skills and Abilities. List general knowledge requirements and/or special skills needed to perform the major duties of your position and indicate how a knowledge or skill is used. Include any license, certificates, etc. that you are required by law to possess as a condition of employment and any special equipment, tools or machinery required to perform the essential functions of the job.

Leadership, effective communication, ability to mentor and coach, and assess performance skills or deficiencies of others. Considerable knowledge of Federal, State, and County laws, ordinances, and regulations, including skill to draft laws for the County Council and the Maryland State General Assembly.

Considerable knowledge of Federal, State and County laws, ordinances, and regulations, including statutory and case law and rules and regulations.

Knowledge of Federal, State and administrative court procedures. Comprehensive knowledge of the organization, functions, and operation (e.g., budget, legislation, contract, procurement, etc.) of the County Government; general knowledge of functions, organization, and operation of bi-County, State, and Federal agencies which deal with the County.

Skill in dealing and communicating with department/agency heads, public officials and employees, as legal clients, to resolve short and long term legal problems presenting

substantial economic and public policy consequences, to include negotiating agreements between County agencies and representatives of the public.

Skill in explaining and defending policies, procedures and legal decisions, both orally and in writing, to include dealing with members of the press and other public media representation in explaining legal positions, complex legal concepts, decisions and policies.

Ability to try complex cases in all courts and at all levels, including appellate levels, with appropriate skills in evidence, oral advocacy, legal writing and trial preparation. Ability to assimilate and analyze various complex facts, issues and problems, and to render a legal conclusion based on the analysis.

Ability to perform legal review and research, try cases, draft legislation, and perform difficult legal office and court work.

Ability to devise and draft unique and effective legislation and other legal documents to meet public policy needs.

Ability to determine alternative courses of legal action and the impact of same, and to recommend choices.

Ability to effectively present and argue cases in court, before administrative agencies, and in public hearings and forums.

Ability to deal tactfully, courteously, and effectively with people.

Ability to attend meetings or perform work at locations outside the office, if necessary.

Recommendations. In performing your major duties, what recommendations do you make (i.e., your opinion is solicited, but you do not have final authority)? To whom? Please give examples.

Attorney may make recommendations to county departments, administrative bodies and committees on legal matters affecting their missions.

Decision Making Authority. In performing your major duties, what final decisions do you make? Please provide examples.

Prepares, reviews and negotiates documents that have crucial legal, financial and policy implications and are intended to establish binding commitments between the County and other entities; analyzes the documents for legal, business and policy consequences; approves the documents, often without further supervisory review, for execution by the County.

Guidelines. What policies, laws, regulations, rules, standards, procedures, or trade practices do you refer to or follow in performing your work?

Guidelines exist in the form of Federal, State and local laws, but require interpretation by the employee and resourcefulness in devising innovative solutions and new approaches and methods for presenting cases in court and serving as legal counsel.

Considerable knowledge of Federal, State and County laws, ordinances, and regulations, including statutory and case law and rules and regulations.

Knowledge of Federal, State and administrative court procedures.

Comprehensive knowledge of the organization, functions, and operation (e.g., budget, legislation, contract, procurement, etc.) of the County Government; general knowledge of functions, organization,

Montgomery County Working Job Description: Library Branch Manager



MONTGOMERY COUNTY GOVERNMENT POSITION DESCRIPTION

The formatting of this form is designed for electronic use. It is not intended that responses be confined to the allocated space. If you are completing this form manually, please use addendum pages as required.

EMPLOYEE INFORMATION	
Name:	Position is Vacant
Position Title:	Agency Manager - <u>Manager III - Watt</u>
Grade (or Band):	M III
Department/Division/Unit:	Dept. of Public Libraries/Public Services Administration
Work Location:	
Name and Title of Immediate Supervisor:	Public Service Administrator (M II)
Work Telephone Number:	
Supervisor's Work Telephone Number:	(240) 777-0030

