



# County Executive

## RECOMMENDED FY24 BUDGET

\$7,543,082

## FULL TIME EQUIVALENTS

39.28

MARC ELRICH, COUNTY EXECUTIVE

## MISSION STATEMENT

The Office of the County Executive provides 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 FY24 Operating Budget for the Office of the County Executive is \$7,543,082, which is a decrease of \$140,596 or 1.83 percent from the FY23 Approved Budget of \$7,683,678. Personnel costs comprise 81.08 percent of the budget for 47 full-time position(s) and six part-time position(s). There is a total of 39.28 FTEs. Total FTEs may include seasonal or temporary positions and reflect workforce charges to or from other departments or funds. Operating Expenses account for the remaining 18.92 percent of the FY24 budget.

## COUNTY PRIORITY OUTCOMES

While this program area supports all seven of the County Executive's Priority Outcomes, the following are emphasized:

- Thriving Youth and Families**
- A Growing Economy**
- A Greener County**
- Easier Commutes**
- An Affordable, Welcoming County for a Lifetime**
- Safe Neighborhoods**
- Effective, Sustainable Government**

## INITIATIVES

- Attract businesses to the White Oak Science Gateway by developing a marketing plan for a new website, pamphlets,

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brochures, and branding for the White Oak Science Gateway.

- ★ Track the County's interactions with the business community through a Customer Relationship Management System. This will ensure faster, more reliable customer service.
- ★ Increase capacity to proactively assist and engage small businesses throughout the County, resulting in more businesses that start, grow, and stay in the County.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

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- ★ The Office of Internal Audit worked with departments to ensure that corrective actions required to address recommendations from the Office of The Inspector General, the Office of Legislative Oversight, and Internal Audit reports were implemented in a timely manner, with 90 percent of recommendations being implemented.
- ★ The Office of Internal Audit conducted four internal control reviews and three information technology audits, including risk analyses integral to the County's disaster recovery and business continuity of operations to strengthen the County's Information Technology enterprise environment.
- ★ The Business Advancement Team was rebranded as County's Business Center Team with a redesigned website that helps answer local business questions quickly and a greater focus on proactive outreach and engagement with the County's small businesses.
- ★ The Business Center staff assisted more than 440 businesses by helping them access capital, navigate the County processes for licenses and permits, and connect with the County's resource partners.
- ★ The Business Center provided more than \$5.1 million in direct business grants and loans. Several of these business grants, like the Small Business Rental Assistance Program, provided critical funding for businesses still negatively impacted by the pandemic.
- ★ The Business Center staff managed multiple business resource contracts, connecting more than 5,550 County business owners to expert coaching and technical assistance that allows them to sustain and grow their businesses.
- ★ The Accelerator Program returned to in-person interaction with cohorts. Cohort participants from across government drove improvements ranging from improvement of intake for the Department of Housing and Community Affairs to improve the vendor experience for Alcohol Beverage Services stores.
- ★ The Innovation Team co-designed the content of the new Hiring Process Playbook, which guides hiring teams across Montgomery County Government through the hiring process with required steps, best practices, and tools and templates they can adapt and use. As a result, recruiters have reported a decrease in time spent responding to hiring questions, saving recruiters valuable time.
- ★ The Civic Design and Montgomery County Police Department (MCPD) partnership has increased the percentage of women in the Academy class, a reduced application process, and increased personalized applicant engagement throughout the process, which candidates state sets MCPD apart from competitors.
- ★ The Innovation Team developed standards that describe the ideal customer experience. These standards will be used as a benchmark to improve how a customer requests and receives county services.
- ★ The Civic Design team worked with teams across Health and Human Services (HHS) to understand the experience and needs of clients who contact HHS by phone, and the needs and experiences of the staff who serve them. Through this process, the Crisis Center and the Office of Eligibility and Support Services (OESS) Customer Service and Assistance Center identified urgent needs for updated phone technology to serve their clients. The Civic Design team worked with frontline staff in both offices to map the client journey and understand system requirements from the client and staff perspective before engaging with the vendor. The journey maps were used by the vendor to understand the needs of each team and kept the client

perspective centered in the development of a new technology system, which will be tested with staff and clients before roll-out.

