

PHED/MFP COMM. #1&2  
April 30, 2010

*Please bring the packets from the April 14 PHED Committee review of the RSC budget, and the April 30 MFP Committee review of the County Executive Office budget to this worksession. Packets are available online at:*  
<http://www.montgomerycountymd.gov/cs/templ.asp?url=/content/council/packet/index.asp>.

MEMORANDUM

April 28, 2010

TO: Planning, Housing, and Economic Development Committee  
Management and Fiscal Policy Committee

FROM: Minna K. Davidson, Legislative Analyst *MKD*  
Justina Ferber, Legislative Analyst *JF*

SUBJECT: **Worksession: FY11 Operating Budget  
Regional Services Centers  
Office of Community Partnerships**

The PHED Committee began its review of the FY11 operating budget for the Regional Services Centers (RSCs) on April 14, 2010, and tentatively recommended one change to the Executive's budget, deleting \$75,500 for a contract with Silver Spring Town Center Inc. (2-1, Councilmember Elrich opposed.)

The PHED Committee also made several requests for follow up information and asked to schedule a follow up worksession. In particular, the Committee was interested in exploring options to restructure the RSCs at less cost. The Committee noted that, like the RSCs, the Office of Community Partnerships is also responsible for community outreach and liaison. While the missions of the two organizations are somewhat different, the PHED Committee expressed interest in determining how the RSCs and the OCP could be structured to provide community outreach as efficiently and cost effectively as possible without duplicating services. The PHED Committee requested that this issue be brought to the MFP Committee's attention when the MFP Committee reviewed the County Executive's Office budget.

During its review of the County Executive's Office budget on April 21, the MFP Committee discussed this issue. The MFP Committee expressed interest in considering the OCP budget together with the budget for the RSCs and asked to schedule a joint Committee meeting.

## PHED Committee Follow up Requests on the RSC Budget

At its April 12 worksession, the PHED Committee asked that Executive staff provide responses to several follow up requests for information. Responses from Executive staff are attached on © 1-9. In particular, the Committee requested information about the cost and duties for each position, and asked for RSC service structure options that would maximize the number of people in the field for the least cost.

**Position Breakouts:** In the tables on © 1-5, RSC staff has provided a breakout of the current FY10 core and non-core positions, and the Executive's recommended FY11 core staffing. For each position, there is a title, grade, salary mid-point, and a brief description of duties.

**Options to restructure the RSCs at less cost:** Council staff had requested that Executive staff provide three staffing scenarios for the RSCs: 1) the Executive's recommendation but without creating three new Program Manager I positions; 2) a model with the same number of directors, but with fewer higher paid and more lower paid positions; and 3) a model with fewer, more centralized director and administrative support positions and more front-line positions in the field. Executive staff did not provide scenarios, but did provide the following comments:

The County Executive believes the recommended FY11 staffing and structure of the RSCs is the minimum necessary to ensure a high level of collaboration and a strong relationship between communities in each regional services area and government.

The decentralized approach allows for closer coordination with local business, community and neighborhood organizations. The geographic proximity of the RSC's to their communities fosters a closer connection and ensures that County personnel can more quickly and appropriately respond to issues.

Council staff spoke with Ken Hartman, the Lead RSC Representative for FY11, regarding some alternative approaches to structuring RSCs. He made the point that the current structure, with a high level director at each RSC, is a long-standing arrangement which allows the RSCs to determine where there are community needs and to act to address them efficiently.

He said that the current RSC Directors are able to interact with directors and high level staff in other departments without having to go through a chain of command to get results. He felt that, while it would be possible to structure RSC staffing in different ways, the restructuring might also change the nature of the services delivered by the RSCs, as lower level staff would not have the authority to initiate action or access to high level staff in other departments. In his view, it would likely take longer to address major issues identified by lower level staff as the issues would have to be referred up the chain of command for resolution.

**If the Committees wish to consider staffing models other than the one recommended by the Executive, the Committees may want to discuss with Executive staff the Committees'**

**expectations about the services to be delivered from the RSCs, and how the staffing model would support those services.**

### **Alternative Staffing Options for RSCs**

Council staff has provided several alternative staffing options which are discussed below. For each option, Council staff assumed:

- The existing five Regional Services Centers and three Urban Districts will remain in place.
- Core staffing for the RSCs would remain level across the RSCs (each RSC staffed with the same number and type of positions)
- These staffing scenarios include RSC Core staffing only. Extra staff for the Silver Spring Civic Building and the Weed and Seed grant are not included.
- Position costs assumed for all positions but Director are the salary mid-point plus 30% for benefits.
- Position costs for Director are the average actual salaries plus benefits for the 5 RSC Directors and the OCP Director.
- Position costs are estimates for purposes of comparison. Actual position costs may be more or less than the estimated costs, and actual savings from each option may vary from the estimated amount.

Two of the options below would provide centralized directors and administrative staff with some field staff assigned to each RSC. Council staff would note that while these options would increase the total number of positions for RSC staffing, they would not increase the total number of positions in the field. The Executive's recommendation would place three core staffing positions at each RSC. The alternative options would place three core staffing positions at each RSC as well, but they would be different positions from those recommended by the Executive. Additional RSC staffing would be assigned to the centralized director and administrative functions.

**Option 1. Executive's FY11 Recommendation:** This recommendation would maintain the original RSC staffing model with a high level director and supporting staff. Core staff at each RSC would be reduced from the current five positions to three positions. Services provided by the RSCs would be reduced to acting as liaisons and providing outreach for the exchange of information between the community and County Government, supporting the regional advisory boards, and managing the urban districts in Bethesda, Silver Spring and Wheaton. Other types of services, including walk-in services and RSC organized community events, would be eliminated.

CE's FY11 Recommendation				
Position	No. Pos.	Grade	Salary Mid-point + benefits	Cost for Five Centers
Director (Mgr. 1 or Director)*	5		189,483	947,415
Program Mgr. 1	5	23	89,090	445,450
Sr. Exec. Admin. Aide	5	18	70,515	352,575
<b>Total Cost</b>	<b>15</b>		<b>349,088</b>	<b>1,745,440</b>

\* Position costs for Director are the average actual salaries plus benefits for the 5 RSC Directors and the OCP Director

**Option 2. Modified version of Executive's FY11 Recommendation:** Under the Executive's FY11 recommendation, the existing Assistant Director (Manager III) positions would be abolished. They would be replaced with Program Manager I positions. Two existing Program Manager I positions would be retained, and three new Program Manager I positions would be created to fill out the complement of one Program Manager I position at each RSC.

In response to a PHED Committee question about the rationale for adding the three new positions, Executive staff said the following:

The PMI positions replace the higher level M3 positions. The County Executive believes these positions are essential to support the effectiveness of the RSC directors in maintaining a minimum level of contact relationships with the many stakeholder groups in each Regional Services Area.

Options to retain the Executive's five director model at less cost might be either to not create the three new Program Manager I positions, or to have no Program Manager I positions at all. If the two existing Program Manager I positions are retained, they could be assigned as needed for special projects across the RSCs, or they could be permanently assigned to the Mid-County and Silver Spring RSCs where the directors are responsible for managing the Urban Districts.

CE's Proposal with Fewer Positions				
Position	No. Pos.	Grade	Salary Mid-point + benefits	Cost for Five Centers
Director (Mgr. 1 or Director)*	5		189,483	947,415
Sr. Exec. Admin. Aide	5	18	70,515	352,575
<b>Total Cost</b>	<b>10</b>			<b>1,299,990</b>
Retain 2 Program Mgr. I	2	23	89,090	178,180
<b>Total with 2 PM I</b>	<b>12</b>			<b>1,478,170</b>

\* Position costs for Director are the average actual salaries plus benefits for the 5 RSC Directors and the OCP Director

**This option would save about \$445,450 if the two Program Manager I positions are not retained, and about \$267,000 if they are retained.** It would leave the Directors as high level liaisons to the community, but would reduce the amount of other staff available to interact with stakeholder community and business groups.

**Option 3. Retain five current Directors, but replace other higher paid positions with lower paid positions.** To some extent, the Executive’s recommendation already addresses this model by replacing the Assistant Director positions with Program Manager I positions. In looking at other options, for example, replacing Program Manager I positions with Program Specialist II positions, or Sr. Executive Administrative Aide positions with Office Services Coordinator positions, there might be enough savings to add one position total, but there would not enough to add one position at each RSC (five positions total).

<b>CE's Proposal with 5 Directors and Lower Level Positions</b>				
<b>Position</b>	<b>No. Pos.</b>	<b>Grade</b>	<b>Salary Mid-point + benefits</b>	<b>Cost for Five Centers</b>
Director (Mgr. 1 or Director)*	5		189,483	947,415
Program Specialist II	5	21	81,110	405,550
Office Services Coordinator	5	16	64,321	321,605
<b>Total cost</b>	<b>15</b>			<b>1,674,570</b>

\* Position costs for Director are the average actual salaries plus benefits for the 5 RSC Directors and the OCP Director

**This option would save about \$71,000.**

**Fewer, more centralized director and administrative support positions and more front-line positions in the field.** Two options are presented below. There could be other variations as well. As noted above, they do not change the total number of positions assigned to each RSC. They do provide more program staff and less administrative support. If director positions did not interact with community stakeholder groups, these options might provide substantially more field coverage than the Executive’s recommendation. However, since the directors do function in the field, the Committees need to consider the trade-offs from exchanging the Executive’s mix of staffing for each RSC (more high level interaction with the community) with the staffing in these scenarios (more lower level personnel available to increase overall coverage).