POSITION DESCRIPTION SUMMARY	
<p>Major Duties. Describe the primary purpose of your position in one or two sentences followed by a list of the essential functions (major duties) and the percentage of your time spent performing each duty.</p> <p>Under the general supervision of a Public Services Administrator (PSA), this is first level management work responsible for the day to day operation of the Long Branch Library. Supervise LPE employees, fully utilizing management principles and practices to plan, direct, coordinate and evaluate the delivery of public services provided by the branch as they relate to departmental policy and strategies. Manager recommends public service programs for approval by the PSA and Director; develops alternatives and solutions for public service operational issues at the branch level; directs and evaluates staff work; leads branch in the provision of direct public services; and coordinates special programs to insure the delivery of services in an efficient manner. The incumbent may serve on departmental, regional or national work groups, and represents the department before citizen groups and community organizations.</p>	
Provide direct services to patrons, resolving inquiries, demands, complaints, etc.	40%
Supervise branch staff, evaluate service delivery, develop performance plans, assess staff training needs	15%
Develop goals, objectives and procedures to ensure safe and effective operations of the library	10%
Plan and develop community-based activities and coordinate community outreach programs	10%
Investigate and resolve a variety of branch operational issues that occur on a daily basis.	10%
Assist in the development of public service plans, annual operating budget, branch renovations, etc.	10%
Work on committees to develop solutions to issues which impact departmental service delivery	5%
Prepares reports and develops branch data for incorporation into departmental planning documents.	5%
Speak before community groups; serve as liaison with Police, Recreation and other County agencies	2%

Knowledge, Skills and Abilities. List general knowledge requirements and/or special skills needed to perform the duties and indicate how a knowledge or skill is used. Include any license, certificates, etc. that you are required by law to possess as a condition of employment and any special equipment, tools or machinery required to perform the essential functions of the job.

- Masters degree in Library Science/Information Science from an accredited college or university (this is a requirement of the State of Maryland)
- Thorough knowledge of the principles and practices of public library management (in order to effectively plan and manage the Long Branch Library)
- Extensive knowledge of current trends and issues affecting public library services (in order to provide leadership and direction to branch staff, and effective input into development of departmental policy)
- Knowledge of supervision and general human resources management (to supervise professional Librarians, and other information and circulation staff; to provide guidance to staff in resolving a variety of human resources related issues)
- Ability to develop and implement strategic plans for the branch (to plan and monitor resources allocated for the delivery of public services at Long Branch)
- Ability to develop, implement and evaluate programs and procedures for branch library services based on assessment of community needs (to design, implement and evaluate services targeted to meet the needs of a highly diverse community)
- Knowledge of information technology as used in public library setting (in order to provide guidance to branch staff in the use of library-related technology)
- Ability to interact effectively with persons of diverse cultural backgrounds (in order to effectively represent the department and provide services to a diverse community, to respect and honor the diverse nature of community groups and leaders, and to supervise a highly diverse staff)
- Ability to communicate effectively orally and in writing (in order to present plans and services effectively to staff, negotiate resolution to operational issues, work with other library managers, and communicate departmental initiatives to other library systems and professionals)
- Ability to establish and maintain effective working relationships with departmental staff, County staff, community leaders and leaders in the profession (in order to represent the library system in work groups, both in the community and in the profession)
- Ability to attend meetings and perform work assignments at various locations throughout the community, and to attend meetings evenings/weekends as well as the regular work week (in order to serve as the departmental liaison to the Long Branch community)

Complexity and Scope. Indicate briefly the purpose of your position and what makes your job difficult or complex and why. Give examples of problems you must regularly resolve, challenges you encounter, decisions you are regularly required to make, what kinds of questions or problems you refer to your supervisor, and the type of information you must consider or the kind of analysis that you must conduct to make decisions.

This position is responsible understanding and evaluating the needs of the Long Branch community, and for planning directing and monitoring the most efficient and effective use of limited resources, based on community need. The incumbent is responsible for providing the highest level of management and supervision at this branch and for enhancing teamwork, motivating and training staff, and serving as the liaison between the branch staff, departmental administration and the community. The Manager of the Long Branch Library manages materials, security and the physical plant for the branch, and, for developing the overall plan for public services within the branch.

The complexity of the work is derived from managing a wide variety of direct public service activities requiring the development of alternatives and solutions to meet the varied needs of a diverse urban community. These considerations often involve negotiating the conflicting needs of individuals, the community and the County administration. All of these elements must be managed within the parameters of County policy, the departmental strategic plan, and resource limitations.

Other. If applicable indicate the type, purpose and percentage of time that the following applies to you.

