



# County Executive

## Mission Statement

The Office of the County Executive provides political leadership to the community and administrative direction to the County's departments and offices. The Office is committed to providing accurate, timely, and effective support to the County Executive and the Chief Administrative Officer (CAO) as they carry out their responsibilities to residents and employees of Montgomery County in an atmosphere that is characterized by excellence, efficiency, openness, equity, and integrity.

## Budget Overview

The total recommended FY17 Operating Budget for the Office of the County Executive is \$5,607,127, an increase of \$403,010 or 7.74 percent from the FY16 Approved Budget of \$5,204,117. Personnel Costs comprise 89.86 percent of the budget for 35 full-time position(s) and five part-time position(s), and a total of 33.60 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 10.14 percent of the FY17 budget.

## Linkage to County Result Areas

The Office of the County Executive supports and also enforces all eight of the County Results Areas.

## Performance Measures

The primary focus of the Office of the County Executive is to provide policy direction, reinforce accountability, and ensure the achievement of results for our residents. In support of these objectives, this office primarily uses the following tools to measure the effectiveness of the policy directions provided to County departments:

1. Departmental performance plans, headline performance measures and program performance measures that are reviewed and monitored on a routine basis;
2. A "Dashboard" reporting system on departments' headline performance measures and program performance measures that monitors and reports to the public, in real time, the County's successes and challenges; and
3. High level indicators of County performance and quality of life, that serve as a barometer of County performance benchmarked against a regional and national grouping of comparable jurisdictions.

## Initiatives

- ★ Launched a Talent Acquisition and Development (TAD) initiative to leverage work completed to date as well as new insights regarding the current state of the County's hiring practices and to propose specific actions to harmonize those practices toward improved time-to-fill rates for job openings and improved internal job candidate mobility.
- ★ Collaborated with County procurement-related initiatives to develop innovative methods for increasing the efficiency of the procurement process and increasing the number of local small and minority, female, and disabled-owned (MFD) businesses that have contracts with the County.

## Accomplishments

- ✓ Completed and published 13 audit reports in FY15 and FY16 (to date), including three Wage Requirements Law audits.
- ✓ Launched a revamped website to house and report all Montgomery County performance data using Socrata's "Open Performance" platform.
- ✓ Earned a third consecutive "Certificate of Excellence" from ICMA's Center for Performance Analytics.

## Productivity Improvements

- Conducted an analysis of snow removal operations and identified opportunities for cost efficiency in snow removal operations at County-maintained facilities. Also conducted a comparative analysis of several counties' snow removal operations for county-maintained roads, and provided the analysis for consideration of potential cost efficiency opportunities.
- Engaged with the State's Attorney Office, Maryland-National Capital Park and Planning Commission, and Montgomery County Public Schools to move towards increased collaboration and data sharing.
- Collaborated with OMB to leverage their existing BASIS software to streamline the collection of departmental performance data and accompanying narratives.
- Collaborated with the Office of the County Attorney and the Office of Procurement to develop standard enforcement program procedures for the County's oversight of the Wage Requirements Law.
- Placed several graduate students within departments to perform their "capstone" project to benefit the County.

## Program Contacts

Contact Sonetta Neufville of the Office of the County Executive at 240.777.2516 or Jane Mukira of the Office of Management and Budget at 240.777.2754 for more information regarding this department's operating budget.

## Program Descriptions

### County Executive - Policy Planning and Development

The County Executive oversees the enforcement of the laws of Montgomery County and provides executive direction to all departments and offices of the County government. The County Executive develops policies; proposes services, programs, budgets, and legislation to the County Council; adopts Executive Orders and Regulations; and appoints citizens to boards, committees, and commissions.

FY17 Recommended Changes	Expenditures	FTEs
<b>FY16 Approved</b>	<b>1,220,537</b>	<b>8.00</b>
Increase Cost: Grant Award for Base Realignment and Closure (BRAC)	1,511	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	131,213	1.03
<b>FY17 Recommended</b>	<b>1,353,261</b>	<b>9.03</b>

