Committee: GO
Committee Review: Completed
Staff: Eunice Jeong, Legislative Analyst
Purpose: To make preliminary decisions – straw vote expected
Keywords: #CEX

AGENDA ITEM #10
May 12, 2023
Action

Montgomery
County Council

SUBJECT

Office of the County Executive FY24 Operating Budget

EXPECTED ATTENDEES

None

FY24 COUNTY EXECUTIVE RECOMMENDATION

County Executive	FY23 Approved	FY24 CE Recommended	Change from FY23 Approved
Total Expenditures (General Fund)	**$ 7,683,678**	**$7,543,082**	**-1.8%**
Personnel Costs	$5,897,550 39.78 FTEs	$6,116,182 39.28 FTEs	3.7% -1.3%
Operating Costs	$1,786,128	$1,426,900	-20.1%

COMMITTEE RECOMMENDATIONS

- At the 4/28 ECON Committee session, the Committee reviewed the County Executive's recommended budget for the Business Center Team in the Office of the County Executive. The Committee's decisions are as follows:
    - *Add: Two Business Liaison Positions:* add one position to the reconciliation list as High Priority (given a six-month lapse), and add one position to the reconciliation list as Priority (3-0)
        - GO Committee suggested putting both positions on the reconciliation list as High Priority, both with a six-month lapse.
    - *Enhance: Marketing for White Oak Science Gateway:* reduction (3-0)
    - *Enhance: Business Center Customer Relationship Mgmt. System Software:* add to the reconciliation list as High Priority (3-0)
- At the 5/5 GO Committee session, the Committee reviewed the County Executive's recommended budget for the full Office of the County Executive, taking into consideration the recommendations from the 4/28 ECON worksession. The Committee's decisions are as follows:
    - Add: one Special Projects Manager Position: add to the reconciliation list as High Priority (2-1: Chair Stewart and Councilmember Katz in support, Councilmember Friedson opposed)
    - Increase cost: three percent inflationary adjustment to non-profit service provider contracts: add to the reconciliation list as High Priority (3-0)

- o Enhance quality leadership forums (QLF) programs: add to the reconciliation list as <u>High Priority</u> (2-1: Chair Stewart and Councilmember Katz in support, Councilmember Friedson opposed)
- All other changes were approved as recommended by the County Executive.
- Full Council worksession is scheduled for Friday, May 12, 2023.

SUMMARY OF DISCUSSION

- The Committee requested that CEX follow up with more details on the accomplishments of the Innovation Accelerator program.
- The change "*Increase Costs for Boards, Committees, and Commissioners Customer Relationship Management Software Contract*" was determined to be a required item and will not be placed on the reconciliation list.
- There was some discussion around the Shift of the White Oak Planning Coordinator salary out of the Capital Fund. The Committee suggested revisiting this in the future if needed.
- The Committee briefly reviewed the ECON Committee's recommendations for items for the Business Center Team.

<u>This report contains:</u>

Staff Report	© 1-10
CE Recommended FY24 CEX Budget	© 11-18
Staff memo for 4/28 GO Committee, Business Center Team	© 19-22
Department-level OBET Responses and ORESJ comments	© 23-26

Worksession

M E M O R A N D U M

May 1, 2023

TO: Government Operations (GO) Committee

FROM: Eunice Jeong, Legislative Analyst

SUBJECT: Office of the County Executive (CEX) FY24 Operating Budget

PURPOSE: Make recommendations for GO Committee consideration

Expected Participants
- Richard Madaleno, Chief Administrative Officer, Office of the County Executive (CEX)
- Fariba Kassiri, Deputy Chief Administrative Officer, CEX
- Ken Hartman, Director of Strategic Partnerships, CEX
- Jewru Bandeh, CEX
- Jake Weissmann, Assistant CAO, CEX
- Gene Smith, CEX
- Michael Baskin, Innovation Manager, CEX
- Taleah Parker, Administrative Services Manager, CEX
- Abdul Rauf, Office of Management and Budget (OMB)

Summary of CE Recommended FY24 Budget:

County Executive	FY23 Approved	FY24 CE Recommended	Change from FY23 Approved
Total Expenditures (General Fund)	**$ 7,683,678**	**$7,543,082**	**-1.8%**
Personnel Costs	$5,897,550 39.78 FTEs	$6,116,182 39.28 FTEs	3.7% -1.3%
Operating Costs	$1,786,128	$1,426,900	-20.1%

I. Overview

The Office of the County Executive (CEX) 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. 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.

