

MEMORANDUM

October 7, 2010

TO: Planning, Housing, and Economic Development (PHED) Committee

FROM: Marlene Michaelson,  Senior Legislative Analyst

SUBJECT: Staffing and Restructuring at M-NCPPC

The FY11 Operating Budget resulted in a significant decrease in funding for the Maryland-National Capital Park and Planning Commission (M-NCPPC). During the Planning, Housing, and Economic Development (PHED) Committee's review of the FY11 budget, M-NCPPC was uncertain how many employees would opt for early retirements and how many would need to be subject to a reduction in force (RIF). The Committee asked the various departments within M-NCPPC to return in the fall with this information and also to determine which of the vacant positions could be abolished. While other agencies of government had abolished positions over the past few years, M-NCPPC had kept all vacant positions but froze funding, indicating the goal of refilling them as soon as the fiscal situation changed. While the Committee did not want the Departments to abolish critical positions that would need to be filled, it also believed that M-NCPPC needed to recognize that it was unlikely the County would be able to return to previous funding and staffing levels. The Committee suggested that they assume all vacant positions should be abolished and justify those that they wanted to keep.

To achieve the budget reductions approved by the Council, both the Planning Department and Department of Parks are reorganizing. Attached on © 2 to 24 is a memorandum describing the changes in staffing and proposed reorganizations by department. (Due to late arrival of this material, Staff has not had the opportunity to thoroughly review the materials and will be prepared to comment on Monday.)

Staff recommends that the Committee have each Department brief them first on their reorganization plans and then on the number of positions they recommend abolishing as a result of the budget reductions. The Planning Department is planning a major reorganization that eliminates the existing division structure and creates 3 Interdisciplinary, Geographically-Based Divisions with master plan and master plan implementation/regulatory review functions, a Division of Regulatory Consistency and Coordination, a Functional Planning and Policy Division and the Center for Research and Information Systems (see © 5 to 9). The Department of Parks is also proposing a reorganization that would eliminate 2 divisions and move several functions among divisions (see © 12 to 15).

A chart on © 1 summarizes the changes in personnel for the Planning Department and Department of Parks. Some highlights are as follows:

- The FY11 funded positions in the Planning Department will be 22% less than the FY10 funded positions. The FY11 funded positions in the Department of Parks will be 7% less than the FY10 funded positions. (Including seasonal employees, it is a 13% decrease.)
- The Planning Department proposes abolishing 18% of the positions funded in the FY10 budget. The Department of Parks proposes abolishing 9% of funded FY10 positions. Summary information is provided on the number of positions to be abolished, but not the specific positions or the rationale for those they believe must be maintained.
- The Planning Department had 9 early retirements and 15 RIFs. The Department of Parks had 40 early retirements and no RIFs.
- The Department of Parks eliminated all seasonal employees. Since the Office of Legislative Oversight found that one of the primary ways that parks departments operate most efficiently is through the use of a significant amount of seasonal employees, the Committee may want to discuss this issue with the Department.

Circles 16 to 24 discuss the Central Administrative Services (CAS) vacancies and identify those positions recommended to be abolished and those retained and frozen during FY11.

SUMMARY OF PLANNING AND PARKS POSITIONS TO BE ABOLISHED/FROZEN

| Department | Total Positions allowed in FY10 Budget | Positions lapsed or frozen in FY10 | Funded positions in FY10 | Positions to be abolished in FY11 | Positions to be lapsed/ frozen in FY11 | Funded positions in FY11 | Early retirements (summer 2010) | RIFs |
|--|--|------------------------------------|--------------------------|-----------------------------------|--|--------------------------|---------------------------------|------|
| Planning | 182 | 8 | 174 | 31 | 14 | 137 | 9* | 15 |
| Parks** | 735 | 52 | 683 | 63 | 34 | 638 | 40 | 0 |
| Notes for Planning Numbers: | | | | | | | | |
| * Actual number of employees opting for Retirement Incentive Program is 11; however three of those employees' positions were on the RIF list. These positions are in the 31 to be abolished. | | | | | | | | |
| Notes for Parks Numbers | | | | | | | | |
| ** Actual number of employees opting for Retirement Incentive Program is 43; 2 were Enterpris, 1 LTD and 40 Park Fund Funding for 50 workyears of seasonal staff was removed from our FY11 budget and is not reflected in these numbers. Positions to be frozen or lapsed is an estimate of 5% of remaining position. This number may change after first round of projections. Funded positions is an estimate calculated by FY10 positions, less abolished positions and lapse. Funded positions include term contract positions, but not seasonal workyears. | | | | | | | | |



October 6, 2010

The Honorable Michael Knapp
Chair, Planning, Housing and Economic Development Committee
Montgomery County Council
County Office Building
100 Maryland Ave., 6th Floor
Rockville, Maryland 20850

Re: Maryland-National Capital Park & Planning Commission Departmental
Restructurings and Abolishment of Vacant Positions

Dear Mr. Knapp:

The Maryland-National Capital Park & Planning Commission is scheduled to appear before the PHED Committee on October 11, 2010 to present our FY11 staffing plans. in light of the substantial budget cuts that took place during the FY11 budget process. Each of our departments has developed a restructuring plan that includes abolishing a number of vacant positions. As you will see in the attached memoranda from the departments, the number of vacant positions we propose to abolish is very significant, particularly in the larger departments.

Our department heads and I look forward to presenting our plans to you on October 11. If you have any questions in the meantime, please feel free to contact me at 301-495-4605.

Sincerely,

Françoise M. Carrier
Chair

October 11, 2010

TO: Planning, Housing and Economic Development Committee
Marlene Michaelson, Senior Legislative Analyst

VIA: Montgomery County Planning Board

FROM: Rollin Stanley, Planning Director

SUBJECT: Planning Department Resolution

In accordance with the County Council Resolution 16-1376 adopting the Commission's FY11 Operating Budget, it was understood that the Departments would report back on proposed structural changes. It also was understood that the Departments would report on the number of positions including vacancies that would be abolished. This memorandum is to brief the PHED Committee on the proposed restructuring of the Planning Department including the abolishment of vacant positions.

Background

The FY11 Adopted Work Program, in addition to a heavy load for our on-going work items, contains major initiatives and priorities including:

- The East County Science Corridor Plan
- The Glenmont Master Plan
- Burtonsville Neighborhood Plan
- Zoning Code Revision
- Implementation of a Re-engineered and Merged Development application process
- Inspection and enforcement duties associated with the Forest Conservation Law

The FY11 budget was reduced by 14.1% from FY10. The effect of budget decisions for the last three fiscal years is a cumulative reduction of -15.41%; a reduction more than any department of the Commission and probably the County. The adopted FY11 funding level was the critical mass for the Department. We no longer could avoid a Reduction in Force despite our prudent fiscal planning and actions over the last three years. Our approved budget now is below the FY05 funding level; our funded authorized strength is below FY98 level.

