
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 Office is committed to providing accurate, timely, and effective staff support to the County Executive and the Chief Administrative Officer (CAO) as they address their responsibilities in an atmosphere that is characterized by excellence, efficiency, openness, outreach, equity, and integrity.

BUDGET OVERVIEW

The total approved FY11 Operating Budget for the Offices of the County Executive is \$5,110,430, a decrease of \$1,491,870 or 22.6 percent from the FY10 Approved Budget of \$6,602,300. Personnel Costs comprise 86.4 percent of the budget for 34 full-time positions and seven part-time positions for 31.0 workyears. Operating Expenses account for the remaining 13.6 percent of the FY11 budget.

LINKAGE TO COUNTY RESULTS AREAS

The Offices of the County Executive support 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. In support of these objectives, this office primarily uses the following tools to measure the effectiveness of the policy directions provided to County departments:

- departmental performance plans, headline performance measures and program performance measures that are reviewed and monitored on a routine basis;
- 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
- 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.

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY10 estimates incorporate the effect of the FY10 savings plan. FY11 and FY12 targets assume the approved FY11 budget and FY12 funding for comparable service levels.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Developed the County's Results-Based Accountability System. Its goal is to improve County performance through promoting greater accountability, providing better transparency into County challenges and successes, and ultimately promoting a culture of "managing for results" in order to create a more effective and efficient County government.***
- ❖ ***Developed, through a collaborative process, a set of high-level indicators in each priority results area that represent a barometer of County performance and reflect the quality-of-life in Montgomery County. These indicators will be updated yearly and used to track change over time and trends compared to peer jurisdictions.***
- ❖ ***Developed a Recovery and Reinvestment Tracking and Reporting System to monitor American Recovery and Reinvestment Act (ARRA) funds received by Montgomery County. This reporting system is part of a larger CountyStat effort that promotes strategic governance and accountability.***
- ❖ ***Created the Rotational Fellowship Program for Montgomery County government employees to realize CountyStat's goal of building capacity within departments in order to enable them to be more self sufficient.***

- ❖ **Developed a computer based training course on accountability and ethical conduct that is now offered to all Montgomery County Government employees.**
- ❖ **Increased the consultant pool for the Volunteer Center's ProBono Skilled Volunteer Program by 50%.**

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 plans, programs, budgets, and legislation to the County Council; adopts Executive Orders and Regulations; and appoints citizens to boards, committees, and commissions.

FY11 Approved Changes	Expenditures	WYs
FY10 Approved	1,242,140	8.5
Decrease Cost: Motor Pool Rate Adjustment	-18,460	0.0
Shift: Transfer positions to Public Information Office to staff MC311 Call Center	-66,270	-1.0
Reduce: Boards, Committees and Commissions	-75,970	-1.0
Reduce: Lapse Special Assistant to the County Executive	-103,000	-0.5
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-80,520	-1.3
FY11 Approved	897,920	4.7

CAO - Supervision & Management of Executive Branch Depts.

The Chief Administrative Officer (CAO) supervises all departments and offices of the Executive Branch. The CAO also advises the County Executive on administrative matters and coordinates management review and decision-making on policies, programs, plans, budgets, legislation, regulations and similar matters. 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. The Constituent Services staff coordinates responses to correspondence and electronic mail.

FY11 Approved Changes	Expenditures	WYs
FY10 Approved	3,023,680	22.7
Decrease Cost: Printing and Mail Adjustment	-7,430	0.0
Decrease Cost: Increase Lapse	-13,190	-0.1
Decrease Cost: Printing and Mail Reduction Target	-14,770	0.0
Decrease Cost: Operating Expenses	-18,080	0.0
Eliminate: Senior Fellow	-33,230	-0.5
Reduce: Senior Information Technology Specialist	-50,670	-0.4
Shift: Smart Growth Projects	-75,920	-0.4
Shift: Enterprise Project	-102,850	-0.8
Reduce: Senior Executive Administrative Aides	-160,800	-2.0
Shift: Transfer positions to Public Information Office to staff MC311 Call Center	-229,900	-3.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	63,820	-0.5
FY11 Approved	2,380,660	15.0

Community Partnerships

The Office of Community Partnerships (OCP) is a bridge between community residents and organizations and the County government. To keep Montgomery County's residents informed about policies, programs, and issues, OCP staff coordinates responses to residents' correspondence and telephone inquiries and distributes weekly e-mail newsletters. The OCP staff provides outreach and liaison services to ethnic, multilingual, and multicultural communities. OCP staff works closely with the County's non-profit and faith community organizations. They work in partnership with County departments to ensure that efficient, effective, responsive and high-quality services are provided to all Montgomery County residents. To help celebrate the rich diversity of Montgomery County, the OCP staff coordinates a number of community events throughout the year including the County's Martin Luther King, Jr. Birthday Celebration; Black History Month; Arab American Heritage Month; Asian Pacific American Heritage Month; Juneteenth Commemoration; Hispanic/Latino Heritage Month; World of Montgomery Festival; and Native American

Heritage Month.

