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# County Executive

## MISSION STATEMENT

The Offices of the County Executive provide political leadership to the community and administrative direction to the County's departments and offices. The Offices are 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.

## Reorganization

The Community Engagement Cluster will be created in FY12 by consolidating the staffing of the five Regional Services Centers, the Office of Community Partnerships (prior to FY12 in the Offices of the County Executive), the Gilchrist Center (in the Department of Recreation), and the Commission for Women. This reorganization will not only produce continuing savings of over \$1.5 million consolidating nine operational units in nine locations to one budgetary unit in six locations, but it will also provide a more effective model for engaging the community and leveraging the expertise and resources of all parts of Montgomery County to address our most urgent challenges in the coming years.

## BUDGET OVERVIEW

The total approved FY12 Operating Budget for the Offices of the County Executive is \$4,177,740, a decrease of \$932,690 or 18.3 percent from the FY11 Approved Budget of \$5,110,430. Personnel Costs comprise 87.0 percent of the budget for 26 full-time positions and five part-time positions for 26.4 workyears. Operating Expenses account for the remaining 13.0 percent of the FY12 budget.

## LINKAGE TO COUNTY RESULTS AREAS

The Offices of the County Executive support and also enforce all eight of the County Results Areas.

## PERFORMANCE MEASURES

The primary focus of the Offices 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.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Analysis of overtime pay for public safety agencies (Fire and Rescue, Police Department, and Corrections) since 2008 has helped these departments cut overtime hours by 19% and save the County more than \$20 million dollars.***
- ❖ ***Coordinated and managed a paper reduction initiative that in FY11 saved the County approximately \$2.1 million in paper, printing, and related costs while enhancing the County's commitment to environmental stewardship.***
- ❖ ***Outcome results and headline measures are now being used by all County departments to report on their successes and challenges.***
- ❖ ***Developed results-based accountability system that has become nationally recognized for its focus on community needs, delivery of results, and true outcome based budgetary framework. In the summer of 2010 the County Executive was invited, along with Governor O'Malley, to present to a Senate Committee on Accountability about***

*the success of the CountyStat initiative.*

- ❖ **Completed the first, comprehensive, Countywide Risk Assessment and Multi-year Audit Plan for the Executive Branch Departments.**
- ❖ **Productivity Improvements**
  - **Started using MC311 data to report on results. Over the next year, we anticipate significantly increasing and enforcing departments' data analyzing capability through the use of this system.**
  - **CountyStat has implemented several technological solutions designed to better distribute information about its work to the public. CountyStat now uses both Twitter and Facebook to update a growing list of friends/followers about the results of various County government programs.**
  - **The Volunteer Center is taking the lead, in partnership with the Department of Finance, Division of Risk Management, to explore countywide solutions for managing volunteers and associated data for all departments in Montgomery County.**

## PROGRAM CONTACTS

Contact Sonetta Neufville of the Offices of the County Executive at 240.777.2516 or Bryan Hunt of the Office of Management and Budget at 240.777.2770 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 also 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.

<b>FY12 Approved Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>897,920</b>	<b>4.7</b>
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	5,570	1.3
<b>FY12 Approved</b>	<b>903,490</b>	<b>6.0</b>

### **Chief Administrative Officer - Oversight 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.

<b>FY12 Approved Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>2,380,660</b>	<b>15.0</b>
Increase Cost: Personnel Costs formerly charged to the Enterprise Resource Planning Capital Improvement Project	176,370	1.2
Increase Cost: Financial advisory services for exploring construction funding options for future County rapid transit services.	100,000	0.0
Increase Cost: Restore lapsed Senior Executive Administrative Aide position	56,910	1.0
Increase Cost: Criminal Justice Coordinating Commission Director	37,200	0.2
Decrease Cost: CountyStat Analysts	-50,000	0.0

	<b>Expenditures</b>	<b>WYs</b>
Decrease Cost: Special Projects Director	-169,370	-1.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	16,980	0.0
<b>FY12 Approved</b>	<b>2,548,750</b>	<b>16.4</b>
Notes: Includes a Shift of \$100,000 from the Facility Transportation CIP (No. 509337) project for financial advisory services for exploring construction funding options for future County rapid transit services.		

## Community Partnerships

The County Executive's Community Partnerships program budget has been shifted to the new Community Engagement Cluster.