I provide direct, hands-on care or one-to-one assistance to the public. Please identify recipients of such assistance and the nature of service/assistance provided. (40%)

Answering inquiries, resolving demands and complaints of the patrons of the Long Branch Library.

I work in an environment that is not a typical office setting. 15%

This position provides direct services involving community outreach and special programming on a regular basis. This position also requires attendance at evening/weekend meetings of community groups, team meetings of other branch managers and attendance as a member of teams assigned to special library related projects.

I am exposed to hazardous conditions requiring use of special equipment and/or adherence to special precautions.

(N/A)

I have a work assignment that places other than ordinary physical demands on me.

The incumbent must push/pull heavy tubs of library materials in order to ensure that the materials are available for patron use. The employee is also subject to emotional stress in that the manager must interact with patrons who, at times, may become verbally abusive or exhibit aggressive behavior that requires Police intervention.

Appendix D
Economic Research Institute (ERI) Classification Descriptions

Chief Legal Executive Classification Description

Alternate Titles

Chief Legal Officer; Legal Top Officer; Vice President Legal

Overview

Directs, oversees, and controls legal activities and functions to ensure the organization's legal posture is developed and maintained.

Typical Functions

Establishes legal services required by the organization and ensures that the organization is protected from any legal action.

Provides officers and directors with advice and guidance in identifying the critical problems to which the application of legal principals yields the greatest opportunities for minimizing risks and maximizing profits.

Works with all departments on developing and modifying policies and procedures to conform to legal requirements.

Reviews and controls department budget to support systematically planned programs of legal actions or defenses and to assure optimum deployment of resource within approved budget.

Keeps fully informed on all legislation affecting the organization's operations and of all new developments in corporate legal matters, and keeps all levels of management informed of applicable new laws and of the progress and results of court cases.

Develops a professionally competent staff of attorneys and legal and paralegal generalists and specialists.

Serves as liaison with carefully selected outside legal firms and monitors and evaluates their activities.

Date Last Updated: October 1, 2015

Budget Director Classification Description

Alternate Titles

Director Budget

Overview

Directs and coordinates activities of personnel responsible for formulation, monitoring, and presentation of budgets for controlling funds to implement program objectives of public and private organizations.

Typical Functions

Oversees compilation of data based on statistical studies and analyses of past and current years to prepare budgets and to justify funds requested.

Correlates appropriations for specific programs with appropriations for divisional programs, and includes items for emergency funds.

Reviews operating budgets periodically to analyze trends affecting budget needs.

Consults with unit heads to ensure adjustments are made in accordance with program changes in order to facilitate long-term planning.

Directs preparation of regular and special budget reports to interpret budget directives and to establish policies for carrying out directives.

Prepares comparative analyses of operating programs by analyzing costs in relation to services performed during previous fiscal years and submits reports to director of organization with recommendations for budget revisions.

Testifies regarding proposed budgets before examining and fund-granting authorities to clarify reports and gain support for estimated budget needs.

Administers personnel functions of budget department, such as training, work scheduling, promotions, transfers, and performance ratings.

Date Last Updated: October 1, 2015

Chief Human Resources Officer Classification Description

Alternate Titles

Human Resources Top Officer; Personnel Top Officer; Vice President Human Resources

Overview

Directs, plans, develops, establishes, implements, and administers the personnel and human resources management function in accordance with objectives of organization.

Typical Functions

Directs human resource functions including staffing, employee orientation, education, and training, management development, employee and labor relations, affirmative action compliance, policies and procedures, workers compensation administration, wage and salary administration, benefits administration, organization development, and employee assistance.

Directs staff personnel who assist in identifying, evaluating, and resolving human relations and work performance problems within establishment to facilitate communication and improve employee human relations skills and work performance.

Confers with organization officials to plan business objectives, to develop organizational policies, and to coordinate specific functions.

Functions may include safety and health and security.

Talks informally with establishment personnel and attends meetings to facilitate effective interpersonal communication among participants and to ascertain human relations and work-related problems that adversely affect employee morale and establishment productivity.

Evaluates human relations and work-related problems and meets with supervisors, managers, and executives to determine effective remediation techniques, such as job skill training or personal intervention, to resolve human relations issues among personnel.

Responsible for training to instruct establishment managers, supervisors, and workers in human relation skills, such as supervisory skills, conflict resolution skills, interpersonal communication skills, and effective group interaction skills.

