

MEMORANDUM

December 10, 2010

TO: Public Safety Committee

FROM: Susan J. Farag, Legislative Analyst *SJF*

SUBJECT: FY11 Savings Plan

The Committee is to review elements of the Executive's recommended FY11 Savings Plan that are under its jurisdiction. See ©1-10 for the Executive's December 2 transmittal memo and relevant background information. The Council is scheduled to consider the recommendations on the Savings Plan from all six Committees on December 14.

As noted below, the appropriate Council analysts have reviewed the recommended savings, which are outlined on the attached pages from the Executive's transmittal memo. For many budgets, the recommended savings are relatively straightforward. Where analysts have questions or comments, they are noted below.

Council staff have reviewed the Executive's recommended FY11 Savings Plan in the following budgets and recommend approval as submitted of all budgets except Police and Fire and Rescue. These two budgets are discussed in more detail below.

| Budget | ©# | Executive's Recommended Reduction | Analyst |
|---|-----|---|-----------------|
| Circuit Court | 3 | -98,130 | Susan Farag |
| Consumer Protection | 3 | -20,790 | Susan Farag |
| Correction and Rehabilitation | 3 | -154,520 | Susan Farag |
| Emergency Management and Homeland Security | 4-5 | -\$13,330 | Keith Levchenko |
| Police | 6 | -\$1,090,320 | Susan Farag |
| Sheriff | 6-7 | -\$48,710 | Susan Farag |
| State's Attorney | 7 | -\$30,860 | Susan Farag |
| Fire and Rescue | 8-9 | -\$6,087,810 | Essie McGuire |
| Liquor Control | 10 | \$288,150 | Justina Ferber |

Discussion Items

POLICE

The Executive recommends two reductions to the Department of Police's FY11 Operating Budget, totaling \$1,090,320.

S2: Decrease Cost: Various Operating Expenses (-\$571,670)

Council staff recommendation: Concur with Executive. These items include reductions in towing expenses, ammunition, uniforms, and other items related to only having one candidate class in FY11.

S1: Eliminate: Abolish Balance of School Resource Officer (SRO) Positions – 9 Police Officer IIIs (-\$518,650)

Background: The Executive's proposed elimination of the remaining nine SROs follows on the heels of the FY11 budget's elimination of 24 Educational Facilities Officers last spring. Last year (FY10), the Educational Facility Officer program had 33 EFOs – sworn police officers – who had been assigned to every high school and two middle schools in the county, plus six supervisory sergeants. As part of the Executive's recommended FY11 operating budget, 16 EFO positions were to be eliminated. The remaining 17 EFOs were to be reassigned among the schools as needed, based on discussions between the Department and the Board of Education.

As budget deliberations progressed, the Executive recommended that the 17 EFOs be funded by MCPS. MCPS initially agreed, but later declined to include it in their budget. The Council ultimately agreed to fund nine EFOs (which have been renamed as School Resource Officers) and continue the program. The approved FY11 budget contains \$978,840 for these positions (all Police Officer IIIs). Language was included in the FY11 Operating Budget Resolution appropriating these funds specifically for Educational Facility Officers:

This resolution appropriates \$978,840 to the Department of Police to fund 9 Police Officer III positions in order to continue the Educational Facilities Officer program. This program is established through a memorandum of understanding with the Montgomery County Public Schools.

Council staff advises that there are two separate issues for the Committee's consideration. The threshold question for the Committee is whether to take additional lapse to meet the savings target. The second question, if the Committee chooses to take the lapse, is whether the SRO program should still be abolished.

1) At Least 6.5 Vacant Positions May Be Lapsed Instead of Abolishing Nine SROs.

While the Executive had stated previously that this \$518,650 in savings would require laying off police officers (specifically the SROs), Executive staff now indicate that the Department currently has the equivalent of 6.5 sworn vacancies. This includes four full time and five part-time positions (job shares). In addition, one officer is slated to retire by January 1, and there are possibly two disability retirements that may occur by January. Therefore, Executive staff advise that lapsing these vacancies and retirements would obviate any need for a Reduction in Force. The Executive has reiterated, however, that the SRO program still will be abolished and those officers will be reassigned as needed.

Council staff was concerned that lapsing these vacancies for six months may not be sufficient to meet the savings target, and the Executive did not provide a precise savings estimate based on the vacancies. Executive staff did indicate that the positions include one sergeant, one corporal, one lieutenant, and the rest are police officers. Based on department-wide average costs, however, Council staff roughly estimates that lapsing the positions would save about \$434,000 for the remainder of FY11. This does not include the two disability retirements that may occur within the next few months. The Committee may want to ask Executive staff to clarify how the proposed lapse would meet the savings target.

2) If Lapse is Taken Elsewhere, Should the SRO Program be Maintained?

If the Committee chooses to approve lapsing vacant positions to meet the savings target, there is no *fiscal* need to abolish the SRO program. None of the vacancies or retirements discussed above is an SRO.

The Executive intends to abolish the program and reassign SROs to other duties as needed. Executive staff advise that patrol officers will continue to respond to schools when necessary. In addition, all County middle and high schools have security staff employed by MCPS. The number of security staff at high schools ranges from three to eight. Two security staff are assigned to each middle school.

Various community members, including the Montgomery County Council of the Parent-Teacher Associations, have expressed the desire to not only maintain the nine SROs, but to restore the lost SROs to all schools. The PTA has adopted a resolution on School Resource Officers (attached at ©11-12) advocating for at least one SRO in every high school, and to provide support to middle and elementary schools as needed. **The Committee may want to ask the Department to outline its priority staffing needs for the upcoming year and why it feels reassigning SROs is necessary.**

Council staff recommendation: Use additional lapse to meet the savings plan target of \$518,650. Presuming that the Committee agrees with the Chief's staffing priorities, allow the SRO program to be abolished.

If the Committee chooses to approve the abolishment of the SRO program as recommended by the Executive, Council Staff recommends amending the language in the

FY11 Operating Budget resolution that appropriates \$978,840 to maintain the SRO program.

FIRE AND RESCUE SERVICE

The County Executive recommended a total FY11 savings plan reduction of \$6.1 million for the Fire and Rescue Service. Details are attached on circles 8-9, and most of the items are discussed fully below.

Two items recommended by the Executive totaling \$1.4 million may not require discussion and can be approved as submitted:

| | |
|-------------------------------|--------------|
| EMS Fee Implementation Costs | -\$1,216,220 |
| Special Pay Differential, ALS | - \$199,670 |

The EMS implementation funds are not necessary as the EMS fee was disapproved by referendum; the Council disapproved the special pay differential on November 30. **Council staff recommends approval of these two savings plan items as submitted.**

DISCUSSION ISSUES

1. Reductions to Local Fire Rescue Department Funding, -\$1,111,920

The Executive recommended nine reductions to LFRD funding totaling \$1.1 million. Of the total, \$632,000 is personnel reductions and \$479,920 is for operating expenses.

Personnel

The Executive's recommendation would eliminate a total of 21 filled positions.

Volunteer Recruiter: One position is a civilian County employee in the Division of Volunteer Services, a volunteer recruiter (\$40,000). Council staff understands that the recruitment section had four employees, one of whom was redeployed to the field as part of a previous savings plan, and one of whom is targeted here for reduction, which would leave two positions in the section. Council staff also understands that MCVFRA received a grant with some funding for volunteer recruitment. **The Committee may want to discuss the impact of the reduction and the grant funds on the FY11 strategy for recruitment.**

LFRD Administration: The remaining 20 positions are all LFRD administrative positions, three are part-time, all are filled. These employees are LFRD employees, not County employees, but are paid by the County and eligible for County benefits. This recommendation would eliminate the full complement of these positions. The Executive's recommendation is to accomplish their function with five new County employees to reduce cost, decrease duplication of efforts, and improve efficiency in these administrative functions.

The MCVFRA provided extensive description of the administrative positions' history and duties, as well as job descriptions for three position classes (circles 18-24, 27-37). MCVFRA also notes that much planning and analysis preceded the similar exercise of consolidating LFRD vehicle maintenance functions into the County.

The Executive's recommended half-year savings for reducing these positions is \$592,000. This recommendation includes the cost of adding the five County employees. Since these are County job position classifications, it seems likely that the five County employees in the Executive's recommendation would be in the same position classifications. From a cost perspective, the new County employees and LFRD administrative employees would have the same associated costs as both are in the same pay structure and eligible for County benefits.

Council staff agrees that efficiencies could likely be achieved in this area, and that a reduction in administrative staff may be both cost effective and increase productivity. If there were current vacancies, those positions could be more easily reduced to begin the process and work toward larger savings. **However, given that all these positions are filled, the Committee may want to consider whether layoffs are in fact necessary at this time or whether a planned approach to reduce the positions in the next fiscal year could be an option.**

Operating expenses

The Executive recommends the following reductions to LFRD operating expenses:

| | |
|-----------------------------------|-------------------|
| LFRD Travel | -\$18,000 |
| LFRD Education, Tuition, Training | -\$33,330 |
| LFRD Office Supplies and Equip. | -\$30,670 |
| LFRD Trophies and Awards | -\$17,330 |
| LFRD Furniture | -\$32,670 |
| LFRD Food/Meal Standby Food | -\$133,330 |
| LFRD Misc Operating Expenses | -\$214,590 |
| Total | -\$479,920 |

In response to Council staff's request, MCFRS provided the following summary (also on circles 14-15) of LFRD funding that would remain after the Executive's recommended savings:

| | |
|----------------------------------|-----------|
| Travel | \$9,018 |
| Education, Tuition, and Training | \$43,385 |
| Office Supplies and Equipment | \$61,387 |
| Trophies and Awards | \$8,870 |
| Furniture | \$16,450 |
| Food/Meal Standby Food | \$113,951 |
| Services and Contracts | \$140,888 |
| Other Non-Professional | \$433,238 |
| Communications Services | \$196,195 |

| | |
|------------------------------|--------------------|
| Medical/Health Supplies | \$420,656 |
| Public Safety Equipment | \$305,355 |
| Uniforms | \$222,769 |
| Other Supplies and Materials | \$155,999 |
| Rental/Leases | \$59,270 |
| Total | \$2,187,431 |

On circle 14, MCFRS also notes that the Division of Volunteer Services would have a remaining budget of \$1.6 million.

MCVFRA discusses the context of the LFRD operating budget reductions on circles 18-22. Their analysis does not include the operating support for medical supplies, equipment, and other costs that LFRDs receive from the County but that support all operations more generally. Thus the percentage reduction of those categories that support volunteer operations in their analysis is higher.

Council staff recommends approval of the Executive’s \$479,920 reduction for LFRD operating expenses. The recommendation seems reasonable given that funds remain in each of the reduced categories and that all departments and agencies are making similar expense reductions. In addition, major operating categories such as medical supplies and other public safety equipment were not reduced.

2. Reduce 11 ambulances, -\$3,560,000

The Executive’s proposed savings plan recommends reducing 11 EMS units from service for a total savings of \$3.56 million. In his October 5 transmittal, the County Executive stated that a total of 89 firefighter positions would be reduced to achieve this savings and that layoffs would be required (circle 13). In the December 2 transmittal, the Executive identified the same amount of service reductions and savings but stated specifically that no positions will be reduced, no layoffs will be implemented, and the savings will be achieved through attrition (circle 9).

In providing further explanation of how these savings could be managed, MCFRS stated that the positions could be absorbed through attrition the remainder of the year, through reduced overtime resulting from reduced services, and through a larger than anticipated number of administrative retirements.

In Council staff’s view, it is highly unlikely that such a significant amount of savings can be achieved in the remainder of the fiscal year without reductions in force for the following reasons:

- **MCFRS currently reports one vacant position for which it has funding.** The attrition chart reflecting only budgeted positions is on circle 25.
- The MCFRS attrition rate is 2.7 per month, resulting in approximately 20 projected vacancies through the end of the fiscal year.