The Business Center Team budget was reviewed separately by the ECON Committee on April 28, 2023. Recommendations from the ECON Committee are indicated below in the Expenditure Changes chart.

II. Expenditure Changes in FY24 Budget

Under the FY24 Operating Budget approach recommended by the Council President, all increases recommended by the Executive must be placed on the reconciliation list except for annualization of compensation and personnel costs, FY24 compensation adjustments, or other items the County is required to fund.

A. Reconciliation List Items

The following adjustments represent increases from the FY23 approved budget. Per the Council President's budget review guidelines, these items will need be to be placed on the reconciliation list with a designation of priority status. A description of each follows the table.

Adjustments	Expenditures	FTEs	Priority type (Staff Rec)
Addition of one Special Projects Manager position	$214,391	1.0	High Priority
Increase cost: three percent inflationary adjustment to non-profit service provider contracts	$64,921	0.0	High Priority
Enhance quality leadership forums (QLF) programs	$10,000	0.0	High Priority
Increase costs for Boards, Committees, and Commissions Customer Relationship Management Software Contract	$2,048	0.0	High Priority

- **Special Projects Manager position:** The Special Projects Manager position was created through Expedited Bill 4-23 (Executive Regulation 24-22) and signed into law on March 23, 2023. While the position was created by law, the funding portion is separate. The Special Projects Manager is a senior-level position responsible for planning, developing,

coordinating, and implementing projects within the Office of the Chief Administrative Officer. The County Executive has stated that one major initiative for this new position would be to help bridge the digital divide by coordinating efforts to extend the physical infrastructure needed for better access to high-speed broadband.

- o **Staff recommendation:** *High Priority*
- **Enhance quality leadership forums (QLF) programs:** The Quarterly Leadership Forums (QLF) are a quarterly gathering of all County +/- 400 County managers, the CAO, and the County Executive. The meetings help Montgomery County Leaders to connect with each other, to learn about variety of community or operational focused issues/challenges, exchange information, stay up to date with the latest trends and to expand their leadership skills and other related competencies. During the last recession, the previous administration had to eliminate the entire budget for QLF. This enhancement request would go towards budgeting expenses for ongoing QLF's. These funds may be used in a variety of manners, such as paying for speakers or facilitators at forums, supplies for forums, and general expenses such as books and site visits.
  - o ***Staff recommendation:*** *High Priority*

- **Increase costs for Boards, Committees, and Commissions Customer Relationship Management Software Contract:** This is a voluntary adjustment based on the highest estimated rate ($13,000) provided by TEBS for the Clerkbase client software. Clerkbase is a client relations management software used as a systems database, and communication tool, among other uses. CEX has been using this software system since the migration from the Leidos IQ Boards, Committees, and Commissions software system in 2021. The Clerkbase software is currently bid out every year for continuation of services to the Boards, Committees, and Commissions.
  - o ***Staff recommendation:*** *High Priority*

- **Items Reviewed by ECON Committee**

The following adjustments were already reviewed at the 4/28 ECON Committee session for the CEX Business Center Team. The ECON Committee's recommendations are below:

Adjustments: Business Center Team (BCT)	Expenditures	FTEs	ECON Committee Rec
Addition of two Business Liaison positions	$184,676	2.0	1 position High Priority (6 months lapse), 1 position Priority
Enhance marketing for the White Oak Science Gateway	$50,000	0.0	Reduction
Enhance the Business Center Customer Relationship Management System Software to improve services to businesses	$20,000	0.0	High Priority

C. **Non-Reconciliation List Changes**

The following adjustments are required by law/contract, or represent reductions or cost neutral shifts and therefore should be approved as recommended:

Non-Reconciliation List Adjustments	Expenditures	FTEs
Shift: Community Grants moved from the Community Grants Non-Departmental Account to County Executive's base budget [Administration]	$161,298	0.0
Increase cost: annualization of FY23 compensation increases	$155,085	0.0
Shift: White Oak Planning Coordinator salary from Capital Fund	$91,382	0.50
Add Indigov contract for New Customer Relationship Management system	$42,880	0.0
Increase cost: annualization of FY23 lapsed positions	$28,404	0.0
Increased costs for contractual services	$15,093	0.0
Increase cost: retirement adjustment	$798	0.0
Increase Cost: FY24 Compensation Adjustment	$137,055	0.0
Increase cost: printing and mail	$9,532	0.0
Increase cost: motor pool adjustment	$4,129	0.0
Decrease Cost: Elimination of One-Time Items Approved in FY23	($6,129)	0.0
Re-align: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions	($61,863)	0.0
Shift: Climate Funding and Performance Specialist to DEP	($75,782)	(1.0)
Decrease Cost: Annualization of FY23 Personnel Costs	($100,660)	0.0
Shift: Office of Food Resilience to Non-Principal Office	($1,087,854)	(3.0)

- **Increased costs for contractual services:** The increase is contractually required; the contract allows the contractor to submit a request, supported by appropriate data, for an increase in the hourly rate up to the Consumer Price Index rate of increase. One rate adjustment is allowed for each term of the contract. The contractor requested and received in November 2021 an increase of approximately 4.3 percent (4.2857%; increasing the hourly rate under the contract from $140 to $146). Therefore, the requested "enhancement" reflects a "catch-up" to keep the level of internal audit services equivalent to the level of effort in FY22.

- **Shift: White Oak Planning Coordinator salary from Capital Fund:** Due to a preexisting agreement with the Office of the County Executive (CEX) and the Department of General Services (DGS), 50% of the White Oak Coordinator's salary has traditionally been paid through CEX and through the White Oak CIP project. There were no funds allocated to continue funding the position 50% via the White Oak CIP project after FY22. For FY23 and beyond, CEX will fund 100% of the White Oak Coordinator's salary. The current salary that will move over to the CEX budget is $91,382. (Recurring)

- **Add: Indigov contract for New Customer Relationship Management system:** This is a contractually required addition.

III. Vacancy List

CEX has six vacant positions for FY24, with a total PC of $706,740. There are no positions that have been vacant for over one year as of March 3, 2023. As of May 2023, there will be one position that has been vacant for over one year with a projected cost of $132,718.

Organization Department	Position	Number of Days Vacant (as of March 3, 2023)	FY24 Budgeted Cost
Innovation Accelerator	Performance Management and Data Analyst III	363	$132,718
Chief Administrative Officer's Office	Performance Management and Data Analyst II	202	$118,724
Chief Administrative Officer's Office	Program Manager I	196	$110,271
Chief Administrative Officer's Office	Senior Executive Administrative Aide	124	$110,381
Business Advancement Team	Program Manager II	104	$118,724
Chief Administrative Officer's Office	Senior Executive Administrative Aide	2	$115,923

Years Vacant	Total FY24 Budgeted Cost
Total – vacant 1+ years	$132,718
Total – vacant 2+ years	$0

CEX provided the following explanation for the 1+ year vacancy:

Overview of the role:

This position will be responsible for the success of the Innovation Accelerator. This includes overseeing all aspects of the Accelerator Course, Supporting the Accelerator Community with coaching, process improvement, and managing Open Innovation events.
CEX has begun the hiring process for this role already. They have determined the immediate need for this position to be filled, and that hiring for a full-time role would be more successful than using less expensive contract labor (through Fellowships).

The continuous gap in this position has created a measurement and analysis gap critical for demonstrating impact. This position is needed for the design of the Climate Accelerator and

Racial Justice Accelerator – as well as creating space for the Chief Innovation Officer to enhance the racial justice components of the core Accelerator offering.

IV. Department Overview

CEX is divided into several divisions. The detailed recommendations for each are as follows:

I. Administration

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

FY24 Recommended Changes			
FY23 APPR Expenditures	FY23 APPR FTEs	FY24 REC Expenditures	FY24 REC FTEs
115,193	1.0	351,637	1.0

The recommended changes include:

- $161,298: Shift – Community Grants moved from the Community Grants Non-Departmental Account to County Executive's base budget
  - Inclusion of community grants for five community nonprofits: Crossroads Community Food Network, Inc; Latino Economic Development Association; Life Asset, Inc; Maryland/Israel Development Center; University of Maryland.
- $64,921: Cost increase adjustment for the three percent inflationary adjustment to non-profit service provider contracts.
- $10,225: Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.