May approve individuals for technical job-related skills training to improve individual work performance.

May have responsibility for labor contract negotiations.

Date Last Updated: October 1, 2015

Chief Financial Officer Classification Description

Alternate Titles

Financial Top Officer; CFO; Vice President Finance

Overview

Directs and coordinates company's financial affairs according to financial principles and government regulations.

Typical Functions

Establishes major economic objectives and policies for the company.

Develops, directs and prepares financial analyses of operations for guidance of management.

Recommends changes and ideas to top management or Board of Directors in regard to policies and programs.

Plans and directs new operational procedures to obtain optimum efficiency and reduced costs.

Establishes extensive line of credit.

Directs receipt, disbursement, and expenditures of money or capital assets.

Approves and signs documents effecting monetary transactions.

Directs the activities concerned with safekeeping, control, and accounting for assets and securities.

Directs preparation of budgets and financial forecasts.

Analyzes division or department budget requests to identify areas in which reductions can be made, and allocates operating budget.

Directs the preparation of reports that outline company's financial position in areas of income, expenses, and earnings based on past, present and future operations.

Directs preparation of directives to division or department administrator outlining policy, program, or operating changes to be implemented.

Promotes organization in financial markets to assure sources of capital.

Date Last Updated: October 1, 2015

Chief Purchasing Officer Classification Description

Alternate Titles

Chief Purchasing Officer; Purchasing Top Officer; Vice President Purchasing

Overview

Directs, plans, and oversees function or department responsible for all activities involved in the purchase or procurement of raw materials or other unprocessed goods for processing, or machinery, equipment, tools, parts, products, and other supplies or services necessary for operation of an organization in the most timely and economic fashion.

Typical Functions

Analyzes business conditions to determine current and future needs for supplies and materials.

Develops and disseminates the organization's strategy and objectives to all staff.

Develops and implements policies and procedures necessary for consistent operation of purchasing department.

Reviews and evaluates key requisitions requesting goods or services.

Oversees preparation of Requests for Quotation or Proposal, reviews and evaluates bid proposals from vendors, and enters into negotiations and contracts with key vendors.

Interviews key vendors to obtain information concerning product, price, price fluctuation, delivery and handling, risks, marginal benefits, and ability of vendor to produce product or service.

Discusses defects of purchased goods with quality control or inspection personnel to determine source of trouble and take corrective action.

Establishes, analyzes, and coordinates departmental budget estimate and controls expenditures to administer approved budget.

Date Last Updated: October 1, 2015

Chief Information Officer Classification Description

Alternate Titles

Chief Information Officer; Computer Top EDP Officer; IT Top Officer; CIO; Vice President Information Technology; MIS Vice President; Information Systems Top Executive; Information Technology Top Executive

Overview

Directs, develops, administers, and coordinates all phases of an organization's computer department, including systems design, programming, installation, and operation.

Typical Functions

Collaborates with the CEO and Board of Directors, setting the short- and long-term strategic objectives while providing the management necessary to achieve profits, growth, or other goals of the organization.

Identifies and communicates the strategic objectives and determines specific information requirements for management.

Reviews and evaluates project feasibility studies based on management's requirements and priorities.

Works with the CEO and Board of Directors to provide the framework for planning and communication.

Achieves desired results through the use of budgets, proper contracts, and efficient decision making.

Implements the installation and operation of information systems and equipment.

Keeps current on new developments in information systems technology, and plans for future upgrades and organizational changes.

Keeps abreast of government regulations applicable to systems operations and ensures corporate compliance.

Manages several direct reports, often including department heads.

Date Last Updated: October 1, 2015

Engineering Director Classification Description

Alternate Titles

Director Engineering

Overview

Directs, oversees, and utilizes functional authority for operation, planning, organization, control, integration, and completion of all product or process-related activities of engineering projects within area of assigned responsibility.

Typical Functions

Directs engineering department in formulating designs, cost estimates, and specifications through application of professionally accepted engineering techniques, practices, and procedures.

Apportions projects among engineering managers/departments according to specialized training and project requirements.

Heads the formulation and implementation of overall objectives, policies, plans, and programs.

Ensures that engineering work conforms to high technical and organizational standards and meets or exceeds all requirements.

