



# County Executive

**Approved FY18 Budget**  
**\$6,084,967**

**Full Time Equivalents**  
**36.50**

## 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 approved FY18 Operating Budget for the Office of the County Executive is \$6,084,967, an increase of \$478,938 or 8.54 percent from the FY17 Approved Budget of \$5,606,029. Personnel Costs comprise 87.14 percent of the budget for 37 full-time position(s) and five part-time position(s), and a total of 36.50 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 12.86 percent of the FY18 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

- ★ Partnered with USAID and Development Alternatives International (DAI) to establish the Innovation into Action Challenge. The Challenge represented a first time kind of an event that attracted start-up companies from around the world to the County by offering cash prizes and awards. The Challenge brought in approximately \$250,000 in sponsorships/support for businesses with a minimal investment from the County.

- ★ Developed new methods to conduct "Community Analytics," leveraging Census and other publicly available data to explore multiple demographic, economic, and quality of life-related characteristics of the County at a more granular level.
- ★ Partnering with the Department of Technology Services to identify and support ways in which County employees can make use of the OpenData program to address issues, connect with customers, collaborate more effectively, and realize other benefits of this resource commonly thought of as primarily public-facing.
- ★ Partnering with the Department of Environmental Protection and other departments to adopt and seek certification from the STAR Communities (Sustainability Tools for Assessing and Rating Communities) framework, which will allow an upgrade to the County's Community Indicator Project, use peer benchmarking to identify community strengths and opportunities for improvement, and obtain external recognition and validation of the County's work in a variety of quality of life areas.
- ★ Leading the implementation of the Pew Results First framework with Department of Correction and Rehabilitation and Department of Health and Human Services, which provides a means to identify and apply evidence-driven and evidence-informed practices to policy and budget decisions.
- ★ Exploring the potential for technology to transform the ridership experience through the Smart Transit Spotlight project. The project comes at no additional cost to the County and includes an investment of approximately \$300,000 by its partners through technology and connectivity donations. The project will start by piloting wifi and USB charging on Ride On buses and at bus stops.
- ★ Support the Innovation into Action Challenge through leveraging Federal, local, and private resources to support local companies access to emerging international markets, provide collaboration between County expertise and global leaders, and strengthen the County's standing as a gateway for the world.
- ★ The Business Solutions Group will help business owners navigate County government services through proactive communication of business regulations and coordinated problem solving for the business community.

## Accomplishments

- ☑ Earned a fourth consecutive "Certificate of Excellence" from International City/County Management Association's Center for Performance Analytics.
- ☑ The Innovation Program successfully acquired \$115,000 in Federal grants to build the next stage of the award-winning Safe Community Alert (SCALE) project.
- ☑ Improved the County's use of MC311 data to identify areas for focused attention to drive performance improvement. For example, the office worked with Department Of Transportation on the process used to respond to "Pothole Repair" and "Road Repair" Service Requests, and with Department of Housing Community Affairs on their "Housing Complaints" Service Requests, improving the Service Level Agreement of each Service Request type to greater than 80%.
- ☑ Successfully implemented the first pilot year of the Maker Fund, a program to build capacity among organizations operating makerspaces and small-scale manufacturing operations in the County. The first year of the program consisted of an assessment of existing needs as well as the administration of targeted support to qualifying programs around the County.
- ☑ Completed and published seven audit reports (FY16 and FY17 to date), in addition to conducting a County-wide risk assessment and publishing the multi-year (FY17-20) internal audit plan based on this assessment. Working with departments, Internal Audit has seen continued progress in closure of open recommendations (increasing from 64% to 85% complete), particularly recommendations open greater than one year (decreasing from 28% to 6%) during FY16. Similarly, there has been progress in the closure of open Office of the Inspector General and Office of Legislative Oversight recommendations, increasing from 65% to 93% during FY16.