II. 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.

FY24 Recommended Changes			
FY23 APPR Expenditures	FY23 APPR FTEs	FY24 REC Expenditures	FY24 REC FTEs
1,119,399	6.0	1,343,220	8.0

The recommended changes include:

- $184,676, 2 FTEs: Addition of two Business Liaison positions
  - **ECON Committee Recommendation:** one position as High Priority on the reconciliation list with a six-month lapse period. The other position as Priority on the reconciliation list.
- $50,000: Enhance marketing for the White Oak Science Gateway
  - **ECON Committee Recommendation:** Remove this item from the budget.
- $20,000: Enhance the Business Center Customer Relationship Management System Software to improve services to businesses.
  - **ECON Committee Recommendation:** High Priority on the reconciliation list
- ($30,855): Reduction in multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.

III.   CAO – Supervision and 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			
FY23 APPR Expenditures	FY23 APPR FTEs	FY24 REC Expenditures	FY24 REC FTEs
3,146,853	19.78	3,522,068	20.28

The recommended changes include:

- $214,391, 1 FTE: Addition of one Special Projects Manager position
  - *Legislation introduced in Expedited Bill 4-23 (Executive Regulation 24-22), signed into law on March 23, 2023.*
- $91,382, 0.5 FTEs: Shift in the White Oak Planning Coordinator salary from the Capital Fund to Operating general funds

- $10,000: Enhance quality leadership forums (QLF) programs
- $2,048: Increase costs for Boards, Committees, and Commissions Customer Relationship Management Software Contract
- ($75,782): Shift in the Climate Funding and Performance Specialist to DEP
- $133,176: Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.

IV.   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			
FY23 APPR Expenditures	FY23 APPR FTEs	FY24 REC Expenditures	FY24 REC FTEs
1,129,748	6.0	1,194,343	6.0

The recommended changes include:

- $42,880: Add Indigov contract for New Customer Relationship Management system
- $21,715: Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.

V.   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 Program anticipates the future needs of the County and proactively builds the capacity to deliver better services internally and externally.

FY24 Recommended Changes			
FY23 APPR Expenditures	FY23 APPR FTEs	FY24 REC Expenditures	FY24 REC FTEs
537,170	3.0	559,832	3.0

The recommended changes include:

- $22,662: Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.

VI.   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			
FY23 APPR Expenditures	FY23 APPR FTEs	FY24 REC Expenditures	FY24 REC FTEs
547,461	1.0	571,982	1.0

The recommended changes include:

- $15,093: Increased costs for contractual services
- $9,428: Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.

VII.   Operating Budget Equity Tool Rating and Justification

CEX received a rating of "3: Department-level budget demonstrates a strong commitment to advancing racial equity and social justice in Montgomery County" from the Office of Racial Equity and Social Justice. Per ORESJ:

"The department identified commitments from each major area of the GARE framework. In the area of normalizing, it will be important for the department to show and track training completion to ensure all senior CEX leaders participate in ORESJ core trainings (as required in the RESJ Act). In the area of operationalizing, it is unclear to what extent a racial equity lens is or will be used in tracking and measuring outputs and outcomes across major CEX initiatives. It's also unclear from information provided how resources will be targeted towards conducting organizational assessments or other activities to build understanding of and address issues related to workforce equity."

For reference, the following staff packet contains CEX' answers to ORESJ questions in detail.