The Planning Department is abolishing 31 positions and 29.3 workyears. These are currently vacant as a result of reduction-in-force actions and elimination of workyears frozen to meet the savings plans over the past several fiscal years.

Of the 151 positions remaining, 129 are filled. We have retained some vacancies that are currently unfunded, as suggested by the County Council, in order to respond if regulatory activity picks up. However, we may need a special appropriation to fill these vacancies.

| | FY10 | FY11 | Difference | % Change |
|-----------|------------|------------|------------|----------|
| Funding | 18,681,800 | 16,055,880 | -2,625,920 | -14.1% |
| Positions | 182 | 151 | -31 | -17% |
| Workyears | 179.15 | 149.85 | -29.3 | -16.3% |

Goals of Restructuring

- Enhanced Public Engagement
- Build a Constituency
- Provide Succession Planning
- Improved Flexibility/Responsiveness
- Standardize and Centralize Intake/Tracking System
- Respond to Budget Constraints

Explanation of changes

Over the summer, after the staff reductions were finalized, the Department conducted an internal review of the effects of the reduction on functionality and the ability to accomplish the work program.

We identified the following concerns:

- A need to combat tension within the Divisional Structure between master plans and master plan implementation
- Issues with other agencies regarding coordination of development projects, especially mandatory referrals
- A need to combat the “silo effect” of a discipline-specific structure that pits one specialization against another, thereby creating inflexibility and inability to shift or adapt as work load requirements change.
- Major deficiencies in the intake and divisional coordination process
- Uneven cross-divisional document management process
- Wide gaps in potential management succession
- Ad hoc staff assignments that conflict with the existing team structure, first put in place in 1996
- Uneven responses to community issues.
- Too much Planning Staff time spent on regulatory administrative processes--noticing, etc.
- Uneven quality in staff reports
- Lack of a single, uniform procedure for document management

We identified the following strengths:

- Team Structure is the most successful for establishing continuity and consistency and for exchange of information and policies
- Vertical and horizontal controls are necessary
- Some specialization is necessary to ensure consistency, i.e.:

- o Growth Policy
- o Traffic modeling
- o Forest Conservation Plans
- o APF review
- o Historic Preservation
- o Economic Analysis
- Cross training is most effective between master plans and regulatory review; it helps meet deadlines and creates flexibility in the workplace.

We propose a reorganization that accomplishes the following:

- Reduces the geography to three areas, but includes all regulatory functions in each team
- Establishes a Functional Planning and Policy Division to address county wide issues and functional planning
- Weaves succession planning through horizontal and vertical integration of regulatory and master planning functions
- Creates a Regulatory Coordination and Consistency Division that provides immediate response to all regulatory inquiries and streamlines/reduces duplication of intake, data entry, file management, and noticing. We are still working out the details and are in the process of determining if these functions necessitate a separate division, as shown on the organization chart, or should be placed in one of the other divisions
- Creates a Resource Team composed of subject matter experts of the planning disciplines, i.e., in regulatory, transportation, environmental, etc. Members of the Resource Team will be embedded in the Divisions and charged with ensuring consistency in applying regulatory and other rules and policies through matrix management.
- Establishes horizontal editing function to improve readability and precision of staff reports

The new structure builds on the existing divisional structure, but formally integrates the master plan and master plan implementation/regulatory review functions. The Community-Based Planning Division currently houses four geographic teams. The geography will be consolidated to three areas, the regulatory review functions will now be included into the three areas, and each area will perform master planning /master plan implementation and regulatory review functions.

In order to ensure that the regulatory review function is applied consistently in each of the three teams, a new Division is being considered that will provide this coordination function. It will ensure consistency in development application procedures, project tracking, and public information. This includes consolidating development applications that are currently administered by other divisions.

Some planning functions are best served on a county-wide basis, and the new Functional Planning and Policy Division provides that perspective. The restructuring retains the Management and Technology Services Division and the Center for Research and Information Systems.

- **Three Interdisciplinary, Geographically-Based Divisions with** master plan and master plan implementation/regulatory review functions. This enhanced geographic based

planning structure provides one source of contact and immediate and direct responses

- **Immediate and Direct Response**

The geographic team structure provides a single place of contact for internal and external questions related to any planning issue within the geography including environmental concerns, urban design, transportation, status of development approvals, etc.

- **Vertical Decision Making and Resolution of Competing Interests/Issues**

Complex issues that require balancing planning policies and community concerns with development projects, including consideration of different perspectives, would be resolved vertically using the expertise of the team members. For example, the review of a site plan with competing environmental and transportation interests would be resolved within the team structure. The prior practice of one Division providing a dissenting opinion to another Division without resolution, leaving the Planning Board to sort out the conflicts, will no longer occur.

- **Planning for Succession**

With decision-making resting with the Division Chief, each staff member would be trained to manage and complete the full range of planning tasks and functions within the geographic teams. This will provide a cadre of planners with the flexibility to adapt to work program changes and fluctuations inherent in real estate development.

- **Division of Regulatory Consistency and Coordination. Several approaches are under consideration**

- **Regulatory Consistency**

Ensure that the three Area Divisions consistently interpret the regulations and adheres to regulatory process. This includes accepting, managing and tracking regulatory applications and coordinates with outside review agencies (DRC) as necessary.

- **Functional Planning and Policy Division**

- While much planning occurs geographically, the Department must maintain a county-wide perspective on those planning and growth issues that affect the entire county, such as housing, zoning text amendments, growth policy, transportation modeling, and sustainability. Planning for mobility (transit, highway improvements), sustainability, water resources, occur at the local and regional level. The Functional Planning and Policy Division will coordinate these planning efforts with elected officials and county, state and federal agencies.

- **Center for Research and Information System**

- This division remains intact, but adding some document management functions that are wholly electronic to this division is under consideration

Outcomes

With the new structure, managers will have to lead, coordinate, engage, motivate, mediate, and be accountable.

Employees will have a chance to grow, take ownership, know their community, become creative, and build relationships. This results in better service to the public.

The new structure, by putting us in community teams, will allow us to connect better with our community and put us in stronger relationships with our constituents, both vital to carry out our mission.

