



County Executive

APPROVED FY19 BUDGET

\$5,797,922

FULL TIME EQUIVALENTS

35.50

 ISIAH LEGGETT, 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 approved FY19 Operating Budget for the Office of the County Executive is \$5,797,922, a decrease of \$287,045 or 4.72 percent from the FY18 Approved Budget of \$6,084,967. Personnel Costs comprise 86.46 percent of the budget for 36 full-time position(s) and five part-time position(s), and a total of 35.50 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 13.54 percent of the FY19 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

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- ★ Continue to refine 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.
 - ★ Develop set of interactive tools that bring together multiple administrative data sources into a single view, allowing for in-depth, near-real time analysis and exploration of data related to a wide range of quality of life issues.
 - ★ Serve as lead for the first County-wide resident satisfaction survey since 2009.
 - ★ Developed the County's first "Vision Zero" strategic plan to reduce the number of pedestrian and bike related fatalities and severe injuries to zero by 2030.
 - ★ In coordination with Department of Technology Services, completed site visits to every Executive Branch department and office. Conducted sessions to identify and support ways in which County employees can make use of the Open Data 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 Department of Environmental Protection (DEP) and other departments to adopt and seek certification from the STAR Communities (Sustainability Tools for Assessing and Rating Communities) framework, which will allow for upgrade of the County's Community Indicator Project. This will facilitate use of 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 the 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.
 - ★ Working with multiple departments on piloting automated County forms for use by residents and businesses.

ACCOMPLISHMENTS

- ☑ Earned a fifth consecutive "Certificate of Excellence" from International City/County Management Association's (ICMA) Center for Performance Analytics.
- ☑ Improved the County's use of MC311 data to identify areas for focused attention to drive performance.
- ☑ Internal Audit completed and published nine audit reports (FY17 and FY18, to date). Working with departments, Internal Audit has seen continued progress in closure of open recommendations from Office of the Inspector General, Office of Legislative Oversight, and Internal Audit reviews.
- ☑ Further progress was made on taking actions to bring closure to audit/review recommendations open greater than one-year during FY17.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Supported Department of Environmental Protection (DEP), Department of Housing and Community Affairs (DHCA), Department of Liquor Control (DLC), Age-Friendly Montgomery and other departments and offices with analysis and "internal consulting" that normally would have been contracted out at an additional expense.
- ★ 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 which provided a benefit to the County. Formed a partnership with the University of Maryland's School of Information Sciences to bring graduate students to County government for project based opportunities.

☀ Internal Audit is conducting several high priority reviews during FY18, including those highlighted below. These reviews are designed to advance program and operational improvements in the areas/functions identified:

- Internal Control Review of Retail Store Operations (DLC)
- Internal Control Review of Fleet Asset Management Operations (Department of General Services)

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.

| FY19 Approved Changes | Expenditures | FTEs |
|---|------------------|-------------|
| FY18 Approved | 1,356,697 | 9.03 |
| Increase Cost: Motor Pool Adjustment | 6,667 | 0.00 |
| Technical Adj: Transfer BRAC Position from CEX to DOT | (137,662) | (1.00) |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 14,508 | (0.03) |
| FY19 Approved | 1,240,210 | 8.00 |

☀ 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 to carry out his responsibilities. 1) CountyStat provides data analytics services and a forum for ongoing monitoring and measurement of the effectiveness and efficiency of County government services 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) 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 and engages County employees and residents to facilitate innovation and assist with the design, development, and implementation of innovative ideas. 5) Smart Growth Initiative development projects are coordinated through the CAO's office; multiple development projects

involving County agencies, the Maryland-National Capital Park and Planning Commission, and Montgomery County Public Schools are also involved in this initiative. 6) The Development Ombudsman acts as a facilitator for strategic economic commercial 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, 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 (TOD) 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 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 near the FDA campus and through a joint development agreement, the property will become part of a 300-acre mixed use development that will have a Life Science Village focus.

| FY19 Approved Changes | Expenditures | FTEs |
|---|------------------|--------------|
| FY18 Approved | 3,907,298 | 24.50 |
| Increase Cost: Printing and Mail | 261 | 0.00 |
| Decrease Cost: Increase Lapse | (158,295) | 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. | (47,268) | 0.00 |
| FY19 Approved | 3,701,996 | 24.50 |

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.

| FY19 Approved Changes | Expenditures | FTEs |
|---|----------------|-------------|
| FY18 Approved | 525,552 | 1.00 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 27,926 | 0.00 |
| FY19 Approved | 553,478 | 1.00 |

Administration

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

| FY19 Approved Changes | Expenditures | FTEs |
|---|----------------|-------------|
| FY18 Approved | 295,420 | 1.97 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 6,818 | 0.03 |
| FY19 Approved | 302,238 | 2.00 |