## Innovations and Productivity Improvements

- Supported Department of General Services, Department of Liquor Control, Department of Recreation, and other departments with analysis that normally would have been contracted out at an additional expense.
- Created a "Montgomery County Data Community" to identify departmental data stewards across County Government and provide a forum for professional improvement, cross-departmental collaboration, and recognition of important work involving data; the first pilot of a Six Sigma/Lean class filled up within 48 hours with participation from more than a dozen departments/offices plus Montgomery County Public Schools.
- Continued to place graduate students from the University of Maryland's School of Public Policy within departments to perform their Master's Degree "capstone" projects, and also formed a partnership with the University of Maryland's School of Information Sciences to bring graduate students to County Government for project work.

## 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.

FY18 Approved Changes	Expenditures	FTEs
<b>FY17 Approved</b>	<b>1,352,163</b>	<b>9.03</b>
Increase Cost: Personnel Cost Increase	2,501	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.	2,033	0.00
<b>FY18 Approved</b>	<b>1,356,697</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 being complimented by the Adventist Hospital development of a large hospital and research facility. The County owns 115-acres in close proximity to the FDA campus and through a joint development agreement that is in place, the property will become part of a 300-acre mixed use development that will have a Life Science Village focus.

FY18 Approved Changes	Expenditures	FTEs
<b>FY17 Approved</b>	<b>3,561,746</b>	<b>21.60</b>
Add: Business Solutions Group	240,000	2.00
Increase Cost: Innovation into Action Challenge	50,000	0.00
Increase Cost: Office Clerk	16,000	0.50
Increase Cost: Annualization of FY17 Compensation Increases	14,515	0.00
Increase Cost: Intranet Quorum Annual Maintenance	12,500	0.00
Technical Adj: Adjust Senior Information Technology Specialist from Part-time to Full-Time	0	0.40
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	12,537	0.00
<b>FY18 Approved</b>	<b>3,907,298</b>	<b>24.50</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.

FY18 Approved Changes	Expenditures	FTEs
<b>FY17 Approved</b>	<b>417,318</b>	<b>1.00</b>
Increase Cost: Internal Audit Contracts	100,000	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.	8,234	0.00
<b>FY18 Approved</b>	<b>525,552</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.

FY18 Approved Changes	Expenditures	FTEs
<b>FY17 Approved</b>	<b>274,802</b>	<b>1.97</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	20,618	0.00
<b>FY18 Approved</b>	<b>295,420</b>	<b>1.97</b>

## BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	3,712,060	3,834,685	3,636,393	3,988,650	4.0 %
Employee Benefits	1,069,439	1,072,361	982,528	1,180,619	10.1 %
<b>County General Fund Personnel Costs</b>	<b>4,781,499</b>	<b>4,907,046</b>	<b>4,618,921</b>	<b>5,169,269</b>	<b>5.3 %</b>
Operating Expenses	452,977	563,822	920,169	778,036	38.0 %
Capital Outlay	1,040	0	0	0	—
<b>County General Fund Expenditures</b>	<b>5,235,516</b>	<b>5,470,868</b>	<b>5,539,090</b>	<b>5,947,305</b>	<b>8.7 %</b>
<b>PERSONNEL</b>					
Full-Time	31	34	34	36	5.9 %
Part-Time	5	5	5	5	—
FTEs	31.60	32.60	32.60	35.50	8.9 %
<b>County General Fund Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>GRANT FUND - MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	102,655	102,919	102,919	105,082	2.1 %
Employee Benefits	23,322	27,758	27,758	28,096	1.2 %
<b>Grant Fund - MCG Personnel Costs</b>	<b>125,977</b>	<b>130,677</b>	<b>130,677</b>	<b>133,178</b>	<b>1.9 %</b>
Operating Expenses	20,327	4,484	4,484	4,484	—
<b>Grant Fund - MCG Expenditures</b>	<b>146,304</b>	<b>135,161</b>	<b>135,161</b>	<b>137,662</b>	<b>1.9 %</b>
<b>PERSONNEL</b>					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
<b>REVENUES</b>					
Federal Grants	146,304	135,161	135,161	137,662	1.9 %
<b>Grant Fund - MCG Revenues</b>	<b>146,304</b>	<b>135,161</b>	<b>135,161</b>	<b>137,662</b>	<b>1.9 %</b>

## BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	5,381,820	5,606,029	5,674,251	6,084,967	8.5 %
<b>Total Full-Time Positions</b>	32	35	35	37	5.7 %
<b>Total Part-Time Positions</b>	5	5	5	5	—
<b>Total FTEs</b>	32.60	33.60	33.60	36.50	8.6 %
<b>Total Revenues</b>	146,304	135,161	135,161	137,662	1.9 %

## FY18 APPROVED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
	<b>FY17 ORIGINAL APPROPRIATION</b>	<b>5,470,868 32.60</b>
<b><u>Changes (with service impacts)</u></b>		
Add: Business Solutions Group [CAO - Supervision & Management of Executive Branch Departments]	240,000	2.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Internal Audit Contracts [Internal Audit]	100,000	0.00
Increase Cost: FY18 Compensation Adjustment	50,399	0.00
Increase Cost: Innovation into Action Challenge [CAO - Supervision & Management of Executive Branch Departments]	50,000	0.00
Increase Cost: Retirement Adjustment	20,633	0.00
Increase Cost: Office Clerk [CAO - Supervision & Management of Executive Branch Departments]	16,000	0.50
Increase Cost: Annualization of FY17 Compensation Increases [CAO - Supervision & Management of Executive Branch Departments]	14,515	0.00
Increase Cost: Intranet Quorum Annual Maintenance [CAO - Supervision & Management of Executive Branch Departments]	12,500	0.00
Increase Cost: CountyStat Software Subscriptions	4,500	0.00
Technical Adj: Adjust Senior Information Technology Specialist from Part-time to Full-Time [CAO - Supervision & Management of Executive Branch Departments]	0	0.40
Decrease Cost: Printing and Mail	(1,690)	0.00
Decrease Cost: Annualization of FY17 Personnel Costs	(9,324)	0.00
Decrease Cost: Motor Pool Adjustment	(21,096)	0.00
	<b>FY18 APPROVED</b>	<b>5,947,305 35.50</b>

### GRANT FUND - MCG

	<b>FY17 ORIGINAL APPROPRIATION</b>	<b>135,161 1.00</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Personnel Cost Increase [County Executive - Policy Planning and Development]	2,501	0.00

## FY18 APPROVED CHANGES

	Expenditures	FTEs
<b>FY18 APPROVED</b>	<b>137,662</b>	<b>1.00</b>

## PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
County Executive - Policy Planning and Development	1,352,163	9.03	1,356,697	9.03
CAO - Supervision & Management of Executive Branch Departments	3,561,746	21.60	3,907,298	24.50
Internal Audit	417,318	1.00	525,552	1.00
Administration	274,802	1.97	295,420	1.97
<b>Total</b>	<b>5,606,029</b>	<b>33.60</b>	<b>6,084,967</b>	<b>36.50</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total\$	FY17 FTEs	FY18 Total\$	FY18 FTEs
<b>COUNTY GENERAL FUND</b>					
Permitting Services	Permitting Services	189,391	1.00	188,969	1.00
CIP	Capital Fund	361,828	3.00	314,375	2.00
<b>Total</b>		<b>551,219</b>	<b>4.00</b>	<b>503,344</b>	<b>3.00</b>

## FUTURE FISCAL IMPACTS

CC APPROVED (\$000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY18 Approved</b>	<b>5,947</b>	<b>5,947</b>	<b>5,947</b>	<b>5,947</b>	<b>5,947</b>	<b>5,947</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Approved in FY18</b>	<b>0</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>
New positions in the FY18 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>5,947</b>	<b>5,996</b>	<b>5,996</b>	<b>5,996</b>	<b>5,996</b>	<b>5,996</b>

## ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY18 Approved	FY19 Annualized

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	Expenditures	FTEs	Expenditures	FTEs
Business Solutions Group	170,000	2.00	209,650	2.00
<b>Total</b>	<b>170,000</b>	<b>2.00</b>	<b>209,650</b>	<b>2.00</b>