Current Planning Department Structure



**Montgomery County
Planning
Department
New Structure**

**Office of the Planning
Director
Strategic Planning**

**Management &
Technology Services**
Facilitates
administrative,
managerial,
organizational and
technology systems
that promote best
practices and have

Resource Team
This Team provides
expert advice and
consultation to the
four Planning Divisions
on the all aspects of

6

**Functional Planning
and Policy**
Responsible for all
county-wide planning
issues, such as mobility
, growth policy,
sustainability , the
General Plan and
related functional
plans, such as Water
Resources, the Master
Plan of Highways,
Master Plan of

Area 1
Single place of contact
for internal and
external questions
related to any
planning issue within
the geography.
Review and
recommend Board
action for all
regulatory functions

Area 2
Single place of
contact for internal
and external
questions related to
any planning issue
within the
geography.
Review and
recommend Board
action for all

Area 3
Single place of
contact for internal
and external
questions related to
any planning issue
within the
geography.
Review and
recommend Board
action for all

**Center for Research
and Information
Services**
Maintains the
County's basic
demographic,
economic, land use
and geographic
databases; researches
and analyzes trends
and public policy
issues for the

**Regulatory
Consistency and
Coordination**
Responsible for
determining
completeness of all
development review
applications and for
creating filing and
tracking of all
regulatory projects

Coordination among the geographic teams and other division to ensure consistency of regulatory review will be



MONTGOMERY COUNTY DEPARTMENT OF PARKS
THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

MEMORANDUM

DATE: October 5, 2010
TO: Montgomery County Park Commission
FROM: Mary R. Bradford, Director of Parks
SUBJECT: Department of Parks Reorganization Plan

Introduction

The County Executive's recommended FY 11 funding level for the Department of Parks was substantially lower than the agency request and well below a same services budget. As such, the Commission approved several cost cutting measures including a Retirement Incentive Program (RIP). The FY 11 budget was adopted before the results of the RIP were finalized; therefore, the number of positions and work years to be approved in FY 11 was in flux at the time of budget approval. Given this uncertainty, the County Council approved the positions and workyears at the same level as FY 10 and directed the departments to return with a revised staffing plan, including the number of positions to abolish. The Council's PHED Committee has scheduled this discussion for October 11, 2010.

As a result of the FY 11 funding reductions, the Department of Parks has reorganized the departmental divisional structure and realigned functions. This new organizational structure will allow the department to continue core functions, albeit at reduced levels, within the constraints of the approved budget. The primary focus in this reorganization is to provide the best possible park programs and services within severely constrained resources. Keeping the parks safe and clean is our highest priority.

Background

The Park Fund FY 11 budget was adopted at \$13.7 million dollars or 16.5% below the proposed budget. The FY 11 budget is about \$10 million or 12.6% below FY 10. In order to achieve savings to meet the reduced funding level, the Department approved 43 participants in the RIP—40 Park Fund positions, 2 Enterprise Fund positions and 1 person on long-term disability. Fortunately, a large portion of the staff that opted for the incentive were among our highest salaried employees, so the average savings from one participant in the RIP roughly doubled the savings we had calculated for eliminating a position by a Reduction in Force. Other actions taken to avoid a Reduction in Force include:

- Eliminated compensation adjustments (merit and COLA)
- Implemented department furloughs
- Continued the hiring freeze begun in FY 10 filling only critical positions

- Reduced overtime
- Reduced contract employees
- Eliminated funding for seasonal staffing
- Removed capital outlay funding
- Reduced travel and training
- Reduced supplies and materials
- Eliminated or reduced contracts and services where many of the functions are now performed by staff
- Reduced the vehicle fleet

The majority of these cost saving measures began in FY 10 and continue through this fiscal year.

Restructuring Opportunities and Constraints

The Department's goal for restructuring, simplistically, is to create the most effective model for delivering high quality park programs and services with considerably fewer resources than are needed to adequately support the park system. We also wanted to avoid any more serious disruptions to service in a turbulent year. Several factors considered in the restructuring were:

- The RIP created a random, unplanned impact to divisions and programs. There were 43 participants, with concentrations in:
 - Trades Positions
 - Park Maintenance Positions
 - Park Police Positions
 - Mechanics Positions
 - Park Management Positions
- It was important to retain positions which directly support the core mission of the Department. The positions we determined were crucial to be retained by the Department fell in to five categories:
 - 1) Mechanics, carpenters, equipment operators and other specialty trades personnel who keep our hundreds of buildings, park structures and amenities, revenue-producing sites, and equipment safe and operable. The need for these positions is enormous as the infrastructure ages and replacement equipment purchases are deferred beyond their normal lifecycle. The Department of Parks also has specialized needs to maintain Zambonis, trains, carousels and boats that cannot be randomly assigned to remaining personnel.
 - 2) Architects and engineers who directly support the implementation of the Capital Improvement Program (CIP).
 - 3) Park maintenance and field personnel with special licensures, e.g. Commercial Drivers License or Certified Pesticide Applications.
 - 4) A core number of Park Police Officers to patrol the current parkland and trail system, Park and Recreation facilities, and new parks coming online. The demand for Park Police patrols has increased to address natural resource crimes and park encroachment issues.
 - 5) Information technology and telecommunication positions needed to support the Department's WAN/LAN and strategic technology goals.
- Funding was eliminated for approximately 50 workyears for seasonal employees causing an increased workload on remaining career staff.

- The FY 11 furlough will have significant, cross-cutting impacts to work programs that are difficult to quantify.
- Two divisions were eliminated, along with the accompanying division chief positions, and any remaining workload needs to be allocated among the other divisions.
- Non-personnel expenditures including supplies, materials, and contractual services were cut to the bare bone and that created certain staffing impacts.
- We still needed to have the ability to meet the demands of new, unfunded State regulatory requirements and the heavy workload associated with new parks and facilities added through the Inter-County Connector, developer-built amenities, and CIP.

Explanation of Changes

The FY 10 adopted Department of Parks budget supported 12 divisions, including the Enterprise Division. We also had a shared technology division with the Planning Department. As a result of the drastically reduced FY 11 budget, the Department worked the last few months to restructure and realign functions within 10 divisions. (This averages out to about 64 employees per division, the same size as some County departments, although certain operational divisions remain much larger.) We believe this new organizational structure will allow us to work more efficiently within the reduced level of funding both this year and in the near future.

The new organizational chart is displayed on Attachment 1. The prior organizational chart is Attachment 2.