- MCFRS has a \$3.5 million lapse target budgeted for FY11, and has been over complement in FY11 to date (circle 25).
- For FY10, MCFRS was over its personnel budget, showing a small personnel surplus in the year-end transfer due to operating expenditure savings.

The most significant point is that the department currently has no vacancies. Without funded vacant positions or funds for a recruit class, MCFRS does not have sufficient personnel dollars to support the 89 identified positions and simultaneously take savings. In addition, without vacant positions it is next to impossible to achieve mid-year savings through any configuration of service reductions without a reduction in force. Reducing services in advance of vacancies serves little purpose as the personnel remain in the complement and could continue providing the services. Given the improbability of this savings assumption, Council staff does not recommend this approach to the Committee.

Council staff proposes a lower personnel savings target associated with likely projected attrition through the remainder of the fiscal year. Any personnel savings target must be accompanied by a reduction in service to achieve savings; otherwise the services will be backfilled by overtime when positions become vacant. Council staff suggests that MCFRS reduce services incrementally over the rest of the fiscal year only as sufficient vacancies accrue.

Based on the stated attrition rate of 2.7 personnel per month, MCFRS can expect to lose approximately 20 positions by the end of the fiscal year. **Council staff estimates a total half-year savings of approximately \$870,000 if these positions are not backfilled by either employees or overtime.**¹

Council staff suggests two primary service reductions that could be made associated with this personnel reduction:

1. Reduce two ambulances from service (9 WY per ambulance); or
2. Reduce four engines from four-person staffing to three-person staffing (4.5 WY per position reduction).

Although the service reductions would not be implemented for the full six months of the fiscal year, Council staff's proposal assumes six-month savings. Council staff suggests that this proposed savings target can be managed in part through other operational savings, reduced overtime, or the potential administrative retirements. As context for the Committee discussion, a map showing frontline apparatus assignment is on circle 26.

¹ This figure assumes a position cost of \$87,000, the average cost of salary and benefits for the three positions of Firefighter, Master Firefighter, and Lieutenant. It also assumes six-month savings, although the attrition will occur more gradually.

COMMITTEE SAVINGS PLAN OPTIONS

Council staff identifies the following options for the Committee to recommend to the Council for the MCFRS FY11 Savings Plan:

LFRD REDUCTIONS

- 1. Concur with the Executive's recommended \$1.1 million reduction, including both positions and operating expenses.**
- 2. Concur with the Executive's recommended \$479,920 for operating expenses.** Request that MCFRS plan for restructuring and reductions in recruitment and administrative staff positions for FY12.

Council staff recommends option 2.

OPERATIONAL REDUCTIONS

- 1. Concur with the Executive's recommended reduction of 11 ambulances and \$3.56 million.** If the Committee concurs with this approach, Council staff recommends that the resolution state clearly that no layoffs will occur. Council staff also recommends that the Committee monitor the progress of this approach closely throughout the remainder of the fiscal year, beginning with the second quarterly analysis in January.
- 2. Recommend a personnel savings target of \$870,000, to be achieved through position attrition and other personnel savings, with service reductions to occur as position vacancies allow.**

Council staff recommends option 2.

The Executive's recommended savings plan for MCFRS totals \$6.1 million, a 3.3% reduction from the FY11 approved budget level. Council staff's recommended options total \$2.77 million, a 1.5% reduction from the FY11 approved budget level.

| | |
|--|-------|
| <u>This packet includes the following:</u> | © |
| Executive Transmittal Memorandum for the FY11 Savings Plan | 1-2 |
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| Consumer Protection | 3 |
| Corrections | 3 |
| Emergency Management and Homeland Security | 4-5 |
| Police | 6 |
| Sheriff | 6-7 |
| State's Attorney | 7 |
| Fire and Rescue Service | 8-9 |
| Liquor Control | 10 |
| PTA Letter to Mr. Leggett and Resolution Supporting SROs | 11-12 |
| CE FY11 Savings Plan October 5 Transmittal | 13 |
| CE Responses to Questions on Fire and Rescue Savings Plan | 14-16 |
| MCVFRA Responses to the Budget Savings Plan | 17-24 |
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OFFICE OF THE COUNTY EXECUTIVE
ROCKVILLE, MARYLAND 20850

Isiah Leggett
County Executive

MEMORANDUM

December 2, 2010

TO: Nancy Floreen, President
County Council

FROM: Isiah Leggett, County Executive 

SUBJECT: FY11 Savings Plan

RECEIVED
MONTGOMERY COUNTY
COUNCIL
2010 DEC -2 PM 3:44

Attached please find my Recommended FY11 Savings Plan for Montgomery County Government, and the other tax supported County Agencies. The attached plan identifies savings of over \$36 million from the current year that will be applied to close the shortfall of over \$300 million in FY12.

As you know, the impetus for the savings plan transmitted to the Council in October was the anticipated loss of \$14 million annually (and \$170 million over ten years) with the elimination of the Ambulance Reimbursement fee. Since that time, because of continued weakness in the national, regional, and local economy, affecting both employment and the residential and commercial real estate markets, tax revenues in both FY11 and FY12 are anticipated to be below previous estimates.

As I have communicated previously, the attached plan retains most of the reductions contained in the October 5, 2010 savings plan transmitted to the Council. The attached plan contains additional reductions from other County Government Departments as well as recommendations for reductions to the budgets for Montgomery County Public Schools, Montgomery College and the Maryland-National Capital Park and Planning Commission.

We have worked to identify savings that minimize the impact upon direct services, especially to public safety and our most vulnerable residents. However, service reductions are unavoidable due to the magnitude of the needed reductions and the significant reductions in service levels already made in the FY09-11 budgets.

If, as in the past, the Council chooses to not support some of my proposed reductions, I strongly recommend that it propose offsetting reductions in other areas of the budget to maintain the total amount of savings. Maintaining balance in the current year is critical to adhering to our fiscal policies and maintaining our AAA bond rating. In addition, the County is vulnerable to additional State Aid reductions due to the State's continuing fiscal challenges.

It is critical to consider this proposed savings plan in the context of the development of the FY12 operating budget. As you are aware, I recently asked all County Departments to identify reductions of up to 15% for non-public safety departments and 5% for public safety, health and human services, and transit. Even these aggressive reductions may not be sufficient to produce a balanced budget if revenues fall even further.

I strongly urge the Council to expedite its review and approval of the attached Savings Plan, so that the necessary actions can be implemented as soon as possible. My staff is available to assist the Council in its review of the attached proposal. Thank you for your support of our efforts to preserve our most important services while maintaining the fiscal health of the County Government.

| | FY11 Approved Budget | Savings Plan Agency as % Target | Agency as % of Total Budget | Target as % of Savings Plan | Target as % of Budget |
|---------|---------------------------------|--|--|--|----------------------------------|
| MCG | \$1,163,556,250 | \$15,790,560 | 35.5% | 43.6% | 1.4% |
| MCPS | \$1,919,842,746 | \$19,198,430 | 58.6% | 53.0% | 1.0% |
| College | \$98,051,990 | \$980,520 | 3.0% | 2.7% | 1.0% |
| M-NCPPC | \$92,653,170 | \$231,640 | 2.8% | 0.6% | 0.3% |
| Total | \$3,274,104,156 | \$36,201,150 | | | 1.1% |

Notes

- 1 College Total Budget is Local Contribution for Current Fund only
- 2 M-NCPPC Total excludes debt service
- 3 The MCG total includes \$288,150 increased transfer to the General Fund from the Department of Liquor Control and anticipates loss of \$47,000 in Recreation Revenues

IL:jfb

- c: Timothy L. Firestine, Chief Administrative Officer
 Department and Office Directors
 Dr. Jerry Weast, Superintendent, Montgomery County Public Schools
 Dr. DeRionne P. Pollard, Ph.D. President, Montgomery College
 Francoise Carrier, Chair, Montgomery County Planning Board
 Annie Alston, Executive Director, Housing Opportunities Commission
 Kathleen Boucher, Assistant Chief Administrative Officer

Attachments

FY11 SAVINGS PLAN

Description/Justification

MCG Tax Supported

| Ref No. | Title | \$ | Revenue |
|--------------------------------------|---|-----------------|----------|
| General Fund | | | |
| Circuit Court | | | |
| S1 | DECREASE COST: FREEZE TWO VACANT PART-TIME EVALUATOR POSITIONS | -98,130 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> | | |
| | In response to the County's directive to reduce the Circuit Court's FY11 budget, the least harmful option is to continue to freeze two vacant part-time Court Evaluator positions. This action will, however, have a detrimental impact on the Court's ability to efficiently process family cases and, in particular, to obtain the best resolutions in child custody and access cases. Fewer cases will receive the benefits of the evaluators' assessments. The timeliness with which these cases are processed is also likely to be affected: fewer evaluators means that more cases will be at risk of languishing in the system, which is costly, counterproductive, and can be damaging to the children and families involved. Other core Court functions, such as custody/access mediation and the Court's co-partnering program, may also be affected. | | |
| | Circuit Court Total: | -98,130 | 0 |
| Consumer Protection | | | |
| S1 | DECREASE COST: REDUCE CENTRAL DUPLICATING SERVICES COSTS FOR PRINTING AND POSTAGE | -11,000 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> | | |
| | OCP has been successful in its attempts to automate distribution of educational materials, forms, and correspondence and using our webpage for advertising and communicating with County residents. In addition, we can postpone some events to eliminate distribution concerns without significant impact to OCP's programs. | | |
| S2 | DECREASE COST: REDUCE MISCELLANEOUS OPERATING EXPENSES COSTS | -7,790 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> | | |
| | Procurement freeze to meet fiscal challenges. OCP will only purchase items that are critical to its operation. | | |
| S3 | DECREASE COST: REDUCE DUES/MEMBERSHIP COSTS | -2,000 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> | | |
| | OCP will postpone the purchase of reference materials and periodicals and review memberships with no significant impact to OCP's programs. | | |
| | Consumer Protection Total: | -20,790 | 0 |
| Correction and Rehabilitation | | | |
| S1 | DECREASE COST: SAVINGS DUE TO NEW PHARMACY CONTRACT | -154,520 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> | | |
| | DOCR's pharmacy contract costs are lower than budgeted. | | |
| | Correction and Rehabilitation Total: | -154,520 | 0 |
| County Attorney | | | |