Approves process specification and design standards.

Reviews engineering designs for neatness and accuracy.

Oversees preparation and control of department budget.

Oversees compilation of cost control and statistical data.

Oversees computing of engineering operating budgets, compiling reports, and conducting special investigations and studies to evaluate efficiency of engineering programs.

Prepares interim and completion project reports.

Date Last Updated: October 1, 2015

Fleet Director Classification Description

Alternate Titles

Director Fleet

Overview

Directs, plans, and oversees the activities of fleet of vehicles required for the operations of an organization.

Typical Functions

Plans, develops, and establishes policies and objectives of fleet function in accordance with objectives of organization.

Confers with organization officials to plan business objectives, to develop organizational policies, and to coordinate functions.

Approves changes, purchases, and divestitures of vehicles and equipment.

Oversees department operations and directs and evaluates work performance of senior personnel.

Monitors fleet department safety program and conducts or directs safety evaluations.

Oversees preparation and control of department budget.

Date Last Updated: October 1, 2015

Information Technology Director Classification Description

Alternate Titles

Director Computer Operations; IT Director; Information Systems Director; Information Technology Director

Overview

Directs, plans, and schedules the development, production, and administrative processing of the organization's computer operations.

Typical Functions

Assigns and schedules work, or delegates work to subordinate managers and supervisors, and reviews work.

Ensures rapid, accurate, and efficient processing of corporation's workload by use of a computer-based system.

Builds systems capability that reflects the highest state of technical sophistication consistent with the corporation's needs and budget.

Ensures security of company's database.

Recommends insights that contribute to overall company strategic management.

Ensures corporation makes maximum use of the general system by providing for the education and training of the principal users.

Consults with management to determine information requirements of management, scientists, or engineers, determine boundaries and priorities of new projects, and discuss system capacity and equipment acquisitions.

Confers with department heads involved with proposed projects to ensure cooperation and further define nature of project.

Confers with computer analysts or engineers to define equipment needs.

Reviews project feasibility studies.

Maintains a professional, technical, and clerical staff capable of meeting current and future needs.

Establishes work standards.

Interprets policies, purposes, and goals of organization to subordinates.

Prepares progress reports to inform management of project status and deviation from goals.

Contracts with management specialists, technical personnel, or vendors to solve problems.

Reviews reports of computer and peripheral equipment production, malfunctions, and maintenance to ascertain costs and plan department operating changes.

Analyzes department workflow and workers' job duties to recommend reorganization or departmental realignment within company.

Participates in decisions concerning staffing and promotions within data processing department.

Directs training of subordinates.

Keeps current on new developments in information technology, and plans for future upgrades and organizational changes.

May prepare proposals and solicit sale of systems analysis, programming, and computer services to outside firms.

May assist staff to diagnose and solve computer equipment problems.

May participate in technical projects, such as writing equipment specifications or developing computer programs for specified applications.

Date Last Updated: October 1, 2015

Government Affairs Manager Classification Description

Alternate Titles

Manager Government Affairs; Regulatory Affairs Manager

Overview

Manages and coordinates staff in various phases of government relations, and plans and organizes campaigns under the direction of Top Governmental Affairs Officer or Director toward attaining company goals.

Typical Functions

Advises on, and coordinates the formation of, organization's position on proposals.

Ensures compliance of all programs regulated by the government.

Implements internal communication program regarding government legislation that affects the organization's operations.

Monitors proposed legislation and regulations for possible impact and effect on the organization.

May meet with government officials and other external parties to resolve grievances and/or advance positions.

Date Last Updated: October 1, 2015

Engineering Administrative Manager Classification Description

Alternate Titles

Engineering Administrative Manager; Manager Administrative Engineering

Overview

Manages administrative engineering staff, scheduling, coordinating, and planning.

Typical Functions

Organizes and coordinates various sections of engineering.

Plans and establishes engineering schedules and follows up performance against estimates.

Manages assembly of cost control and statistical data and the development of material selection standards.

Approves process specification and design standards.

Recommends new policies or procedures as necessary.

Ensures compliance of company policies, procedures and objectives regarding processes, initiatives and projects.

Prepares and controls departmental annual budget.

Administers personnel functions, including recruiting, review and approval of job descriptions and salary classifications, and selection and placement of personnel.