<b>FY12 Approved Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>1,083,950</b>	<b>7.3</b>
Shift: Multilingual Pay to Community Engagement Cluster (CEC)	-11,630	0.0
Shift: Operating Expenses for Community Partnerships to Community Engagement Cluster	-14,150	0.0
Shift: Operating Expenses for Volunteer Center to the CEC	-20,000	0.0
Decrease Cost: Miscellaneous Expenses Due to Reorganization	-35,000	0.0
Shift: Program Manager to CEC	-78,360	-1.0
Eliminate: Senior Executive Administrative Aide	-84,070	-1.0
Shift: Community Outreach Manager to CEC	-109,710	-1.0
Shift: Program Manager to CEC	-124,100	-1.0
Shift: Community Outreach Manager to CEC	-135,070	-1.0
Shift: Community Outreach Manager to CEC	-135,070	-1.0
Eliminate: Urban Areas Security Initiative Grant	-138,250	-0.5
Shift: Director to CEC	-190,960	-1.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-7,580	0.2
<b>FY12 Approved</b>	<b>0</b>	<b>0.0</b>

## Base Realignment and Closure Grant

This program coordinates the review and analysis of referrals regarding Bethesda Naval Base Realignment related matters and also manages the Base Realignment and Closure grant.

<b>FY12 Approved Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>124,710</b>	<b>1.0</b>
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-300	0.0
<b>FY12 Approved</b>	<b>124,410</b>	<b>1.0</b>

## Internal Audit

The Internal Audit program is grounded in a County-wide risk assessment which forms the basis of the Internal Audit's strategic risk-based multi-year audit plan. The core function of this program is to improve internal controls and provide reasonable assurance regarding the County's compliance with laws, regulations, policies and procedures; reliability of financial reporting; effectiveness and efficiency of operations; deterring and investigating fraud; and safeguarding County assets.

<b>FY12 Approved Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>441,290</b>	<b>1.0</b>
Reduce: Internal Audit Contracts	-50,000	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	2,220	0.0
<b>FY12 Approved</b>	<b>393,510</b>	<b>1.0</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.

<b>FY12 Approved Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>181,900</b>	<b>2.0</b>

	Expenditures	WYs
Increase Cost: Printing and Mail Adjustment	2,900	0.0
Increase Cost: Help Desk - Desk Side Support	2,110	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	20,670	0.0
<b>FY12 Approved</b>	<b>207,580</b>	<b>2.0</b>

## BUDGET SUMMARY

	Actual FY10	Budget FY11	Estimated FY11	Approved FY12	% Chg Bud/App
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	4,263,710	3,232,490	3,127,620	2,781,010	-14.0%
Employee Benefits	1,090,559	963,930	838,610	741,250	-23.1%
<b>County General Fund Personnel Costs</b>	<b>5,354,269</b>	<b>4,196,420</b>	<b>3,966,230</b>	<b>3,522,260</b>	<b>-16.1%</b>
Operating Expenses	566,204	570,780	474,360	528,860	-7.3%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>5,920,473</b>	<b>4,767,200</b>	<b>4,440,590</b>	<b>4,051,120</b>	<b>-15.0%</b>
<b>PERSONNEL</b>					
Full-Time	47	32	32	25	-21.9%
Part-Time	7	7	7	5	-28.6%
Workyears	44.2	28.5	28.5	25.4	-10.9%
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	194,191	178,810	178,810	96,240	-46.2%
Employee Benefits	44,823	38,150	38,150	15,500	-59.4%
<b>Grant Fund MCG Personnel Costs</b>	<b>239,014</b>	<b>216,960</b>	<b>216,960</b>	<b>111,740</b>	<b>-48.5%</b>
Operating Expenses	177,609	126,270	123,520	14,880	-88.2%
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>416,623</b>	<b>343,230</b>	<b>340,480</b>	<b>126,620</b>	<b>-63.1%</b>
<b>PERSONNEL</b>					
Full-Time	2	2	2	1	-50.0%
Part-Time	0	0	0	0	—
Workyears	2.5	2.5	2.5	1.0	-60.0%
<b>REVENUES</b>					
MLK Day of Service	5,000	0	0	0	—
Retired Senior Volunteer Program	106,368	83,020	80,270	0	—
Urban Areas Security Initiative	172,028	135,500	135,500	0	—
Base Realignment and Closure	133,227	124,710	124,710	126,620	1.5%
<b>Grant Fund MCG Revenues</b>	<b>416,623</b>	<b>343,230</b>	<b>340,480</b>	<b>126,620</b>	<b>-63.1%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>6,337,096</b>	<b>5,110,430</b>	<b>4,781,070</b>	<b>4,177,740</b>	<b>-18.3%</b>
<b>Total Full-Time Positions</b>	<b>49</b>	<b>34</b>	<b>34</b>	<b>26</b>	<b>-23.5%</b>
<b>Total Part-Time Positions</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>5</b>	<b>-28.6%</b>
<b>Total Workyears</b>	<b>46.7</b>	<b>31.0</b>	<b>31.0</b>	<b>26.4</b>	<b>-14.8%</b>
<b>Total Revenues</b>	<b>416,623</b>	<b>343,230</b>	<b>340,480</b>	<b>126,620</b>	<b>-63.1%</b>