The substantive changes are as follows:

1. Two division chief positions are being abolished: Special Programs and Central Maintenance.
2. Facilities Management division will merge functions with the former Central Maintenance division.
3. The SmartParks unit within Facilities Management will move to the Management Services Division to be aligned with the technology operation.
4. The Technology Unit will be combined with the Management Services Division as it appears in the Planning Department.
5. Public Affairs and Community Partnerships (formerly Park Information and Customer Service Division) will absorb the duties of the Special Programs Division, including partnerships and volunteers.
6. The four Nature Centers, which are currently managed within the Northern and Southern Regions, will merge with the Horticultural Services Division, renamed as the Horticulture, Forestry and Environmental Education Division.
7. The Northern and Southern Regions will be renamed the Northern Parks Division and Southern Parks Division, respectively.
8. The Exhibit Shop will move from the former Central Maintenance Division to Public Affairs and Community Partnerships Division and will be tasked more broadly with supporting park information services.

The Department has carefully reviewed all vacancies from both the FY 09 and FY 10 RIP and vacancies frozen from regular attrition. The Department will abolish 63 positions. The 63 positions are in addition to the seasonal work years funding removed, for a total reduction of over 110 workyears from the Park Fund budget. This represents an approximate 14% reduction in staffing.

Conclusion

The Department of Parks is primarily a land and facility management agency. Increased land (acquisitions, donations,) newly-built and opened facilities (many upcounty, but also throughout the system,) and legally mandated responsibility for environmental management (dams, stormwater, encroachments) equates to an increase in work program without regard to budget constraints. While usage, visitation, and maintenance / operational costs continue to increase, resources and work years to support the parks continue to decrease.

There have been 779 acres of parkland added in the last year and many new facilities built or in process from the CIP, Inter-County Connector projects, Community Garden initiatives and developer-built amenities. These recent additions, as well as several new regulatory requirements have expanded the work programs of the Department of Parks. As has been demonstrated by our energy savings initiative, our scientific work order system, our grants and partnership programs, and our vastly improved customer service and responsiveness, the Department continues to work smarter and gain efficiencies to meet the growing demands.

Attachments

Attachment #1 – New Organizational Chart
Attachment #2 – Prior Organizational Chart