**Option 4. Two centralized director and administrative support positions; Three Program Specialist II positions at each RSC.**

In this option three positions would be available to do field work at each RSC. The two directors could each supervise approximately half of the County (although it may be slightly awkward with five regions). The directors could either work from a centralized location in Rockville, or each director and Sr. Exec. Administrative Aide could work from an RSC. The Program Specialist II positions would be largely responsible for their own administrative tasks, with assistance on certain centralized functions from the Sr. Executive Administrative Aides. Management of the Urban Districts would have to be determined.

<b>Two Centralized Directors and EAAs</b>				
<b>Position</b>	<b>No. Pos.</b>	<b>Grade</b>	<b>Salary Mid-point + benefits</b>	<b>Cost for Five Centers</b>
2 Directors (central)*	2		189,483	378,966
2 Sr. Exec. Admin. Aides (central)	2	18	70,515	141,030
3 Program Specialist II at each RSC	15	21	81,110	1,216,650
<b>Total cost</b>	<b>19</b>			<b>1,736,646</b>

\*Position costs for Director are the average actual salaries plus benefits for the 5 RSC Directors and the OCP Director

**This option would save about \$8,800.**

**Option 5. One centralized director, two centralized administrative support positions; One Program Manager I and two Program Specialist II Positions at each RSC.**

This option is similar to the one above. In this case, the three positions in the field would include one higher level Program Manager I. This position would be helpful in managing responses to issues and following up on community requests. Again, the staff assigned to the RSCs would be largely responsible for their own administrative tasks, with assistance on certain centralized functions from the central administrative staff. Disadvantages of this model might be that the director would be truly centralized, rather than associated with regions. A five region workload might be very heavy for one director. Management of the Urban Districts would have to be determined.

<b>One Centralized Director, etc.</b>				
<b>Position</b>	<b>No. Pos.</b>	<b>Grade</b>	<b>Salary Mid-point + benefits</b>	<b>Cost for Five Centers</b>
1 Director (central)*	1		189,483	189,483
1 Sr. Exec. Admin. Aide (central)	1	18	70,515	70,515
1 Office Services Coordinator (central)	1	16	64,321	64,321
1 Program Mgr. I at each RSC	5	23	89,090	445,450
2 Program Specialist II at each RSC	10	21	81,110	811,100
<b>Total Cost</b>	<b>18</b>			<b>1,580,869</b>

\* Position costs for Director are the average actual salaries plus benefits for the 5 RSC Directors and the OCP Director

**This option would save about \$165,000.**

**Office of Community Partnerships**

The MFP and PHED Committees requested further joint review of the relationship between the Regional Services Centers and the Office of Community Partnerships.

To prepare for this discussion, the MFP Committee requested additional information from Executive staff. In response, Executive staff provided an overview of the Office on © 10-15, and descriptions for OCP positions and duties for FY10 and FY11 (© 16-20). Based on the information provided, Council staff prepared the following FY 11 OCP staffing chart

including compensation at salary mid-points plus 30% for benefits. In addition, Executive staff provided organizational charts showing the OCP personnel complements for FY10 and FY11 recommended (© 21-22), and an article about a program that OCP is involved in (© 23-25).

**Executive’s Recommended FY11 OCP Staffing**

<b>Position</b>	<b>No. of Pos.</b>	<b>Grade</b>	<b>Salary M-P +Benefits</b>	<b>Total Pos. Cost</b>	<b>Source of Funding</b>
<i>OCP</i>					
Director	1	NM	189,483*	189,483	Exec. budget
Community Outreach Mgr	3	28	112,648	337,944	Exec. budget
Sr. Exec. Adm. Aide	1	18	70,515	70,515	Exec. budget
Senior Fellow	3	16			OHR budget
Vista Volunteer	1	n/a			n/a
<b>Subtotal – OCP</b>	<b>9</b>			<b>597,942</b>	
<i>Volunteer Center</i>					
Program Manager I	1	23	89,090	89,090	Exec. budget
Program Manager I	1	23	89,090	89,090	Grant funded
Americorps Member	1	n/a	19,600	19,600	½ Grant with \$9,800 Co. match
<b>Subtotal – Vol. Ctr.</b>	<b>3</b>			<b>197,780</b>	
<b>Total cost</b>	<b>12</b>			<b>795,722</b>	

\*For consistency, the OCP Director’s salary was included in the average actual salary and benefits calculation for the RSC Directors.

Community Partnerships has the same level of staffing for FY11 as for FY10. Staffing in the Volunteer Center in the Community Partnerships Division has been reduced by four workyears. In FY10 the Volunteer Center was comprised of a Director, two Program Managers, a Program Specialist, an Office Services Coordinator, a Principal Administrative Aide and grant-funded positions. The following positions have been abolished: Center Director, OSC, PAA, and Program Specialist.

**Relationship Between the RSCs and the OCP**

In response to a PHED Committee question about how the OCP could help the RSCs increase their outreach to culturally diverse communities, RSC staff provided the following comments.

The RSCs and OCP forge strategic partnerships to address the specific need of special populations within each region. RSCs lead on the resolution of issues and service needs and welcome the valuable assistance and cultural perspective provided by OCP in issue and stakeholder identification.

RSCs and OCP partner to ensure appropriate and proactive communication with special populations, planning of community-building events, and execution of high profile initiatives such as Census 2010.

In view of the substantial reduction in the budgets for the RSCs and the Volunteer Center, the Committees may want to discuss the following questions with Executive staff.

1. Could the three Community Outreach Managers from OCP be assigned or detailed to the RSCs? Would it be possible for them to assist in regional outreach functions in addition to continuing their duties as liaisons to specific groups?
2. Since Senior Fellows are routinely funded in the OHR budget, could they coordinate more closely with the RSCs to provide support for regional issues?
3. How do the RSCs and the Volunteer Center currently coordinate on volunteer issues? Should the RSCs have a role in encouraging volunteers at the regional level, especially if the Executive's reductions to the Volunteer Center are implemented?
4. In view of the article submitted, how much does the role of Community Partnerships overlap with HHS and can some consolidation of effort take place?

#### **Other RSC Issues for the PHED Committee**

**In the April 14, PHED Committee packet, Issue #4** dealt with the Executive's recommendations to open the Civic Building and Veterans Plaza. Among other things, he recommended \$75,500 for a contract with Silver Spring Town Center, Inc. to develop community programming for the Civic Building. The Committee voted 2-1 to recommend against the contract (Councilmember Elrich preferred to abolish the Public Relations Specialist position at Silver Spring and continue to fund the contract).

Council staff notes that Silver Spring Town Center, Inc. also submitted a request for this funding through the Council grants process. The grant request will be reviewed during the Council Grants worksession.

**Issue #6 in the April 14 packet** dealt with a reduction in funding for CASA's contracts for the Temporary Workers Centers at Crabbs Branch and in Wheaton. The FY09 approved budget was \$192,850 for each center. In FY10, the Executive recommended reducing the budgets for the centers by -10%, or -\$19,280 each, leaving a total of \$173,570 per center. For FY11, the Executive recommends reducing the budget for each center by an additional -7%, or -\$12,150. This will leave a budget of \$161,420 for each center. The Committee accepted this recommendation without objection.

Council staff notes that CASA has requested two Council Grants of \$ 192,850 each to restore funding to the FY09 level for the Workers Centers. These grant requests will be reviewed during Council Grants worksession.

**April 22 Executive Budget Adjustment for FY11 Weed and Seed Grant:** The Executive's recommended April 22 budget adjustments include a shift of \$37,500 in Weed and Seed funds from the RSC budget to the Police budget. These funds are for Police overtime which is used in connection with the Weed and Seed program. The Executive's recommendation is a technical adjustment to budget the funds in the department where they will be used.

**This packet contains:**

**circle #**

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**FY11 Regional Services Centers Operating Budget**

**Follow up Questions**

*Please provide responses by close of business on Tuesday, April 27.*

1. Please provide a breakout of the cost and duties for each position as shown in the table below.

**FY10  
FY10 Core Staffing**

(Assistant Dir., Prog. Spec. II, Principal Admin. Aide would be abolished in FY11)

<b>Position</b>	<b>Grade</b>	<b>Salary Mid-point</b>	<b>Duties</b>
Director (Manager I or Director)		\$117,162	RSC Directors: <ul style="list-style-type: none"> <li>• Provide regional perspective to County Council members and County Executive from interaction with local stakeholders including: businesses, community associations, special interest groups, and local non-profits</li> <li>• Lead interagency response to complex local issues and service needs within the Regional Services Area.</li> <li>• Recommend programs and policies tailored to the Regional Services Area.</li> <li>• Manage Urban Districts.</li> <li>• Provide policy guidance to regional Citizens Advisory Board and other local boards and committees.</li> <li>• Develop partnerships to meet local stakeholder needs.</li> </ul>
Assistant Director	M III	\$89,656	Assistant Directors: <ul style="list-style-type: none"> <li>• Support the Director in managing RSC facilities</li> </ul>