3

| Ref No. | Title | \$ | Revenue |
|---|---|-----------------|----------|
| County Attorney | | | |
| S1 | DECREASE COST: LAPSE - ASSISTANT COUNTY ATTORNEY I - PUBLIC INTEREST LITIGATION DIVISION | -45,530 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> Position duties have been reassigned within the division. | | |
| County Attorney Total: | | -45,530 | 0 |
| County Council | | | |
| S1 | DECREASE COST: COUNTY COUNCIL | -235,390 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> Added at Reconciliation List - Support for Office of People's Counsel (not funded in FY11) and staffing needs of other Legislative Branch offices | | |
| County Council Total: | | -235,390 | 0 |
| County Executive | | | |
| S1 | DECREASE COST: LAPSE DEPUTY DIRECTOR FOR SPECIAL PROJECTS | -47,670 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> The impact is limited as this Special Projects position is currently vacant. | | |
| County Executive Total: | | -47,670 | 0 |
| Economic Development | | | |
| S1 | DECREASE COST: REDUCE WHEATON INNOVATION CENTER LEASE PAYMENT | -62,850 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> DED will have a savings of \$62,580 in FY11 resulting from a Wheaton Innovation Center rent reduction, as a part of the \$4 million COSTCO Wheaton EDF project with the Westfield. The total rent reduction of \$200,000 over four years, from FY10-FY13, was agreed to by Westfield. | | |
| Economic Development Total: | | -62,850 | 0 |
| Emergency Management and Homeland Security | | | |
| S1 | DECREASE COST: REDUCED NUMBER OF PHONES LINES | -8,030 | 0 |
| | <u>OMB Recommendation:</u> Had 177 phone lines being charged to the Office of Emergency Management and Homeland Security. Only 70 of these lines were applicable. | | |
| | <u>Impact:</u> No service impact. A comprehensive review of phone lines needed by the Office of Emergency Management and Homeland Security resulted in a reduction in the number of phone lines and decreased service charges. | | |
| S2 | REDUCE: REDUCE PRINTING AND PAPER COSTS | -5,300 | 0 |
| | <u>OMB Recommendation:</u> OEMHS currently print outreach materials in Spanish, English, Chinese, ect. Not all emergency information will be available in all languages, if it is it will be at reduced levels. | | |
| | <u>Impact:</u> Reduction in printing and paper costs will reduce the available amount of emergency preparedness information material. | | |

| Ref No. | Title | \$ | Revenue |
|--|---|------------|---------|
| Emergency Management and Homeland Security Total: | | -13,330 | 0 |
| Environmental Protection | | | |
| S1 | DECREASE COST: OTHER PROFESSIONAL AND NON-PROFESSIONAL SERVICES | -19,470 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> | | |
| | There will be no impact as a result of this action. The Department does not anticipate expenses related to professional or non-professional services in the Administrative Services section in FY11 or beyond. Basic video editing needs and temporary services can be met in-house. More complex video editing needs support MS-4 activities, which are funded by the Water Quality Protection Charge. | | |
| Environmental Protection Total: | | -19,470 | 0 |
| Finance | | | |
| S1 | DECREASE COST: TIMESHEET DATA ENTRY KEYPUNCH CONTRACT | -63,650 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> | | |
| | \$75,000 in timesheet data entry keypunch costs were budgeted in FY11 to accommodate delays in the full implementation of Mctime. \$11,350 of this amount was used, leaving \$63,650 available savings. | | |
| S2 | DECREASE COST: PERSONNEL COST SAVINGS | -32,320 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> | | |
| | FY11 Personnel Cost savings are the result of an unusually high number of vacancies in key positions due to staff turnover. | | |
| Finance Total: | | -95,970 | 0 |
| General Services | | | |
| S1 | REDUCE: REDUCE FREQUENCY OF CLEANING AND GROUNDS MAINTENANCE | -1,515,680 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> | | |
| | Reducing the frequency of contractual cleaning and grounds maintenance will further reduce the appearance of County facilities. The grounds maintenance cut will impact mowing, leaf and trash removal. | | |
| General Services Total: | | -1,515,680 | 0 |
| Health and Human Services | | | |
| S1 | DECREASE COST: CONSERVATION CORPS CONTRACT | -125,000 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> | | |
| | Delay the start date for the new contract for the Conservation Corps until April. Due to delays, the contract will likely not start until late February. This proposal will postpone the start date until April. | | |
| S2 | DECREASE COST: HOMELESS OUTREACH CONTRACT | -21,000 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> | | |
| | Delay the start date for the new contract for Homeless Outreach/PIIT effort until April. This reduction represents the General Fund portion of the contract. | | |

5

| Ref No. | Title | \$ | Revenue |
|---|--|-------------------|----------|
| NDA - Housing Opportunities Commission | | | |
| HOC will make specific reduction proposals at a later date. | | | |
| NDA - Housing Opportunities Commission Total: | | -14,510 | 0 |
| Police | | | |
| S1 | ELIMINATE: ABOLISH BALANCE OF SCHOOL RESOURCE OFFICER (SRO) POSITIONS - 9 POLICE OFFICER IIIS | -518,650 | 0 |
| <u>OMB Recommendation:</u> Abolish the 9 remaining School Resource Officers (SROs). | | | |
| <u>Impact:</u> This would completely eliminate the SRO program resulting in no police officers assigned to any public school. | | | |
| S2 | DECREASE COST: VARIOUS OPERATING EXPENSES | -571,670 | 0 |
| <u>OMB Recommendation:</u> | | | |
| <u>Impact:</u> Reduce various operating expenses across the department. | | | |
| Police Total: | | -1,090,320 | 0 |
| Public Information | | | |
| S1 | DECREASE COST: DECREASE ADVERTISING FOR MC311 SERVICE | -49,600 | 0 |
| <u>OMB Recommendation:</u> | | | |
| <u>Impact:</u> A \$49,600 reduction in advertising for MC311 will require the department's media relations section to consistently work harder to promote the 311 Call Center services using free media and social media. It is important that residents are made aware that they must direct their inquiries to MC311 so that they don't continue to call departments where call takers no longer exist. This education effort is critical to efficient operations within departments and to resident satisfaction with government. | | | |
| Public Information Total: | | -49,600 | 0 |
| Public Libraries | | | |
| S1 | DECREASE COST: REDUCE OPERATING EXPENSES FOR SUPPLIES AND SERVICE CONTRACTS | -63,190 | 0 |
| <u>OMB Recommendation:</u> | | | |
| <u>Impact:</u> Montgomery County Public Libraries made some planning decisions with regard to operating expenses through the first part of FY11, in anticipation of a Savings Plan possibility. MCPL has been able to control operating expenses in supply, training, paper/printing/postage, travel, and vehicle maintenance expense line items to save \$63,190. | | | |
| Public Libraries Total: | | -63,190 | 0 |
| Regional Services Centers | | | |
| S1 | DECREASE COST: LAPSE BETHESDA-CHEVY CHASE REGIONAL SERVICES CENTER'S VACANT SENIOR EXECUTIVE ADMINISTRATIVE AIDE | -27,000 | 0 |
| <u>OMB Recommendation:</u> | | | |
| <u>Impact:</u> | | | |
| Regional Services Centers Total: | | -27,000 | 0 |
| Sheriff | | | |
| S1 | DECREASE COST: REDUCE COMPUTER SUPPLIES | -11,210 | 0 |
| <u>OMB Recommendation:</u> | | | |

b

| Ref No. | Title | \$ | Revenue |
|--------------------------------|--|----------------|----------|
| Sheriff | | | |
| | <u>Impact:</u> Delay or reduce computer/printer supplies | | |
| S2 | DECREASE COST: REDUCE UNIFORM COSTS | -8,000 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> | | |
| S3 | DECREASE COST: REDUCE MEMBERSHIP COSTS | -10,000 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> Delay membership fees | | |
| S4 | DECREASE COST: REDUCE LOCAL CONFERENCES | -3,000 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> | | |
| S5 | DECREASE COST: REDUCE TRAVEL EXPENSES | -10,000 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> Currently travel expenses are lower through November 20; reduction can be made at this time. | | |
| S6 | DECREASE COST: REDUCE CHARGEBACKS FROM FACILITIES | -6,500 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> Reduce repairs and maintenance in Judicial Center | | |
| Sheriff Total: | | -48,710 | 0 |
| State's Attorney | | | |
| S1 | DECREASE COST: TURNOVER SAVINGS FROM RETIRING EMPLOYEE | -30,860 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> An employee has indicated to senior management an intention to retire effective 01/02/11. Turnover savings will be achieved by promoting a lower salaried employee into this position. The retiring employee will perform critical services for the SAO as a contractor for the remainder of the year. | | |
| State's Attorney Total: | | -30,860 | 0 |
| Technology Services | | | |
| S1 | DECREASE COST: CRIMS COMMERCIAL OFF THE SHELF (COTS) SOFTWARE MAINTENANCE | -174,810 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> With the recent delay of the CRIMS phase 1 solution, the project go-live date has been delayed, which results in a delay of the overall maintenance needs. | | |
| S2 | DECREASE COST: FREEZE DEPARTMENTAL TRAINING FUNDS | -88,890 | 0 |
| | <u>OMB Recommendation:</u> | | |



| Ref No. | Title | \$ | Revenue |
|---------|-------|----|---------|
|---------|-------|----|---------|

Transportation

Impact:

A 22% reduction of \$340,000 will result in 323 tree removals being deferred to out-years. The tree removal backlog is currently 13 months and growing. There are currently 1,050 tree removals in the queue.

| | | |
|------------------------------|-------------------|----------|
| Transportation Total: | -1,782,660 | 0 |
| General Fund Total: | -7,879,300 | 0 |

Fire

Fire and Rescue Service

| | | | |
|----|---|------------|---|
| S1 | DECREASE COST: EMS FEE IMPLEMENTATION COSTS | -1,216,220 | 0 |
|----|---|------------|---|

OMB Recommendation:

Impact:

Includes third party billing services, community outreach, training, a Manager of Billing Services, and an Information Technology Specialist.

| | | | |
|----|--|----------|---|
| S2 | DECREASE COST: LFRD ADMINISTRATIVE STAFF | -592,000 | 0 |
|----|--|----------|---|

OMB Recommendation:

Impact:

This would discontinue funding 20 LFRD civilian employees. The workload would be offset with five County administrative positions.

| | | | |
|----|------------------------------------|---------|---|
| S3 | DECREASE COST: VOLUNTEER RECRUITER | -40,000 | 0 |
|----|------------------------------------|---------|---|

OMB Recommendation:

Impact:

A civilian position in the Division of Volunteer Services.

| | | | |
|----|----------------------------|---------|---|
| S4 | DECREASE COST: LFRD TRAVEL | -18,000 | 0 |
|----|----------------------------|---------|---|

OMB Recommendation:

This reduction would leave a budget of \$9,020 for the remaining eight months in FY11.

Impact:

The FY11 budget for LFRD travel is \$27,020.

| | | | |
|----|--|---------|---|
| S5 | DECREASE COST: LFRD EDUCATION, TUITION, AND TRAINING | -33,330 | 0 |
|----|--|---------|---|

OMB Recommendation:

This reduction would leave a budget of \$43,390 for the remaining eight months in FY11.

Impact:

The FY11 budget for LFRD education, tuition, and training is \$76,720.

| | | | |
|----|---|---------|---|
| S6 | DECREASE COST: LFRD OFFICE SUPPLIES AND EQUIPMENT | -30,670 | 0 |
|----|---|---------|---|

OMB Recommendation:

This reduction would leave a budget of \$61,390 for the remaining eight months in FY11.

Impact:

The FY11 budget for LFRD office supplies and equipment is \$92,060.

| | | | |
|----|---|---------|---|
| S7 | DECREASE COST: LFRD TROPHIES AND AWARDS | -17,330 | 0 |
|----|---|---------|---|

OMB Recommendation:

This reduction would leave a budget of \$8,870 for the remaining eight months in FY11.

