MEMORANDUM

May 3, 2021

TO: Government Operations and Fiscal Policy Committee

FROM: Carlos Camacho, Legislative Analyst

SUBJECT: Office of the County Executive FY22 Operating Budget

PURPOSE: Make Committee recommendations for Council Consideration

Expected Participants:

- Richard Madaleno, Chief Administrative Officer, Office of the County Executive (CEX)
- Fariba Kassiri, Deputy Chief Administrative Officer, CEX
- Jerome Fletcher, Assistant Chief Administrative Officer, CEX
- Dale Tibbitts, Special Assistant, CEX
- Nicole Gyapong, Administrative Services Coordinator, CEX
- Pofen Salem, Senior Fiscal and Policy Analyst, Office of Management and Budget (OMB)
- Corey Orlosky, Senior Fiscal and Policy Analyst, OMB

Summary of FY22 Recommended Budget and Key Discussion Issues

Office of the County Executive	FY21 Approved	FY22 CE Recommended	Change from FY21 Approved
General Fund	\$5,683,707	\$5,641,962	(\$41,745)
Personnel Costs	\$4,864,018	\$4,772,722	(1.9%)
Personner Costs	33.7 FTEs	32.7 FTEs	(1.0 FTE)
Operating Costs	\$819,689	\$869,240	6.1%
Total Expenditures (All Funds)	\$5,683,707 33.7 FTEs	\$5,641,962 32.7 FTEs	(0.7%) (3.0%)

Council staff has identified the following key issues/recommendations for Council discussion:

• Proposed funding for a new Director of Strategic Partnerships Director.

• Proposed shift in funding from the Office of Intergovernmental Relations to the CEX's Business Advancement Team for the administration of a federal real estate contract.

1. FY22 Budget Overview

The FY22 Recommended Budget for the Office of the County Executive (CEX) is \$5,641,962 representing a \$41,745 or 0.7% decrease from the Approved FY21 Budget. Personnel costs are decreased by 1.9% and by 1 FTE but personnel costs still represent 84.5% of the CEX's total FY22 budget. Operating costs are increased by \$49,551 or 6.1%.

2. Expenditures Changes in FY22 Budget

The table below shows the proposed changes to the CEX's FY22 budget.

Changes with services impacts	Expenditures	FTE Change
Add: Funding Gap Need for the New Strategic Partnerships Director Position [CAO - Supervision & Management of Executive Branch Departments]	\$134,206	0.0
Adjustments with no service impacts		
Increase Cost: FY21 Compensation Adjustment	\$47,394	0.0
Shift: Noncompetitive Contract Award for the Hispanic Chamber of Commerce from Finance [Business Advancement Team]	\$25,000	0.0
Shift: Noncompetitive Contract Award for Foundation for the Asian Pacific American Chamber of Commerce from Finance [Business Advancement Team	\$20,000	0.0
Increase Cost: FY22 Compensation Adjustment	\$19,062	0.0
Increase Cost: Annualization of FY21 Personnel Costs	\$5,256	0.0
Increase Cost: Motor Pool Adjustment	\$3,282	0.0
Increase Cost: Print and Mail Adjustment	\$1,269	0.0
Increase Cost: Retirement Adjustment	\$1,235	0.0
Decrease Cost: Partial Lapse of Vacant Positions [CAO - Supervision & Management of Executive Branch Departments]	(\$118,930)	0.0
Shift: Transfer of Chief Digital Officer to Department of Technology Services [CAO - Supervision & Management of	(179,519)	(1.0)
Executive		
Branch Departments] Total	(41,745)	(1.0)

The majority of recommended changes are not expected to have a service impact. These changes include:

- Increase of \$72,947 which includes compensation adjustments for FY21 and FY22, annualization of FY22 personnel costs, and a retirement cost adjustment.
- Shifting two non-competitive contract awards in the amount of \$25,000 and \$20,000 for the Hispanic Chamber of Commerce and the Asian American Chamber of Commerce from the Department of Finance to the Office of the County Executive to be managed by the Business Advancement Team (BAT). This shift is recommended in order to align these contracts with the staff who manage and administer them.
- Transferring the position of Chief Digital Officer from CEX to the Department of Technology Services (now the Department of Enterprise and Business Solutions) resulting in a shift of \$179,519.
- Decrease of \$118,930 as a result of projected lapse savings that the Office of the County Executive is expected to realize in FY22 through position turnover.