Date Last Updated: October 1, 2015

Attorney Legal Manager Classification Description

Alternate Titles

Hospital Legal Services Head; Legal Manager; Legal Services Head Hospital; Manager Legal

Overview

Manages the activities of the legal staff.

Typical Functions

Aids upper management in providing legal advice and counsel on handling litigation and other legal matters involving the company.

Contributes toward developing and modifying policies and procedures to conform to legal requirements.

Writes, reviews, or revises various company documents.

Participates in complex legal projects.

Provides department budget recommendations and assures optimum deployment of resources within approved budgets.

Keeps fully informed of all new developments in corporate legal matters, and keeps all levels of management informed of applicable new laws and of the progress and results of court cases.

As required, supplements in-house legal staff by carefully selected outside legal assistance, and monitors and evaluates their activities.

Date Last Updated: October 1, 2015

Branch Manager Classification Description

Alternate Titles

Library Department Head

Overview

Manages an organizational unit of the main library or a branch that is physically separated from the main library.

Typical Functions

Plans and administers program of library services.

Analyzes and coordinates departmental budget estimates, and controls expenditures to administer approved budget.

Reviews and evaluates orders for books and audiovisual materials.

Examines trade publications and materials, interviews publishers' representatives, and consults with others to select materials.

Administers personnel regulations, interviews and appoints job applicants, rates staff performance, and promotes and discharges employees.

Plans and conducts staff meetings and participates in community and professional meetings to discuss and act on library problems.

Delivers book reviews and lectures to publicize library activities and services.

Provides library public relations services.

May examine and select materials to be discarded, repaired, or replaced.

Date Last Updated: October 1, 2015

Appendix E

Executive Pay Scales – Regional Jurisdictions

City of Alexandria (VA) Executive Pay Scale



**City of Alexandria, VA
Executive Pay Scale - FY 2016**

Annual Salary

		Salary Range	
		<i>Minimum</i>	<i>Maximum</i>
Deputy/ Assistant Directors	Band III	\$91,393.64	\$161,885.62
Department Heads	Band II	\$100,749.48	\$178,479.86
Deputy City Managers	Band I	\$105,788.28	\$187,403.32

Effective pay period beginning 6/20/2015

Anne Arundel County (MD) Exempt Service Pay Schedule

FY2016 EXEMPT SERVICE PAY SCHEDULE (EL, EX, EP, EE, E)

Grade	Effective July 2, 2015		Effective January 14, 2016	
	Minimum	Maximum	Minimum	Maximum
EL-01	\$26,115	\$43,309	\$26,637	\$44,175
EL-02	\$35,570	\$58,985	\$36,282	\$60,165
EL-03	\$52,229	\$86,612	\$53,274	\$88,345
EX-01	\$23,343	\$37,438	\$23,810	\$38,187
EX-02	\$24,522	\$39,339	\$25,013	\$40,126
EX-03	\$25,774	\$41,327	\$26,289	\$42,154
EX-04	\$27,073	\$43,419	\$27,615	\$44,287
EX-05	\$28,444	\$45,615	\$29,013	\$46,528
EX-06	\$29,883	\$47,931	\$30,481	\$48,890
EX-07	\$31,400	\$50,357	\$32,028	\$51,365
EX-08	\$32,989	\$52,902	\$33,649	\$53,960
EX-09	\$34,651	\$55,589	\$35,344	\$56,700
EX-10	\$36,411	\$58,404	\$37,139	\$59,572
EX-11	\$38,258	\$61,354	\$39,023	\$62,582
EX-12	\$40,194	\$64,460	\$40,998	\$65,749
EX-13	\$42,224	\$67,721	\$43,068	\$69,075
EX-14	\$44,363	\$71,149	\$45,250	\$72,572
EX-15	\$46,611	\$74,753	\$47,543	\$76,248
EX-16	\$50,191	\$84,578	\$51,195	\$86,270
EX-17	\$54,049	\$91,080	\$55,130	\$92,901
EX-18	\$58,209	\$98,085	\$59,374	\$100,046
EE-01	\$34,651	\$55,589	\$35,344	\$56,700
EE-02	\$62,686	\$105,630	\$63,940	\$107,742
E-01	\$42,558	\$67,721	\$43,409	\$69,075
E-02	\$62,686	\$105,632	\$63,940	\$107,744
E-03	\$67,506	\$113,752	\$68,856	\$116,027
E-04	\$72,694	\$122,500	\$74,148	\$124,950
E-05	\$78,285	\$131,919	\$79,851	\$134,557
E-06	\$86,416	\$149,253	\$88,144	\$152,238
E-07	\$95,385	\$158,183	\$97,293	\$161,347
E-08	\$107,789	\$178,746	\$109,944	\$182,321
E-09	\$115,331	\$191,261	\$117,638	\$195,086
E-10	\$123,407	\$204,645	\$125,875	\$208,738