Impact:

The FY11 budget for LFRD trophies and awards is \$26,200.



| Ref No. | Title | \$ | Revenue |
|--------------------------------|---|-------------------|----------|
| Fire and Rescue Service | | | |
| S8 | DECREASE COST: LFRD FURNITURE | -32,670 | 0 |
| | <i>OMB Recommendation:</i> This reduction would leave a budget of \$16,450 for the remaining eight months in FY11. | | |
| | <i>Impact:</i> The FY11 budget for LFRD furniture is \$49,120. | | |
| S9 | DECREASE COST: LFRD FOOD/MEAL STANDBY FOOD | -133,330 | 0 |
| | <i>OMB Recommendation:</i> This reduction would leave a budget of \$113,950 for the remaining eight months in FY11. | | |
| | <i>Impact:</i> The FY11 budget for LFRD food/meal standby food is \$247,280. | | |
| S10 | DECREASE COST: LFRD MISC. OPERATING EXPENSES | -214,590 | 0 |
| | <i>OMB Recommendation:</i> This reduction would leave a budget of \$429,210 in "Other Non Professional Services" and "Miscellaneous Operating Expenses" for the remaining eight months in FY11. | | |
| | <i>Impact:</i> The FY11 budget for LFRD other non-professional services and miscellaneous operating expenses is \$643,800. | | |
| S11 | REDUCE: NINE AMBULANCES (24/7) | -3,240,000 | 0 |
| | <i>OMB Recommendation:</i> | | |
| | <i>Impact:</i> The reduction in the EMS units would normally result in layoffs of Firefighter Rescuers. However, in order to protect public safety and reduce potential liability associated with the SAFER grant, the Fire Chief will manage the firefighter staffing reduction through attrition in the department. This management procedure will permit the retention of these trained and certified operational firefighter rescuers. | | |
| S12 | REDUCE: TWO AMBULANCES (DAY WORK) | -320,000 | 0 |
| | <i>OMB Recommendation:</i> | | |
| | <i>Impact:</i> The reduction in the EMS units would normally result in layoffs of Firefighter Rescuers. However, in order to protect public safety and reduce potential liability associated with the SAFER grant, the Fire Chief will manage the firefighter staffing reduction through attrition in the department. This management procedure will permit the retention of these trained and certified operational firefighter rescuers. | | |
| S13 | DECREASE COST: SPECIAL PAY DIFFERENTIAL FOR ADVANCED LIFE SUPPORT PROVIDERS | -199,670 | 0 |
| | <i>OMB Recommendation:</i> | | |
| | <i>Impact:</i> The special pay differential for Advanced Life Support providers was rejected by the County Council. | | |
| | Fire Total: | -6,087,810 | 0 |

Mass Transit

DOT-Transit Services

| | | | |
|----|--|----------|---|
| S1 | DECREASE COST: REDUCTION OF ONE REPLACEMENT RIDE ON BUS | -426,000 | 0 |
| | <i>OMB Recommendation:</i> | | |
| | <i>Impact:</i> Purchase one fewer replacement bus in FY11. An older bus in the fleet will need to operate longer. | | |

9

| Ref No. | Title | \$ | Revenue |
|----------------------------------|--|-----------------|----------|
| Cable Television | | | |
| Cable Communications Plan | | | |
| S1 | DECREASE COST: LAPSE OF THREE FILLED INSPECTOR POSITIONS | -33,120 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> There is no service impact. Three new inspector positions were budgeted for July 1st, however, they were not filled until August. | | |
| S2 | DECREASE COST: LAPSE OF FILLED VIDEOGRAPHER POSITION | -15,490 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> There is no service impact. The position was budgeted for July 1st, however, it was not filled until September. | | |
| S3 | DECREASE COST: LAPSE OF FILLED EDITOR POSITION | -9,300 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> There is no service impact. The position was budgeted for July 1st, however, it was not filled until August. | | |
| S4 | DECREASE COST: LAPSE OF VACANT INFO TECH POSITION UNTIL JANUARY 1ST | -47,010 | 0 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> This delays ability to create video files for council member website, limits the ability to update video on demand files, and places additional burdens on existing staff. | | |
| Cable Television Total: | | -104,920 | 0 |

Liquor Control

Liquor Control

| | | | |
|------------------------------|---|----------|----------------|
| S1 | ENHANCE: INVENTORY MANAGEMENT AND CONTROL | 0 | 288,150 |
| | <u>OMB Recommendation:</u> | | |
| | <u>Impact:</u> DLC plans to reduce the amount of time a product remains in inventory by five days. For example, if an item is normally kept on the floor for 40 days, the plan will be to reduce that time to 35 days. By tightening inventory, DLC will pay out less cash, increase net sales revenue, and transfer more funds to the General Fund. | | |
| Liquor Control Total: | | 0 | 288,150 |

| | | |
|---|-----------------|----------------|
| MCG Non-Tax Supported: | -104,920 | 288,150 |
| Net Savings | -393,070 | |
| <i>(Total Exp. Savings & Revenue Changes)</i> | | |

| | | |
|---|--------------------|----------------|
| MCG Grand Total: | -15,588,430 | 241,150 |
| MCG FY11 Net Savings | -15,829,580 | |
| <i>(Total Exp. Savings & Revenue Changes)</i> | | |

10

301-208-0111

01/03/11
Sonic
2010



The Montgomery County Council of Parent-Teacher Associations

2096 Gaither Road, Suite 204, Rockville, MD 20850
301-208-0111 • 301-208-2003 (fax) • office@mccpta.com

November 30, 2010

059719



Mr. Isiah Leggett
County Executive
Executive Office Building
101 Monroe Street, 2nd Floor
Rockville, Maryland 20850

Dear Mr. Leggett,

On November 23, our delegates unanimously approved the attached resolution on School Resource Officers (SRO). This approval was conducted on an emergency basis and represented 190 PTAs with 50,000+ members. Our delegates voted to support and advocate for the assignment of a dedicated School Resource Officer to *each* and *every* high school in Montgomery County. Further, our delegates hope for improved coordination and support between the Montgomery County Police Department and Montgomery County Public Schools in order to ensure the safety of school children and staff.

We hope you will work toward reinstatement of the SRO program at all high schools with support being provided to middle and elementary schools as needed. The concern remains that only a crisis will open the eyes of our county officials to the need for police officers in our schools. We believe that a strong partnership between school-based officers, school administrators, and community-based officers will lead to a safer community for all, both within the school walls and within the surrounding communities.

We look forward to working with you to make this happen.

Sincerely,

Kristin Tribble
President

Cc: Chief J. Thomas Manger, MCPD
Dr. Jerry D. Weast, Superintendent, MCPS
Ms. Patricia B. O'Neill, President, BOE
Ms. Nancy Floreen, President, County Council

**Resolution on School Resource Officers
Adopted November 23, 2010**

WHEREAS School Resource Officers (SROs) provide vital safety and security functions at MCPS schools in partnership with school administration and staff members. These functions include crime prevention, intervention, outreach and enforcement efforts regarding alcohol and/or drugs, gangs, thefts, assaults, and other offenses; and

WHEREAS in order for SROs to achieve these functions by working consistently and proactively (in alignment with recommendations by the U.S. Secret Service and the U.S. Department of Education for preventing catastrophic school violence situations) we must have at least one officer assigned to every high school, with the expectation that this program will be expanded to provide support to middle and elementary schools as needed.

NOW BE IT THEREFORE:

RESOLVED that MCCPTA supports and will advocate for at least one SRO to be assigned to every high school and provide support to middle and elementary schools as needed; and

RESOLVED that MCCPTA expects improved coordination and support between Montgomery County Police Department and MCPS as well as SROs and MCPS Administration and Security at local schools, in order to provide the safe, secure learning environment to which Montgomery County school children and staff are entitled.

From CE FY11 Savings Plan October 5 Transmittal

| FY11 Savings Plan in Response to Elimination of EMST Fee | | | | | |
|--|--|--------------------|------------|-------------|---|
| | Item | Total | Positions | Workyears | Note |
| FRS | EMS Fee Implementation Costs | \$1,216,220 | 2 | 2.3 | |
| FRS | LFRD Administrative Staff | \$592,000 | 15 | 7.5 | Discontinue funding 20 LFRD civilian employees; Offset workload with 5 County administrative positions |
| FRS | Volunteer Recruiter | \$40,000 | 1 | 0.5 | Civilian Position |
| FRS | LFRD Travel | \$18,000 | | | |
| FRS | LFRD Education, Tuition, and Training | \$33,330 | | | |
| FRS | LFRD Office Supplies and Equipment | \$30,670 | | | |
| FRS | LFRD Trophies and Awards | \$17,330 | | | |
| FRS | LFRD Furniture | \$32,670 | | | |
| FRS | LFRD Food/M meal Standby Food | \$133,330 | | | |
| FRS | LFRD Misc. Operating Expenses | \$214,590 | | | |
| FRS | Nine Ambulances (24/7) | \$3,240,000 | 81 | 40.5 | All positions listed are firefighters; Service areas affected to be determined; Given the minimal number of firefighter vacancies, layoffs will be required to implement this reduction |
| FRS | Two Ambulances (Day Work) | \$320,000 | 8 | 4.0 | All positions listed are firefighters; Service areas affected to be determined; Given the minimal number of firefighter vacancies, layoffs will be required to implement this reduction |
| FRS | Subtotal Fire and Rescue | \$5,888,140 | 107 | 54.8 | |
| DOT-Transit | Call and Ride | \$1,036,000 | | | Reduce from 2 coupon books per month to one; will cause a reduction of revenue of \$119,581 |
| CCL | County Council | \$235,390 | 0 | 2.0 | Added at Reconciliation List - Support for Office of People's Counsel (not funded in FY11) and staffing needs of other Legislative Branch offices |
| MCPD | Abolish balance of School Resource Officer (SRO) positions - 9 POIII | \$518,650 | 9 | 4.5 | Given the minimal number of police officer vacancies, layoffs will be needed to implement this reduction. |
| MCPD | Various Operating Expenses | \$571,670 | 0 | 0.0 | |
| | Subtotal MCPD | \$1,090,320 | 9 | 4.5 | |

Responses to Questions on FY2011 Savings Plan

First Set

1. Please provide the latest vacancy/attrition information. The October transmittal attributed 89 positions and 44.5 work-years to the 11 ambulance reduction. The December transmittal states that these positions can be absorbed through attrition. What is the MCFRS attrition rate? What funds would support the personnel in the interim, prior to vacancies occurring?

The attrition chart is provided as a separate document and the attrition rate is 2.7 personnel per month. It is anticipated that the reductions in service would permit MCFRS to reduce overtime spending prior to the vacancies occurring.

2. Please provide the current apparatus assignment information. Which ambulances from which stations are planned to be reduced? What is the plan for implementing this reduction, reassigning personnel, and covering the reduced service areas?

The EMS units will be determined when the savings plan is approved. The redeployment plan of operational units and personnel will be implemented as the funding level adjustments are made for FRS.

3. Please provide a breakdown of the other County operating support funds for LFRDs not identified for reduction in the savings plan. Please also provide the total LFRD administrative staff (positions and work-years) supported by County funds remaining after this proposed budget reduction.

County support funds for LFRDs remaining after the proposed reduction to the FY11 budget:

Division of Volunteer Services Budget

| | |
|-----------------------|------------------|
| Nominal Fee | 304,290 |
| LOSAP | 1,103,300 |
| Annual MCVFRA Payment | <u>235,000</u> |
| Subtotal | 1,642,590 |

LFRD Budgets

| | |
|---------------------------------|---------|
| Services and Contracts | 140,888 |
| Other Non Professional | 433,238 |
| Communications Services | 196,195 |
| Travel | 9,018 |
| Education, Tuition and Training | 43,385 |
| Office Supplies & Equipment | 61,387 |
| Medical/Health Supplies | 420,656 |
| Trophies and Awards | 8,870 |
| Public Safety Equipment | 305,355 |

| | |
|---|------------------|
| Furniture | 16,450 |
| Uniforms | 222,769 |
| Other Supplies & Materials | 155,999 |
| Rental/Leases | 59,270 |
| Direct Service - Food/Meal Standby Food | <u>113,951</u> |
| Subtotal | 2,187,431 |
| | |
| Total | 3,830,021 |

In addition, the county reimburses the LFRDs for utilities as well as apparatus fuel and maintenance.

The budget reduction would replace all 19 county funded LFRD administrative positions with five MCFRS county employee positions.

4. What is the budgeted FY11 amount for overtime and how much has been spent to date? The FY11 operating budget packet states that service reductions would be necessary to manage overtime within the reduced budget amount. Please describe what service reductions have been necessary to date to accomplish the budgeted savings.

The FY11 overtime budget for MCFRS is \$9.76 million. \$5.25 Million has been spent to date. The service reductions include the reduction of an EMS Duty Officer and EMS flex units. Additionally, the staffing reductions of Truck 712 and A709 impact operational overtime during FY11.

Second Set

1. I see from recent budget packets that there have been many reductions to Fire Code Enforcement and Community Risk Reduction, both in position abolishment and lapse. Please detail the remaining complement for this area, including vacancies, held lapsed positions, and filled positions.

The complement for fire code enforcement (code compliance) is as follows. All positions are filled unless indicated:

- 1 Battalion Chief
- 3 Captains
- 3 Lieutenants
- 13 Master Firefighters (one lapsed, one vacant)
- 7 Firefighters
- 1 Senior Permit Services Specialist
- 4 Engineers
- 5 Permit Services Inspector III (all of these are lapsed)
- 1 Administrative Specialist II
- 1 Fiscal Assistant

- 1 Office Services Coordinator
- 1 Principal Administrative Aide

- 2. Please update the status of the civilianization initiative in Fire Code Enforcement and the ECC. Are there any of the remaining phases that could be accelerated into FY11 to achieve savings?