The Gilchrist Center for Cultural Diversity is our welcoming center for new americans. At the Center, recent immigrants learn to speak English and prepare themselves to contribute to our economy and our community. During FY11, the Office of Community Partnerships will develop a plan for growing the Gilchrist Center into a robust network of partnerships with the many ethnic-serving nonprofits that receive grants from the County.

The Volunteer Center connects our residents and businesses to volunteer assignments in hundreds of nonprofits across Montgomery County. The Volunteer Center stands at the intersection of our County's three essential sectors -- government, community nonprofits, and business. Now, at a time when we need volunteers more than ever, we must find a more sustainable model that more effectively leverages the community goodwill that has long been Montgomery County's greatest resource. The Office of Community Partnerships will craft a robust and sustainable model that builds capacity and strengthens our civic culture for the long term.

FY11 Approved Changes	Expenditures	WYs
FY10 Approved	1,334,600	11.5
Add: Urban Area Security Initiative Grant renewal for volunteer recruitment and community preparedness education	135,500	0.0
Increase Cost: Miscellaneous grant adjustments	5,390	0.0
Decrease Cost: Restructure community events	-10,000	0.0
Reduce: Volunteer Center	-369,290	-4.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-12,250	-0.2
FY11 Approved	1,083,950	7.3

Notes: Of the above amount, \$218,520 is Grant funded.

Planning and Fiscal Analysis of Infrastructure Needs

This program coordinates the review and analysis of referrals regarding master plans, master plan amendments, functional plans, growth policy, adequate public facilities, annexation plans, zoning text amendments, and other land use and planning-related proposals submitted to the Executive Branch and/or the Office of the CE/CAO for review and/or comment. The staff also manages the Base Realignment and Closure grant.

FY11 Approved Changes	Expenditures	WYs
FY10 Approved	124,710	1.0
FY11 Approved	124,710	1.0

Notes: The above amount is Grant funded.

Internal Audit

The core function of this program is to improve internal controls and provide reasonable assurance regarding the achievement of the following objectives: compliance with laws, regulations, policies and procedures; reliability of financial reporting; effectiveness and efficiency of operations; deterring and investigating fraud; and safeguarding County assets. This program operates by providing independent internal auditing services including performing a full range of audits comprising compliance, financial, information technology, performance, and forensic audits; performing targeted risk assessments to identify gaps in internal controls; and providing training to Montgomery County Government employees on accountability and internal control issues. This 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.

Program Performance Measures	Actual FY08	Actual FY09	Estimated FY10	Target FY11	Target FY12
Number of complete audits (includes monitoring to ensure full implementation of audit recommendations)	8	11	11	11	11
Number of County employees provided with accountability and compliance training ¹	80	3,240	6,000	500	500

¹ FY08 activities included designing and presenting an instructor-led training course on accountability and ethical conduct to the Dept. of Finance. In FY09, the course will be modified, placed on a computer based platform and offered to all County employee

FY11 Approved Changes	Expenditures	WYs
FY10 Approved	664,770	1.0
Decrease Cost: Training for Internal Audit	-7,410	0.0
Reduce: Internal Audit contract	-200,000	0.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-16,070	0.0
FY11 Approved	441,290	1.0

Administration

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

FY11 Approved Changes	Expenditures	WYs
FY10 Approved	212,400	2.0
Decrease Cost: Office automation supplies	-2,910	0.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-27,590	0.0
FY11 Approved	181,900	2.0

BUDGET SUMMARY

	Actual FY09	Budget FY10	Estimated FY10	Approved FY11	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,641,900	4,281,980	4,309,310	3,232,490	-24.5%
Employee Benefits	1,226,470	1,236,290	1,109,400	963,930	-22.0%
County General Fund Personnel Costs	5,868,370	5,518,270	5,418,710	4,196,420	-24.0%
Operating Expenses	601,248	881,690	499,590	570,780	-35.3%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	6,469,618	6,399,960	5,918,300	4,767,200	-25.5%
PERSONNEL					
Full-Time	49	47	47	32	-31.9%
Part-Time	8	7	7	7	—
Workyears	49.5	44.2	44.2	28.5	-35.5%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	207,317	146,730	146,730	178,810	21.9%
Employee Benefits	58,055	38,190	38,190	38,150	-0.1%
Grant Fund MCG Personnel Costs	265,372	184,920	184,920	216,960	17.3%
Operating Expenses	146,328	17,420	17,420	126,270	624.9%
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	411,700	202,340	202,340	343,230	69.6%
PERSONNEL					
Full-Time	2	2	2	2	—
Part-Time	0	0	0	0	—
Workyears	2.5	2.5	2.5	2.5	—
REVENUES					
MLK Day of Service	9,180	0	0	0	—
Retired Senior Volunteer Program	90,331	77,630	77,630	83,020	6.9%
Corporate Volunteer Council	8,005	0	0	0	—
Urban Areas Security Initiative	135,472	0	0	135,500	—
Base Realignment and Closure	120,867	124,710	124,710	124,710	—
Summer of Service	6,919	0	0	0	—
Grant Fund MCG Revenues	370,774	202,340	202,340	343,230	69.6%
DEPARTMENT TOTALS					
Total Expenditures	6,881,318	6,602,300	6,120,640	5,110,430	-22.6%
Total Full-Time Positions	51	49	49	34	-30.6%
Total Part-Time Positions	8	7	7	7	—
Total Workyears	52.0	46.7	46.7	31.0	-33.6%
Total Revenues	370,774	202,340	202,340	343,230	69.6%

