

Interview & Appointment



OFFICE OF THE COUNTY EXECUTIVE
ROCKVILLE, MARYLAND

Marc Elrich
County Executive

MEMORANDUM

December 3, 2018

TO: Hans Riemer, President, Montgomery County Council

FROM: Marc Elrich, County Executive *ME*

SUBJECT: Appointment of Chief Administrative Officer

I am transmitting the appointment of Andrew Kleine for the position of Chief Administrative Officer, Montgomery County Government. Mr. Kleine is being appointed at a salary of \$280,000. His appointment will be effective upon confirmation by the County Council.

Attachments



OFFICE OF THE COUNTY EXECUTIVE
ROCKVILLE, MARYLAND

Marc Elrich
County Executive

APPOINTMENT

PURSUANT TO THE AUTHORITY VESTED TO ME UNDER SECTION 215 OF
THE CHARTER OF MONTGOMERY COUNTY, MARYLAND, I HEREBY
APPOINT

Andrew Kleine

TO SERVE AS Chief Administrative Officer

THIS APPOINTMENT SHALL BE EFFECTIVE UPON CONFIRMATION BY THE
COUNCIL FOR MONTGOMERY COUNTY, MARYLAND.

MARC ELRICH
COUNTY EXECUTIVE

12/3/18

DATE

Resolution: _____

Introduced: _____

Adopted: _____

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

Subject: County Executive's appointment of the Chief Administrative Officer

The County Council for Montgomery County, Maryland approves the following resolution:

County Executive's appointment of the Chief Administrative Officer

Andrew Kleine

The appointment of Mr. Kleine is confirmed by the County Council.

This is a correct copy of Council action:

Meagan Davey Limarzi, Esq.
Clerk of the Council

ANDREW W. KLEINE

Proven Executive ~ Policy Analyst ~ Innovator ~ Civic Leader

Experienced budget and policy professional. Former budget director of one of the nation's largest cities whose career includes service across the federal government –the White House, Capitol Hill, a Cabinet Department and an Independent Agency.

Results-focused leader who is nationally recognized for improving organizational performance through strategic planning, measurement and accountability, and innovation.

Keen analyst and able communicator skilled in solving complex problems, advising high-ranking officials, and negotiating win-win outcomes.

Public servant with integrity, devotion to family and community, even temperament, and sense of humor.

Summary Achievements

- ❖ Guided the City of Baltimore, Maryland through the Great Recession by reforming benefit programs, diversifying revenues, fostering innovation, and budgeting for outcomes.
- ❖ Fixed severe financial problems that threatened the AmeriCorps national service program.
- ❖ Brought attention to the link between welfare reform and transportation, leading to creation of the federal Job Access and Reverse Commute program.
- ❖ As a civic leader, led successful efforts to increase funding for affordable housing in Maryland and was honored with a national advocacy award.
- ❖ Received the 2016 National Public Service Award from the American Society for Public Administration and the National Academy of Public Administration.
- ❖ Author of forthcoming book, *City on the Line: How Baltimore Transformed its Budget to beat the Great Recession and Deliver Outcomes* (Rowman & Littlefield).

Experience and Results

President

Andrew Kleine Consulting, LLC

My mission is to help local governments manage their resources wisely, deliver services efficiently, and get better outcomes for the community. My services include long-term financial planning, Budgeting for Outcomes, performance management, business process improvement, innovative financing, and community engagement.

I am partnered with the National Resource Network, Enterprise Community Partners, the Center for Priority Based Budgeting, Operational Performance Solutions, Quantified Ventures, and Clear Impact.

Clients include the Municipality of Norristown, Pennsylvania, the City of Savannah, Georgia, and Results for America.

ANDREW W. KLEINE

Adjunct Professor

University of Maryland Baltimore County

Teaching undergraduate Public Budgeting and Financial Management course in the Spring 2018 semester.

Budget Director

City of Baltimore, Maryland, April 2008-December 2017

Managed the \$3.5 billion budget of one of the nation's largest cities. Duties included formulating and presenting the city's annual operating budget, monitoring and controlling spending, and conducting management research to improve the cost-effectiveness of city services.