The civilianization of ECC is complete with the exception of the consideration in transferring the MCFRS civilian 911 call-takers to the County Police as indicated in the Strategic Plan. MCFRS is presently evaluating the possibility of achieving cost savings in Fire Code Compliance for FY11 and or FY12.



**MONTGOMERY CO
VOLUNTEER
FIRE & RESCUE
ASSOCIATION**

230 N. Washington St. Rockville, MD 20850
301-424-1297
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**MARCINE D. GOODLOE, PRESIDENT
ERIC N. BERNARD, EXECUTIVE DIRECTOR**

**Response of the MCVFRA to the
Budget Savings Plan December 2010
December 9, 2010**

The Montgomery County Volunteer Fire Rescue Association ("MCVFRA" or "Association")¹ respectfully submits the following comments and concerns on the County Executive's FY11 budget savings plan submitted on December 2, 2010.

MCVFRA's concerns fall into two important categories:

- First, we are very concerned that the Executive is proposing a cut of 3.3% from the County's overall fire/rescue service when most other departments are taking a 1% cut or less. For example, the police, sheriff, and corrections agencies are slated for cuts of only 1%, 0.2% and 0.3%, respective. As a percentage, the cuts to fire/rescue service are 10 times those of other agencies and in fact are the third highest percentage of cuts of ANY County department.
- Second, we are even more concerned about the cuts targeted at volunteer fire/rescue departments and personnel. The numbers are astounding. The Executive has called for slashing the \$883,000 budgeted for volunteer fire/rescue support (which is far less than 1% of the overall fire/rescue budget) to \$480,000 – a cut of close to 50 percent. In addition, the Executive is calling for the elimination of all administrative support positions within the local volunteer fire/rescue departments. The Executive has offered no analyses or reports supporting these reductions, particularly how they might impact volunteer service and, therefore, fire/rescue service delivery. Impairing volunteer service will create more need for paid personnel – likely overwhelming the modest short-term budget savings from the cuts. We believe the drastic cuts to volunteer supporting funding are a blatant form of retaliation by the County Executive in response to MCVFRA's successful opposition to the Executive's signature issue this fall – ambulance fees. We urge the County Council to reject the Executive's attempts at political payback for standing with the clear majority of County residents who oppose ambulance fees.

We believe that the cutting of 11 ambulances is also part of the Executive's threat to the residents if the ambulance fee did not pass. His one pronouncement that he made earlier, but was not included in this budget savings plan is the laying off of almost 100

¹ MCVFRA represents the 19 volunteer fire and rescue departments in the County, and the over 2,000 men and women who provide volunteer fire, rescue, emergency medical services, administrative, auxiliary and other support services to the residents and visitors to our County.

career firefighters which we agree should not have been suggested by the Executive nor should it occur.

Proposed Cuts to Overall Fire/Rescue Service:

| Department | Percentage Cut | \$ Amount Cut | Total Budget |
|--------------------|----------------|---------------------|----------------------|
| Fire/Rescue | -3.3% | -\$6,087,810 | \$182,148,330 |
| Police | -0.5% | -\$1,090,320 | \$230,280,040 |
| Sheriff | -0.2% | -\$48,710 | \$19,484,030 |
| Corrections | -0.3% | -\$154,520 | \$61,806,240 |

The chart, above, demonstrates the disproportionate cuts being proposed for fire/rescue service. While all departments will need to bear some of the burden of budget reductions, we do not believe there is any compelling evidence to support disproportionate cuts in fire/rescue services.

The fire and rescue service percentage of cuts is also far higher than any other public safety department. If cuts to fire/rescue are necessary – and we are not convinced they are – they should be far more modest, in line with cuts in other public safety agencies, and should avoid layoffs of career fire/rescue personnel.

Proposed Cuts to Volunteer Fire/Rescue Departments and Personnel:

Even more disturbing than the proposed cuts to fire/rescue services overall are the drastic cuts targeted at volunteer fire/rescue departments and personnel. The volunteer departments and the volunteer support areas of the budget are being slashed \$479,920. Plus removing 100% of the administrative staff from the LFRDs cuts \$592,000 – again, a 100% reduction. The TOTAL dollars used to support, train, manage, equip, house and cloth our volunteers in 19 departments is only \$883,091.79 (from FY08 budget which has been reduced previously). The cuts of \$479,920 represent over a 50% reduction in volunteer support!

| Department | Percentage Cut | \$ Amount Cut | Total Budget |
|----------------------|----------------|-------------------|---------------------|
| LFRD Funding* | -54 % | -\$479,920 | \$883,091.79 |
| LFRD Admin staff | -100% | -\$592,000 | \$230,280,040 |

* Items that are in the volunteer support category

The volunteer budgets from the County have not increased since 1992. In fact, in 1993 they were cut over 5%, in 1998 they were cut, in 2003 they were reduced, even though in each year volunteer contributions increased, the number of active volunteers increased, the amount of training required increased, the types and amount of equipment needed increased, the number of calls increased and overall costs increased, and all along the LFRDs operated with a budget from 1989.

The MCVFRA rejects any and all front line service cuts to the citizens of this County. It is unconscionable that the Executive would propose cutting 11 EMS units when over 73% of our calls for help are EMS in nature. The Executive already sidelined an ambulance and fire truck in this budget at a time when call volumes are increasing and the population is growing.



While the volunteer LFRD budgets have not increased since 1992, the county's fire and rescue service overall budget has almost doubled since 2001. More and more is being required of volunteers to be able to serve. These volunteers meet the same rigorous training and physical requirements as the career members. The training continues to escalate. Many other requirements, needs, procedures, etc. are being put into place. Volunteers have continued to meet those escalating demands and increased training. They do so while also working their full-time jobs, family commitments, education and all the other requirements placed upon everyone. They serve thousands of volunteer hours with no compensation, risking their health, livelihood and their lives protecting the citizens of Montgomery County. Due to the efforts of the MCVFRA the number of volunteers is continually increasing to help save the County money. The Association works tirelessly to improve the volunteer working conditions and secure them the necessary uniforms, tools and equipment to do their jobs. Over 40% of our volunteers have and wear firefighting equipment that fails to meet national standards. We collectively bargained for one – one piece of the necessary equipment to do our jobs – firefighting boots – the same ones given to our career brothers and sisters (in fact they get two pairs when they are hired) and this one item was not funded in this year's budget. The volunteers had almost \$390,000 cut from their contract this year.

In addition to the many services the volunteers provide without a salary they also participate in significant fund raising efforts and use those funds as well as federal grants they secure to supplement the needs of the fire and rescue service which provides millions of dollars worth of equipment, tools buildings and apparatus for the County.

The administrative staff the Executive is proposing to eliminate are the backbone of the volunteer fire and rescue service. These professional managers are in the stations all day and are often the public face to residents who have non-emergency interactions with the fire service. They guarantee that the volunteers have uniforms to wear, that they have a bed to sleep in, that the utilities are paid, that there is fuel in the fire engines and ambulances, that there are biomedical safety gloves on the units and that the garage doors open. Their value and need in the stations for the volunteer operations are almost indescribable. Every item that is needed for the operations and administration of the fire service is managed and performed by these dedicated professionals. Without them none of the departments would be able to function – period. We have no ability to make up the workload and responsibilities that these employees handle on a daily and nightly basis. They interact and coordinate all the repairs, vendor interactions including ordering, receiving all supplies, maintenance schedules, preventative maintenance, and all record keeping.

They write every check, keep every record, reconcile all accounts and monies, open, process and pay every bill – for all utilities, for repair to every fire engine and ambulance – not just volunteer apparatus. They create every record for volunteers from filing and coordinating all training activities, physicals, promotions and graduations. They coordinate the stand by program, scheduling and shift responsibilities. They know the interworking of their LFRDs and are the fiduciary for those departments in the bank accounts, credit accounts and other financial areas.

They attend the volunteer monthly meetings, the board meetings and committee meetings. They create, coordinate and update the records from these meetings, help create policies and procedures, keep all paperwork up to date and file all tax reports, federal grant reports and state Amoss records.

Financially they reconcile all accounts and at many LFRDs that numbers over 6 bank accounts, checking, savings and money market accounts. They prepare all financial statements and documents, treasurer's reports and maintain all accountings of tax funds. They prepare and submit the expenditures for all funding.

They keep all LOSAP records for each volunteer. They maintain the records of hours volunteered, training courses attended and meetings attended. They coordinate correspondences with the residents, government officials and the media.

All community events, public safety demonstrations and public education are coordinated by our staff. They schedule the event and make sure fire rescue personnel are in attendance. They order the pamphlets we hand out, the hats we give to kids and the safety information needed by the residents.

The employees of the LFRDs are the holders of all confidential information regarding volunteer records, employment records, medical records and private corporate information. They file and maintain all Workman's Compensation claims and associated documentation. They interact and attend executive session meetings as staff representatives and have a fiduciary responsibility and report directly to the president, chief and board of directors of their volunteer department. This could not be done by an outside (County) employee.

There have been several desk audits, OLO reports and occupational class studies that have validated the need to have each and every one of these administrators in the volunteer departments. Studies have shown this model to be the most effective for maintaining, promoting and increasing volunteer participation through the 19 independent volunteer departments. Within the past year, a desk audit was completed in one of the LFRDs by OHR which upgraded one of the administrators recognizing the complex and varied work done by this employee. Indeed, over the years many of the positions have been upgraded as additional functions and responsibilities are created in the service due to policies and laws that require additional work.

The County has submitted no business plan, outline or even an explanation as to how the business functions will be done or the workloads of 19 independent corporation employees will be done by 5 County employees. The removal of the LFRD employees changes the entire structure and foundation of the volunteer fire and rescue departments. It will eliminate our ability to function. Why have no studies been done to show the need or effectiveness of this drastic move? When the County took over the vehicle maintenance function and associated 8 employees, years of study, review and collaboration with the LFRDs, including an extensive OLO report were conducted as well as preparing a detailed plan. The County Council was consulted and briefed throughout the process. No such process has occurred here.

Keeping in mind all of the points stated above and the fact that millions of dollars are already being contributed by volunteers to the county that are above and beyond anything volunteers receive, we respectfully state that the cuts put forth by the Executive against volunteers are neither reasonable or acceptable.

The volunteer fire and rescue service, the LFRDs and the MCVFRA have taken significant cuts this year:

Reductions Already taken in LFRD Administrative Positions This Year – 10% Reduction:

| Position | LFRD | \$ Savings |
|-----------------------------|--------------|------------------|
| OSC – full time - abolished | GWGVFD | \$89,580 |
| OSC – full time – lapse | Glen Echo FD | \$71,658 |
| Total Cut: | | \$161,238 |

Reductions Already Taken in MCVFRA Collective Bargaining Agreement This Year:

| Item | LFRD | % Cut | \$ Savings |
|----------------------------|----------------|-------|------------------|
| Cut – volunteer fire boots | All volunteers | 100% | \$233,350 |
| Cut – volunteer gear bags | All volunteers | 100% | \$39,330 |
| Cut – nominal fee increase | All volunteers | 100% | \$77,230 |
| Cut – vehicle | MCVFRA | 100% | \$40,000 |
| Total Cut: | | | \$389,910 |

Reductions Already Taken in Fire/Rescue Staffing This Year:

| Unit | Station | \$ Savings |
|-------------------|---------------------|--------------------|
| Remove ambulance | Hyattstown VFD A709 | \$934,853 |
| Remove ambulance | Germantown VFD A729 | \$934,853 |
| Remove fire truck | Hillandale VFD T712 | \$1,454,217 |
| Total Cut: | | \$3,323,923 |

Reductions Already Taken in All LFRD Budgets This Year:

| Item | LFRD | \$ Savings |
|------------------------|--------------------------|-----------------|
| Cut – Budget reduction | All LFRDs - \$2,000 each | \$36,000 |
| Total: | | \$36,000 |

Reductions Already Taken in Volunteer Services Division This Year:

| Item | Area | \$ Savings |
|---------------------|--------------------|------------------|
| Manager III – lapse | Volunteer services | \$123,495 |
| OSC – lapse | Volunteer services | \$71,658 |
| Total Cut: | | \$195,153 |

The volunteers have increased staffing at many stations and have increased the number of volunteers in the LFRDs.