The only recommended change that is expected to have service impact is the additional funding of \$134,206 to create the position of Director Strategic Partnerships. The position is intended to act as a liaison to the County Council and develop Executive positions and testimony on Council matters, along with coordinating and reviewing Executive regulations and performing other policy assignments. Funding for the new position is being recommended as the CEX identified an operational need to increase the efficiency of the Executive's work with the County Council and other strategic community partners.

While the estimated cost of the Director position is estimated to be \$179,718, the County Executive identified turnover savings of \$45,512 in the CEX's base budget to support part of the personnel costs in FY22, resulting in the request for \$134,206. Additionally, the Executive Branch provided the following explanation of other reductions in the FY22 budget that will be used to offset the increase from this position:

Taking into consideration the entirety of the County's budget and the importance of ensuring this request remained cost neutral to the County, CEX worked with OMB to identify savings resulting from a reduction of funds elsewhere in the County. Ultimately, OMB determined that a portion of the \$159,570 decrease to the Community Engagement Cluster's budget – a combination of eliminating a position and a decrease of annualized personnel costs – could be used to offset CEX's request. This solution ensures there is no service impact and no net cost to the County's General Fund.

While the Director for Strategic Partnerships position is be funded as part of the FY22 Recommended Operating Budget, the Council will have to take action on Bill 22-20¹, which was previously introduced on April 20, 2020, in order to create the position.

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¹ <u>https://apps.montgomerycountymd.gov/ccllims/DownloadFilePage?FileName=2661_1_10581_Bill_22-2020 Introduction 20200414.pdf</u>

3. Amendment to CEX Budget

On April 29, 2021 the County Executive transmitted to the Council two adjustments to the FY22 Recommended Operating Budget.

The adjustments would shift \$74,400 from the Office of Intergovernmental Relations (OIR) to the Office of the County Executive for the management and administration of a federal real estate services contract. This shift was part of an on-going discussion to find the proper department/office to manage the contract that was previously administered by the Department of Economic Development (DED). Once DED was dissolved, the contract was transferred to OIR, and OIR staff administered the contract in coordination with CEX staff. With the creation of the Business Advancement Team (BAT) in CEX, moving this contract administration and funding to CEX improves operational efficiency as the scope of the contract aligns with the BAT's mission and BAT staff have the necessary expertise to work in partnership with the vendor to deliver the best outcomes for the County. Since this is a shift of General Fund appropriation between two departments, there is no cost increase to the FY22 Recommended Operating Budget.

The GO Committee previously approved this shift in funding as part of the discussion on the Office of the Intergovernmental Relations FY22 Operating Budget.

Council staff recommends approving the budget of the Office of the County Executive as recommended by the County Executive, including the amendment shifting \$74,400 in funds from the Office of Intergovernmental Relations to the Office of the County Executive for the administration of the federal real estate services contract. As noted above, while the budget provides funding for the Director of Strategic Partnerships position, implementation is contingent upon Council action on Bill 22-20.

4. Racial Equity and Social Justice

The County Executive has made racial equity and social justice a priority by signing into law Bill 27-19, which among other things, established the Office of Racial Equity and Social Justice in the Executive Branch. The County Executive has also appointed two staff members as the Office's equity leads. The County Executive has also overseen the implementation of programs that have focused on identifying and addressing racial disparities in the County such as:

- The County's Reimaging Public Safety efforts, which included working with Effective Law Enforcement for All, Inc. to oversee a comprehensive police audit and facilitate the efforts of the Public Safety Task Force to engage stakeholders from within County government and the community to review, assess, and analyze aspects of historically marginalized and discriminated against populations and build consensus and report on aspects of identified implicit and racial bias related to policing.
- Assistant Chief Administrative Officer Adriana Hochberg is working on two strategic plans
 to help the County achieve zero greenhouse gas emissions by 2035 and eliminate trafficrelated fatalities and serious injuries by 2030. With regards to RESJ, Ms. Hochberg is
 soliciting feedback from communities that are traditionally underrepresented in the

government planning process and may be unintentionally burdened by these plans if their voices are not heard.