BUDGET SUMMARY

| | Actual FY17 | Budget FY18 | Estimate FY18 | Approved FY19 | %Chg Bud/App |
|--|------------------|------------------|------------------|------------------|-----------------|
| COUNTY GENERAL FUND | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 3,638,484 | 3,988,650 | 3,772,354 | 3,863,169 | -3.2 % |
| Employee Benefits | 992,435 | 1,180,619 | 1,089,053 | 1,149,789 | -2.6 % |
| County General Fund Personnel Costs | 4,630,919 | 5,169,269 | 4,861,407 | 5,012,958 | -3.0 % |
| Operating Expenses | 780,246 | 778,036 | 725,898 | 784,964 | 0.9 % |
| County General Fund Expenditures | 5,411,165 | 5,947,305 | 5,587,305 | 5,797,922 | -2.5 % |
| PERSONNEL | | | | | |
| Full-Time | 34 | 36 | 36 | 36 | — |
| Part-Time | 5 | 5 | 5 | 5 | — |
| FTEs | 32.60 | 35.50 | 35.50 | 35.50 | — |
| County General Fund Revenues | 0 | 0 | 0 | 0 | — |
| GRANT FUND - MCG | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 86,633 | 105,082 | 105,082 | 0 | -100.0 % |
| Employee Benefits | 19,771 | 28,096 | 28,096 | 0 | -100.0 % |
| Grant Fund - MCG Personnel Costs | 106,404 | 133,178 | 133,178 | 0 | -100.0 % |
| Operating Expenses | 84,381 | 4,484 | 4,484 | 0 | -100.0 % |
| Grant Fund - MCG Expenditures | 190,785 | 137,662 | 137,662 | 0 | -100.0 % |
| PERSONNEL | | | | | |
| Full-Time | 1 | 1 | 1 | 0 | -100.0 % |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 1.00 | 1.00 | 1.00 | 0.00 | -100.0 % |
| REVENUES | | | | | |
| Federal Grants | 190,422 | 137,662 | 137,662 | 0 | -100.0 % |
| Grant Fund - MCG Revenues | 190,422 | 137,662 | 137,662 | 0 | -100.0 % |
| DEPARTMENT TOTALS | | | | | |
| Total Expenditures | 5,601,950 | 6,084,967 | 5,724,967 | 5,797,922 | -4.7 % |
| Total Full-Time Positions | 35 | 37 | 37 | 36 | -2.7 % |
| Total Part-Time Positions | 5 | 5 | 5 | 5 | — |
| Total FTEs | 33.60 | 36.50 | 36.50 | 35.50 | -2.7 % |

BUDGET SUMMARY

| | Actual FY17 | Budget FY18 | Estimate FY18 | Approved FY19 | %Chg Bud/App |
|-----------------------|----------------|----------------|------------------|------------------|-----------------|
| Total Revenues | 190,422 | 137,662 | 137,662 | 0 | -100.0 % |

FY19 APPROVED CHANGES

| | Expenditures | FTEs |
|--|------------------|--------------|
| COUNTY GENERAL FUND | | |
| FY18 ORIGINAL APPROPRIATION | 5,947,305 | 35.50 |
| <u>Other Adjustments (with no service impacts)</u> | | |
| Increase Cost: FY19 Compensation Adjustment | 71,146 | 0.00 |
| Increase Cost: Annualization of FY18 Lapsed Positions | 39,650 | 0.00 |
| Increase Cost: Motor Pool Adjustment [County Executive - Policy Planning and Development] | 6,667 | 0.00 |
| Increase Cost: Printing and Mail [CAO - Supervision & Management of Executive Branch Departments] | 261 | 0.00 |
| Decrease Cost: Retirement Adjustment | (45,687) | 0.00 |
| Decrease Cost: Annualization of FY18 Personnel Costs | (63,125) | 0.00 |
| Decrease Cost: Increase Lapse [CAO - Supervision & Management of Executive Branch Departments] | (158,295) | 0.00 |
| FY19 APPROVED | 5,797,922 | 35.50 |
| GRANT FUND - MCG | | |
| FY18 ORIGINAL APPROPRIATION | 137,662 | 1.00 |
| <u>Other Adjustments (with no service impacts)</u> | | |
| Technical Adj: Transfer BRAC Position from CEX to DOT [County Executive - Policy Planning and Development] | (137,662) | (1.00) |
| FY19 APPROVED | 0 | 0.00 |

PROGRAM SUMMARY

| Program Name | FY18 APPR Expenditures | FY18 APPR FTEs | FY19 APPR Expenditures | FY19 APPR FTEs |
|--|---------------------------|-------------------|---------------------------|-------------------|
| County Executive - Policy Planning and Development | 1,356,697 | 9.03 | 1,240,210 | 8.00 |
| CAO - Supervision & Management of Executive Branch Departments | 3,907,298 | 24.50 | 3,701,996 | 24.50 |
| Internal Audit | 525,552 | 1.00 | 553,478 | 1.00 |
| Administration | 295,420 | 1.97 | 302,238 | 2.00 |
| Total | 6,084,967 | 36.50 | 5,797,922 | 35.50 |

CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY18 Total\$ | FY18 FTEs | FY19 Total\$ | FY19 FTEs |
|--------------------|--------------|-----------------|--------------|-----------------|--------------|
|--------------------|--------------|-----------------|--------------|-----------------|--------------|

CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY18 Total\$ | FY18 FTEs | FY19 Total\$ | FY19 FTEs |
|----------------------------|---------------------|-----------------|--------------|-----------------|--------------|
| COUNTY GENERAL FUND | | | | | |
| Permitting Services | Permitting Services | 188,969 | 1.00 | 206,365 | 1.00 |
| CIP | Capital Fund | 314,375 | 2.00 | 326,273 | 2.00 |
| Total | | 503,344 | 3.00 | 532,638 | 3.00 |

FUTURE FISCAL IMPACTS

CC APPROVED (\$000S)

| Title | FY19 | FY20 | FY21 | FY22 | FY23 | FY24 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|
| COUNTY GENERAL FUND | | | | | | |
| EXPENDITURES | | | | | | |
| FY19 Approved | 5,798 | 5,798 | 5,798 | 5,798 | 5,798 | 5,798 |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| Restore One-Time Lapse Increase | 0 | 158 | 158 | 158 | 158 | 158 |
| Restoration of one-time lapse adjustment in the budget development year | | | | | | |
| Labor Contracts | 0 | 29 | 29 | 29 | 29 | 29 |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| Subtotal Expenditures | 5,798 | 5,985 | 5,985 | 5,985 | 5,985 | 5,985 |

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