

**MEMORANDUM**

May 3, 2011

TO: Government Operations and Fiscal Policy (GO) and Health and Human Services (HHS) Committees

FROM: Marlene Michaelson, Senior Legislative Analyst   
Robert H. Drummer, Senior Legislative Attorney 

SUBJECT: Follow-Up: FY12 Operating Budget for the Office of Community Engagement

*Those representing the Executive at this worksession:*

Fariba Kassiri, Assistant Chief Administrative Officer  
Kathleen Boucher, Assistant Chief Administrative Officer  
Marc Hansen, County Attorney  
Beryl Feinberg, Manager, Office of Management and Budget

*Additional Executive Branch staff available at the session:*

Bruce Adams, Director, Office of Community Partnerships  
Cathy Matthews, RSC Director, and RSC Budget Coordinator for FY12  
James Stowe, Director, Office of Human Rights  
Judith Vaughn-Prather, Executive Director, Commission for Women  
Brady Goldsmith, Office of Management and Budget

The Government Operations and Fiscal Policy (GO) and Health and Human Services (HHS) Committees met on April 27 to discuss the County Executive's FY12 Operating Budget proposal to create an Office of Community Engagement (OCE), which would provide a single appropriation for the Office of Community Partnerships (OCP), the Gilchrist Center for Cultural Diversity, the Commission for Women (CFW), the Regional Services Centers (RSCs), and the Office of Human Rights (HR).

Attached on © 1 to 7 is the section in the Executive budget devoted to the Office of Community Engagement. Attached on © 8 to 17 are selected materials from the April 27 packet attachments. (The complete packet is available from Staff.) Circles 18 to 21 provide information on the costs of alternative options prepared by Executive staff in response to the Committees' discussions.

## COMMITTEE DECISIONS

The Committees discussed the functions, staffing and organization of each of the individual offices as well as the recommendation to join all 5 offices together as a budget unit.

- The Committees unanimously supported the functions and level of staffing proposed for the Regional Services Centers (RSCs), the Office of Community Partnerships (OCP), and the Gilchrist Center.
- The Committees decided to keep the Office of Human Rights (HR) as an independent office and retain its existing jurisdiction for enforcement, but the Committees expressed a willingness to consider options to reduce the operating costs of the office. It asked Staff to provide options. The Committees supported the transfer of housing testers from the HR to the Department of Housing and Community Development.
- The Committees were mixed as to whether the Office of the Commission for Women (CFW) should remain an independent office with its own budget (the Commission itself would still be an independent entity under any of the options), and once again asked Staff to provide options for the staffing levels and organization.
- The Committees unanimously approved shifting the contracts for the Shady Grove and Wheaton Workers Centers from the RSC to HHS in FY12, with the understanding that HHS will work with the Office of Economic Development to determine which department is better able to administer the contracts in the long term.
- The Committees agreed to place \$80,000 for AmeriCorps volunteers on the reconciliation list.
- The Council agreed to reexamine the Memorandum of Understanding (MOU) between the County Executive and the Council regarding the RSCs after budget and consider adding MOU provisions relating to OCP.

Finally, the Committees considered the list of organizational options for these 5 functions and supported further consideration of the following 3 options:

- 1) **Consolidate OCP, RSC, Gilchrist, CFW; Keep HR Independent.** Adopt the Executive proposal for a single appropriation as it appears in the budget, but retain the Office of Human Rights as a separate office with its own budget. This could facilitate shared administrative services and collaboration among those offices **with similar missions**.
- 2) **Keep or Consolidate OCP, RSC, CFW and Gilchrist into County Executive's Office.** Keep the OCP and RSCs in the Office of the Executive and move the Gilchrist Center and CFW there as well to facilitate better collaboration and sharing of administrative resources. Since the Executive proposes to have the Assistant CAO ensure collaboration, supervise each office director, and supervise the shared administrative staff; this organization supports the Executive's proposed reporting structure. (This option focuses on the reporting structure and not necessarily the physical location of directors and staff, who could still be located in the 6 locations proposed in the FY12 budget.)
- 3) **Keep existing structure and share administrative support.** Keep the existing structure with separate offices (with the exception of the Gilchrist Center, which should be merged with OCP), but make changes in operations to improve collaboration and efficiency. These changes could include reducing the number of locations to the 6 locations proposed for the OCE, changing practices and procedures to improve collaboration among the offices (e.g.,

weekly meetings with all offices and the Assistant CAO), sharing administrative services as proposed, and having the administrative staff report to the Assistant CAO as proposed.