This packet contains: Pages
CE Recommended FY24 CEX Budget   © 1-8

County Executive

RECOMMENDED FY24 BUDGET	FULL TIME EQUIVALENTS
$7,543,082	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,

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

✸ 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.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	**115,193**	**1.00**
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
FY24 Recommended	**351,637**	**1.00**

✳ 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.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	**1,119,399**	**6.00**
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
FY24 Recommended	**1,343,220**	**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) 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
FY23 Approved	**3,146,853**	**19.78**
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
FY24 Recommended	**3,522,068**	**20.28**

✳ 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
FY23 Approved	**1,129,748**	**6.00**
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
FY24 Recommended	**1,194,343**	**6.00**

✳ 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
FY23 Approved	**537,170**	**3.00**
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
FY24 Recommended	**559,832**	**3.00**

✳ 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
FY23 Approved	**547,461**	**1.00**
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
FY24 Recommended	**571,982**	**1.00**

REALIGNED PROGRAMS

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

✳ Food Resilience

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

BUDGET SUMMARY

	Actual FY22	Budget FY23	Estimate FY23	Recommended FY24	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
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 %
County General Fund Personnel Costs	**5,169,084**	**5,897,550**	**5,582,627**	**6,116,182**	**3.7 %**
Operating Expenses	1,018,574	1,786,128	(173,552)	1,426,900	-20.1 %
County General Fund Expenditures	**6,187,658**	**7,683,678**	**5,409,075**	**7,543,082**	**-1.8 %**

BUDGET SUMMARY

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

FY24 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY23 ORIGINAL APPROPRIATION	**7,683,678**	**39.78**
Changes (with service impacts)		
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
Other Adjustments (with no service impacts)		
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)
FY24 RECOMMENDED	**7,543,082**	**39.28**

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
Total	**7,683,678**	**39.78**	**7,543,082**	**39.28**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY23 Total$	FY23 FTEs	FY24 Total$	FY24 FTEs
COUNTY GENERAL FUND					
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
	Total	**1,423,802**	**11.32**	**1,627,967**	**10.82**

FUNDING PARAMETER ITEMS
CE RECOMMENDED ($000S)

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

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY24 Recommended Expenditures	FTEs	FY25 Annualized 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
Total	**184,676**	**2.00**	**246,235**	**2.00**

M E M O R A N D U M

April 25, 2023

TO: Economic Development (ECON) Committee

FROM: Marlene Michaelson, Executive Director
              Eunice Jeong, Legislative Analyst

SUBJECT: **FY24 Operating Budget – Business Center Team in the Office of the County Executive**

PURPOSE: Make recommendations for GO Committee

Expected Participants:

Jake Weissmann, Assistant Chief Administrative Officer, Office of the County Executive (CEX)
Gene Smith, Business Center Team Manager, (CEX)
Julie Knight, Fiscal and Policy Analyst, Office of Management and Budget (OMB)
Abdul Rauf, Fiscal and Policy Analyst, Office of Management and Budget (OMB)

Summary of FY24 Recommended Budget – Business Center

	FY23 Approved	FY24 CE Recommended	Change from FY23 Approved
General Fund	**$1,119,399**	**$1,343,220**	**320.0%**
Personnel Costs	$846,998 6 FTEs	$1,000,819 8 FTEs	18.2% 33%
Operating Costs	$272,401	$342,401	25.7%
Total Expenditures (All Funds)	**$1,119,399**	**$1,343,220**	**20.0%**

The Business Center Team (BCT, formerly known as the Business Solutions Group, then the Business Advancement Team) is in the Office of the County Executive (CEX). The Economic Development Committee will review the budget for this team and share its recommendations with the Government Operations and Fiscal Policies (GO) Committee for their review of the broader CEX budget. The Executive-recommended FY24 budget for the BCT is attached on © 1. Answers

to staff questions regarding the Team (along with questions regarding the Office of the County Executive and other business development functions) is attached at © 2-16

I.   Budget Overview

The BCT "serves as the 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."

The FY24 recommended changes to the budget are summarized in the following chart.

Summary of the Business Center Team FY24 Recommended Changes		
Description	**Expenditures**	**FTEs**
Add: Two Business Liason Positions	$184,676	2
Enhance: Marketing for White Oak Science Gateway	$50,000	0
Enhance: Business Center Customer Relationship Mgmt. System Software	$20,000	0
Multi-program adjustments	($30,855)	0
	$223,821	**2**

The rationale provided by Executive staff for their additions to the budget follows.