- Work done on the Climate Action Plan included engaging community-based organizations focused on public health, racial equity, civil rights, immigrant communities, seniors, and low-income communities to get broader and more diverse perspectives to help shape the plan. The climate team and the Vision Zero Coordinator partnered to launch the Resilience Ambassadors program with five young adults to bring in more diverse voices and perspective into the climate planning and Vision Zero planning processes, particularly among underrepresented community members.
- The County Executive's Office also manages non-competitive contracts such as the Hispanic Chamber of Commerce, the Latino Economic Development Corporation, the Black Chamber of Commerce of Maryland, and the Foundation for Asian Pacific American Chamber of Commerce of Montgomery County, Inc. and works closely with these vendors to ensure they are aware of the County Executive's priorities surrounding RESJ to ensure they monitor their own policies, procedures, and practices accordingly.

Going forward, as County departments and staff receive training on applying a racial equity and social justice lens to programming and budget decisions, the County Executive and the Council may consider formalizing tools and metrics for tracking equitable access and outcomes among diverse groups in the County.

5. Attachments

•	CEX FY22 Recommended Budget	©1-6
•	Amendments to the Recommended FY22 Operating Budget	©7-8



RECOMMENDED FY22 BUDGET

\$5,641,962

FULL TIME EQUIVALENTS

32.70

MISSION STATEMENT

The Office of the County Executive provides 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 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 FY22 Operating Budget for the Office of the County Executive is \$5,641,962, a decrease of \$41,745 or 0.73 percent from the FY21 Approved Budget of \$5,683,707. Personnel Costs comprise 84.59 percent of the budget for 38 full-time position(s) and six part-time position(s), and a total of 32.70 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 15.41 percent of the FY22 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

- Provide funds to create the Director of Strategic Partnerships position to increase the efficiency of the Executive's work with the County Council and other strategic community partners.
- Add funds to continue critical partnership with Montgomery County Economic Development Corporation that leads the County's efforts to showcase the County as an ideal location to start and grow a business, to support entrepreneurship development through an ecosystem approach, and to strategically promote targeted industries to connect local business network and top talent.

- Increase funding in the Incubator Programs Non-Departmental Account with dedicated County staffing complement tasked to grow the County's entrepreneurial ecosystem and to focus on outreach in the business community.
- Provide increased funding to WorkSource Montgomery (WSM) to support its Summer RISE program, an initiative that will be led again by WSM in partnership with Montgomery County Public Schools to provide rising juniors and seniors with career development experiences in the public and private sectors.
- Continue supporting operational needs of Visit Montgomery by offsetting the projected hotel/motel tax shortfall to help and facilitate the hospitality industry through a recovery.
- Continue funding to support expansion of the Innovation Program that increases participation among County employees and partners to make the County a more effective, efficient, and equitable place to work for and deliver the best results for County taxpayers.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The creation of the Business Advancement Team has consolidated services to the business community by providing a central access point related to business growth and development within the County. Staff are working in a cohesive manner to provide support, assistance, information and guidance to the local business community.
- * The CAO's Office facilitated the development of the County's Climate Action Plan, the roadmap to zero carbon emissions Countywide by 2035, and oversaw the work of the Reimagining Public Safety Task Force.
- ** Internal Audit completed and published eight audit reports in FY20 and FY21 to date, including reviews of the following: procure-to-pay operations; warehouse inventory management in Alcohol Beverage Services; risk assessment of the County's information technology (IT) environment; purchasing card operations; IT change management; and IT patch management.
- ** Working with Departments, Internal Audit has seen continued progress in closure of open recommendations from Office of the Inspector General, Office of Legislative Oversight, and Internal Audit reviews; with a closure rate of 90 percent.
- ** The Innovation program continues to change culture with action. Staff launched two additional Accelerator cohorts and re-imagined a fully remote experience; delivered human centered improvements to COVID-19 testing and response including rapid delivery of a transitional testing registration system and an improved process to expedite and streamline responses to COVID-19 questions from across the County; and digitized several County systems to bring critical services like housing assistance, emergency relief programs, election services and many more online.