## PROGRAM CONTACTS

Contact Taleah Parker of the Office of the County Executive at 240.777.2516 or Abdul Rauf of the Office of Management and Budget at 240.777.2766 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Administration

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

<b>FY24 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY23 Approved</b>	<b>115,193</b>	<b>1.00</b>
Shift: Community Grants Moved From the Community Grants Non-Departmental Account to County Executive's Base Budget	161,298	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	64,921	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.	10,225	0.00
<b>FY24 Recommended</b>	<b>351,637</b>	<b>1.00</b>

### Business Center Team

The Business Center Team serves as a visible point of entry for the business community by coordinating the delivery of County services and projects related to business development. The Team guides business clients in identifying where to go for assistance and ensures results-driven relationships and projects with related business development organizations outside the realm of County government.

<b>FY24 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY23 Approved</b>	<b>1,119,399</b>	<b>6.00</b>
Add: Two Business Liaison Positions for the Business Center Team	184,676	2.00
Enhance: Marketing for White Oak Science Gateway	50,000	0.00
Enhance: Business Center Customer Relationship Management System Software to Improve Services to Businesses	20,000	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.	(30,855)	0.00
<b>FY24 Recommended</b>	<b>1,343,220</b>	<b>8.00</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 to carry out his responsibilities: 1) The Constituent Services section coordinates responses to correspondence and electronic mail from our residents and identifies community/residents' concerns that require special attention/response; 2) The Innovation Program provides space and support for workers to collaborate cross-departmentally as they improve processes, reduce costs and errors, and improve constituent service; 3) The Business Advancement Team administers programs to support the growth and expansion of businesses in the County and serves as the business community's point of entry into the County government, providing direct services such as training and technical assistance through Business Connect, assistance with County processes and procedures, and economic development project incentives. The Business Advancement Team also manages the County's incubator network system and coordinates the implementation of the White Oak and White Flint Master Plans; and 4) 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.

FY24 Recommended Changes	Expenditures	FTEs
<b>FY23 Approved</b>	<b>3,146,853</b>	<b>19.78</b>
Add: Special Projects Manager	214,391	1.00
Shift: White Oak Planning Coordinator Salary from Capital Fund	91,382	0.50
Enhance: Quarterly Leadership Forums (QLF) Programs	10,000	0.00
Increase Cost: Boards, Committees, and Commissions Customer Relationship Management Software Contract	2,048	0.00
Shift: Climate Funding and Performance Specialist to DEP	(75,782)	(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.	133,176	0.00
<b>FY24 Recommended</b>	<b>3,522,068</b>	<b>20.28</b>

## 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.

FY24 Recommended Changes	Expenditures	FTEs
<b>FY23 Approved</b>	<b>1,129,748</b>	<b>6.00</b>
Add: Indigov Contract for New Customer Relationship Management system	42,880	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.	21,715	0.00
<b>FY24 Recommended</b>	<b>1,194,343</b>	<b>6.00</b>

## Innovation

The innovation Team supports colleagues across Montgomery County government to more deeply understand challenges and redesign how government serves people. The Accelerator course guides employees through a structured problem-solving approach to make tangible improvements to their processes and systems. The Civic Design Team facilitates progress on cross-departmental challenges, such as improving hiring and the customer experience. The Team uses a human-centered design approach to build a government where those closest to the challenges shape the solutions leading to services that seamlessly meet user

needs. The Innovation Orogram anticipates future needs of the County and proactively builds the capacity to deliver better services internally and externally.

FY24 Recommended Changes	Expenditures	FTEs
<b>FY23 Approved</b>	<b>537,170</b>	<b>3.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	22,662	0.00
<b>FY24 Recommended</b>	<b>559,832</b>	<b>3.00</b>

## Internal Audit

The Internal Audit program provides independent strategic risk-based auditing services. The core functions of this program are to: improve internal controls and provide reasonable assurance of reliable financial reporting; ensure effective and efficient operations; meet legal and regulatory compliance requirements; conduct fraud investigations and inform deterrence; and safeguard County assets.