### FOLLOW-UP ISSUES

Each of the issues that the Committee asked to reconsider is presented below with the new information requested by Committee Members.

#### Office of Human Rights

The Committees asked Staff to identify an option for HR that would keep the office independent and continue its existing jurisdiction, while still reducing the cost of operating the office. The County Executive has prepared a new option to respond to the Committees' request. The spreadsheet attached at © 18-19 displays the cost of the Office if staffed at the same level as FY11, if staffed at the level proposed by the Executive, and under a third option that would increase staffing from 3.5 to 7 positions to continue to provide enforcement of state and federal discrimination complaints.

	<b>FY12 Costs with No Change in Staff</b>	<b>FY12 Costs as Proposed by the County Executive</b>	<b>FY12 Costs to Enforce County, State and Federal Law and Reduce Other Functions</b>
Positions/ Workyears	17 <sup>1</sup>	4.3 for FY12 and 3.5 beginning in FY13	8 for FY12 and 7 beginning in FY13
Dollars	\$1,591,564	\$484,059	\$800,699 total (\$316,640 in addition to proposed FY12 budget)

Under the alternative proposal the Executive would have 3 instead of 2 investigators, an additional 2 investigators whose positions would be eliminated at the end of calendar year 2011, a manager III in addition to a Director (Manager I) and 2 Office Service Coordinators. In the proposal for the OCE, the HR would have shared administrative support with other offices, and in the revised proposal administrative support is provided in HR.

One of the ways in which HR will function with fewer investigators is to renegotiate their contract with the Equal Employment Opportunity Commission (EEOC), which has them handling their casework for a fee that is significantly below the cost of each case. HR reported that many of their complaints originate with the EEOC and are referred to HR for investigation under an existing contract with the EEOC.<sup>2</sup> HR receives \$500 per case from the EEOC, which does not cover its costs. The Executive's alternative proposal includes renegotiation of the EEOC contract to reduce the number of cases referred to HR and would therefore reduce the investigators to 3 in the middle of FY12. In addition, Executive staff now proposes mandatory mediation for all cases, which could reduce the caseload for more detailed investigations and adjudicatory hearings. However, mandatory mediation could also increase the workload if it forces cases to mediation where the parties are unwilling to consider settlement. They

<sup>1</sup> The table on © 18 lists 17 approved positions in the approved FY11 complement, but does not indicate the workyears.

<sup>2</sup> Council Staff asked Executive staff for the number of complaints referred by EEOC, but have not yet received the information.

also now propose retaining the Fair Housing testing in HR and Staff has asked them to be prepared to discuss the rationale for this change at the meeting.

**Commission for Women**

The Committees asked for options to restore some of the staffing for the Commission for Women and did not make a final determination as to whether the Office should remain independent. The Executive has prepared 4 options; detailed cost calculations appear on © 20-21. Executive Staff have shown the cost of the Office if provided with the same complement as FY11, the cost as proposed in the FY12 budget and four options:

- Option 1 is the Executive proposal with the addition of one staff person to help refer clients to other government and non-profit service providers.
- Option 2 is the Executive proposal with the addition of 1 full time therapist who could provide direct services or supervise volunteers (including student volunteers) and one Principal Administrative Aide (who could presumably help with referrals).
- Option 3 is the Executive proposal with the addition of 1 full time and 2 part-time therapists who could provide direct services, and a Principal Administrative Aide.
- Option 4 shows the costs to restore the office to current staffing levels without the Manager III position that is currently vacant. (This option is not included in the table that follows, since the Committees had not asked for the cost to restore this level of services.)

As indicated below, **the costs are based on the assumption that this office will become a part of OCE.** The additional cost of maintaining it as a separate office is shown for each option on © 21 and summarized below. Costs range from \$99,410 to \$119,410, depending on the option. This includes the cost of an Administrative Specialist I and operating costs which vary depending on the number of personnel.