- **Add: Two Business Liaison Positions:** Business liaisons often go out into the community to assist businesses directly and have increased the team's ability to respond to more businesses requesting assistance and increased outreach to the business community. The BCT is recommending hiring two more business liaisons for FY24 because there are 33,000+ business establishments throughout the County and each additional staff can provide broader and deeper outreach and assistance opportunities to local businesses.
- **Enhance: Marketing for White Oak Science Gateway:** The White Oak Science Gateway (WOSG) is located in an area of East County that has historically been underdeveloped. According to a 2017 ULI report, success of WOSG, and by extension, the entire eastern region, will require extensive marketing, branding, and community engagement efforts to attract businesses, residents, and visitors to the regional area. CEX has also indicated that additional efforts are needed to further increase economic development, the quality of jobs and household incomes, reduce travel times to work, and offer better goods and services to the residents of East County.
- **Enhance: Business Center Customer Relationship Mgmt. System Software:** The County currently lacks a Customer Relationship Management (CRM)/central coordinated system to track business interactions, results, and other metrics. This software is also important for accountability purposes and supporting the County's ongoing equity mission. It would also allow better accumulation of data on business issues, types of businesses

assisted, and demographic data of business owners, while using best practices to make sure that certain issues do not get dropped.

II. Issues for Review

A. Vacancies

Last year the Council agreed with the Executive proposal to shift two positions from the Community Engagement Cluster to the BCT. As the answers to the staff questions on © 2-16, one of those positions was filled in November 2022 and the other is in the final stages of recruitment (There are three vacancies associated with the Incubators which the Committee will discuss when it reviews that NDA.).

B. Reconciliation List

The Council approach to the operating budget is to place all recommended additions to the operating budget on the reconciliation list. There are 3 additions for the Committee to consider listed in the chart below.

- Staff supports the **one-time cost** of the **customer management system** as a **high priority**. There are significant advantages to being able to collect and use the information gained from the countless interactions with businesses throughout the government.
- There is no doubt that redevelopment of the east county and White Oak is a priority for the County, but staff is concerned about multiple and potentially uncoordinated **marketing** efforts. Since MCEDC has significant resources for marketing, staff believes it may be preferable for them to take the lead on this, using existing resources allocated for marketing. Alternatively, the Committee may want to designate this as a priority.
- Staff believe the Council should be cautious about adding the ongoing expenses of new staff, particularly since we are not yet able to evaluate the impact of adding **two new business liaisons** as part of the FY23 budget (3 total in this role). As noted above, one was hired in November and the second is in the final stages of recruitment. In addition, the Committee may want to discuss how existing staff in other departments or the regional service centers can take on some of the responsibilities of the business liaisons as we assess the need for additional staff.

Staff Recommendations for the Reconciliation List		
Customer Relationship Management System	$20,000	High Priority – This appears to be a valuable tool and one-time expenditure to allow the BCT to tract all interactions with businesses across government
White Oak Marketing	$50,000	Use MCEDC funding for marketing or set as priority
2 Business Liaisons	$184,676	Priority or delay for FY25 while we can assess the capacity of the 3 people in this role.

A. Racial Equity

The BCT works alongside the rest of the Office of the County Executive to support the goals of racial equity and social justice. During the pandemic, BCT (then known as the Business Advancement Team) provided tens of millions of dollars in business grants to the county's hardest hit industries.

BCT's goals for FY24 include supporting the development in East County. CEX has indicated that East County has historically been an underdeveloped location in Montgomery County. CEX has indicated that additional efforts are needed to increase economic development, increase the quality of jobs, reduce travel times to work, increase household incomes, and offer better goods and services to the residents of East County, which would help work towards the County's equity and social justice goals. By allowing marketing to capture potential opportunities, efforts would be made toward addressing equity, inclusion, and diversity issues in the area.

As a whole, CEX received a rating of "3: Department-level budget demonstrates a strong commitment to advancing racial equity and social justice in Montgomery County" from the Office of Racial Equity and Social Justice (ORESJ). Per ORESJ: "The department identified commitments from each major area of the GARE framework. In the area of normalizing, it will be important for the department to show and track training completion to ensure all senior CEX leaders participate in ORESJ core trainings (as required in the RESJ Act). In the area of operationalizing, it is unclear to what extent a racial equity lens is or will be used in tracking and measuring outputs and outcomes across major CEX initiatives. It's also unclear from information provided how resources will be targeted towards conducting organizational assessments or other activities to build understanding of and address issues related to workforce equity."