### CAO - Supervision & Management of Executive Branch Departments

The Chief Administrative Officer (CAO) oversees the operations and services of all departments and offices of the Executive Branch. The CAO also advises the County Executive on all administrative and government operations/service related matters and coordinates final review and decision-making on policies, programs, service delivery, budgets, legislation, regulations and related matters. The CAO uses the following tools to carry out his responsibilities: 1) CountyStat provides a forum for ongoing monitoring and measurement of the effectiveness and efficiency of County government services in order to improve performance, reinforce accountability, and focus on results; 2) The Constituent Services section coordinates responses to correspondence and electronic mail from our residents and identifies community/residents concerns that require special attention/response; 3) The Criminal Justice Coordinating Commission (CJCC) function seeks to enhance cooperation among the agencies involved in the criminal justice system in Montgomery County and to ensure that they address the issues facing the system; 4) The Innovation program provides an organized enterprise approach to innovation in Montgomery County. The core function of this program is to engage County employees and residents in order to facilitate innovation and assist with the design, development and implementation of innovative ideas; 5) Smart Growth Initiative development projects are coordinated and facilitated by this office. Multiple development projects involving various County agencies, the Maryland-National Capital Park and Planning Commission, and Montgomery County Public Schools are involved in this initiative; 6) The Development Ombudsman acts as a facilitator for commercial and residential development projects and resolves conflicts that arise during the entitlement and permitting process. The Ombudsman works with public and private sector entities, including State and County agencies as well as utility companies and community groups. The Development Ombudsman facilitates the resolution of obstacles to the successful implementation of County Master Plans and will also identify systemic changes needed to create a more efficient, predictable and transparent development review and

approval system; 7) The White Flint Implementation Coordinator manages the implementation of the White Flint Sector Plan to ensure that the various public and private elements of the Plan are met. The Sector Plan allows the area to transform from a suburban largely surface parking lot and strip mall area, to an urban mixed use walkable community. The White Flint area has a State designation as a Transit Oriented Development area. That TOD designation entitles White Flint to certain development benefits such as increased density, while the Sector Plan requires that specific performance measures be met by development projects in order to realize the increased density; 8) The White Oak Implementation Coordinator manages the implementation of the White Oak Master Plan to ensure that the area becomes established as the Science Gateway envisioned by the County Executive and County Council. This area is located along the Rt. 29 corridor with established older residential communities and few commercial developments. The Federal Food and Drug Administration is the largest existing commercial space with Adventist Hospital commencing development of a large hospital and research facility shortly. The County owns 115 acres in close proximity to the FDA campus and through a joint development agreement being negotiated, that property will become part of a 300 acre mixed use development that will have a Life Science Village focus.

FY17 Recommended Changes	Expenditures	FTEs
<b>FY16 Approved</b>	<b>3,286,844</b>	<b>21.60</b>
Shift: From Department of Economic Development (Program Manager II) - Small Business Navigator	121,227	1.00
Increase Cost: Professional Services Contracts	34,500	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	119,175	(1.00)
<b>FY17 Recommended</b>	<b>3,561,746</b>	<b>21.60</b>

## Internal Audit

The Internal Audit program provides independent strategic risk-based auditing services. The core function of this program is to improve internal controls and provide reasonable assurance of reliable financial reporting; effective and efficient operations; legal and regulatory compliance; fraud investigations and deterrence; and the safeguarding of County assets.

FY17 Recommended Changes	Expenditures	FTEs
<b>FY16 Approved</b>	<b>422,907</b>	<b>1.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(5,589)	0.00
<b>FY17 Recommended</b>	<b>417,318</b>	<b>1.00</b>

## Administration

The Administration program provides budget development and analysis, fiscal and inventory control, personnel and payroll management, training and supervision, procurement, and contract administration.

FY17 Recommended Changes	Expenditures	FTEs
<b>FY16 Approved</b>	<b>273,829</b>	<b>2.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	973	(0.03)
<b>FY17 Recommended</b>	<b>274,802</b>	<b>1.97</b>

## Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	3,493,253	3,477,535	3,609,046	3,835,783	10.3 %
Employee Benefits	1,043,734	1,058,698	994,363	1,072,361	1.3 %
<b>County General Fund Personnel Costs</b>	<b>4,536,987</b>	<b>4,536,233</b>	<b>4,603,409</b>	<b>4,908,144</b>	<b>8.2 %</b>

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Operating Expenses	314,845	534,234	395,685	563,822	5.5 %
<b>County General Fund Expenditures</b>	<b>4,851,832</b>	<b>5,070,467</b>	<b>4,999,094</b>	<b>5,471,966</b>	<b>7.9 %</b>
<b>PERSONNEL</b>					
Full-Time	30	31	31	34	9.7 %
Part-Time	5	5	5	5	---
FTEs	30.60	31.60	31.60	32.60	3.2 %
<b>REVENUES</b>					
Miscellaneous Revenues	1	0	0	0	---
<b>County General Fund Revenues</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>---</b>