Selected Results:

- Implemented Outcome Budgeting, transforming the way Baltimore allocates resources. This initiative was recognized as a 2015 Top 25 Innovation by Harvard's Innovations in American Government Program.
- Guided Baltimore through an unprecedented fiscal crisis while growing the city's fund balance, lowering the property tax rate, and shrinking retiree pension and health liabilities – resulting in a 2014 bond rating upgrade.
- Expanded citizen involvement with an annual citizen survey, a citizens' guide to the budget, hands-on budget workshops, and an online budget balancing exercise.
- Conceived and led the development of the city's first ever long-range financial plan. The plan provides a roadmap for erasing a large structural budget deficit, further lowering property tax rates, increasing infrastructure investment, and reducing unfunded pension and health care liabilities.
- Revitalized management research by producing in-depth studies of city services and introducing Lean practices to reengineer business processes and improve customer service.
- Started an Innovation Fund to invest in projects that return cost savings or new revenue.
- Recovered millions in erroneous and fraudulent tax credits.
- Turned a dormant budget bureau into the most dynamic and talented team in city government.

Chief Financial Officer (acting)

Deputy Chief Financial Officer for Planning and Program Management

Senior Advisor to the CEO

Corporation for National and Community Service, June 2003-April 2008

Hired to fix financial management problems and restore trust in the AmeriCorps program, resulting in a \$150 million funding increase in 2004. As Acting Chief Financial Officer for two years, from August 2004 to July 2006, oversaw a department encompassing 125 employees across nine functions. Responsible for managing a nearly \$1 billion budget and leading the agency's strategic planning and business analysis.

Selected Results:

- Introduced performance-based budgeting and drove development of Corporation goals and measures.
- Cut costs and improved customer service by automating functions and consolidating field offices.
- Used operational metrics to drive dramatic performance gains against government-wide financial benchmarks.

Chief Financial Officer

Bureau of Transportation Statistics (BTS), February 2000-June 2003

Managed the formulation and execution of a \$31 million budget and oversaw the agency's strategic planning activities. Built a financial management program from the ground up.

Selected Results:

- Designed a user-friendly database application to streamline the budget formulation process.
- Initiated cost accounting to track agency spending at the project level.
- Wrote a new BTS performance plan.

ANDREW W. KLEINE

Program Examiner

Executive Office of the President

Office of Management and Budget, October 1996-February 2000

Reviewed budget and policy issues of the U.S. Coast Guard and Panama Canal Commission.

Selected results:

- Wrote reports on effectiveness of drug interdiction programs and management of border control resources.
- Developed Administration proposals for Coast Guard user fees.
- Initiated Interagency Task Force on the Roles and Missions of the Coast Guard, which resulted in greater emphasis on homeland security.

Budget Analyst

U.S. Department of Transportation

Office of the Assistant Secretary for Budget and Programs, June 1994-October 1996

- Advised the Assistant Secretary on budget and policy issues of National Highway Traffic Safety Administration and Federal Railroad Administration/Amtrak.
- Wrote impact evaluation of Federal Rail-Highway Crossing Safety Program and conceived Administration-proposed rail-highway crossing safety community grant program.
- Trained senior managers to develop Government Performance and Results Act (GPRA) performance plans.
- Detailed to the U.S. House Committee on Transportation and Infrastructure to assist with rail safety legislation and transportation reauthorization.

Special Assistant

Michigan Department of Social Services, 1992-93

- Assisted coordinator of "To Strengthen Michigan Families" welfare reform program.
- Co-wrote evaluation of major job training program.
- Hired as consultant to study implementation of welfare reforms.

Education

The University of Michigan, Ann Arbor, Michigan

Gerald R. Ford School of Public Policy

Master of Public Policy, April 1994

A two-year interdisciplinary program emphasizing quantitative, economic, and political analysis of public policy issues. Coursework included statistics, econometrics, cost-benefit analysis, calculus, microeconomics, organizational design, public management, economic development planning, staff development, grant writing, and program evaluation.

Washington University, St. Louis, Missouri

Bachelor of Arts with Honors, May 1992

Major in political science with significant coursework in education, philosophy, and sociology.

Executive Education:

Harvard University, Cambridge, Massachusetts

John F. Kennedy School of Government

Senior Executive Fellows Program, June/July 2002

An intensive four-week program focusing on leadership skills: how to build coalitions, drive performance and results, and guide organizational change.