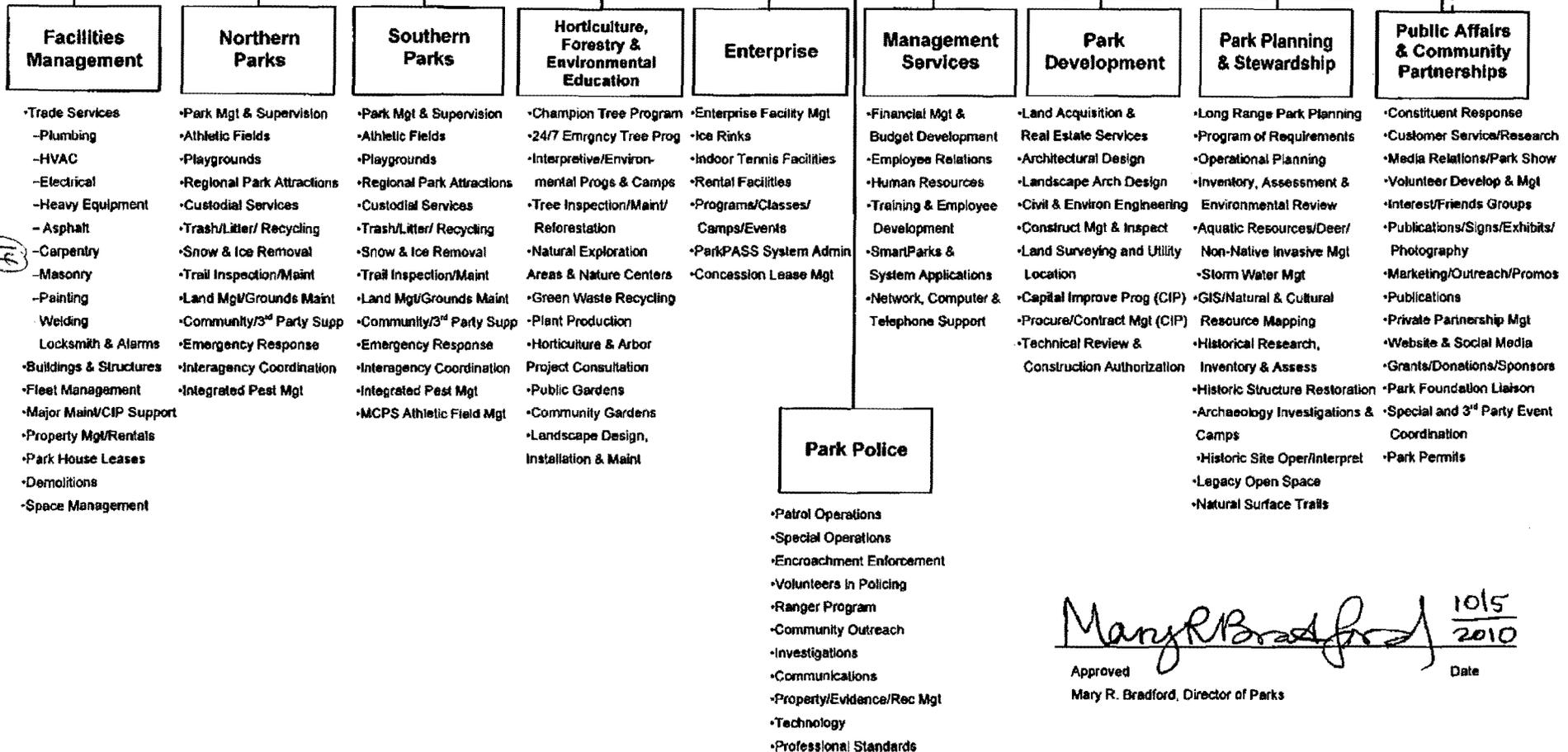
MONTGOMERY COUNTY DEPARTMENT OF PARKS

Director of Parks

- Policy Direction
- Management
- Corporate Governance

Deputy Director Operations

Deputy Director Administration

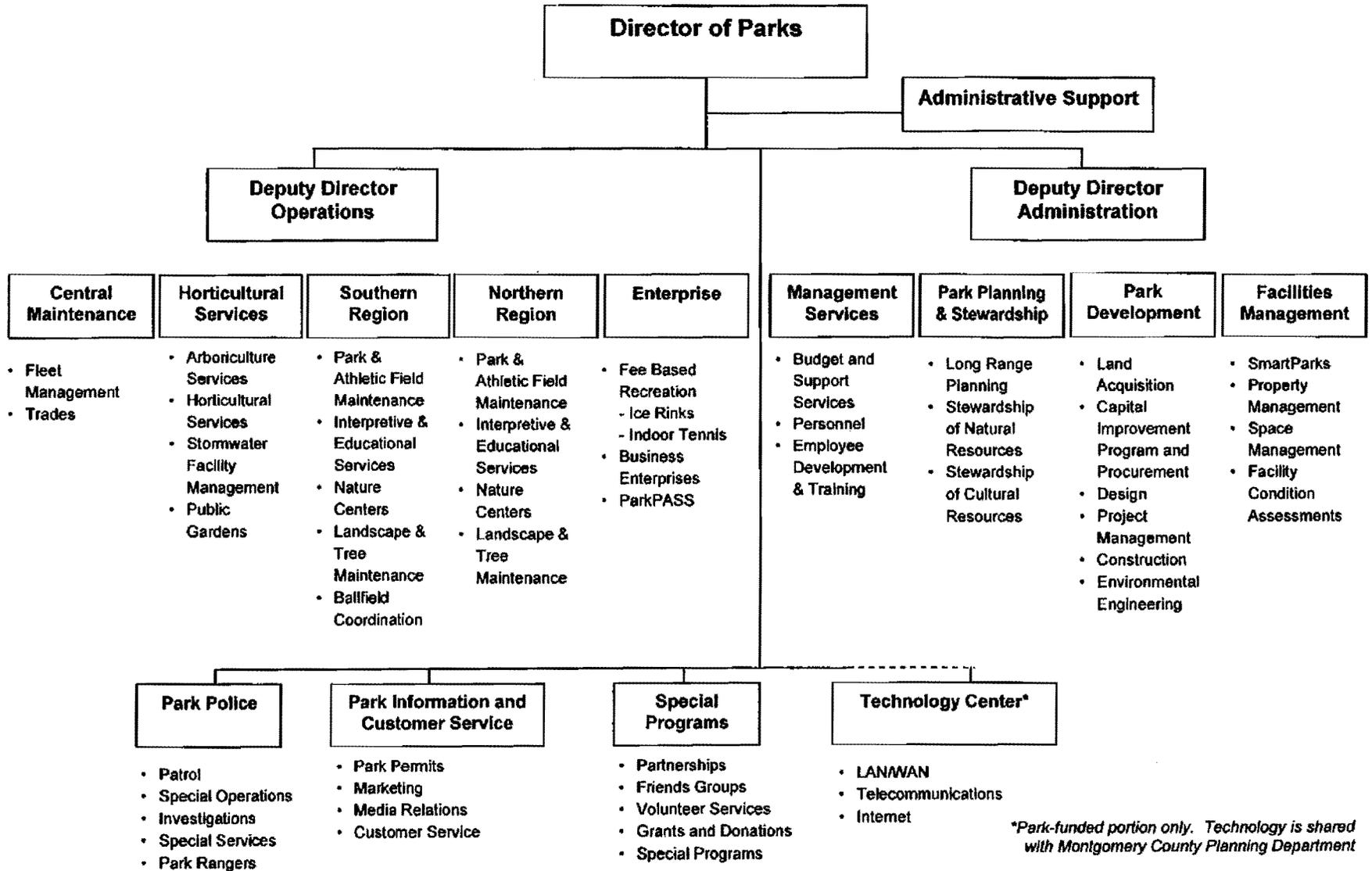


Mary R. Bradford 10/5/2010

Approved
Mary R. Bradford, Director of Parks

Date

MONTGOMERY COUNTY DEPARTMENT OF PARKS



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*Park-funded portion only. Technology is shared with Montgomery County Planning Department



Office of the General Counsel
Maryland-National Capital Park and Planning Commission

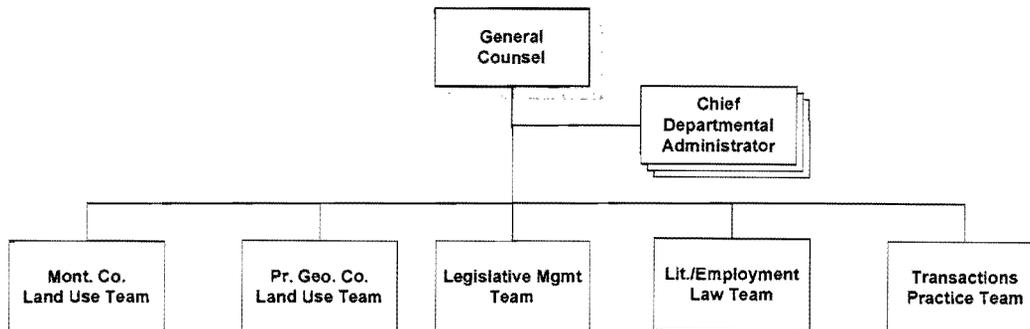
Memorandum

DATE: October 5, 2010
TO: The Maryland-National Capital Park and Planning Commission
FROM: Adrian R. Gardner
General Counsel
RE: Reorganizing The Legal Department After The 2010 RIF

This memorandum is to outline the changes in staffing for the the Commission's Office of General Counsel (the Legal Department) in consideration of the Reduction-In-Force we recently implemented as a result of the FY 2011 budget action.

Background (Overview of Structure and Functions).

As we have previously discussed, my approach to managing the Legal Department is guided by a commitment to specialization in legal functions because, in my view, specialization drives both cost effectiveness and the high quality that are prescribed by our mission and responsibilities. Based on this principle, the Department is currently organized into five divisions or work units of specialized attorneys that we commonly refer to as "Teams." Those are as follows:



Staffing Levels Resulting From FY 2011 RIF.

The Department proposed an FY 2011 operating budget of approximately \$3.61 million that included 25.75 positions and 24 workyears (before chargebacks). The final budget approval was \$3,147,650, a figure that represents a cut of \$462,800 or 12.8% below the requested amount. As a result, even after accounting for projected savings from eliminating COLAs and Merit increments, as well as requiring a 10-day furlough department-wide, the Department was required to implement a RIF/Layoff amounting to 3.0 workyears that ultimately included eliminating two attorney jobs and one administrative job.

Highlights of Restructuring

I do not propose any fundamental change to the existing organizational structure. This is possible because the impact of the RIF was spread across three different Teams, leaving those teams significantly weakened, but essentially intact. Therefore, my plan is to retain the current five-team organization, with the same basic areas of responsibility, even though the capacity of most teams has been reduced.