Arlington County (VA) Special Pay Scale

FY 2016 Special Schedule - Eff July 1, 2015

Class	Title	FLSA	Grade	Step	1	2	3	4	5	6	7	8
1983	Student Assistant I	N	SAI	1 - 8	\$7.25	\$7.25	\$7.25	\$7.70	\$8.25	\$8.80	\$9.35	\$9.89
1984	Student Assistant II	N	SAII	1 - 8	\$8.80	\$9.35	\$9.89	\$10.44	\$10.99	\$11.54	\$12.09	\$12.64
1986	Services Aide I	N	SvA	1 - 4	\$7.25	\$7.33	\$7.63	\$7.94				
1987	Services Aide II	N	SvA	1 - 4	\$7.82	\$8.15	\$8.46	\$8.82				

Class	Title	FLSA	Grade	Description	Hourly Min	Hourly Mid	Hourly Max
6700	Sign Language Interpreter	NEX	SLI	Flat Hourly Rate	\$25.00	\$37.50	\$50.00

Grade	Minimum	Midpoint	Maximum
EMAP	\$102,814.40	\$156,863.20	\$210,912.00
SMAP	\$86,548.80	\$130,322.40	\$174,096.00
XMAP1	\$81,328.00	\$105,788.80	\$130,249.60
XMAP2	\$83,948.80	\$115,658.40	\$147,368.00
XMAP3	\$103,022.40	\$156,967.20	\$210,912.00

Grade	Actual Annual	Annual Maximum
Chairman	\$56,628.78	\$63,071.00
Board Member	\$51,480.43	\$57,337.00

City of Baltimore (MD) Managerial and Professional Society (MAPS) Salary Schedule

City of Baltimore
 Managerial and Professional Society (MAPS)
 FY2016 Salary Schedule

GRADE	MINIMUM	MAXIMUM
83P	117200	117200
84F	129587	129587
84P	123900	123900
85F	140855	140855
85P	130500	130500
86P	138200	138200
88M	173200	173200
88P	154900	154900
99P	190800	243800
902	40900	65400
903	43400	69400
904	46000	73600
906	49700	79400
907	54200	86800
923	58300	93500
927	62000	99200
929	65900	105300
931	71000	113500
936	77600	124100
939	82100	135300
941	53400	91800
942	87100	143600
960	92400	152400
967	99600	164200
969	108800	179600
990	117300	193500
991	124400	205300
992	132100	218000
993	142300	234900
994	155700	256800

District of Columbia Excepted Service Salary Schedule

District of Columbia Government Salary Schedule: Excepted Service (ES)

Fiscal Year: 2016 **Service Code Definition:** Excepted Service(ES)
Effective Date: 10/04/15
Union/Nonunion: Non-union **Affected CBU/Service Code(s):** XAA A40, XAA A80
Pay Plan/Schedule: ES
Peoplesoft Schedule: XS0001

% Increase: 3%

Resolution Number:

Date of Resolution:

Grade	MINIMUM	MIDPOINT	MAXIMUM	CS Grade Allocation
ES1	\$ 32,640	\$ 40,800	\$ 48,960	5/6
ES2	\$ 39,393	\$ 49,242	\$ 59,089	7/8
ES3	\$ 45,020	\$ 56,275	\$ 67,531	9
ES4	\$ 50,648	\$ 63,310	\$ 75,972	10
ES5	\$ 56,275	\$ 70,344	\$ 84,413	11
ES6	\$ 64,154	\$ 80,193	\$ 96,231	12
ES7	\$ 78,786	\$ 98,482	\$ 118,178	13
ES8	\$ 90,041	\$ 112,551	\$ 135,061	14/15
ES9	\$ 101,296	\$ 126,620	\$ 151,944	15/16
ES10	\$ 112,551	\$ 140,689	\$ 168,826	16/17
ES11	\$ 140,689	\$ 175,861	\$ 211,033	17/18