The Committee may want to ask BCT staff to elaborate on the specific initiatives of this unit within the Office of the County Executive to address racial equity and social justice.

This packet contains:	Circle #
Executive recommended FY24 Business Center Budget	1
Answers to Council staff questions	2

recent hiring of an Interpreter/Community Outreach Specialist and a Multicultural Communication and Outreach Manager. The latter will lead the work of the Multicultural Communications Team and work with key stakeholders, including Councilmembers and Council's Equity Leads, on formalizing culturally proficient multicultural communications across the Council in consultation with the Council's Racial Equity Manager and the Legislative Information Officer to strengthen outreach to historically excluded communities across Montgomery County.

3. What persistent gaps or limitations could inhibit your department's ability to advance racial equity and social justice?

The Council needs to determine how to collect data in a number of areas. Otherwise, we do not see retention/retirement issues, or siloed workflows. Since racial equity and social justice measures are to be included in contracts and job descriptions, and racial equity and social justice indicators are to be included in performance evaluations, how will these be developed with/shared by the Office of Human Resources?

ORESJ Rating

3-Department-level budget demonstrates a strong commitment to advancing racial equity and social justice in Montgomery County

ORESJ Justifcation

The department indicated commitments in each area of the GARE framework - indicating a strong commitment to advancing racial equity - however variability in the accompanying details provided did not consistently substantiate those commitments. Responses made clear the role of the department's Racial Equity Manager and what they will do to support indicated commitments, particularly as they relate to training endeavorsâ€"be they County requirements or outside opportunities. It is less clear however, how the department more broadly will be engaged and accountable to the commitments, including meeting the mandatory County training requirementsâ€"specifically at all levels of the department. This is of particular import as the induction of several new council members signifies the onboarding of a potentially large set of new staff who will need to be trained. Overall, it is unclear what work is currently underway and what new work will be supported by FY24 resources. The lack of clarity about current, ongoing, and new work will make it difficult to measure progress related specifically to FY24 resources.

County Executive

1. How will your overall budget support the department's commitment to advancing racial equity and social

<u>justice? To aid you in the formulation of your response, we've offered a list of activities, using the GARE framework, that demonstrate department-level commitments to racial equity and social justice. More information about the GARE framework is below and here.</u>

Normalize - Establish racial equity as a key value by developing a shared understanding of key concepts across the department and create a sense of urgency to make changes

⭐ Allocate or support the use of staff time for CORE team activities.

The Office of the County Executive (CEX) will assign Michael Baskin and Taleah Parker to serve as the office's leads in carrying out CORE team initiatives. CEX will promote all senior leadership and staff to attend CORE team activities and training and/or conference opportunities.

Organize - Build staff and organizational capacity, skills, and competencies through training while also building infrastructure to support the work, like internal organizational change teams and external partnerships with other institutions and community.

⭐ Implement a plan or policy requiring all staff and leadership to complete "Advancing Racial Equity: the Role of Government" and "the Racial Equity Instituteâ€™s Groundwater Approach: building practical understanding of structural racism" trainings.

⭐ Designate permanent and sustainable staff resources, with an FTE or similar investment, to organize and lead the department's commitment to racial equity and social justice.

⭐ Designate resources for staff participation in GARE conferences and other department-specific racial equity and social justice professional development.

The Office of the County Executive (CEX) will assign Michael Baskin and Taleah Parker to serve as the office's leads in carrying out CORE team initiatives. CEX will promote all senior leadership and staff to attend the "Advancing Racial Equity: the Role of Government" and "the Racial Equity Institute's Groundwater Approach: building practical understanding of structural racism" trainings. CEX has also allocated funds in the FY24 budget to increase the cost of staff training so staff may participate in the GARE conferences and other department-specific racial equity and social justice professional development. Members of the Innovation Team will be attending the Introduction to equityXdesign class to learn about some key equity design principles to implement into their initiatives. The course will allow the staff to practice with case studies and crash courses. The premise behind the course is that racism and inequity are products of design. They can be redesigned.

Operationalize - Put theory into action by implementing new tools for decision-making, measurement, and accountability like a Racial Equity Tool and developing a Racial Equity Action Plan.