			<p>and operations, including property management, budget, human resources, and financial matters.</p> <ul style="list-style-type: none"> <li>• Assist the Director in communication and outreach to stakeholder groups.</li> <li>• Represent the Director at public and internal meetings and acts as director in his/her absence.</li> </ul>
Program Specialist II	21	\$62,392	<p>Generally, Program Specialist IIs:</p> <ul style="list-style-type: none"> <li>• Coordinate communication and outreach to stakeholder organizations.</li> <li>• Organize special community events.</li> <li>• Develop and maintain local stakeholder lists.</li> <li>• Assist in information and referral.</li> </ul>
Sr. Executive Administrative Aide	18	\$54,242	<p>Generally, SEAAAs:</p> <ul style="list-style-type: none"> <li>• Support the Director and coordinates the Administrative needs of the RSC facility and operations.</li> <li>• Assist in information and referral and public information dissemination to stakeholder groups.</li> <li>• Support the activities of the Citizens Advisory Boards.</li> </ul>
Principal Administrative Aide	13	\$43,295	<p>The PAA positions are responsible for public reception and information and referral.</p>

**FY10 Non-core Positions to be abolished (excluding transfers)**

<b>Position</b>	<b>Grade</b>	<b>Salary Mid-point</b>	<b>Duties</b>
B-CC - -PT Public Admin. Intern	16	\$24,789	The PAI position assisted in Information and Referral and special projects.
Mid-County – Program Spec. II, split w/ UD	21	\$62,392	This position performs the following duties for the Mid-County RSC and the Wheaton Urban District: <ul style="list-style-type: none"> <li>• Coordinates communication and outreach to stakeholder organizations.</li> <li>• Organizes special community events.</li> <li>• Assists in information and referral.</li> </ul>
Silver Spr. – Admin. Spec. II	21	\$62,392	The ASII position provides support for financial management, procurement and human resources and supports the development and monitoring of the RSC budget.

**FY11  
FY11 Core Staffing**

<b>Position</b>	<b>Grade</b>	<b>Salary Mid-point</b>	<b>Duties</b>
Director (Manager I or Director)		\$117,162	RSC Directors will continue to: <ul style="list-style-type: none"> <li>• Provide regional perspective to County Council members and County Executive from interaction with local stakeholders including: businesses, community associations, special interest groups, and local non-profits</li> <li>• Lead interagency response to complex local issues and service needs within the Regional Services Area.</li> </ul>

			<ul style="list-style-type: none"> <li>• Recommend programs and policies tailored to the Regional Services Area.</li> <li>• Manage Urban Districts.</li> <li>• Provide policy guidance to regional Citizens Advisory Board and other local boards and committees.</li> <li>• Develop partnerships to meet local stakeholder needs.</li> </ul>
Program Manger I	23	\$68,531	<p>PMIs will:</p> <ul style="list-style-type: none"> <li>• Assist the Director in adequate and timely representation to stakeholder groups.</li> <li>• Conduct fact finding research and analysis of stakeholder issues and service needs.</li> <li>• Represent the Director at stakeholder meetings and initiate appropriate follow up.</li> </ul>
Sr. Executive Administrative Aide	18	\$54,242	<p>SEAAAs will:</p> <ul style="list-style-type: none"> <li>• Support the Director and coordinate the Administrative needs of the RSC facility and operations.</li> <li>• Coordinate information and referral requests and interaction with MC311 including issue tracking.</li> <li>• Develop and maintain local stakeholder lists.</li> <li>• Coordinate communication and outreach to stakeholder groups.</li> <li>• Provide direct support to advisory boards and committees.</li> </ul>

**FY11 Additional Staffing for Silver Spring**

<b>Position</b>	<b>Grade</b>	<b>Salary Mid-point</b>	<b>Duties</b>
Public Relations Specialist	24	\$71,825	Market Civic Building facility.
Program Specialist II	21	\$62,392	Event Coordination and Facility oversight
Program Specialist II (Weed & Seed grant)	21	\$62,392	Administer Weed and Seed program.

2. Please review the following table and revise the numbers, if necessary.

**FY11 CE Rec. Position Changes**

<b>RSC</b>	<b>FY10 Approved</b>	<b>FY10 Filled</b>	<b>FY11 CE Rec.</b>
Bethesda-Chevy Chase	4 FT 1 PT	3FT	3 FT
East County	4 FT 1 PT	4FT	3 FT
Mid-County**	6.5 FT 1 PT	6.5 FT 1 PT	3 FT
Silver Spring*	7.1 FT	7.1 FT	5.1 FT
Upcounty	6 FT 1 PT	6FT	3 FT
<b>Total</b>	<b>27.6 FT 4 PT</b>	<b>26.6 FT 1 PT</b>	<b>17.1 FT</b>

\* The Assistant Director position at Silver Spring was detailed to MC311 and the Redevelopment Manager was detailed to DGS at mid-year. One Program Specialist II position at SSRSC is funded with the Weed and Seed grant.

\*\* The Redevelopment Manager at Mid-County was detailed to DGS at mid-year.

3. The Committee requested a listing of positions, salaries, and the cost implications of moving from the FY10 personnel complement to FY11 CE Recommended. OMB has already provided Council staff with a table that meets this request. Please add a column that shows which FY10 positions are vacant and which are filled.

See attached.

4. Please provide the rationale for creating 3 new Program Manager 1 positions in the Executive's budget.

The PMI positions replace the higher level M3 positions. The County Executive believes these positions are essential to support the effectiveness of the RSC directors in maintaining a minimum level of contact relationships with the many stakeholder groups in each Regional Services Area.

5. What are the advantages/disadvantages of providing regional services through a centralized service delivery model? Through a decentralized model?

The County Executive believes the RSCs are essential to maintaining the County's excellent standards for a responsive and open government. Since their creation 35 years ago, the RSCs have served as high-level coordinators of County services that ensure responsiveness to the needs of local stakeholders.

6. Under the Executive's FY11 budget, which RSC administrative and public information functions will be handled on a centralized basis, and which functions will be handled by individual RSCs?

The purpose of the RSC restructuring was to create higher level of collaboration and a stronger relationship between communities and government. The County's experience has been that this level of collaboration is best managed by staff members in the field with expert knowledge of the community and County services.

The RSCs will centralize support functions which are necessary to support their core duties. These include: human resources, budget tracking, finance, procurement, website development, and transmission of regional newsletters.

7. The Committee expressed interest in exploring an RSC service structure that would maximize the number of people in the field for the least cost. They would like the RSCs to have as many people to cover as many places as possible at one time within the existing budgetary constraints. The Committee asked to review RSC structure/staffing options that would help meet this goal.

Please provide three staffing scenarios for the RSCs. For each one, please provide the recommended organizational structure, positions, duties, and costs.

- Scenario #1: The Executive's recommendation, but without creating three new Program Manager I positions (savings -\$270,000). How could the remaining existing positions be used more efficiently to deliver RSC services?
- Scenario #2: A model with fewer higher paid positions, more lower paid positions, and more consolidated functions to increase the number of personnel available to do field work while reducing costs. For example, having no Program Manager I positions, but rather, having more Program Specialist II positions and either fewer Senior Administrative Aide positions, lower grade administrative support positions, or both.
- Scenario #3: A model with Director and administrative support functions consolidated in fewer, more centralized, positions, and with more front-line positions in the field. For example, reducing from five decentralized to two centralized Director positions, consolidating

administrative support functions under the two directors with fewer and/or lower grade administrative personnel, and placing more front-line personnel in the field.

The County Executive believes the recommended FY11 staffing and structure of the RSCs is the minimum necessary to ensure a high level of collaboration and a strong relationship between communities in each regional services area and government.

The decentralized approach allows for closer coordination with local business, community and neighborhood organizations. The geographic proximity of the RSC's to their communities fosters a closer connection and ensures that County personnel can more quickly and appropriately respond to issues.

8. In its review of the RSC budget, the PHED Committee noted that, like the RSCs, the Office of Community Partnerships (OCP) is also responsible for community outreach and liaison. While the missions of the two organizations are somewhat different, the Committee expressed interest in determining how the RSCs and the OCP could be structured to provide community outreach as efficiently and cost effectively as possible without duplicating services.

Please provide suggestions from the RSCs' standpoint about how the RSCs can coordinate with OCP to improve the efficiency and cost effectiveness of community outreach and liaison efforts in the County.

How could the OCP help the RSCs increase their outreach to culturally diverse communities?

The RSCs and OCP forge strategic partnerships to address the specific need of special populations within each region. RSCs lead on the resolution of issues and service needs and welcome the valuable assistance and cultural perspective provided by OCP in issue and stakeholder identification.

RSCs and OCP partner to ensure appropriate and proactive communication with special populations, planning of community-building events, and execution of high profile initiatives such as Census 2010.

9. For the Silver Spring Civic Building, please explain how marketing of the building through the Silver Spring RSC and scheduling through CUPF will be coordinated. How will conflicts between individuals/organizations who want to sign up to use the same space at the same time be resolved?

CUPF will be the lead entity in charge of scheduling/space use. All community use application and payment transactions will be processed through CUPF and will be

subject to the policy and fee schedule established by the Interagency Coordinating Board (ICB). The Regional Center will focus on marketing to major income-generating customers. While individuals/organizations may work with RSC staff regarding details of those events; however, actual space planning and final booking will be done by CUPF.