District of Columbia Executive Service Salary Schedule

District of Columbia Government Salary Schedule: Executive Service Schedule



Fiscal Year: 2016 Service Code Definition: Executive Service (DX)

Effective Date: 10/04/15

Union/Nonunion: Non-union Affected CBU/Service Code(s): XXX A87

Pay Plan/Schedule: DX

Peoplesoft Schedule: DX0000

% Increase: 3%

Resolution Number:

Date of Resolution:

Grade	MINIMUM	MIDPOINT	MAXIMUM
E1	\$ 93,192	\$ 116,490	\$ 139,788
E2	\$ 101,346	\$ 126,648	\$ 151,950
E3	\$ 110,199	\$ 137,644	\$ 165,090
E4	\$ 119,752	\$ 149,550	\$ 179,348
E5	\$ 129,653	\$ 162,679	\$ 195,703

Fairfax County (VA) Executive Compensation Plan

COMPENSATION PLAN - FY2016 PAY PLAN - E

PAY GRADE	RATE	MINIMUM RATE	MIDPOINT RATE	MAXIMUM RATE
E-01	ANNUAL	66,585.38	88,781.06	110,976.11
	BIWEEKLY	2,560.98	3,414.66	4,268.31
	HOURLY	32.0122	42.6832	53.3539
E-02	ANNUAL	69,795.23	93,060.03	116,325.04
	BIWEEKLY	2,684.43	3,579.23	4,474.04
	HOURLY	33.5554	44.7404	55.9255
E-03	ANNUAL	73,170.45	97,560.94	121,951.65
	BIWEEKLY	2,814.25	3,752.34	4,690.45
	HOURLY	35.1781	46.9043	58.6306
E-04	ANNUAL	76,725.17	102,300.22	127,875.28
	BIWEEKLY	2,950.97	3,934.62	4,918.28
	HOURLY	36.8871	49.1828	61.4785
E-05	ANNUAL	78,255.01	104,340.50	130,425.78
	BIWEEKLY	3,009.81	4,013.10	5,016.38
	HOURLY	37.6226	50.1637	62.7047
E-06	ANNUAL	82,047.68	109,396.77	136,746.90
	BIWEEKLY	3,155.68	4,207.57	5,259.50
	HOURLY	39.4460	52.5946	65.7437
E-07	ANNUAL	86,092.03	114,790.21	143,487.14
	BIWEEKLY	3,311.23	4,415.01	5,518.74
	HOURLY	41.3904	55.1876	68.9842
E-08	ANNUAL	90,227.70	120,302.83	150,378.18
	BIWEEKLY	3,470.30	4,627.03	5,783.78
	HOURLY	43.3787	57.8379	72.2972
E-09	ANNUAL	96,910.32	129,213.55	161,516.78
	BIWEEKLY	3,727.32	4,969.75	6,212.18
	HOURLY	46.5915	62.1219	77.6523

COMPENSATION PLAN - FY2016 PAY PLAN - E

PAY GRADE	RATE	MINIMUM RATE	MIDPOINT RATE	MAXIMUM RATE
E-10	ANNUAL	101,744.24	135,658.02	169,572.62
	BIWEEKLY	3,913.24	5,217.62	6,522.02
	HOURLY	48.9155	65.2202	81.5253
E-11	ANNUAL	106,708.16	142,277.20	177,846.86
	BIWEEKLY	4,104.16	5,472.20	6,840.26
	HOURLY	51.3020	68.4025	85.5033
E-12	ANNUAL	111,411.25	148,547.98	185,685.76
	BIWEEKLY	4,285.05	5,713.38	7,141.76
	HOURLY	53.5631	71.4173	89.2720
E-13	ANNUAL	116,907.44	155,876.66	194,845.04
	BIWEEKLY	4,496.44	5,995.26	7,494.04
	HOURLY	56.2055	74.9407	93.6755
E-14	ANNUAL	129,285.10	172,379.79	215,475.31
	BIWEEKLY	4,972.50	6,629.99	8,287.51
	HOURLY	62.1563	82.8749	103.5939