In summary, my "reorganization" plan really is more of a "realignment plan," with the specific staffing changes highlighted as follows:

- Abolish 1.75 attorney positions currently frozen and allocated to the Montgomery County Land Use Team; and,
- Abolish 1.0 administrative position currently assigned to the Montgomery County Land Use Team and now vacant as a result of the RIF.

Utilize remaining funding to:

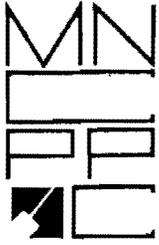
- Upgrade one paraprofessional workyear for a critical junior-level attorney for the Litigation and Employment Law Team; and,
- Fill other vacancies -- as needed -- to hire temporary attorney and admin support to cover expected absences for FMLA and military leave, and otherwise on an intermittent / ad hoc / project-by-project basis.

As indicated above, this plan remains within the boundary of existing budget resources. Based on the actions now vetted with both Planning Boards, the Legal Department's revised staffing complement would now consist of 23 positions (22 workyears) detailed as follows:

| Current Staffing Levels | Gen Counsel | Litig/ Employ | Mont. Lnd Use | Pr Geo Lnd Use | Transact Practice | Legis Mgmt | Total |
|---------------------------|-------------|---------------|---------------|----------------|-------------------|------------|-------|
| General Counsel | 1.00 | | | | | | 1.00 |
| Administrative Manager | 1.00 | | | | | | 1.00 |
| Administrative Specialist | 0.25 | | | | | | 0.25 |
| Subtotal | | | | | | | 2.25 |
| Lawyers | | 4.00 | 3.00 | 3.00 | 4.00 | 1.00 | 15.00 |
| Paraprofessionals | | 2.00 | | | | | 2.00 |
| Administrative Support | | 1.00 | 1.00 | 1.00 | 0.50 | 0.25 | 3.75 |
| Subtotal | | 7.00 | 4.00 | 4.00 | 4.50 | 1.25 | 20.75 |
| Totals | 2.25 | 7.00 | 4.00 | 4.00 | 3.50 | 1.25 | 23.00 |

Please let me know if we can be of any further assistance.

(17)



THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

6611 Kenilworth Avenue • Riverdale, Maryland 20737

PCB 10-02

October 5, 2010

TO: Montgomery County Planning Board
Prince George's County Planning Board

FROM: Patricia Colihan Barney, Executive Director

SUBJECT: Department of Human Resources and Management Restructuring Plan

Background:

This memorandum summarizes the reorganization of the Department of Human Resources and Management (DHRM) based upon the funding approved by the joint County Councils in May of 2010. The restructuring efforts were necessary to adjust programs to funding levels which are 15.4% and 14.1% below FY 10 funding levels in Montgomery County and Prince George's County respectively before chargebacks and as restated due to the reestablishment of the Support Services unit.

The changes to the total positions and work years counts reflect the abolishment of positions due to the retirement incentive program (RIP), the shifting of 1.5 positions and work years from Montgomery County to Prince George's County as a result of the additional appropriation of \$120,000 from Prince George's County, and general restructuring.

An analysis of the allocation of costs between the counties is currently being performed based on the labor distribution data from FY 10 and the cost drivers associated with our programs. The results will be presented to both Planning Boards during the FY 12 budget sessions.

Goal of Restructuring:

The Department's management team developed a more streamlined organizational structure in response to available, allocated resources. We believe that the structure will enable some service level improvements as recommended in the CAS Study while promoting increased opportunities for cross training and career development of the DHRM team. The model will create a more flexible response to the changing demands of the operating departments. While our ultimate goal is to provide the best possible service at the most reasonable cost, the reduced staffing level, combined with an increased level of services, has resulted in significant increases in work load for the remaining employees. In some cases, decreased resources will impact the services we deliver. At the direction of the Prince George's County Planning Board, this plan was discussed with the Prince George's County Planning and Parks and Recreation Directors and adjusted to lessen the impact.

Budget Impact:

Over the past ten years (FY 02 to FY 11 Adopted Budgets prior to restructuring), DHRM has added a net of only 1 work year. This is particularly notable as the Department's overall work program has significantly increased in complexity and scope over the same period due to changes in federal/state corporate governance regulations, employment laws and workplace safety mandates.

The Department had to lay off two contract employees, but avoided RIFs for career employees in FY 11, by offering the retirement incentive program, freezing positions, reducing professional service contracts, and eliminating the Organizational Development Division. One of the three positions vacated by the RIP is considered critical to maintain our human resources system.

Restructuring:

The current organizational chart is presented on Attachment A. The new organizational chart is presented on Attachment B. Highlights of the restructuring plan consist of the following actions:

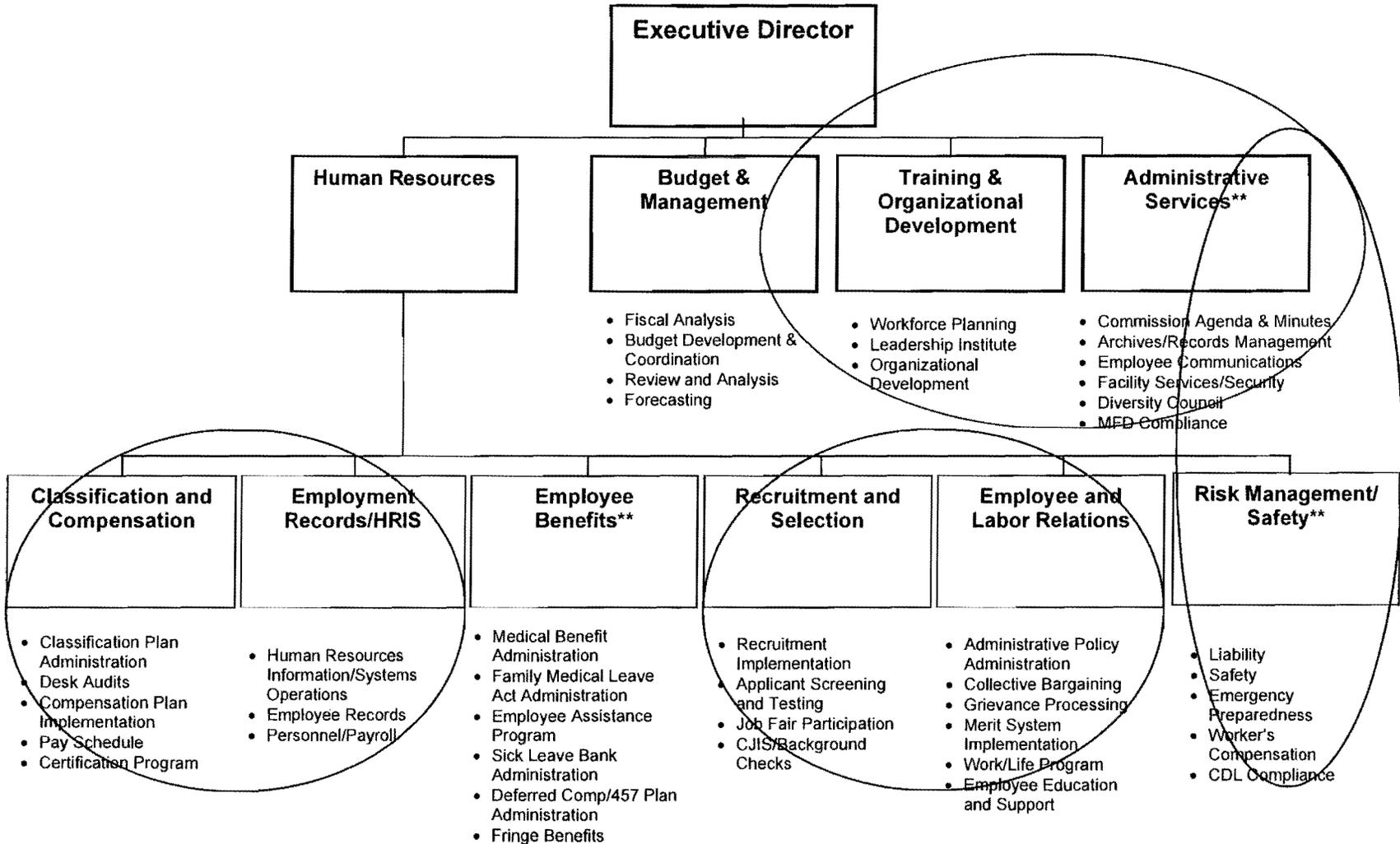
- The consolidation of four divisions into three divisions.
- The consolidation of four human resources major work programs under two managers instead of four.
- The downgrading of three positions.
- The abolishment of one of two unfunded vacant management analyst positions (therefore leaving one vacant management analyst to be funded by Prince George's County if desired.)
- The abolishment of two bi-county positions as a result of the RIP.
- The transfer of one position to the Merit Board where the funding and work year had previously been budgeted.

The following chart reflects the positions and work years by County after implementing the restructuring plan.

| Fund | MC POS | MC WYS | PGC POS | PGC WYS | TOTAL POS | TOTAL WYS |
|----------------------|--------|--------|---------|---------|-----------|-----------|
| Administration Fund | 17.00 | 15.25 | 22.00 | 19.25 | 39.00 | 34.50 |
| Risk Management Fund | 3.00 | 3.00 | 3.00 | 3.00 | 6.00 | 6.00 |
| Building Fund | 1.00 | 1.00 | 1.00 | 1.00 | 2.00 | 2.00 |
| Total | 21.00 | 19.25 | 26.00 | 23.25 | 47.00 | 42.50 |

The vacancies remaining consist of critical positions to be filled, positions representing reasonable salary lapse and positions to be considered during the labor distribution analysis to determine if they are required to support Prince George's County operations.

DEPARTMENT OF HUMAN RESOURCES & MANAGEMENT FY11 ADOPTED – Bi County



Notes: Administrative support staff allocated to units; CIO funding provided by Finance Department, reports to Executive Committee, ** Programs funded by tax and non-tax supported funds.

DEPARTMENT OF HUMAN RESOURCES & MANAGEMENT FY11 REVISED – Bi County

Executive Director

- Corporate Governance
- Organizational Systems/Policies
- Department Oversight
- Merit System/Fair Practices
- Appeal Adjudication
- Collective Bargaining

Human Resources

Budget

Corporate Policy & Management Operations

- Management & Administration
- Training Coordination

- Economic Analysis & Forecasting
- Long Term Projections
- Corporate Budget Development, Review & Analysis
- Collective Bargaining & Insurance Fund Costing

- Management & Administration
- Corporate Programs

Class/Compensation & Employee Records/HRIS

Recruit/Selection & Employee/Labor Relations

Employee Health & Benefits**

Risk Management & Workplace Safety**

Management Operations & Internal Services**

Corporate Policy and Corporate Records

- Classification Plan Administration
- Classification Analysis
- Compensation/Salary Administration
- HR Information/Systems Operations
- Position Management
- Personnel Actions
- Personnel Records/Files
- Employee Orientation
- Unemployment

- Applicant Recruitment
- Position Eligibility Review & Certification
- Park Police Testing
- Employment Policy Implementation
- Collective Bargaining Administration
- Grievance & Complaint Resolution
- Employment Advisory Services
- Background Investigation

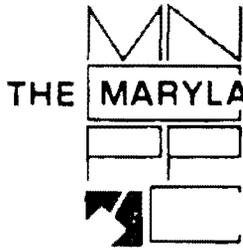
- Health Insurance Plan Administration (Medical, LTD, Life)
- Fringe Benefits
- Fitness for Duty Coordination
- Medical Standards Maintenance
- Short & Long Term Disability Coordination

- Liability/Insurance
- Regulatory Standards & Compliance (OSHA/MOSH/EPA/DOT)
- Worker's Compensation
- Risk Assessments
- Occupational Safety Training
- Accident Investigations
- Facility Inspections/Audits
- Emergency Preparedness

- MFD Program
- Diversity Initiatives
- Organizational Communications (Update, Intra/Internet, publications)
- Dept. Budget Development & Implementation
- Dept. Procurement
- Facility Management & Security
- Agency-wide Records Management/Archives

- Program Analysis & Research
- Policy Development (Merit Rules, Practices, Procedures, Notices)
- Organizational Standards
- Corporate Records (Actions/Minutes Resolutions)
- Legislative Liaison

Notes: Administrative support staff allocated to units; CIO funding provided by Finance Department, reports to Executive Committee, ** Programs funded by tax and non-tax supported funds.



THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

6611 Kenilworth Avenue • Riverdale, Maryland 20737

October 5, 2010

TO: Samuel J. Parker, Chairman
Francoise Carrier, Vice Chairman

FROM: Joseph C. Zimmerman, CPA Secretary-Treasurer

SUBJECT: Finance Department personnel budget

Background:

During preparation of the Fiscal 2011 budget, the County Councils jointly decided to reduce funding for personnel costs. This was accomplished by simply reducing the amount appropriated, rather than identifying specific positions that would not be funded. In an effort to work within the amount allocated, the Commission implemented a furlough plan for all employees assigned to Montgomery County and Central Administrative Services. Additionally, a retirement incentive program was created in an effort to vacate positions. Total reductions from FY 2010 appropriations for the department amounted to 10.7% in Montgomery County and 3.7% in Prince Georges.