FY24 Recommended Changes	Expenditures	FTEs
<b>FY23 Approved</b>	<b>547,461</b>	<b>1.00</b>
Increase Cost: Contractual Services	15,093	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.	9,428	0.00
<b>FY24 Recommended</b>	<b>571,982</b>	<b>1.00</b>

## REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

## Food Resilience

FY24 Recommended Changes	Expenditures	FTEs
<b>FY23 Approved</b>	<b>1,087,854</b>	<b>3.00</b>
Shift: Office of Food Resilience to Non-Principal Office	(1,087,854)	(3.00)
<b>FY24 Recommended</b>	<b>0</b>	<b>0.00</b>

## BUDGET SUMMARY

	Actual FY22	Budget FY23	Estimate FY23	Recommended FY24	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	4,173,636	4,721,083	4,583,752	4,863,484	3.0 %
Employee Benefits	995,448	1,176,467	998,875	1,252,698	6.5 %
<b>County General Fund Personnel Costs</b>	<b>5,169,084</b>	<b>5,897,550</b>	<b>5,582,627</b>	<b>6,116,182</b>	<b>3.7 %</b>
Operating Expenses	1,018,574	1,786,128	(173,552)	1,426,900	-20.1 %
<b>County General Fund Expenditures</b>	<b>6,187,658</b>	<b>7,683,678</b>	<b>5,409,075</b>	<b>7,543,082</b>	<b>-1.8 %</b>

## BUDGET SUMMARY

	Actual FY22	Budget FY23	Estimate FY23	Recommended FY24	%Chg Bud/Rec
<b>PERSONNEL</b>					
Full-Time	35	48	48	47	-2.1 %
Part-Time	6	6	6	6	—
FTEs	32.70	39.78	39.78	39.28	-1.3 %
<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	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Grant Fund - MCG Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	9,730,405	0	0	0	—
<b>Grant Fund - MCG Expenditures</b>	<b>9,730,405</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
State Grants	894,643	0	0	0	—
<b>Grant Fund - MCG Revenues</b>	<b>894,643</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>15,918,063</b>	<b>7,683,678</b>	<b>5,409,075</b>	<b>7,543,082</b>	<b>-1.8 %</b>
<b>Total Full-Time Positions</b>	<b>35</b>	<b>48</b>	<b>48</b>	<b>47</b>	<b>-2.1 %</b>
<b>Total Part-Time Positions</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>—</b>
<b>Total FTEs</b>	<b>32.70</b>	<b>39.78</b>	<b>39.78</b>	<b>39.28</b>	<b>-1.3 %</b>
<b>Total Revenues</b>	<b>894,643</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

## FY24 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
	<b>FY23 ORIGINAL APPROPRIATION</b>	<b>7,683,678 39.78</b>
<b><u>Changes (with service impacts)</u></b>		
Add: Special Projects Manager [CAO - Supervision & Management of Executive Branch Departments]	214,391	1.00
Add: Two Business Liaison Positions for the Business Center Team [Business Center Team]	184,676	2.00
Enhance: Marketing for White Oak Science Gateway [Business Center Team]	50,000	0.00
Add: Indigov Contract for New Customer Relationship Management system [County Executive - Policy Planning and Development]	42,880	0.00