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Job Title	FT/PT	FY10 Status	OMB Comments
<b>Silver Spring Regional Services Center</b>			
DIR REGIONAL SVC CENTER	FT	Filled	In FY10 this position was a merit position
SENIOR EXEC ADMIN AIDE	FT	Filled	
ADMINISTRATIVE SPEC II	FT	Filled	
PRINCIPAL ADMIN AIDE	FT	Filled	
Manager III transferred to CRM /Program Manager I	FT	Filled	Position being transferred to CRM
PUBLIC RELATIONS SPEC (SS Civic Building)	FT	Filled	This position charges .9 WY to the Urban District.
<b>Mid-County Regional Services Center</b>			
MANAGER I	FT	Filled	
MANAGER III	FT	Filled	
PROGRAM SPECIALIST II	FT	Filled	
SENIOR EXEC ADMIN AIDE	FT	Filled	
PRINCIPAL ADMIN AIDE	FT	Filled	
PROGRAM SPECIALIST II	PT	Filled	This position charges .5 WY to the Urban District
<b>Bethesda-Chevy Chase Regional Services Center</b>			
DIR REGIONAL SVC CENTER	FT	Filled	
MANAGER III	FT	Vacant	
PROGRAM SPECIALIST II	FT	Filled	
SENIOR EXEC ADMIN AIDE	FT	Filled	
PUBLIC ADMIN INTERN	PT	Vacant	
<b>UpCounty Regional Services Center</b>			
MANAGER I	FT	Filled	
MANAGER III	FT	Filled	
PROGRAM MANAGER I	FT	Filled	
PROGRAM MANAGER I	FT	Filled	
SENIOR EXEC ADMIN AIDE	FT	Filled	
PROGRAM SPECIALIST II	PT	Vacant	
PRINCIPAL ADMIN AIDE	FT	Filled	
<b>East County Regional Services Center</b>			
DIR REGIONAL SVC CENTER	FT	Filled	In FY10, this position was a merit position
MANAGER III	FT	Filled	
SENIOR EXEC ADMIN AIDE	FT	Filled	
PROGRAM SPECIALIST II	PT	Vacant	
PRINCIPAL ADMIN AIDE	FT	Filled	

**Davidson, Minna**

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**From:** Ferber, Justina  
**Sent:** Tuesday, April 27, 2010 6:05 PM  
**To:** Davidson, Minna  
**Subject:** FW: Response to Follow-up Budget Questions  
**Importance:** High

-----Original Message-----

**From:** Neufville, Sonetta  
**Sent:** Tuesday, April 27, 2010 6:04 PM  
**To:** Ferber, Justina  
**Cc:** Adams, Bruce  
**Subject:** Response to Follow-up Budget Questions  
**Importance:** High

**OFFICE OF COMMUNITY PARTNERSHIPS****Overview**

The Office of Community Partnerships (OCP) is a high leverage, high performance, and low overhead operation within the Offices of the County Executive. By assembling a staff of extraordinary diversity and talent and building partnerships within and outside of the County government, the OCP has over the three years of the Leggett Administration substantially broadened the responsibilities of the office to reflect the growing needs of a rapidly diversifying community and increased the value to the taxpayers of the County while maintaining the same core staff of four full time employees as its predecessor Office of Community Outreach. The director plays a leadership role in promoting a culture of collaboration and service in the County.

**Highlights**

- Engaged more than 500 community leaders in three Ethnic Leadership Summits in the Fall of 2007 generating nearly 150 policy recommendations;
- Reinvigorated three existing advisory groups – African American, Asian, and Latino;
- Established advisory groups for ethnic communities previously unrepresented – African, Caribbean, and Middle Eastern;
- Established Faith Community Advisory Group and annual Faithfulness Together community convocation;
- Helped establish and sustain the Neighbors Campaign, a nationally recognized pilot program in three communities designed to deliver services in a more effective, culturally competent manner while empowering communities;
- Reinvigorated and implemented the County's language access program to serve people with limited English proficiency (LEP) to ensure compliance with federal and state law as recommended by the County Council's 2004 OLO report;
- Helped staff Governor's New Americans Council (co-chaired by County Executive Leggett), identifying strategies to integrate fully new immigrants into the life of our community;
- Convened and mediated between the ethnic communities and government when problems arise (e.g., police issues, code enforcement, support of ethnic serving nonprofits, land use disputes for the faith community);
- Supported County programs in finding resources and relating effectively with ethnic communities (e.g., the Family Justice Center approached OCP for assistance, and we helped connect them to the Latino community, helped them find a funding source for a key project, and established a Chaplaincy program at the FJC and the Betty Ann Krahnke Center);

- Engaged, informed, and empowered leaders of ethnic communities through advisory group and other meetings, email communications, a weekly e-bulletin, monthly e-newsletter, and improved webpage;
- Helped nonprofit and faith organizations connect effectively with County agencies (e.g., Jesus House and Jobs Unlimited);
- Worked to strengthen the nonprofit sector through partnership with Nonprofit Montgomery and active engagement with The Community Foundation for Montgomery County (Neighbors in Need Montgomery Fund, Nonprofit Advancement Fund) and other leadership initiatives;
- Led Montgomery County's Employee Giving Campaign (increased giving to community nonprofits by nearly \$50,000 in the face of negative trends elsewhere while reducing County responsibilities);
- Led Montgomery County's Census outreach (holding participation steady in the face of dramatic demographic change since the last Census where every 1.5% reduction in participation would result in \$100 million loss of federal funding over the decade);
- Re-established ethnic heritage festival mandated by County law as The World of Montgomery Festival in partnership with the Arts & Humanities Council, Latino Economic Development Corporation (LEDC), and others;
- Added important events (e.g., heritage events for the Middle Eastern, African, and Caribbean communities, and Faithfulness Together) while reducing the County's total financial investment in events by involving our nonprofit and faith partners in the planning, financing, and implementation;
- Volunteer Center maintained an online database of local volunteer opportunities with more than 830 active nonprofit and government organizations that has had more than 90,000 unique web visitors a year;
- Supported Seniors Summit and Seniors Subcabinet to engage community in promoting a program of vital living for our Seniors population;
- Supported creation of a Montgomery County Sister Cities public-private organization.

### **Office of Community Outreach**

Nearly three decades ago, County Executive Charles Gilchrist recognized the changing face of Montgomery County by appointing liaison officers to both the African American and Latino/Hispanic communities. In 1985, the County Council established by law a Committee for Ethnic Affairs and mandated an annual ethnic heritage festival. County Executive Sid Kramer added a liaison officer to the Asian community as part of an Office of Minority and Multicultural Affairs within the Offices of the County Executive. County Executive Neal Potter continued the structure established by County Executives Gilchrist and Kramer. County Executive Doug Duncan strengthened outreach to ethnic communities by adding advisory committees for the African American, Asian, and Latino/Hispanic communities. The advisory committees have been valuable vehicles for helping the County Executives maintain open lines of communication with our ethnic communities and for developing important policy initiatives. County Executive Duncan changed the name of the office to the Office of Community Outreach. The office consisted of a director, three ethnic liaisons, and an administrative aide.

### **Evolution of the OCP from the Office of Community Outreach**

In December of 2006, Council members Knapp and Leventhal recommended three additional community liaisons for OCP for the FY08 budget – nonprofit, faith, and gay/lesbian. Anticipating budget concerns, County Executive Leggett recommended one additional liaison to serve the nonprofit and faith communities. That position was approved in the FY08 budget, but it was not implemented for budget reasons. An events coordinator was approved in the FY09 budget to allow the liaisons to focus on their increasing responsibilities. For budget reasons, the events coordinator position was eliminated in the FY10 budget. As a result, the FY10 budget as approved and the FY11 budget as recommended provide for a core OCP staff of four full time employees.

In redesigning the office under the new County Executive in 2007 to place less emphasis on events and advance work for the County Executive and more on policy and community empowerment, we have added significant responsibilities (liaison responsibilities for Middle Eastern, African, and Caribbean communities, liaison responsibilities for the nonprofit and faith communities, management responsibility for the Volunteer Center, Seniors issues, Sister Cities, Employee Giving Campaign, and the Census) without adding full-time staff. The full-time personnel of the office remain as under the previous administration – a director, an administrative aide, and three full time community liaisons. As a result, each of the three full time liaisons has three assignments that in an ideal world would be assigned to three different staff people. We have supplemented the core staff with VISTA volunteers (paid for by the federal government), university and graduate school volunteers, and three part-time Senior Fellows.

### **Vision of the Office of Community Partnerships**

The vision of the County Executive's Office of Community Partnerships (OCP) is to help make Montgomery County the nation's model multicultural community by promoting a culture of civic service through engaging and empowering our increasingly global and diverse community and dramatically increasing the number of residents who volunteer their time, talent, and treasure to build a stronger and more inclusive community to meet the challenges of the Montgomery County of the 21<sup>st</sup> Century.

### **Mission of the Office of Community Partnerships**

The mission of the Office of Community Partnerships is to strengthen relationships between government and the residents it serves, with special focus on underserved and emerging communities and our neighbors in need. The OCP serves as a bridge builder between the County government and community organizations serving the residents of Montgomery County, working across the barriers of race, ethnicity, income, and religion that too often diminish communities. OCP's mission is to carry out the County Executive's commitment to build a larger policy table with participation by a more diverse range and greater number of residents.