We are now tasked with addressing which of the vacated positions will be eliminated, what changes in organizational structure will be necessary, and which positions will remain open and unfunded.

The Commission has, over the years, carried a certain number of positions on its books that are not funded. This is necessary to account for savings generated by openings that may occur during the fiscal year. Funded positions have heretofore been represented by work years allocated. Generally speaking, these positions may be filled if funding is available without further approval from the County Councils.

The Finance Department, according to the adopted, budget has a complement of 70 positions and 66.6 work years (the difference is known as lapse). The fiscal 11 budget, however, does not provide sufficient funding to hire 66.6 people in the classifications shown in the organization chart. Accordingly, it is necessary to make adjustments in both classifications and organization to maximize the available funds for the benefit of the population served by the Commission.

The Finance Department currently has eight open positions that are bi-County funded. Three of these positions have been held unfunded in prior years to meet the required savings called for in the budget (lapse). In other words, if all other positions are

occupied, three positions cannot be hired due to lack of appropriation. These positions are:

Accounting Tech II
Programmer Analyst II
Auditor III

Five positions were vacated during the retirement incentive. Of these, one has been designated to be filled by the Chief Information Officer (CIO) and will be transferred from the Finance complement. Of the four remaining, two are deemed critical and need to be hired as soon as possible. The five openings generated by the retirement incentive are:

Principal Administrative Assistant
Accountant III
IT Systems Manager/Leader (Designated for the CIO)
IT Systems Manager/Leader
Finance Manager II

It is proposed that two positions be eliminated and three maintained on the books as lapsed, in order to meet budget requirements going forward. Positions proposed to be eliminated are:

Principal Administrative Assistant
IT Systems Manager/Leader

Positions proposed to be hired:

Accountant II (downgrade from Accountant III)
Finance Manager I (downgrade from Finance Manager II)

Positions proposed to be carried as lapsed:

Accounting Tech II
Programmer Analyst II
Auditor III

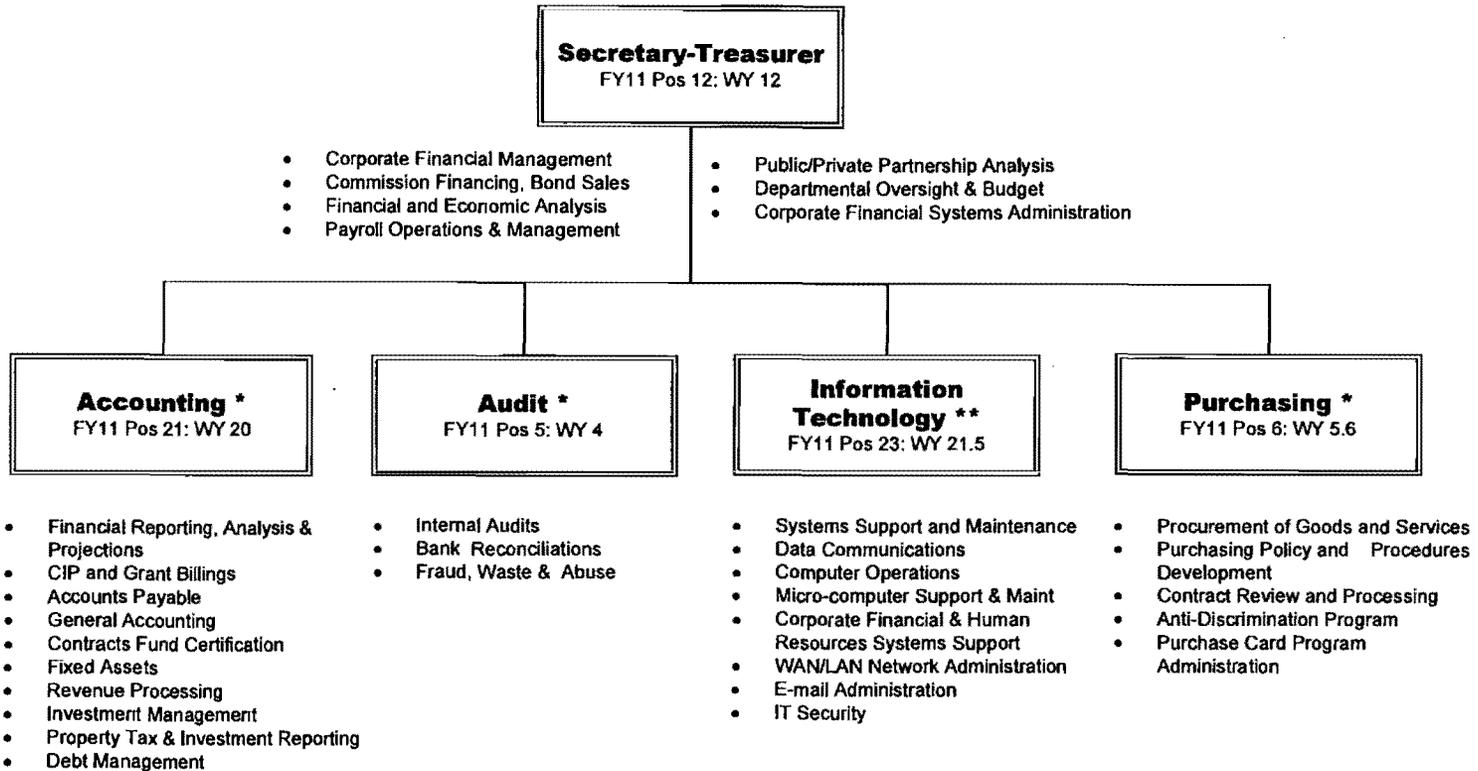
The major organizational change resulting from the above is the consolidation of six divisions into five by merging the Treasury Division into the Accounting Division. Treasury management would be led by the Finance Manager I, reporting to the Accounting Manager.

Other realignments of staff to conform with actual reporting lines are needed, particularly in the payroll office, but do not involve vacant positions.

A post restructuring organizational chart is attached.

DEPARTMENT OF FINANCE

FY11 REVISED – Bi County



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* Notes: Accounting Division has one Indirect funded position for Prince George's County work. Audit Division has one Indirect funded position for Prince George's County work. Purchasing Division has two Direct funded positions for Prince George's County work that are not included in the position complement.
 ** CIO Position in IT Division will be moved to an Internal Service Fund in FY12.