Examples of Increased All Volunteer Staffing:

| Unit Staffed with All Volunteers | LFRD | \$ Savings |
|--|-------------------------|-------------|
| Staff Truck 715 – 24/7 | Burtonsville VFD | \$2,272,500 |
| Staff Rescue Squad 715 - 24/7 | Burtonsville VFD | \$2,272,500 |
| Staff Engine 715B – 24/7 | Burtonsville VFD | \$2,272,500 |
| Staff Medic 705 – nights/weekends | Kensington VFD | \$435,000 |
| Staff Ambulance 729 – nights/weekends | Germantown VFD | \$435,000 |
| Staff Engine 705 – added 2 hours | Kensington VFD | \$416,000 |
| Staff Ambulance 705 – added 2 hrs | Kensington VFD | |
| Staff Rescue Squad 742 – added 2 hrs | Wheaton VRS | |
| Staff Ambulance 742 – added 2 hrs | Wheaton VRS | |
| Staff Medic 742 – added 2 hrs | Wheaton VRS | |
| Staff Rescue Squad 741 – added 2 hrs | Bethesda-Chevy Chase RS | |
| Staff Ambulance 741 – added 2 hrs | Bethesda-Chevy Chase RS | |
| Staff Medic 741 – added 2 hrs | Bethesda-Chevy Chase RS | |
| Total Savings to the County per Year: \$8,103,500 | | |

Examples of Increased IECS Certified Volunteers:

| Date | Number of Volunteer Firefighter and EMS Volunteer Responders on IECS |
|-----------------|--|
| October - 2008 | 765 |
| January - 2009 | 933 |
| July - 2009 | 1,257 |
| October - 2009 | 1,454 |
| January - 2010 | 1,513 |
| July - 2010 | 1,551 |
| November - 2010 | 1,583 |

Additional tasks and functions of the LFRD administrative staff:

- Preparation and administration of the annual budgets –tax, LFRD, volunteer and all grant budgets.
- Prepare purchase orders, collect & enter vouchers for payment, prepare check for signature and mail to vendor.
- Oversight of general ledger for periodic reports for the Board of Directors; close out of fiscal year; coordinate annual audit; prepare or assist preparation for the annual tax return.
- Manage various bank accounts (county tax; maintenance/EMS/utility/fuel reimbursement account; State Amoss fund; various private/volunteer-related accounts); receive & reconcile monthly bank statements.

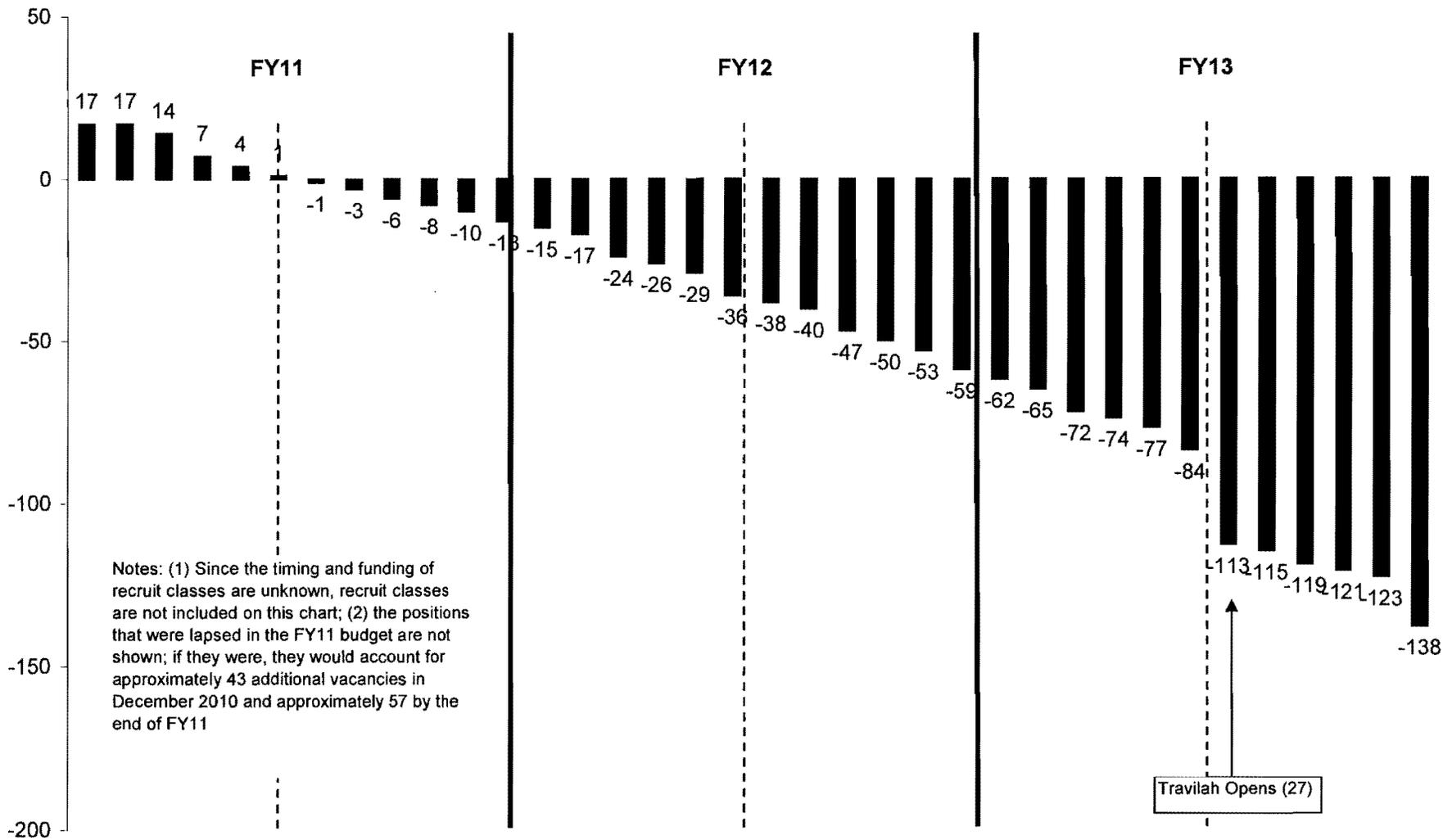
- Prepare quarterly analysis reports for MCFRS and annual Amoss fund audit.
- Securing competitive bids, evaluating proposals & making recommendations to the Finance Committee or LFRD Board.
- Working closely with county mechanics to integrate repair of county and LFRD owned apparatus/equipment and payment/reimbursement of approved vouchers.
- Management of county CIP projects within the LFRD, including preparing and lobbying for project funding; attending progress meetings; preparing & coordinating completion of punch-list items.
- Receiving facility repair orders; investigating need for repair/replacement; coordinating same with selected vendors/contractors; reviewing final work for payment approval.
- Coordinating local policy formulation/review/modification for the LFRD Chief/President/Board.
- Receiving & tracking incoming correspondence addressed to the LFRD/Chief/President and drafting response for approval/signature; mailing and filing correspondence.
- Preparation, maintenance, filing and archiving of Corporate Membership/governing Board/Trial Board minutes; LFRD/MCFRS log books.
- Serve as LFRD liaison with Corporate attorney; various State & local organizations (MCFRS, MSFA, MFRI, MIEMSS, FEMA, etc.); and county auditors, Dept. of Finance, OHR & County Council.
- Investigate injuries to volunteer members; submit required workers comp documents and maintain filed; coordinate with local physicians/hospitals for prompt payment/tracking of approved cases.
- Receive, report and coordinate the repair/replacement of lost or damaged equipment & apparatus with the insurance company; assist with filing and subrogation of claims with outside insurance companies involved in LFRD insurance incidents.
- Coordinate or assist LFRD training officers with training nomination/registration of volunteer members at PSTA, MFRI, FEMA, etc.; maintaining personnel files of LFRD personnel & coordinating/scheduling member requests to review files; meeting with/assisting outside investigating agencies conducting background investigations of LFRD members for prospecting employment or other purposes.
- Assist LFRD Treasurer or Finance Committee with preparation of fundraising materials for mailing; receiving, tracking & depositing donations; preparing/sending acknowledgment letters per IRS regulation.
- Receiving membership applications from prospecting volunteers, primarily during business hours; working closely with LFRD membership/human resource managers with member application process, including background checks, required physical exams, interview scheduling & introduction to key LFRD officials prior to acceptance into membership.

- Maintenance of property & equipment files; conducting annual physical inventory; recommending repair/replacement/deletion of aged equipment.
- Working closely with the LFRD Senior Career Officer and various assigned Station Commanders for smooth integration of daily station activities/repairs/supply maintenance (household, office, EMS, etc.)
- Receiving phone calls, emails and walk-in visitors; general handling of business day to day affairs of the Fire Chief, President, Treasurer and corporate Board of Directors; investigating complaints received by the LFRD for the Chief or President; researching events or incidents upon receipt of a thank-you letter or call and reporting information to the Chief or President for proper recognition of personnel involved.
- Oversight of LFRD computer network; coordinating repair/replacement of terminals; renewing subscription for computer software programs and receiving/installing program upgrades; assisting with data backup and information integrity.
- Serving on various LFRD/agency committees and workgroups; coordinating committee assignments/minutes; following up on approved committee motions or action items. (examples of committees/workgroups include Bylaws; Budget & Finance; House/Facility; Awards; Quartermaster; Community Relations; Human Resources; Information Technology; Apparatus, Ombudsman)

Thank you for the opportunity to submit our comments on the budget savings plan.