⭐ Field a staff survey and or conduct focus groups to identify areas of strength and opportunity in recruiting, retaining, and advancement of a diverse and representative workforce.

⭐ Conduct an organizational assessment to identify areas of strength and opportunity for advancing racial equity in policies, programs, and practices.

⭐ Track program access and service outcomes by race, ethnicity, and other relevant demographic or socioeconomic characteristics.

The Office of the County Executive is committed to providing exceptional service to our many diverse communities, residents and businesses. Staff in the office work closely with all other governmental

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departments within Montgomery County and its community partners to track and measure racial equity data as it pertains to the public, services, and businesses thriving in the County. Programs such as the Business Advancement Team and Innovation Team track and measure the number of trainings offered, the number of projects completed, the number of businesses served and newly created, the number of resources allocated to businesses, the improvements made to businesses. The Office is in the process of devising a new project focused on identifying and reducing/eliminating prevailing disparities among black and brown youth and families in Montgomery County based on data received from the community meetings and workshops with key stakeholders.

2. How does your department's budget allocate funds towards ensuring that public documents (including websites and related apps), policies, plans, meetings, and hearings are readily accessible to the public? Please use the checkboxes below to indicate which activities your department budget will enable.Then, in the text box that follows, please describe how your budget targets resources towards these activities.

- ⭐ Translating documents and marketing material to relevant languages based on the project impact area. Completed in partnership or at the advisement of the Office of Community Partnerships.
- ⭐ Ensuring interpretation services (ASL and closed-captioning) are available to the public in all relevant places and programs (such as service desks, service phone lines, open houses, public meetings, etc.).
- ⭐ Ensuring accessibility for people with disabilities using Section 508 of the Rehabilitation Act; Web Content Accessibility Guidelines; and compliance with the Americans with Disabilities Act as a minimum standard.

The Office of the County Executive has a contract and funds allocated to provide interpretation services to the public, the office is ADA accessible and hosts meetings and events at ADA accessible facilities and makes accommodations as needed. Materials released from the office are printed and shared through various media outlets in multiple languages.

3. What persistent gaps or limitations could inhibit your department's ability to advance racial equity and social justice?

Potential challenge areas that could limit the department's ability to advance racial equity and social justice include staffing shortages (vacancies, retention issues, retirements, etc.), funding, and bureaucratic burdens (delays, inefficiencies, challenges stemming from other areas of local government).

ORESJ Rating

3-Department-level budget demonstrates a strong commitment to advancing racial equity and social justice in Montgomery County

ORESJ Justifcation

The department identified commitments from each major area of the GARE framework. In the area of normalizing, it will be important for the department to show and track training completion to ensure all senior CEX leaders participate in ORESJ core trainings (as required in the RESJ Act). In the area of operationalizing, it is unclear to what extent a racial equity lens is or will be used in tracking and measuring outputs and outcomes across major CEX initiatives. It's also unclear from information provided how resources will be

(25)

targeted towards conducting organizational assessments or other activities to build understanding of and address issues related to workforce equity.

Economic Development Fund

1. How will your overall budget support the department's commitment to advancing racial equity and social justice? To aid you in the formulation of your response, we've offered a list of activities, using the GARE framework, that demonstrate department-level commitments to racial equity and social justice. More information about the GARE framework is below and here.

Normalize - Establish racial equity as a key value by developing a shared understanding of key concepts across the department and create a sense of urgency to make changes

No Data

Organize - Build staff and organizational capacity, skills, and competencies through training while also building infrastructure to support the work, like internal organizational change teams and external partnerships with other institutions and community.

No Data

Operationalize - Put theory into action by implementing new tools for decision-making, measurement, and accountability like a Racial Equity Tool and developing a Racial Equity Action Plan.

No Data

2. How does your department's budget allocate funds towards ensuring that public documents (including websites and related apps), policies, plans, meetings, and hearings are readily accessible to the public? Please use the checkboxes below to indicate which activities your department budget will enable.Then, in the text box that follows, please describe how your budget targets resources towards these activities.

No Data

3. What persistent gaps or limitations could inhibit your department's ability to advance racial equity and social justice?

No Data

ORESJ Rating