### **What does a "liaison" do?**

As originally conceived in previous administrations, the liaisons serve as the connectors between each ethnic community and the County government. They work to get vital County information to ethnic leaders and service providers through networking meetings and email communications. They serve as essential points of contact for ethnic leaders helping them navigate the system and cut through bureaucracies that may seem especially intimidating to those new to our system of government. The liaisons staff the advisory groups and assist community volunteers to bring important issues to the County Executive and County directors (e.g., diversification of county management, gang taskforce, homeless people living in the woods, immigration scams, and currently in the Latin American Advisory Group - the Latino Youth Collaborative). The liaisons convene and mediate between the ethnic communities and government when problems arise (e.g., police issues, code enforcement, disputes over nutrition grant for ethnic seniors, support of nonprofits, land use disputes for the faith community). The liaisons work to tap the human capital of our residents by facilitating partnerships and collaborations (e.g., Community Partners of Aspen Hill and Wheaton, a coalition of faith communities partnering with nonprofits and government agencies to support positive youth development). The liaisons work with the ethnic advisory groups to organize heritage events and make sure proclamations and certificates are presented as appropriate. In addition in this administration, each of the three full-time liaisons has been given a major substantive policy responsibility (i.e., Language Access for the Asian American Liaison, New Americans/Gilchrist Center for the Latino/Hispanic Liaison and Neighbors Campaign for the African American Liaison).

The Neighbors Campaign provides the best example of the value of OCP's collaboration/partnership approach to community problem solving. Emerging from the 2008 "Faithfulness Together" convocation, the Neighbors Campaign combines the emergency services provided through HHS, the established capacity and familiarity of large, service-providing nonprofits, the innovative techniques of a community organizing nonprofit, and the volunteer base and facilities of faith communities to connect people who have been marginalized by the current recession to emergency services in a culturally competent way while connecting increasingly isolated people to their neighbors in networks of mutual support. Neal Peirce, the nation's premier journalist covering the best practices of state and local governments, visited with the leaders of the Neighbors Campaign last Spring and wrote glowingly of our collaboration in his syndicated column, "Outreach to Immigrants: A Suburb's Exciting New Way": <http://citiwire.net/post/952/>

### **What is "outreach," and how do we make it more effective and efficient?**

Council members are asking important questions about the County government's outreach efforts. In a world where conflict and complexity are growth industries, building relationships of trust is an essential skill. County Executive Leggett changed the name of the office from the Office of Community Outreach to the Office of Community Partnerships to reflect the County Executive's understanding that building a strong community requires a new and more interactive approach. The County Executive's approach recognizes that the County government should not try to do everything. The County Executive's approach is designed to promote collaboration and build partnerships. The County Executive recognizes that only by fully tapping the rich human capital of our community will the County reach our full potential. The County Executive recognizes that large bureaucracies can seem impenetrable to even the most sophisticated of our residents. Busting silos and breaking through bureaucratic barriers is hard and difficult work. Responding to problems that routinely cross departmental lines requires new approaches. These are the reasons we need to continue making a modest investment in the staff whose responsibility it is connect community assets to County resources to solve complex community problems.

The staff of the Regional Services Centers (RSCs) connects community leaders in geographic regions to County

government. The staff of the Office of Community Partnerships (OCP) connects community leaders in our ethnic, nonprofit, and faith communities to County government. The two entities have worked in collaboration on numerous projects from the Census to heritage events, from the positive youth development collaborative to the Neighbors Campaign to improve services at the grassroots level. With their knowledge of local communities, the RSCs assist the OCP. With their knowledge of ethnic, nonprofit, and faith communities, OCP assists the RSCs. Each office has received significant cuts in this and recent budgets. Given limited resources for this critical work, improving the collaboration between the RSCs and OCP to better serve the public is among the highest priorities for the County Executive. This work can only be done well in communication and collaboration with the civic, nonprofit, faith, ethnic, and business leaders that the Regional Services Centers and Office of Community Partnerships were established to serve. This will be a major task of the Executive Branch in FY11.

### **OCP Staff & Volunteers**

#### Director

The director plays a leadership role in promoting a culture of collaboration and service in the County. In addition to managing the OCP (including the Volunteer Center) and attending the meetings of the Senior Staff and the Management Team, the director serves as the liaison to the nonprofit community (a position added to the budget in FY08 but never implemented because of budget constraints). Starting in FY10, the Director has been given responsibility for the County's Employee Giving Campaign (increasing the amount raised for our nonprofit partners by 15% in the face of national declines in 2009 while freeing a department director from taking a significant amount of time from his or her primary responsibilities). In FY10, the Director was responsible for coordinating the County's Census outreach in order to increase the County's response rate (each 1.5% undercount results in \$100 million in lost federal funding over the decade). In FY11, the Director will take the lead responsibility for maintaining the County's strong culture of service in the face of significant cuts to the Volunteer Center. He will also help coordinate the development of an even more collaborative County government outreach function and the redesign of the Gilchrist Center and participate on the team charged with increasing the effectiveness of the County's community outreach.

#### Asian American Liaison

Liaison to the Asian communities;  
Liaison to the Middle Eastern communities (a new responsibility for the office added in 2008);  
Responsible for the County's compliance with federal laws and guidelines on language access for people with limited English proficiency.

#### Latino/Hispanic Liaison

Liaison to the Latino/Hispanic communities;  
Responsible for the development and implementation of the County's New Americans initiative (a new responsibility for the office added in 2008) (in FY11, the Latino/Hispanic Liaison will be the lead person in the transition of the Gilchrist Center from a building to a brand by building a collaborative network of ethnic serving nonprofits and County agencies);  
Staff to Community Outreach Forum (monthly meeting of County's staff responsible for County outreach).

#### African American Liaison

Liaison to the African American community;  
Liaison to the Faith Community (a new responsibility for the office added in 2009);  
Responsible for helping to build the collaboration now known as the Neighbors Campaign (a new responsibility for the office added in 2008) (a pilot collaborative bringing together government, faith community, and nonprofit partners to better serve our neighbors in need).

#### Administrative Aide

Support all of the staff, VISTAs, volunteers, and Senior Fellows.  
Coordinate office communications.  
Responsibility for staffing the Committee for Ethnic Affairs.

Senior Fellows (three part time staff in the Office of Human Resources budget @ \$15,000/year for 15 hours/week):

One Fellow is responsible for Seniors issues and works closely with the Seniors Subcabinet, including staff responsibility for the Civic Engagement Committee of the Subcabinet.

Another is Liaison to the African and Caribbean communities.

The third Fellow helped develop the Veterans Commission and is now developing and implementing our Sister Cities program. In FY11, because the fellow's work with the Veterans Commission is complete, this Senior Fellow

position working on the Sister Cities program will be split in half. Now that the preliminary work has been done to create an independent nonprofit Sister Cities organization, the County government's role will appropriately diminish. The other half of the part time position will be devoted to the work of re-visioning the Volunteer Center.

#### VISTAs

In FY10, OCP has three VISTA volunteers fully funded by the federal government. This is a tremendous resource. Two of the three VISTAs this year were part of the federal stimulus package. They have been the core staff in our Census outreach work. The federal government will not fund these two positions for FY11. We will seek one VISTA for FY11.

#### Volunteers

We have built relationships with national and regional programs that supply us with a consistent flow of undergraduate and graduate interns to support our work. We are working with the Volunteer Center to recruit additional community volunteers.

#### Volunteer Center

The Volunteer Center maintains an online database of local volunteer opportunities with more than 830 active nonprofit and government organizations with more than 90,000 unique web visitors a year. The Volunteer Center partners with Montgomery County Public Schools to manage the Student Service Learning graduation requirement enabling students to serve at nonprofits outside of the school day to fulfill critical community needs. RSVP, the Retired & Senior Volunteer Program, leverages more than 650 volunteers over the age of 55 to serve in community nonprofits. The Pro-Bono Consultant Program matches skilled volunteers with the needs of nonprofits/government serving more than 40 agencies annually. The Volunteer Center communicates with a growing mailing list of more than 5,000 people through a volunteer e-newsletter.

Four of the five County funded full-time staff members of the Volunteer Center will be cut from the budget for FY11. The Volunteer Center had largely been spared cuts in previous budgets while the rest of the OCP had lost a full time liaison position and an events coordinator position. OCP and Volunteer Center staff have been hard at work over the last month preparing for the transition. A copy of the preliminary plan for the transition is attached. In short, the budget preserves the essential data base that serves the nonprofit community and supports MCPS's student service learning program. Inevitably, given these cuts, the Volunteer Center's capacity to increase volunteering across the County will be reduced with some programs changed and others eliminated. Pursuant to the transition plan, The OCP director will devote a much greater portion of his time to helping to maintain a strong culture of service in the face of these significant cuts. OCP will do this as we approach all challenges – with increased collaboration with our partners outside the County government. In addition, to help the County government facilitate the move of the Commission for Women from expensive leased space, the Volunteer Center will move to the 255 Rockville Pike office building where the other OCP staff members are based. We believe this will lead to greater collaboration between what had been two distinct offices within the Offices of the County Executive under the previous administration.