	<b>FY12 Costs with No Change in Staff</b>	<b>FY12 Costs as Proposed by the County Executive</b>	<b>Option 1 Executive FY12 Proposal with additional position for referrals</b>	<b>Option 2 Executive FY12 Proposal with 1 additional therapist and 1 PAA</b>	<b>Option 3 Executive FY12 Proposal with additional therapists (1 FT and 2 PT) and 1 PAA</b>
Workyears	6.8	1	1.63	3	4.1
Dollars (if part of OCE)	\$822,128	\$203,840	\$297,040 total (\$93,200 in addition to proposed FY12 budget)	\$394,700 (\$190,860 in addition to proposed FY12 budget)	\$507,260 (\$303,420 in addition to proposed FY12 budget)
Additional Dollars (if stand alone office)			\$99,410 <b>additional costs</b>	\$104,810 <b>additional costs</b>	\$119,410 <b>additional costs</b>

CFW reports that the graduate student volunteers conduct approximately **one-third of all counseling sessions.** Therefore, Option 2 would allow them to keep one licensed therapist to supervise the graduate

students and thereby retain a significant portion of the counseling sessions. **Staff recommends that the \$190,860 to retain one full time therapist under Option 2 be placed on the reconciliation list.**

In response to a request from Councilmember Leventhal, HHS described its current counseling services at © 22. HHS counseling services do not include CFW's marital and career counseling. HHS provides personal counseling to more than 10,000 people each year, but targets its services to people near or below the poverty line. Most of the CFW clients would not be eligible for these HHS counseling services due to their income level or their ineligibility for Medicaid. This raises the policy question of where the County should be spending its limited resources for personal counseling. HHS points out those CFW clients with incomes above \$70,000 or with health insurance may be able to find alternative services from private and non-profit organizations. However, there is a gap for people with incomes less than \$70,000 who are not eligible for HHS counseling services. If the Council restores funding to allow some CFW counseling, it may want to consider whether to target or limit potential clients based on income and/or access to health insurance.

The Committees did not make a final decision as to whether to maintain CFW as a separate office or keep it as part of the single budgetary unit with the other offices under consideration. The cost of operating as an independent option is significant as shown above and Staff recommends that any available resources be used for direct services (to continue supervising volunteers or hire paid counselors), rather than to support the continuation of an independent office. Should the Committees disagree, the cost of operating as an independent office should be added to the reconciliation list.

## **Organization**

The Committees selected 3 of the staff identified potential options for further consideration. All three options would retain HR as a separate office. The first would move all functions (except HR) into the County Executive's Office; the second would merge all functions (except HR) into a new budgetary unit; and the third would maintain 5 separate budgetary units as they currently exist, with greater efforts at collaboration and sharing of administrative resources.

- Staff believes that the proposal to move all staff into the 5 regional services centers and a 6<sup>th</sup> space in Rockville is a good idea that should be pursued, regardless of the organization. This should save resources and promote better interaction among the staff.
- Staff also believes that better collaboration among the offices can occur regardless of the organizational option selected. Collaboration can be promoted by a single supervisor responsible for all offices, but this is not a short-term option. Since none of the options change the lines of authority or reporting structure, the Assistant Chief Administrative Officer (CAO) will be responsible for supervision and coordinating resources, regardless of the structure.

The primary factors the Committees should consider in deciding among the options are whether you believe it is more important for the Council to **minimize administrative costs** or **maintain control** over the separate budgets of the individual offices. Moving the functions into the Office of the County Executive could present even further opportunities for shared administrative and support resources, and OCP, RSC, CFW and Gilchrist staff would remain or become a part of the same office as the Assistant CAO responsible for oversight and supervision. The downside of this option is that it significantly reduces the Council control over expenditures for these offices once they are placed into the larger Office of the County Executive. Given the Committees' interest in maintaining some control, this may not be the best option.