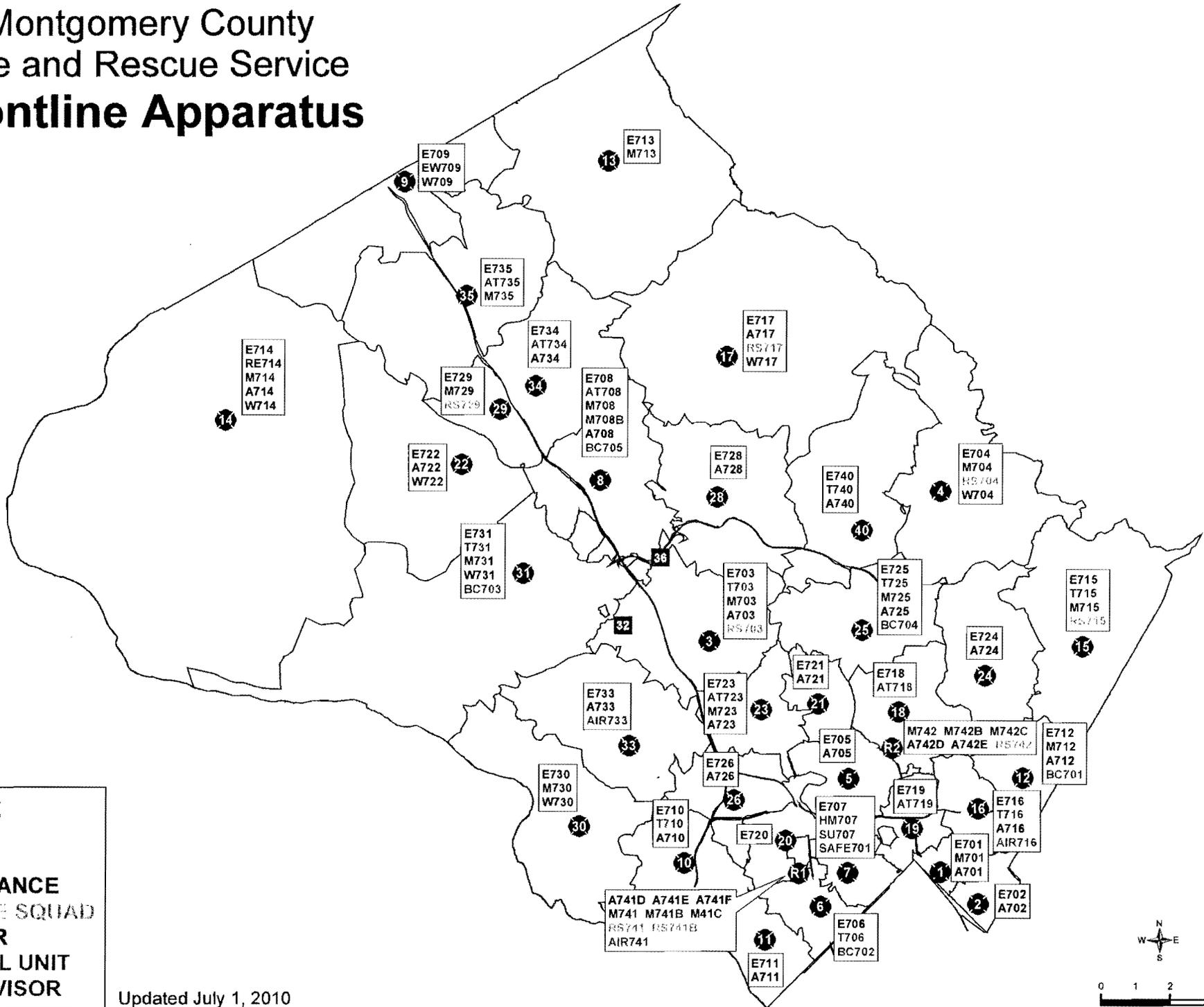
MCFRS Attrition Chart

Number of Uniform Personnel Minus Number of Funded Uniform Positions



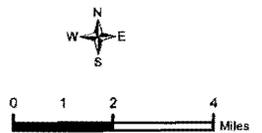
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Montgomery County Fire and Rescue Service Frontline Apparatus



ENGINE
TRUCK
MEDIC
AMBULANCE
RESCUE SQUAD
TANKER
SPECIAL UNIT
SUPERVISOR

Updated July 1, 2010



MONTGOMERY COUNTY GOVERNMENT Code No. 9273
ROCKVILLE, MARYLAND Grade 16
CLASS SPECIFICATION

OFFICE SERVICES COORDINATOR

DEFINITION OF CLASS:

This is advanced office support work providing office and administrative support services for a major program or specialized function. The employee serves as the principal office support for a unit with responsibility for coordinating varied and extensive day-to-day office operations and for seeing that administrative matters of the unit are properly taken care of; or an employee may serve as the principal support position for a designated activity or function that is not a formal unit, but which has similar office and administrative support responsibilities. Personal contacts are with County Government managers and employees at all levels, the general public, other municipalities/agencies, and/or outside organizations for the purpose of receiving and exchanging information, explaining procedures to facilitate a process, provide a service, or resolve operating problems. An employee in this class performs direct public service and assistance by receiving visitors, responding to inquiries, providing appropriate assistance or referring caller to other offices for assistance.

Employees in this class carry out varied and extensive office and administrative support services requiring knowledge of program operations to organize, implement and carry out all associated office activities needed to ensure proper and effective support of the program. This requires knowledge of standard methods, procedures, and practices covering the office support services provided; specialized understanding of the function of the organization or program supported and related organizations; and knowledge of the policies, rules, regulations and procedures governing the initiation, preparation, and processing of administrative actions relating to such activities as budget preparation and administration, facilities and space management, fiscal record keeping and reporting, human resources administration, purchasing, and other administrative functions used to support County programs and services. The employee plans and carries out tasks independently, determining the sequence of work, obtaining necessary data or information, and selecting appropriate methods and procedures to accomplish work. Problems encountered in carrying out assignments are resolved in accordance with established policies and accepted practices, and often require research to ascertain causes and solutions.

Guidelines consist of County Code and/or legislation, handbooks and manuals, and written or verbal instructions from the supervisor. The employee must exercise independent judgment in locating, selecting, and applying the appropriate law, rule, regulation, or procedure to a specific situation, and employees devise solutions to systemic problems encountered in utilizing computerized and/or manual systems. The work consists of a variety of office and administrative processes and methods, including the use of office automation systems and computer applications to produce correspondence, reports, and other documents in a variety of formats. The work products support and affect the accuracy, reliability, and timeliness of office programs, services, and functions. The work environment is characterized by the demands associated with providing office support for an organizational unit or for several professionals. The work is primarily sedentary with occasional ongoing periods of operating a computer keyboard or video display terminal. Some employees in this class may serve as "lead worker" by giving assignments or instructions to others and by ensuring that work practices are observed and that work is completed on time.

EXAMPLES OF DUTIES: (Illustrative Only)

Plans and organizes office support services for a unit and ensures their proper implementation, or organizes, implements and carries out all associated office activities needed to ensure proper and effective support of a major program or equivalent activity; transmits policies and instructions to staff members in the unit; may serve as office automation system resource for the unit and as backup to

automated systems administrator; provides facility security, vehicle control, key control and other services for the unit or program.

Provides phone and visitor reception for a unit; ascertains nature of visitor visits and arranges for and/or schedules visitors with appropriate staff or refers visitors to other offices/agencies; queries callers to ascertain nature of calls and refers to appropriate staff or responds to callers' needs on own. Receives and screens mail; discards junk mail and delivers other mail to appropriate staff, accompanied by file or background material as appropriate; composes responses to routine correspondence.

Maintains unit calendars and schedules, committing staff and/or supervisor to appointments, meetings and other obligations as authorized; may question need for appointments with staff/supervisor and arrange for other staff to accommodate the request.

Maintains unit operating records and prepares reports on such records; receives and processes information on unit operations from various sources and compiles such data for financial, statistical, operational and other reports depicting unit finances, revenues, accounts, membership, mailing lists, enrollment, fund utilization, budget allocations, grant management, and other such documents.

Monitors and records expenditures of accounts, grants, budgets, and petty cash according to office procedures and generally accepted accounting standards; monitors and may in some cases control usage of budget allotments, equipment, supplies, and capital assets in support of program objectives; maintains fiscal records, checks computations, verifies transactions, reconciles receipts with control records (invoices and deposits), and reconciles financial statements.

Provides staff support for committees, boards, commissions, task forces, and other bodies.

Arranges meetings, conferences, workshops and special events; locates facilities and notifies participants; arranges for audio, video, food and beverage services; arranges for transportation and lodging; assembles and/or prepares materials and distributes these to participants; performs event closeout tasks as required; attends meetings and takes notes, which are later transcribed and sent to participants.

Produces typed or word processed documents from rough draft, verbal instructions or taped material, utilizing word processing and other software (e.g., desktop publishing, presentation) to produce graphics, tables of contents, merge files, create tables and similar document features needed for presentations, contracts, reports with tables and graphs, brochures, newsletters, manuscripts and bound publications as well as more common items such as letters and memoranda; develops format and style guides for the unit and, if required, for subordinate units of the organization, and ensures their effective implementation.

Prepares official documents such as reports, legislation, regulations, executive orders, contracts, invoices, legal documents, public hearing records, memoranda, budget and/or personnel documents for submission by others to the County Council, the County Executive, County committees/agencies, and outside organizations and contractors.

Responds to inquiries from the general public and from others with special needs such as attorneys, property owners, business and nonprofit representatives, community leaders, and public officials; ascertains nature of inquiries and provides appropriate information or arranges for the information to be transmitted to parties; explains procedures regarding processes, requirements and other activities to assist callers in utilizing services of the agency.

Sets up and maintains files including retrieval control, expansion, retention and archival procedures; may create computerized file structures for data files.

Develops and/or modifies forms, methods and procedures for more efficient processing of recurring office tasks; maintains office supplies and decides on procurement of office supplies and equipment;

requests maintenance and phone services and may coordinate phone installation and control for one or more units of the organization.

Processes administrative transactions including vendor claims, requisitions and purchase orders, payments, tax bills and payments, license applications, inspection reports and citations, permit requests and other such actions; utilizes unit and/or agency (County, State, Federal) databases and the County's FAMIS and ADPIC systems to access data regarding transactions and enters, edits and updates such databases and initiates actions to record transactions, issue appropriate documents and produce reports; utilizes knowledge of systems to resolve problems encountered in processing transactions and may be consulted by IT staff regarding problems and possible solutions required to deal with system defects.

Utilizes large databases consisting of numerous, varied fields that must be accessed in order to process transactions covering a wide range of actions (e.g., centralized processing of personnel data and action forms to record and enter employees' personnel and pay information); provides comprehensive review of source documents, checks for erroneous entries and initiates backtracking as necessary to correct information; obtains additional information needed for processing (e.g., locating/contacting persons or offices for information).

May direct or lead the work of subordinate office support staff, temporaries, and/or volunteers.

Performs related duties as required.

MINIMUM QUALIFICATIONS:

Experience: Four (4) years of administrative aide/office support experience.

Education: Completion of high school or High School Certificate of completion recognized in the State of Maryland.

Equivalency: An equivalent combination of experience and education may be substituted.

Knowledge, Skills and Abilities: Considerable knowledge of standard office practices and procedures including organization and management of office services.

Considerable knowledge of administrative processes including budget preparation and administration, facilities and space management, fiscal record keeping and reporting, human resources administration, and purchasing.

Considerable knowledge of and ability to apply the rules of Business English, spelling, grammar, and punctuation.

Knowledge of the subject matter, terminology, and processes relating to the assigned position.

Knowledge of County Government operations and procedures.

Skill in operating desktop computers and word processing, spreadsheet, database, presentation and other office automation software.

Ability to acquire a thorough knowledge of departmental rules, regulations, procedures and functions and to apply these to work problems.

Ability to work independently on multiple and varied administrative tasks.

Ability to maintain multiple and complicated records and databases and to generate/prepare accurate reports.

Ability to perform mathematical computations, financial reconciliations, record keeping, and accounting duties, as required by the assigned position.

Ability to resolve office administrative problems quickly and efficiently as they arise.

Ability to plan, assign, and review the work of subordinate staff, as may be required.

Ability to exercise sound judgment, courtesy and tact in responding to telephone callers and office visitors and make proper disposition of problems.

Ability to communicate clearly and effectively, both orally and in writing.

Ability to work under time sensitive demands.

Ability to utilize stenographic or machine dictation skills when required.

Ability to establish and maintain effective working relationships with associates, supervisors, and the general public.

Ability to attend meetings and perform other assignments at locations outside the office.

PROBATIONARY PERIOD:

Individuals appointed or promoted to a bargaining unit position in this class will be required to serve a probationary period of six months. Individuals appointed to a non-bargaining unit position in this class will be required to serve a probationary period of twelve months, or if promoted to a non-bargaining unit position, will be required to serve a probationary period of six months.

Performance will be carefully evaluated during the probationary period.

Continuation in this class will be contingent upon successful completion of the probationary period.

MEDICAL PROTOCOL: Medical History Review

Class Established: October, 1986

Revised: November, 1989

June, 1995(M)

June, 2003(M) February, 2004

April, 2010

CLASS SPECIFICATION

ADMINISTRATIVE SPECIALIST II (Grade 21)

DEFINITION OF CLASS:

This is administrative work at the full-performance level providing administrative support in a diversity of functional areas at the department/agency/division or other comparable organization level. Personal contacts include primarily managers and employees both within and outside the department/agency to which an employee is assigned for the purposes of resolving administrative problems, providing recommendations and agreeing on courses of action. These contacts are generally of a cooperative nature and require coordinating information and actions with others in order to resolve administrative problems. Employees in this class provide limited direct assistance to the public.