#### The Gilchrist Center for Cultural Diversity

The Gilchrist Center for Cultural Diversity is the County government's welcoming center for New Americans. At the Gilchrist Center, named to honor Montgomery County's second County Executive who launched the County's outreach efforts to ethnic communities, recent immigrants get information about services, learn to speak English, and prepare themselves to contribute to our economy and our community. County Executive Leggett, co-chair of the Governor's Council for New Americans, is committed to making Montgomery County a welcoming community to the people who have come here from every corner of the world. He believes the Gilchrist Center should be the focal point of that commitment. The County Executive has asked the Office of Community Partnerships to work with stakeholders to develop a plan for growing the brand of the Gilchrist Center by developing a network of partnerships with the many nonprofits serving new immigrants. The goal will be to have a more coordinated network of immigrant serving agencies and nonprofits in order to better meet the needs of our immigrant neighbors. FY11 will be a year of transition for the Gilchrist Center which will also include a move to the Mid-County Regional Service Center, located in the heart of downtown Wheaton. The Gilchrist Center, like most County programs, will have a smaller budget for personnel and operating expenses in FY11. This move will allow us to cut rental costs as we move from a rented space to a County-owned building. It will also place us in the same building with other service providers. During the transition year, we will seek to transform the office in Wheaton to a County-wide network that will help us reach our goal of making Montgomery County America's model multicultural community. OCP's Latino Liaison helped support the issue development of the Governor's Council for New Americans and will take primary responsibility for the re-visioning of the Gilchrist Center.

**Events: Doing More with Less through Partnerships**

The OCP still does events as this is an essential part of helping to promote a greater understanding of the many cultures that are now represented in our community. Events build relationships, understanding, and trust. Events help link residents to their County government. We have cut back significantly on the County dollars we have allocated to even the most important of these events. For example, in FY10, the County spent \$30,000 on the Martin Luther King Jr. event at Strathmore. The proposed FY11 budget allocates \$2,500 of County funds for the January 2011 event. Inexplicably, the County's annual ethnic heritage event mandated by County law was dropped during the latter years of the previous administration. Through partnerships with the Arts & Humanities Council, Latino Economic Development Corporation (LEDC), and others, we have revived the event as the highly successful World of Montgomery Festival with a very modest investment of County funds. Only \$2,500 is allocated in the FY11 budget for this event. Because of budget constraints, the events coordinator position added for FY09 was eliminated in FY10. New heritage events for the Middle Eastern, African, and Caribbean communities help build a sense of engagement to communities previously disengaged from government. We have added these events while reducing the County's total financial investment in events by involving our nonprofit and faith partners in the planning, financing, and implementation. We clearly understand both the value of events to our work and the fiscal reality that dictates that the expenditure of County dollars be limited to the bare minimum for each and every event.

**FY 10 Personnel Complement**

**Office of Community Partnerships**

<b>Position</b>	<b>Grade</b>	<b>Duties</b>
Director	NM	<ul style="list-style-type: none"> <li>• Provide vision for and manage the OCP</li> <li>• Serve on the Executive Management Team and advise the County Executive and CAO</li> <li>• Liaison to Nonprofit community</li> <li>• Serve on Community Foundation advisory committees to support nonprofits</li> <li>• Chair Employee Giving Campaign</li> <li>• Lead County's 2010 Census outreach</li> <li>• Organize World of Montgomery Festival, MLK Day of Service, and other events designed to promote a culture of collaboration and service</li> </ul>
Community Outreach Manager <i>African American Liaison</i>	28	<ul style="list-style-type: none"> <li>• Liaison to African American community</li> <li>• Liaison to Faith community</li> <li>• Provide vision for and help implement the Neighbors Campaign</li> </ul>
Community Outreach Manager <i>Asian American Liaison</i>	28	<ul style="list-style-type: none"> <li>• Liaison to Asian American community</li> <li>• Liaison to Middle Eastern American community</li> <li>• Provide vision for and implement the Language Access Program</li> </ul>
Community Outreach Manager <i>Latino/Hispanic Liaison</i>	28	<ul style="list-style-type: none"> <li>• Liaison to Latino/Hispanic community</li> <li>• Provide vision for and implement the New Americans initiative</li> <li>• Staff Community Outreach Forum</li> </ul>
Sr. Executive Administrative Aide	18	<ul style="list-style-type: none"> <li>• Support the director and staff</li> <li>• Coordinate office communications</li> <li>• Staff Committee for Ethnic Affairs</li> </ul>
Senior Fellow <i>Seniors Issues</i> (part time)	16	<ul style="list-style-type: none"> <li>• Advise the County Executive and Executive Management Team on seniors issues</li> <li>• Staff Civic Engagement Committee of Seniors Subcabinet</li> </ul>
Senior Fellow <i>African and Caribbean Communities</i> (part time)	16	<ul style="list-style-type: none"> <li>• Liaison to African community</li> <li>• Liaison to Caribbean community</li> </ul>
Senior Fellow <i>Sister Cities Coordination</i> (part time)	16	<ul style="list-style-type: none"> <li>• Establish and staff Sister Cities initiative</li> </ul>
3 VISTA Volunteers	n/a	<ul style="list-style-type: none"> <li>• Office communications and webpage</li> <li>• Support staff to community liaisons</li> <li>• Census outreach</li> </ul>

1. Senior Fellows are funded in the Office of Human Resources' budget.

2. VISTA volunteers receive no compensation from Montgomery County. They receive a stipend from the federal government.

**Volunteer Center**

<b>Position</b>	<b>Grade</b>	<b>Duties</b>
<p align="center"><b>Manager III</b> <i>Volunteer Center Director</i></p>	<p><b>MIII</b></p>	<ul style="list-style-type: none"> <li>• Chart overall direction of Volunteer Center. Supervise four full-time staff persons</li> <li>• Manage 250,000+ /year in grants</li> <li>• Implement Volunteer Center strategic plan focused on increasing volunteering</li> <li>• Manage business partnerships including relationship with the Corporate Volunteer Council (serve on board)</li> <li>• Lead on emergency preparedness and volunteer response, lead rep Office of Emergency Management</li> <li>• Supervise Seasons of Service Program (Days of Service, + securing sponsorships</li> <li>• Supporting government and nonprofit agencies around volunteer management</li> <li>• Maintain partnerships and build new ones with schools, Regional Service Centers, government agencies, nonprofits, chambers of commerce, businesses and community groups.</li> </ul>
<p align="center"><b>Program Manager I</b> <i>Volunteer Center Operations Manager</i></p>	<p><b>23</b></p>	<ul style="list-style-type: none"> <li>• Manage day-to-day administrative Center operations</li> <li>• Manage online database</li> <li>• Support and communicate regularly with 750 agencies</li> <li>• Liaison to MCPS for SSL</li> <li>• Manage website</li> <li>• Manage Language Bank; supervise lead volunteers</li> <li>• Manage volunteer Advisors &amp; Ambassadors; supervise lead volunteer</li> <li>• Coordinate Nonprofit Support in Volunteer Management with help from Volunteer</li> <li>• Oversee Holiday Giving Contract</li> </ul>
<p align="center"><b>Program Manager I</b> <i>RSVP Manager (Grant Funded)</i></p>	<p><b>23</b></p>	<ul style="list-style-type: none"> <li>• RSVP Program Management</li> <li>• Tax Aide Program - Manage Scheduling Office</li> <li>• Pro Bono Consultant Program Oversight; supervise lead volunteers</li> <li>• Coordinate Path of Achievement Awards</li> </ul>
<p align="center"><b>Contractor</b> <i>Emergency Programs Coordinator (Grant Funded)</i></p>	<p><b>n/a</b></p>	<ul style="list-style-type: none"> <li>• Manage Medical Reserve Corps (700 volunteers) including recruitment, credentialing, and training</li> <li>• Manage the Emergency Action Team (150 volunteers) including recruitment and training</li> <li>• Coordinate efforts to increase emergency volunteerism and emergency preparedness through numerous community outreach efforts.</li> <li>• Serve as representative to county's Emergency Management Group and National</li> </ul>

		<p>Capital Region's Volunteer and Donations Management committee</p> <ul style="list-style-type: none"> <li>• Manage department's two-year Urban Areas Security Initiative grant</li> </ul>
Program Specialist I	18	<ul style="list-style-type: none"> <li>• Create monthly newsletter to over 5,500 people interested in volunteering and volunteer center</li> <li>• Maintain Facebook presence and link with other social media platforms</li> <li>• Seasons of Service Lead; MLK Day of Service. Support other days of service - Earth Day, Community Service Day</li> <li>• Coordinate initiative to reach out to a more diverse community to engage in service</li> <li>• Manage VISTA Program and two VISTA members</li> <li>• Website Assistant</li> <li>• Coordinate Marriott Spirit to Serve Awards</li> <li>• Customer Support for civic and business Group Projects</li> </ul>
Office Services Coordinator	16	<ul style="list-style-type: none"> <li>• Online Database Support</li> <li>• Office Financial Management including Federal Grant reimbursement</li> <li>• Customer Service</li> <li>• 311 Liaison</li> <li>• Programmatic Support</li> </ul>
Principal Administrative Aide	13	<ul style="list-style-type: none"> <li>• Administrative Support</li> <li>• Coordinate Donations Hotlink Program</li> <li>• Administrative Support for Emergency Management</li> <li>• Customer Service to public &amp; for Spanish LEP</li> </ul>
VISTA Volunteers	n/a	<ul style="list-style-type: none"> <li>• Support Seasons of Service</li> <li>• Build capacity of nonprofits to manage volunteers</li> <li>• Social media / marketing</li> </ul>

1. In FY11, the Urban Area Security Initiative grant funded PAA position will transfer to the Office of Emergency Management and Homeland Security with the grant.