## GRANT FUND - MCG

### EXPENDITURES

Salaries and Wages	100,268	102,153	102,153	102,919	0.8 %
Employee Benefits	21,810	27,013	27,013	27,758	2.8 %
<b>Grant Fund - MCG Personnel Costs</b>	<b>122,078</b>	<b>129,166</b>	<b>129,166</b>	<b>130,677</b>	<b>1.2 %</b>
Operating Expenses	15,053	4,484	4,484	4,484	---
<b>Grant Fund - MCG Expenditures</b>	<b>137,131</b>	<b>133,650</b>	<b>133,650</b>	<b>135,161</b>	<b>1.1 %</b>

### PERSONNEL

Full-Time	1	1	1	1	---
Part-Time	0	0	0	0	---
FTEs	1.00	1.00	1.00	1.00	---

### REVENUES

Federal Grants	174,840	133,650	133,650	135,161	1.1 %
<b>Grant Fund - MCG Revenues</b>	<b>174,840</b>	<b>133,650</b>	<b>133,650</b>	<b>135,161</b>	<b>1.1 %</b>

## DEPARTMENT TOTALS

<b>Total Expenditures</b>	<b>4,988,963</b>	<b>5,204,117</b>	<b>5,132,744</b>	<b>5,607,127</b>	<b>7.7 %</b>
<b>Total Full-Time Positions</b>	<b>31</b>	<b>32</b>	<b>32</b>	<b>35</b>	<b>9.4 %</b>
<b>Total Part-Time Positions</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>---</b>
<b>Total FTEs</b>	<b>31.60</b>	<b>32.60</b>	<b>32.60</b>	<b>33.60</b>	<b>3.1 %</b>
<b>Total Revenues</b>	<b>174,841</b>	<b>133,650</b>	<b>133,650</b>	<b>135,161</b>	<b>1.1 %</b>

## FY17 Recommended Changes

Expenditures FTEs

## COUNTY GENERAL FUND

### FY16 ORIGINAL APPROPRIATION

5,070,467 31.60

#### Other Adjustments (with no service impacts)

Increase Cost: Annualization of FY16 Personnel Costs	235,055	0.00
Shift: From Department of Economic Development (Program Manager II) - Small Business Navigator [CAO - Supervision & Management of Executive Branch Departments]	121,227	1.00
Increase Cost: FY17 Compensation Adjustment	49,816	0.00
Increase Cost: Professional Services Contracts [CAO - Supervision & Management of Executive Branch Departments]	34,500	0.00
Increase Cost: Group Insurance Adjustment	21,250	0.00
Increase Cost: Motor Pool Adjustment	10,919	0.00
Increase Cost: Printing and Mail	499	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(16,330)	0.00
Decrease Cost: Retirement Adjustment	(55,437)	0.00

### FY17 RECOMMENDED

5,471,966 32.60

## GRANT FUND - MCG

	Expenditures	FTEs
<b>FY16 ORIGINAL APPROPRIATION</b>	<b>133,650</b>	<b>1.00</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Grant Award for Base Realignment and Closure (BRAC) [County Executive - Policy Planning and Development]	1,511	0.00
<b>FY17 RECOMMENDED</b>	<b>135,161</b>	<b>1.00</b>

## Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
County Executive - Policy Planning and Development	1,220,537	8.00	1,353,261	9.03
CAO - Supervision & Management of Executive Branch Departments	3,286,844	21.60	3,561,746	21.60
Internal Audit	422,907	1.00	417,318	1.00
Administration	273,829	2.00	274,802	1.97
<b>Total</b>	<b>5,204,117</b>	<b>32.60</b>	<b>5,607,127</b>	<b>33.60</b>

## Charges to Other Departments

Charged Department	Charged Fund	FY16		FY17	
		Total\$	FTEs	Total\$	FTEs
<b>COUNTY GENERAL FUND</b>					
Permitting Services	Permitting Services	0	0.00	189,391	1.00
CIP	Capital Fund	147,907	2.00	361,828	3.00
<b>Total</b>		<b>147,907</b>	<b>2.00</b>	<b>551,219</b>	<b>4.00</b>

## Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY17 Recommended</b>	<b>5,472</b>	<b>5,472</b>	<b>5,472</b>	<b>5,472</b>	<b>5,472</b>	<b>5,472</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>5,472</b>	<b>5,492</b>	<b>5,492</b>	<b>5,492</b>	<b>5,492</b>	<b>5,492</b>

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