PROGRAM CONTACTS

Contact Nicole Gyapong of the Office of the County Executive at 240.777.2516 or Pofen Salem of the Office of Management and Budget at 240.777.2773 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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	312,805	2.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(200,305)	(1.00)
FY22 Recommended	112,500	1.00

The Business Advancement 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 office guides business clients in identifying where to go for assistance, and ensure results-driven relationships and projects with related business development organizations outside the realm of County government.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	773,933	5.00
Shift: Noncompetitive Contract Award for the Hispanic Chamber of Commerce from Finance	25,000	0.00
Shift: Noncompetitive Contract Award for Foundation for the Asian Pacific American Chamber of Commerce from Finance	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.	5,005	0.00
FY22 Recommended	823,938	5.00

***** CAO - Supervision & Management of Executive Branch Departments

The 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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	2,563,073	17.70
Add: Funding Gap Need for the New Strategic Partnerships Director Position	134,206	0.00
Decrease Cost: Partial Lapse of Vacant Positions	(118,930)	0.00
Shift: Transfer of Chief Digital Officer to Department of Technology Services	(179,519)	(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.	280,500	1.00
FY22 Recommended	2,679,330	17.70

★ 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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	1,108,548	6.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(14,296)	0.00
FY22 Recommended	1,094,252	6.00

Innovation

The Innovation Program provides space and support for workers to collaborate cross-departmentally as they improve processes, reduce costs and errors, and improve customer service.

FY22 Recommended Changes	Expenditures	FTEs

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	378,420	2.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	6,505	0.00
FY22 Recommended	384,925	2.00

***** Internal Audit

The Internal Audit program provides independent strategic risk-based auditing services. The core function of this program is to improve internal controls and provide reasonable assurance of reliable financial reporting; effective and efficient operations; legal and regulatory compliance; fraud investigations and deterrence; and the safeguarding of County assets.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	546,928	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.	89	0.00
FY22 Recommended	547,017	1.00

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,768,903	3,836,762	3,389,255	3,831,253	-0.1 %
Employee Benefits	1,166,385	1,027,256	835,010	941,469	-8.4 %
County General Fund Personnel Costs	4,935,288	4,864,018	4,224,265	4,772,722	-1.9 %
Operating Expenses	1,046,367	819,689	1,626,653	869,240	6.1 %
County General Fund Expenditures	5,981,655	5,683,707	5,850,918	5,641,962	-0.7 %
PERSONNEL					
Full-Time	34	36	36	38	5.6 %
Part-Time	6	6	6	6	
FTEs	34.50	33.70	33.70	32.70	-3.0 %
REVENUES					
Miscellaneous Revenues	1,000	0	0	0	
County General Fund Revenues	1,000	0	0	0	

FY22 RECOMMENDED CHANGES

FY22 RECOMMENDED CHANGES		
	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	5,683,707	33.70
Changes (with service impacts) Add: Funding Gap Need for the New Strategic Partnerships Director Position [CAO - Supervision & Management of Executive Branch Departments]	134,206	0.00
Other Adjustments (with no service impacts) Increase Cost: FY21 Compensation Adjustment	47,394	0.00
Shift: Noncompetitive Contract Award for the Hispanic Chamber of Commerce from Finance [Business Advancement Team]	25,000	0.00
Shift: Noncompetitive Contract Award for Foundation for the Asian Pacific American Chamber of Commerce from Finance [Business Advancement Team]	20,000	0.00
Increase Cost: FY22 Compensation Adjustment	19,062	0.00
Increase Cost: Annualization of FY21 Personnel Costs	5,256	0.00
Increase Cost: Motor Pool Adjustment	3,282	0.00
Increase Cost: Print and Mail Adjustment	1,269	0.00
Increase Cost: Retirement Adjustment	1,235	0.00
Decrease Cost: Partial Lapse of Vacant Positions [CAO - Supervision & Management of Executive Branch Departments]	(118,930)	0.00
Shift: Transfer of Chief Digital Officer to Department of Technology Services [CAO - Supervision & Management of Executive Branch Departments]	(179,519)	(1.00)