ANDREW W. KLEINE

Civic Leadership

Member, Montgomery County Revenue Authority, 2015-Present
Co-founder, Community Health and Empowerment through Education and Research (CHEER)
Youth Soccer, Baseball and Basketball Coach, 2011-Present
Treasurer, CASA de Maryland, 2003-2011
Moderator, President's Council of Silver Spring Civic Associations, 2004-2010
Member, Long Branch Advisory Committee, 2006-2008
Subgroup Chair, O'Malley-Brown Housing and Community Development Transition Work Group, 2006
President, Indian Spring Citizens Association, 2002-03
Founder, Maryland Community Development Financial Institutions (CDFI) Coalition, 2002
Board of Directors, Unitarian Universalist Affordable Housing Corporation, 1998-2004
President, Washington University Student Government, 1991-92

Professional Honors and Affiliations

Ranked #40 on ELGL's 2017 Traeger List of America's Top 100 Local Government Influencers; 2016 National Public Service Award from the American Society for Public Administration and National Academy of Public Administration; 2016 Government Finance Officers Association Award for Excellence in Government Finance; Moneyball for Government Fellow (2014-Present); Member, Government Finance Officers Association Standing Committee on Governmental Budgeting and Fiscal Policy (2011-2017); U.S. Department of Transportation Meritorious Achievement Award (Secretary's Silver Medal) (2002); Bureau of Transportation Statistics Meritorious Achievement Award (2000, 2001); Office of Management and Budget Professional Achievement Award (1999); Assistant Secretary's Special Achievement Award (1995); Presidential Management Intern (1994-96).

Selected Presentations and Articles

"Your Need-to-Know Guide to Financial Best Practices" (plenary session), *New Jersey GFOA Annual Conference*, Atlantic City, NJ, September 2016

"Results Based Accountability and Local Government," *RBA Australia Summit*, Sydney, Australia, September 2015

"Issues and Strategies in Pension Reform" (plenary session), *Bond Buyer Mid-Atlantic Municipal Market Conference*, Philadelphia, PA, September 2015.

"The Search for New Money" (plenary session), *Fiscal Leadership and the Modern City*, Boston University Initiative on Cities, Boston, MA, April 2015

"Mastering the Mystery of Infrastructure Budgeting" (panel session), *Maryland Association of Counties Winter Conference*, Cambridge, MD, January 2015

"Long-Term Financial Planning" (two-day training), Government Finance Officers Association, October 2014

"Change to Grow: Baltimore's Ten-Year Financial Plan," *Government Finance Review*, June 2014 (article)

"Budgeting for Outcomes" (plenary session), *The Bond Buyer's Municipal Distress, Recovery, and Financial Sustainability Symposium*, Baltimore, MD, May 2014

"Performance-Informed Budgeting" (panel session), *Governing Maryland Leadership Conference*, College Park, MD, April 2014

ANDREW W. KLEINE

Selected Presentations and Articles (cont.)

"Research on State and Local Trends in Performance Budgeting" (moderator/discussant), *American Society for Public Administration Annual Conference*, Washington, D.C., March 2014

"Roundtable: How Results Teams Allocate Resources in Baltimore's Outcome Budgeting System" (concurrent session), *25th Annual Conference of the Association for Budgeting and Financial Management*, Washington, D.C., October 2013

"Financial and Service Strategies for the Future" (webinar), *Government Finance Officers Association*, September 2013

"Improving Results with Lean Government" (concurrent session), *66th New England States Government Finance Officers Association Fall Conference*, Manchester, VT, September 2013

"Report from the Field: Using the Budget Process to Get Results" (keynote address), *5th Annual Public Performance Measurement and Reporting Conference*, Trenton, NJ, September 2012.

"Encouraging Innovation through the Budget Process" (panel session), *106th Government Finance Officers Association National Conference*, Chicago, IL, June 2012



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MEMORANDUM

December 3, 2018

TO: Hans Riemer, President, Montgomery County Council

FROM: Marc Elrich, County Executive

SUBJECT: Due Diligence on Non-Merit Appointment – Andrew Kleine

The purpose of this memo is to confirm that in making appointments for non-merit positions, our selection process utilizes thorough reference checks, criminal history, background checks, checks for wants and warrants, credit history and other inquiries appropriate to the position being filled.

Please be assured that due diligence was exercised in determining the suitability of Andrew Kleine for appointment as the Chief Administrative Officer for Montgomery County Government. In addition, Mr. Kleine has filed his Financial Disclosure Statement.