2. VISTA volunteers receive no compensation from Montgomery County. They receive a stipend from the federal government.

**FY 11 Personnel Complement**

**Office of Community Partnerships**

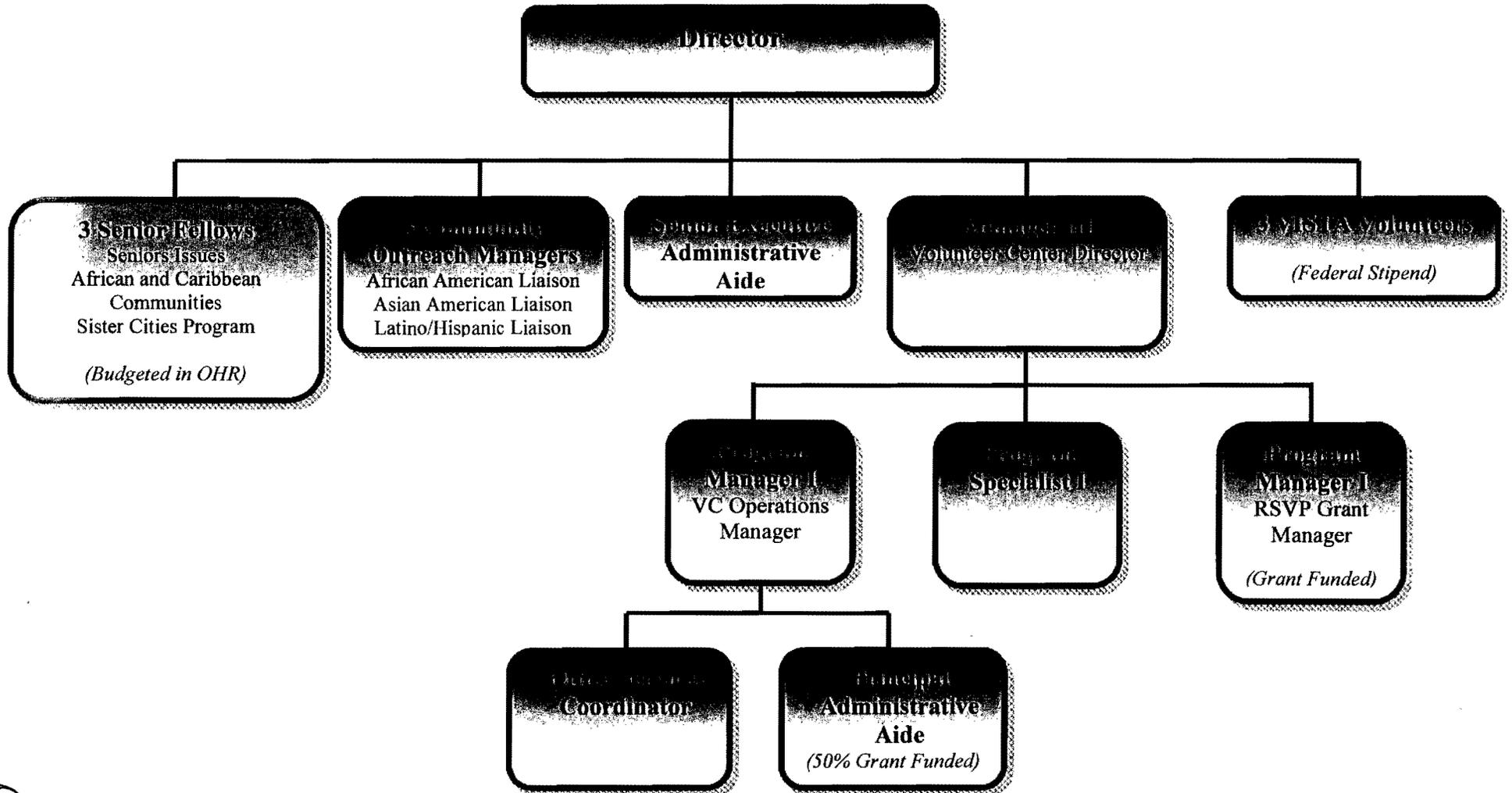
<b>Position</b>	<b>Grade</b>	<b>Duties</b>
Director	NM	<ul style="list-style-type: none"> <li>• Provide vision for and manage the OCP</li> <li>• Serve on the Executive Management Team and advise the County Executive and CAO</li> <li>• Liaison to Nonprofit community</li> <li>• Provide vision for and manage a new model for the Volunteer Center</li> <li>• Assist in providing vision and design for a new Gilchrist Center network serving New Americans</li> <li>• Leadership team in building a new more collaborative model of community outreach</li> <li>• Serve on Community Foundation advisory committees to support nonprofits</li> <li>• Chair Employee Giving Campaign</li> <li>• Organize World of Montgomery Festival, MLK Day of Service, and other events designed to promote a culture of collaboration and service</li> </ul>
Community Outreach Manager <i>African American Liaison</i>	28	<ul style="list-style-type: none"> <li>• Liaison to African American community</li> <li>• Liaison to Faith community</li> <li>• Provide vision for and help implement the Neighbors Campaign</li> </ul>
Community Outreach Manager <i>Asian American Liaison</i>	28	<ul style="list-style-type: none"> <li>• Liaison to Asian American community</li> <li>• Liaison to Middle Eastern American community</li> <li>• Provide vision for and implement the Language Access Program</li> </ul>
Community Outreach Manager <i>Latino/Hispanic Liaison</i>	28	<ul style="list-style-type: none"> <li>• Liaison to Latino/Hispanic community</li> <li>• Provide vision and design for a new Gilchrist Center network serving New Americans</li> <li>• Staff Community Outreach Forum</li> </ul>
Sr. Executive Administrative Aide	18	<ul style="list-style-type: none"> <li>• Support the director and staff</li> <li>• Coordinate office communications</li> <li>• Staff Committee for Ethnic Affairs</li> </ul>
Senior Fellow <i>Seniors Issues</i>	16	<ul style="list-style-type: none"> <li>• Advise the County Executive and Executive Management Team on seniors issues</li> <li>• Staff Civic Engagement Committee of Seniors Subcabinet</li> </ul>
Senior Fellow <i>African and Caribbean Communities</i>	16	<ul style="list-style-type: none"> <li>• Liaison to African community</li> <li>• Liaison to Caribbean community</li> </ul>
Senior Fellow <i>Sister Cities Coordination</i>	16	<ul style="list-style-type: none"> <li>• Establish and staff Sister Cities initiative</li> <li>• Promote culture of service working with OCP director and Volunteer Center</li> </ul>
VISTA Volunteer	n/a	<ul style="list-style-type: none"> <li>• Office communications and webpage</li> <li>• Support staff to community liaisons</li> </ul>

### Volunteer Center

Position	Grade	Duties
Program Manager I <i>Volunteer Center                      Operations Manager</i>	23	<ul style="list-style-type: none"> <li>• Manage online database of volunteer opportunities for over 800 agencies and 90,000 unique yearly visitors</li> <li>• Liaison to MCPS for SSL</li> <li>• Manage Center website -</li> <li>• Nonprofit Support in Volunteer Management - as time permits</li> <li>• Marketing / Outreach - as time permits</li> <li>• 311 Liaison</li> </ul>
Program Manager I <b>(grant funded)</b> <i>RSVP Manager</i>	23	<ul style="list-style-type: none"> <li>• Retired Senior Volunteer Program</li> <li>• Tax Aide Program - Manage Scheduling Office</li> <li>• Pro Bono Consultant Program Oversight</li> </ul>
Volunteer Maryland AmeriCorps Member <i>(Proposed - grant funded with                      \$9,800 match)</i>	n/a	<ul style="list-style-type: none"> <li>• Recruit/Coordinate/management volunteers for the Center</li> <li>• Assist with Nonprofit Support/Training in Volunteer Management</li> </ul>



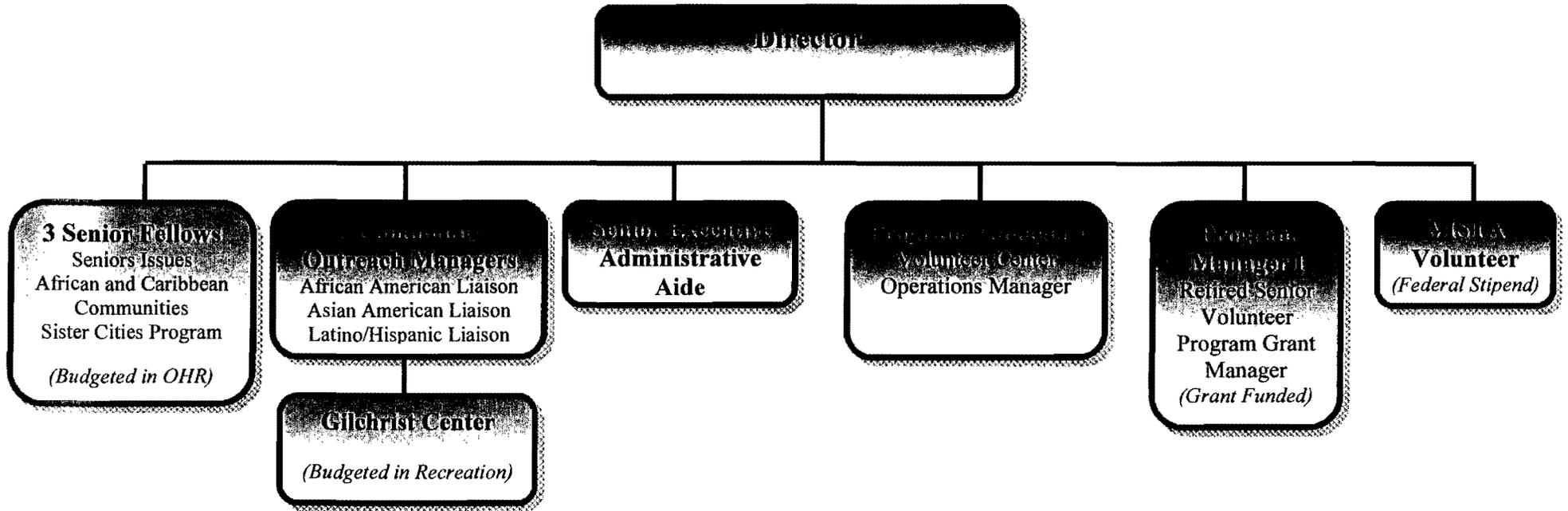
# OFFICE OF COMMUNITY PARTNERSHIPS FY 10 PERSONNEL COMPLEMENT





# OFFICE OF COMMUNITY PARTNERSHIPS

## FY 11 CE RECOMMENDED PERSONNEL COMPLEMENT



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## Outreach to Immigrants: A Suburb's Exciting New Way