## FY12 APPROVED CHANGES

	Expenditures	WYs
<b>COUNTY GENERAL FUND</b>		
<b>FY11 ORIGINAL APPROPRIATION</b>	<b>4,767,200</b>	<b>28.5</b>
<b><u>Changes (with service impacts)</u></b>		
Reduce: Miscellaneous Operating Expenses	-13,720	0.0
Reduce: Internal Audit Contracts [Internal Audit]	-50,000	0.0
Eliminate: Senior Executive Administrative Aide [Community Partnerships]	-84,070	-1.0
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Personnel Costs formerly charged to the Enterprise Resource Planning Capital Improvement Project [Chief Administrative Officer - Oversight of Executive Branch Departments]	176,370	1.2
Increase Cost: Financial advisory services for exploring construction funding options for future County rapid transit services. [Chief Administrative Officer - Oversight of Executive Branch Departments]	100,000	0.0
Increase Cost: Restore Personnel Costs - Furloughs	91,460	1.2
Increase Cost: Restore lapsed Senior Executive Administrative Aide position [Chief Administrative Officer - Oversight of Executive Branch Departments]	56,910	1.0
Increase Cost: Annualization of FY11 Personnel Costs	44,360	0.0
Increase Cost: Criminal Justice Coordinating Commission Director [Chief Administrative Officer - Oversight of Executive Branch Departments]	37,200	0.2
Increase Cost: Printing and Mail Adjustment [Administration]	2,900	0.0
Increase Cost: Help Desk - Desk Side Support [Administration]	2,110	0.0
Technical Adj: Align WYs for CIP Charges and an eliminated part-time Grant Position	0	0.3
Decrease Cost: Motor Pool Rate Adjustment	-70	0.0
Shift: Multilingual Pay to Community Engagement Cluster (CEC) [Community Partnerships]	-11,630	0.0
Decrease Cost: Verizon Frame Relay Replacement	-13,990	0.0
Shift: Operating Expenses for Community Partnerships to Community Engagement Cluster [Community Partnerships]	-14,150	0.0
Shift: Operating Expenses for Volunteer Center to the CEC [Community Partnerships]	-20,000	0.0
Decrease Cost: Retirement Adjustment	-28,660	0.0
Decrease Cost: Miscellaneous Expenses Due to Reorganization [Community Partnerships]	-35,000	0.0
Decrease Cost: Group Insurance Adjustment	-41,820	0.0
Decrease Cost: CountyStat Analysts [Chief Administrative Officer - Oversight of Executive Branch Departments]	-50,000	0.0
Shift: Community Outreach Manager to CEC [Community Partnerships]	-109,710	-1.0
Shift: Program Manager to CEC [Community Partnerships]	-124,100	-1.0
Shift: Community Outreach Manager to CEC [Community Partnerships]	-135,070	-1.0
Shift: Community Outreach Manager to CEC [Community Partnerships]	-135,070	-1.0
Decrease Cost: Special Projects Director [Chief Administrative Officer - Oversight of Executive Branch Departments]	-169,370	-1.0
Shift: Director to CEC [Community Partnerships]	-190,960	-1.0
<b>FY12 APPROVED:</b>	<b>4,051,120</b>	<b>25.4</b>
<b>GRANT FUND MCG</b>		
<b>FY11 ORIGINAL APPROPRIATION</b>	<b>343,230</b>	<b>2.5</b>
<b><u>Changes (with service impacts)</u></b>		
Eliminate: Urban Areas Security Initiative Grant [Community Partnerships]	-138,250	-0.5
<b><u>Other Adjustments (with no service impacts)</u></b>		
Shift: Program Manager to CEC [Community Partnerships]	-78,360	-1.0
<b>FY12 APPROVED:</b>	<b>126,620</b>	<b>1.0</b>

## PROGRAM SUMMARY

Program Name	FY11 Approved		FY12 Approved	
	Expenditures	WYs	Expenditures	WYs
County Executive - Policy Planning and Development	897,920	4.7	903,490	6.0
Chief Administrative Officer - Oversight of Executive Branch Departments	2,380,660	15.0	2,548,750	16.4
Community Partnerships	1,083,950	7.3	0	0.0
Base Realignment and Closure Grant	124,710	1.0	124,410	1.0
Internal Audit	441,290	1.0	393,510	1.0
Administration	181,900	2.0	207,580	2.0
<b>Total</b>	<b>5,110,430</b>	<b>31.0</b>	<b>4,177,740</b>	<b>26.4</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY11		FY12	
		Total\$	WYs	Total\$	WYs
COUNTY GENERAL FUND					
CIP	CIP	322,900	1.8	75,110	0.4