## FY24 RECOMMENDED CHANGES

	Expenditures	FTEs
Enhance: Business Center Customer Relationship Management System Software to Improve Services to Businesses [Business Center Team]	20,000	0.00
Enhance: Quarterly Leadership Forums (QLF) Programs [CAO - Supervision & Management of Executive Branch Departments]	10,000	0.00
<b>Other Adjustments (with no service impacts)</b>		
Shift: Community Grants Moved From the Community Grants Non-Departmental Account to County Executive's Base Budget [Administration]	161,298	0.00
Increase Cost: Annualization of FY23 Compensation Increases	155,085	0.00
Increase Cost: FY24 Compensation Adjustment	137,055	0.00
Shift: White Oak Planning Coordinator Salary from Capital Fund [CAO - Supervision & Management of Executive Branch Departments]	91,382	0.50
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	64,921	0.00
Increase Cost: Annualization of FY23 Lapsed Positions	28,404	0.00
Increase Cost: Contractual Services [Internal Audit]	15,093	0.00
Increase Cost: Printing and Mail	9,532	0.00
Increase Cost: Motor Pool Adjustment	4,129	0.00
Increase Cost: Boards, Committees, and Commissions Customer Relationship Management Software Contract [CAO - Supervision & Management of Executive Branch Departments]	2,048	0.00
Increase Cost: Retirement Adjustment	798	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY23	(6,129)	0.00
Re-align: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions	(61,863)	0.00
Shift: Climate Funding and Performance Specialist to DEP [CAO - Supervision & Management of Executive Branch Departments]	(75,782)	(1.00)
Decrease Cost: Annualization of FY23 Personnel Costs	(100,660)	0.00
Shift: Office of Food Resilience to Non-Principal Office [Food Resilience]	(1,087,854)	(3.00)
<b>FY24 RECOMMENDED</b>	<b>7,543,082</b>	<b>39.28</b>

## PROGRAM SUMMARY

Program Name	FY23 APPR Expenditures	FY23 APPR FTEs	FY24 REC Expenditures	FY24 REC FTEs
Administration	115,193	1.00	351,637	1.00
Business Center Team	1,119,399	6.00	1,343,220	8.00
CAO - Supervision & Management of Executive Branch Departments	3,146,853	19.78	3,522,068	20.28
County Executive - Policy Planning and Development	1,129,748	6.00	1,194,343	6.00
Food Resilience	1,087,854	3.00	0	0.00
Innovation	537,170	3.00	559,832	3.00
Internal Audit	547,461	1.00	571,982	1.00
<b>Total</b>	<b>7,683,678</b>	<b>39.78</b>	<b>7,543,082</b>	<b>39.28</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY23 Total\$	FY23 FTEs	FY24 Total\$	FY24 FTEs
<b>COUNTY GENERAL FUND</b>					
Transit Services	Mass Transit	151,323	0.74	171,018	0.74
Permitting Services	Permitting Services	214,749	1.03	219,992	1.03
CIP	Capital Fund	73,507	0.50	0	0.00
NDA - Conference Center	General Fund	110,155	1.00	136,458	1.00
NDA - Incubator Programs	General Fund	0	0.00	677,737	5.00
NDA - Incubator Programs - Economic Development Partnership	General Fund	542,794	5.00	0	0.00
NDA - Vision Zero	General Fund	140,020	1.00	152,475	1.00
NDA - Climate Change Planning	General Fund	10,225	0.05	11,555	0.05
NDA - Police Accountability Board	General Fund	181,029	2.00	258,732	2.00
<b>Total</b>		<b>1,423,802</b>	<b>11.32</b>	<b>1,627,967</b>	<b>10.82</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY24	FY25	FY26	FY27	FY28	FY29
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY24 Recommended</b>	<b>7,543</b>	<b>7,543</b>	<b>7,543</b>	<b>7,543</b>	<b>7,543</b>	<b>7,543</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY24</b>	<b>0</b>	<b>62</b>	<b>62</b>	<b>62</b>	<b>62</b>	<b>62</b>
New positions in the FY24 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>Restore One-Time Lapse Increase</b>	<b>0</b>	<b>62</b>	<b>62</b>	<b>62</b>	<b>62</b>	<b>62</b>
<b>Labor Contracts</b>	<b>0</b>	<b>146</b>	<b>146</b>	<b>146</b>	<b>146</b>	<b>146</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>7,543</b>	<b>7,813</b>	<b>7,813</b>	<b>7,813</b>	<b>7,813</b>	<b>7,813</b>

## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY24 Recommended		FY25 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Business Liaison #1, Grade 25	92,338	1.00	123,118	1.00
Business Liaison #2, Grade 25	92,338	1.00	123,117	1.00
<b>Total</b>	<b>184,676</b>	<b>2.00</b>	<b>246,235</b>	<b>2.00</b>