FY11 APPROVED CHANGES

	Expenditures	WYs
COUNTY GENERAL FUND		
FY10 ORIGINAL APPROPRIATION	6,399,960	44.2
<u>Changes (with service impacts)</u>		
Reduce: Financial Program Manager (Internal Audit Section)	0	-1.0
Eliminate: Senior Fellow [CAO - Supervision & Management of Executive Branch Depts.]	-33,230	-0.5
Reduce: Senior Information Technology Specialist [CAO - Supervision & Management of Executive Branch Depts.]	-50,670	-0.4
Reduce: Boards, Committees and Commissions [County Executive - Policy Planning and Development]	-75,970	-1.0
Reduce: Lapse Special Assistant to the County Executive [County Executive - Policy Planning and Development]	-103,000	-0.5
Reduce: Senior Executive Administrative Aides [CAO - Supervision & Management of Executive Branch Depts.]	-160,800	-2.0
Reduce: Internal Audit contract [Internal Audit]	-200,000	0.0
Reduce: Volunteer Center [Community Partnerships]	-369,290	-4.0
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Retirement Adjustment	35,660	0.0
Increase Cost: Group Insurance Adjustment	23,730	0.0
Increase Cost: Annualization of FY10 Personnel Costs	14,930	0.0
Technical Adj: Work Year adjustment	0	0.2
Decrease Cost: Office automation supplies [Administration]	-2,910	0.0
Decrease Cost: Training for Internal Audit [Internal Audit]	-7,410	0.0
Decrease Cost: Printing and Mail Adjustment [CAO - Supervision & Management of Executive Branch Depts.]	-7,430	0.0
Decrease Cost: Restructure community events [Community Partnerships]	-10,000	0.0
Decrease Cost: Increase Lapse [CAO - Supervision & Management of Executive Branch Depts.]	-13,190	-0.1
Decrease Cost: Printing and Mail Reduction Target [CAO - Supervision & Management of Executive Branch Depts.]	-14,770	0.0
Decrease Cost: Expedited Bill 16-10 - Imputed Compensation Limit	-16,630	0.0
Decrease Cost: Operating Expenses [CAO - Supervision & Management of Executive Branch Depts.]	-18,080	0.0
Decrease Cost: Motor Pool Rate Adjustment [County Executive - Policy Planning and Development]	-18,460	0.0
Decrease Cost: Personnel Cost Adjustment from FY10	-38,840	0.0
Shift: Transfer positions to Public Information Office to staff MC311 Call Center [County Executive - Policy Planning and Development]	-66,270	-1.0
Shift: Smart Growth Projects [CAO - Supervision & Management of Executive Branch Depts.]	-75,920	-0.4
Decrease Cost: Furlough Days	-91,460	-1.2
Shift: Enterprise Project [CAO - Supervision & Management of Executive Branch Depts.]	-102,850	-0.8
Shift: Transfer positions to Public Information Office to staff MC311 Call Center [CAO - Supervision & Management of Executive Branch Depts.]	-229,900	-3.0
FY11 APPROVED:	4,767,200	28.5
GRANT FUND MCG		
FY10 ORIGINAL APPROPRIATION	202,340	2.5
<u>Changes (with service impacts)</u>		
Add: Urban Area Security Initiative Grant renewal for volunteer recruitment and community preparedness education [Community Partnerships]	135,500	0.0
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Miscellaneous grant adjustments [Community Partnerships]	5,390	0.0
FY11 APPROVED:	343,230	2.5

PROGRAM SUMMARY

Program Name	FY10 Approved		FY11 Approved	
	Expenditures	WYs	Expenditures	WYs
County Executive - Policy Planning and Development	1,242,140	8.5	897,920	4.7
CAO - Supervision & Management of Executive Branch Depts.	3,023,680	22.7	2,380,660	15.0
Community Partnerships	1,334,600	11.5	1,083,950	7.3
Planning and Fiscal Analysis of Infrastructure Needs	124,710	1.0	124,710	1.0
Internal Audit	664,770	1.0	441,290	1.0
Administration	212,400	2.0	181,900	2.0
Total	6,602,300	46.7	5,110,430	31.0

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY10		FY11	
		Total\$	WYs	Total\$	WYs
COUNTY GENERAL FUND					
CIP	CIP	671,880	4.5	322,900	1.8