FY22 RECOMMENDED CHANGES

FY22 RECOMMENDED 5,641,962 32.70

Expenditures FTEs

PROGRAM SUMMARY

Program Name		FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administration		312,805	2.00	112,500	1.00
Business Advancement Team		773,933	5.00	823,938	5.00
CAO - Supervision & Management of Executive Branch Departments		2,563,073	17.70	2,679,330	17.70
County Executive - Policy Planning and Development		1,108,548	6.00	1,094,252	6.00
Innovation		378,420	2.00	384,925	2.00
Internal Audit		546,928	1.00	547,017	1.00
	Total	5.683.707	33.70	5.641.962	32.70

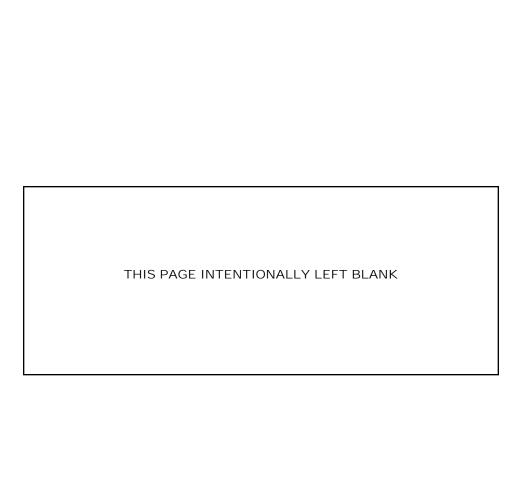
CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total\$	FY21 FTEs	FY22 Total\$	FY22 FTEs
COUNTY GENERAL FUND					
Permitting Services	Permitting Services	209,651	0.90	203,028	0.90
CIP	Capital Fund	90,244	0.50	90,326	0.50
NDA - Conference Center	General Fund	122,579	1.00	124,683	1.00
NDA - Incubator Programs - Economic Development Partnership	General Fund	265,800	2.00	526,382	5.00
NDA - Vision Zero	General Fund	126,163	1.00	130,702	1.00
Total		814,437	5.40	1,075,121	8.40

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended No inflation or compensation change is included in ou	5,642 tyear projections.	5,642	5,642	5,642	5,642	5,642
Labor Contracts	0	42	42	42	42	42
These figures represent the estimated annualized cos	st of general wage adju	stments, service	increments, and	other negotiated	items.	
Subtotal Expenditures	5,642	5,684	5,684	5,684	5,684	5,684





Marc Elrich
County Executive

MEMORANDUM

April 29, 2021

TO: Tom Hucker, President, County Council

FROM: Marc Elrich, County Executive

SUBJECT: Amendments to the Recommended FY22 Operating Budget

Attached for your consideration and review are two additional recommended adjustments to my FY22 Recommended Operating Budget. These amendments center around a shift of the Federal Real Estate Services contract from the Office of Intergovernmental Relations to the Office of the County Executive. The amendments are described in detail below (including source of funds), and the attached report contains the necessary information for your analysts to account for them.

Office of Intergovernmental Relations and the Office of the County Executive (\$74,400)

My FY22 Recommended Budget inadvertently omitted a shift of appropriation of \$74,400 for the Federal Real Estate Services contract from the Office of Intergovernmental Relations to the Office of the County Executive (CEX). With the creation of the Business Advancement Team (BAT), moving funding for this contract to CEX makes operational sense. The scope of the contract aligns with BATs mission and BAT staff have the expertise to work in partnership with the vendor to deliver beneficial outcomes for the County. Since this is a shift of General Fund appropriation between two departments, there is no cost increase to my FY22 Recommended Operating Budget.

Department staff and staff from the Office of Management and Budget are available to answer any questions you may have. Thank you for your continued collaboration as the Council moves through its review process.

Attachments: Detail on the Recommended FY22 CE Amendments Report

ME:jb

Detail on Recommended FY22 CE Amendments

Tax Supported			
EXPENDITURE AMENDMENTS			
County Executive			
Shift: Federal Real Estate Services Contract from the Office of Intergovernmental Relations	74,400		
Intergovernmental Relations			
Shift: Federal Real Estate Services Contract to the County Executive's Office	-74,400		
Total Tax Supported Expenditures	0		