NEAL PEIRCE / MAY 14 2009

For Release Sunday, May 17, 2009  
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GAITHERSBURG, Md. — Perched on the northside of the Nation's Capital, Montgomery County, Md., has long been as one of America's wealthiest jurisdictions. It might be one of the last places you'd look for breakthroughs in helping poor immigrants.



Yet it's happening. Montgomery, like many of its suburban counterparts nationwide, has turned into a great immigrant gateway. In 1980, only 12 percent of the its population (then 579,000) was foreign-born; today the figure's 30 percent of 950,000.

And fewer of these immigrants are from Mexico, which supplies the most to the United States; rather they're mostly from Asia (led by China and India), Central and South America (El Salvador first), Africa (Ethiopia), and Europe (Ukraine).

In normal times, many new immigrants struggle for a foothold; in a recession, high numbers are jobless, face eviction and other hardships. But in Montgomery County, a coalition has come together to break the typical shell of fear and alienation.

The idea: go *to* immigrants' homes, engage them through friendly door-knocking campaigns, speak their language, check on problems they face, let them know about neighborhood gatherings, help them tap available government and non-profit services. And even more—ask immigrant families about skills *they* might possess that may help their neighbors.

A cast of unusual players has created this remarkable experiment.

There's Uma Ahluwalia, the county's bold, Indian-born director of Health and Human Services. Ahluwalia found herself deeply dissatisfied with running static offices where people in need—assuming they know where or how—come in desperation when they face eviction, joblessness or hunger.

And she has a new partner: Frankie Blackburn, an indefatigable social activist in Montgomery's city of Silver Spring—a once sleepy suburb that's turned, in Blackburn's words, into "one of the most diverse communities on the planet." Her focus: to engage immigrants in self-awareness, so that they can deal more smartly with the "establishment" all around them.

Blackburn invented the "knocking on doors" approach for immigrant neighborhoods. And it appealed quickly to Ahluwalia, who felt the personalized, activist approach made "perfect sense" for government offices charged with helping people. The secret, she said, is prevention: putting up homeless families costs \$110 a night in a hotel, it often takes 40 to 60 days to find them another place. "If I can stop that \$5,000 bill by providing rental assistance and back rents, I have saved a lot of money." And, she adds, such help can save children the destructive experience of living without a real home or frequent school-to-school moves.

A first step of door knocking—after a warm-up conversation—is to ask if the family has a problem with health access, finances, jobs. The visitor tells about help available at a "Neighborhood Safety Net Center"—six to eight such centers are planned, targeted to the most vulnerable communities. And the family is invited to a "Neighbors Exchange" session— "dinner, childcare and translation provided."

I visited a pilot center, in what seemed a typical suburban office park, manned by clearly motivated social service workers and "community connectors" (hired locally, who speak the immigrants' language.) After necessary short-term services are provided, the goal is to help immigrants form into self-generating community networks of competent self-help—the polar opposite of the sense of defeat, blame and low self-esteem that too often flows out of social service worker-client relationships.

The new approach has partners—among them the Community Foundation of Montgomery County, Catholic Charities and others. And critically, strong county government interest sparked by Bruce Adams, director of Montgomery's Office of Community Partnerships.

Working in the office of County Executive Isiah Leggett (his colleague when both were on the county council), Adams' approach is sweeping and unconventional. "We aim," he says, "to reach out and empower the ethnic communities that are emerging— 'building bridges' so that people outside the government can better deal with us—helping them learn to 'speak bureaucrat,' as it were." Even while, he adds, "people inside government gain greater appreciation of partners outside."

And as if the enterprise needed more spirit, it's getting it from Timothy Warner, a research scientist turned Methodist clergyman and community organizer. Warner's vision: to persuade faith communities

to join in the door-knocking and organization of often disconnected, distressed communities.

"It easy to knock on a door here, have it opened by a mom with three toddlers and scarcely any furniture behind her—even here in a verdant Montgomery County neighborhood," notes Warner.

He took me to a small church—the Mercy Seat Chapel of the Redeemed Christian Church of God—a largely West African congregation. He'd persuaded its pastor to join the Neighborhood Campaign, knocking on doors. The effort's just weeks old but really working, a young parishioner told us: "It's letting us carry a message of love, to let people know they are not alone."

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This article was posted on May 14, 2009. Both comments and trackbacks are currently closed.

Ferber, Justina

Worksession

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**From:** Adams, Bruce  
**Sent:** Friday, April 30, 2010 12:11 PM  
**To:** Davidson, Minna; Ferber, Justina  
**Cc:** Firestine, Timothy; Kassiri, Fariba; Neufville, Sonetta  
**Subject:** Office of Community Partnerships: Response to Council  
**Importance:** High

**Questions from the Council Memorandum dated April 28, 2010 for the PHED and MFP Committees' discussion of the budget of the Regional Services Centers and the Offices of the County Executive. Responses in bold below the questions were prepared by Bruce Adams, Director of the Office of Community Partnerships in the Offices of the County Executive.**

In view of the substantial reduction in the budgets for the RSCs and the Volunteer Center, the Committees may want to discuss the following questions with Executive staff.

1. Could the three Community Outreach Managers from OCP be assigned or detailed to the RSCs? Would it be possible for them to assist in regional outreach functions in addition to continuing their duties as liaisons to specific groups?

**Response: The Community Outreach Managers do assist the RSCs in regional outreach functions in addition to serving as liaisons to specific ethnic groups. The County Executive has committed in his budget submission to engage the RSCs and OCP staff in conversation with the communities they serve in an effort to make this collaboration even more efficient and effective in FY11 and beyond. There is great value to having the Community Outreach Managers located together in the Rockville-based office of the OCP. The ethnic communities are dispersed across the County. They are not isolated by ethnicity in geographic areas. OCP is dedicated to promoting collaboration across the ethnic communities. The OCP liaisons function as a team. They do not work in silos, and they help break down the silos in government agencies and in our communities. As director, my work in strengthening nonprofits cuts across the ethnic communities. The same is true of Tim Warner's work with the faith community. Immigrants from Ethiopia, El Salvador, and Vietnam, just to select three countries, have many issues in common. The liaisons' day-to-day working relationships produce insights and actions that serve the broader community.**

2. Since Senior Fellows are routinely funded in the OHR budget, could they coordinate more closely with the RSCs to provide support for regional issues?

**Response: Two of the three Senior Fellows work closely with the RSCs, but none work exclusively on regional or geographic based issues. One works on Countywide Seniors issues. One serves as liaison to the African and Caribbean communities. And the third supports our Sister Cities initiative.**

3. How do the RSCs and the Volunteer Center currently coordinate on volunteer issues? Should the RSCs have a role in encouraging volunteers at the regional level, especially if the Executive's reductions to the Volunteer Center are implemented?

**Response: The RSCs and the OCP/Volunteer Center have a history of working cooperatively in engaging volunteer support (e.g., 2010 Census, Positive Youth Development, Neighbors Campaign, Faith Community Advisory Group, World of Montgomery Festival, MLK Day of Service, Community Service Day). Given the staff reductions across the County government and at our nonprofit partners, volunteers will be needed more than ever. The best thinking in the volunteer field today suggests that a community's leadership identify the community's most important challenges and design volunteer opportunities matched directly to those challenges. As we revision the Volunteer Center for the future to strengthen our County's culture of service and respond to our County's most pressing needs, the RSCs will be essential**

partners.

4. In view of the article submitted, how much does the role of Community Partnerships overlap with HHS and can some consolidation of effort take place?

**Response: Neal Peirce's article describes the extraordinary collaboration that has come to be known as the Neighbors Campaign. OCP's role has been to help facilitate the collaboration across the barriers of sector and ethnicity that often block this kind of entrepreneurship. In this role, Tim Warner serves as a connecting resource for HHS and our nonprofit and faith community partners. Our job at OCP is to help our private sector partners work effectively with County government and to help our County colleagues take full advantage of the value of our nongovernmental partners. By leveraging and connecting community assets, we help the government better serve our residents while strengthening the capacity of government agencies, nonprofits, and the faith community. Most importantly, the Neighbors Campaign has been designed not just to serve our neighbors in need but to build capacity of the people being served.**

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