An employee in this class works under the general direction of a higher-level administrative supervisor and is responsible for providing administrative support in one or more of the following areas as assigned: budget preparation; research on special projects including analysis of data and report writing; resolution of complaints and inquiries received from employees and the public; personnel administration (e.g., recruitment/placement, classification studies, grievances, promotions, terminations, reductions-in-force, and training); contract monitoring; and liaison to other departments/agencies. This work requires a wide range of knowledge encompassing both administrative processes of the County Government and knowledge of the program areas that are the responsibility and concern of the department/agency or organization to which assigned. An employee independently plans and carries out work assignments provided by the supervisor in accordance with established policies, but consults the supervisor when unusual situations arise to both seek guidance and to alert supervisor to the situation. Work is reviewed upon completion for technical soundness and conformance to policy. While guidelines are available in the form of Personnel and Procurement Regulations, Administrative Procedures, and departmental operating procedures; many assignments of an employee in this class are unique and may require deviation from and/or modification of existing guides. The employee is expected to understand and perform a variety of administrative functions for which no one method for accomplishment exists and analysis is required to determine the most effective course of action. Depending on the position's location in an organization's structure, an employee in this class may have supervisory responsibilities; however, this is atypical of the class. The work performed by an incumbent in this class has an impact on the operation of the department/agency to which assigned as the employee carries out duties necessary for the effective and efficient provision of administrative services. Work is sedentary in nature, performed in an office environment and does not involve significant exposure to hazards. This class differs from the next higher level in the series in that employees in this class do not have as much autonomy in performing tasks and making decisions. This class is differentiated from the next lower level in the series in that an employee in this class has more latitude to perform a variety of administrative tasks of greater scope independently under the direction of a higher level supervisor, and analyzes more complex issues and provides recommendations concerning these issues.

EXAMPLES OF DUTIES: (Illustrative Only)

Participates in the preparation of the annual budget by preparing sections for inclusion and/or providing information.

Conducts research and prepares reports, usually requiring compilation and analysis of data.

Receives, investigates and resolves complaints or inquiries from employees and the general public concerning departmental operations.

Reviews incoming correspondence and prepares appropriate replies.

Organizes and maintains personnel, statistical, inventory, purchasing and/or other important records.

Maintains liaison with the Office of Human Resources in order to assist managers in administering personnel matters including: recruitment/selection, classification studies, grievances, training opportunities, ETAP funds, position creations, promotions, disciplinary actions, affirmative action, reductions-in-force, reorganizations, awards, benefits issues, etc.

Develops forms and office procedures.

Establishes work priorities and coordinates them to meet deadlines in order to assure an efficient workflow throughout the agency.

Serves as staff liaison with agencies in the County Government, other government agencies, private groups and community organizations.

Represents the department/agency at meetings, hearings and conferences as required.

Monitors procurement actions and/or contracts to ensure they are written correctly, that terms are met, to recommend payment be made, and ensure renewal so that service is not interrupted.

May investigate and make recommendations concerning office automation needs of the organization.

Performs related duties as required.

EXAMPLES OF DUTIES RELATED TO A LFRD:

Properly record reporting and departing times using Department managed electronic tracking system. Back up same using legal Log Book for sign-in/sign-out.

Manage communications for the Department on a daily basis, inclusive of: Business Telephone, Facsimile, Computer Website/Email, U.S. Postal Mail and Parcel Post Shipments.

Liaison with the on-duty Montgomery County Fire Rescue Career Station Officers at both, Stations 10 and 30, for in-station administrative issues.

Maintain financial records of daily business transactions within the varied account areas, i.e.; county budget, volunteer, State 508, etc.

Liaison with County Government for station maintenance at Station 10 (county-owned facility).

Review incoming correspondence and prepare replies, when possible.

Prepare Purchase Orders for signature and check run for payment of accounts payable.

Make any required deposits of Volunteer funds in accounts receivable. Properly record these receivables for the Department.

Check the status on current fuel levels at both stations.

Prepare office supply order for administration, along with requests from both stations Insuring that all office equipment has proper supplies, including paper and toner cartridges.

Distribute and catalog official orders/directives from County Government.

Clean and maintain the administrative specialist's office and workspace.

Report any past due accounts or accounting issues to the President of the Board.

Organize and maintain volunteer personnel records.

Organize and maintain purchasing/financial/inventory records.

Review and reconcile the credit card, cellular telephone and vehicle maintenance invoices, before issuing any purchase orders for payment.

Provide a monthly status report of all financial accounts, along with a county budget line item report for the month prior to the Board of Directors Meeting.

Maintenance of the annual county and volunteer budget in cooperation with the Board of Directors and the Fire Chief.

Assist with policy formulation and preparation.

Maintenance of the Department membership information database.

Assist with preparation of the annual county and volunteer budget in cooperation with the Board of Directors and the Fire Chief, preparing data for inclusion in specific sections.

Assist with the LOSAP Annual Reporting requirement and certification of members participating in the program.

Assist with preparation for the Department Annual Recognition Awards Ceremony/Banquet. Coordinate and manage the required audits and financial reviews.

Assist with preparation for the Annual State Convention.

Assist with various annual awards program submissions.

MINIMUM QUALIFICATIONS:

Experience:

Two (2) years of administrative experience related to the needs of the department/agency to which the position is assigned (e.g., budget preparation, purchasing, equipment and material control, work project control, personnel administration, research and development or other related areas).

Education:

Graduation from an accredited college or university with a Bachelor's Degree.

Equivalency:

An equivalent combination of education and experience may be substituted.

Knowledge, Skills and Abilities:

Knowledge of organizational procedures and operations and the ability to analyze and make recommendations concerning same.

Knowledge of the methods, principles and techniques associated with research, data collection and report writing.

Knowledge of generally accepted accounting practices, inclusive of current accounting software and the procedures and practices of preparing and controlling operating and capital budgets.

Knowledge of contract development, administration, and monitoring, as required.

Ability to rapidly acquire knowledge of County Procurement and/or Personnel Regulations and Collective Bargaining agreements, as required, and the ability to correctly interpret them.

Ability to analyze and interpret data and write reports.

Ability to deal tactfully and equitably with people and to effectively communicate.

Ability to use personal computers and applications necessary to collect and analyze data and access and produce budget and procurement documents and changes.

Ability to attend meetings or perform other assignments at locations outside the office as necessary.

PROBATIONARY PERIOD:

Individuals appointed to a position in this class will be required to serve a probationary period of twelve months and, if promoted to a position in this class, will be required to serve a probationary period of six months. Performance will be carefully evaluated during the probationary period. Continuation in this class will be contingent upon successful completion of the probationary period.

MEDICAL PROTOCOL: Medical History Review

MONTGOMERY COUNTY GOVERNMENT Code No. 200150
ROCKVILLE, MARYLAND Grade 23
CLASS SPECIFICATION

ADMINISTRATIVE SPECIALIST III

DEFINITION OF CLASS:

This is complex administrative support work in a diversity of functions in support of a department/ agency/division or other comparable organization level.

Contacts include primarily managers and employees both within and outside the department/agency to which an employee is assigned for the purpose of resolving administrative problems, providing recommendations and agreeing on courses of action. These contacts are generally of a cooperative nature requiring collaboration of effort. Employees in this class provide limited direct assistance to the public.

An employee in this class normally works under the general direction of a department/agency head or division chief and is responsible for providing sole administrative support in one or more of the following functional areas: budget preparation; contract monitoring and administration; personnel administration (e.g., recruitment/placement, classification studies, grievances, promotions/ terminations, RIFs and training); liaison with other departments/agencies; research on special projects including analysis of complex data and report writing; accounting controls; and possibly planning/coordination of office automation needs. This work requires a wide range of knowledge encompassing both administrative processes of the County Government and the knowledge of the program areas that are the responsibility of the department/agency to which assigned. While the supervisor provides assignments, an employee in this class has wide latitude to plan and carry out work independently. Work is reviewed upon completion for effectiveness in meeting the administrative needs of the organization. Guidelines are available in the form of Personnel Regulations, Administrative Procedures, departmental operating procedures, and the County Code; however, many assignments undertaken are not adequately addressed by existing guides, requiring the employee to deviate from or modify them as necessary. The complexity of this class of work is characterized by the variety of assignments with which an employee is tasked, often requiring analysis and assessment of unique situations. Depending upon the position's location in organization's structure, employees may have supervisory responsibilities; however, this is atypical of the class. The impact of work performed by an incumbent in this class is realized throughout the department/agency to which assigned as duties are aimed at optimizing the effective and efficient operation of the organization through administrative support. The work is sedentary in nature, performed in an office environment and involves no significant exposure to hazards. This class is differentiated from the next lower level in the series by the diversity and complexity of assignments, greater independence of action and greater scope of work.

EXAMPLES OF DUTIES: (Illustrative Only)

Administers and prepares the annual budget under direction of the department/agency head by compiling data for inclusion and writing narrative. May defend the department's submission before the County Council.

Maintains liaison with the Office of Human Resources in order to administer personnel matters including: recruitment/selection, classification studies, grievances, training opportunities, ETAP funds, position creations, promotions, disciplinary actions, affirmative action, reductions in force, reorganizations, awards, benefits issues, etc.

Conducts research studies and prepares reports requiring the compilation and analysis of data, providing recommendations concerning same.

Advises department/agency head and other principal managers and employees on administrative policy matters.

Develops initiates and implements new policies, procedures, and forms for office activities, keeping department/division or agency head apprised of changes.

Serves as staff liaison with agencies in the County Government, other government agencies, private groups and community organizations.

Establishes work priorities and coordinates activities of other administrative personnel to meet work deadlines and ensure timely provision of administrative support to department/agency personnel.

Devises fiscal control of expenditures, reviewing and authorizing processing of all purchase requisitions. Develops, coordinates and monitors contracts for the Department/Agency to which assigned, including writing Requests for Proposals and related correspondence, designing departmental forms, and serving as contact person for the administration of contracts; may authorize contract payments.

Represents department/agency head at meetings, hearings and conferences as required.

May research and make recommendations concerning computer hardware and software options to satisfy office automation needs.

Reviews incoming correspondence and prepares appropriate replies to a variety of inquiries; receives, investigates and resolves complaints as necessary.

Organizes and maintains personnel, statistical, inventory, purchasing and other important records. May supervise a small staff of administrative support personnel.

Performs related duties as required.

MINIMUM QUALIFICATIONS:

Experience: Three (3) years of professional administrative experience related to the needs of the department/agency to which the position is assigned (e.g., budget preparation, purchasing, equipment and material control, work project control, personnel administration, research and development or other related areas).

Education: Graduation from an accredited college or university with a Bachelor's Degree.

Equivalency: An equivalent combination of education and experience may be substituted.

Knowledge, Skills and Abilities: Considerable knowledge of generally accepted accounting practices and procedures and the procedures and practices of preparing and controlling operating and capital budgets.

Considerable knowledge of the methods, principles, techniques and practices associated with research, data collection and report writing.

Knowledge of contract development, administration, and monitoring, as required.

Ability to rapidly acquire knowledge of County government organization and structure, County Procurement and Personnel Regulations, Administrative Procedures, collective bargaining agreements, contracting/procurement procedures, budget procedures and processes, and federal, state and local laws and regulations applicable to the programs of the department/agency where the position is located, and the ability to correctly interpret and apply them.

Ability to plan and coordinate the administrative activities of a large organization, evaluating the effectiveness of administrative functions and instituting procedural changes as required.

Ability to use personal computers and applications necessary to collect and analyze data and to access and produce budget and procurement documents and changes.

Ability to analyze and interpret data and write comprehensive reports.

Ability to deal tactfully and equitably with people and to effectively communicate.

Ability to attend meetings or perform other assignments at locations outside the office as necessary.

PROBATIONARY PERIOD:

Individuals appointed or promoted to a position in this class will be required to serve a probationary period of six months. Performance will be carefully evaluated during the probationary period. Continuation in this class will be contingent upon successful completion of the probationary period.

MEDICAL PROTOCOL: Medical History Review

Class Established: February 1966

Revised: January 1970

September 1974

May 1977

January 1988

July 1989

September 1990

September 1995(M)

October 2007