Maintaining the current arrangement with individual offices allows the Council to continue to appropriate funds by office and is the best way to maximize Council control of the budget allocation to the different functions. However, it does not minimize administrative costs to the extent of the OCE proposal. In addition, to the extent the Committees believe that the individual offices all perform related functions, there is less reason for the Council to assert budgetary control by individual office. Circle 14 lists the administrative and outreach functions that would be shared among the offices. Staff believes that some of the staff needed to provide these services could still be shared, even if they have separate budget appropriations (e.g., IT support could be shared among multiple offices). The individual appropriation would lead to the need to prepare 5 separate budgets with 5 separate reporting mechanisms, but it may be possible to coordinate other functions normally provided on a department by department basis. For example, the offices could choose to have a single website, regardless of whether they become a single budgetary unit. Similarly, the same staff person could handle procurement and purchasing for multiple offices.

The proposal for a single budgetary unit, in addition to minimizing administrative costs, would be advantageous if there is a **long term goal** to eliminate some of the upper level management positions and/or to have a single director. Staff continues to believe this is the best long-term option to minimize costs and promote collaboration and coordination. If the Committees select this option, Staff recommends changing the name so that it is clear that it will not result in the creation of a single new office (e.g., Community Engagement Offices or Community Engagement Functions).

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# Community Engagement

## MISSION STATEMENT

The Office of Community Engagement is responsible for strengthening Montgomery County's tradition of civic engagement and community service by proactively and more effectively engaging residents, community organizations, and businesses in solving community problems. Recognizing that government alone neither has all the answers nor adequate resources, the Office is responsible for engaging the time and talent of our people to work collaboratively with each other and with County government to address important community needs. Through this collaborative engagement, the Office works to inform residents of their rights and responsibilities and ensure compliance with our Human Rights laws with the goal of building stronger and more just and inclusive communities.

## Reorganization

The Office of Community Engagement will be created in FY12 by consolidating the staffing of the five Regional Services Centers, the Office of Community Partnerships (currently in the Offices of the County Executive), the Gilchrist Center (in the Department of Recreation), the Office of Human Rights, and the Commission for Women. This reorganization will not only produce continuing savings of over \$2.8 million consolidating eight offices in ten locations to one office in six locations, but it will also provide a more effective model for engaging the community and leveraging the expertise and resources of all parts of Montgomery County to address our most urgent challenges in the coming years.

As part of the County's effort to avoid duplication of similar services, the County's Human Rights law will be amended to narrow the Human Rights Commission's jurisdiction to focus on those discrimination claims that are not covered by State or Federal laws. The Commission will continue to investigate and conciliate complaints over which it has jurisdiction. The Commission will refer complaints outside its jurisdiction to Federal or State agencies and will handle all complaints so that a person will retain the right to file a legal action in state court under state law. The amendment to the human rights law will outline the procedure to transition cases covered by Federal or State law.

## BUDGET OVERVIEW

The total recommended FY12 Operating Budget for the Office of Community Engagement is \$3,282,460. Personnel Costs comprise 89.9 percent of the budget for 23 full-time positions and one part-time position for 24.0 workyears. Operating Expenses account for the remaining 10.1 percent of the FY12 budget.

The FY12 budget reflects costs that would have previously been included in the Commission for Women, the Office of the County Executive, the Office of Human Rights, the Recreation Department, and the Regional Services Centers budgets. The Commission for Women, the Office of Human Rights, and the Regional Services Centers budgets are not shown separately here since they are being completely absorbed by the new Office of Community Engagement. The Budget Summary Schedules include summary expenditure, revenue, transfer, and workforce information for the five functions that are merged into one office.

## LINKAGE TO COUNTY RESULTS AREAS

The Office of Community Engagement supports all eight of the County Results Areas.

## PERFORMANCE MEASURES

Performance measures for the Office of Community Engagement will be developed.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ *The Office of Community Partnerships completed the County's first Limited English Proficiency Annual Report with comprehensive and aggregate data on department compliance, activities and improvements.*
- ❖ *The Office of Community Partnerships worked with M-NCPPC, Permitting Services and the Faith Community Advisory Group (FCAG) to produce guidelines for faith-based communities on land use.*
- ❖ *The Office of Community Partnerships created a new URL: [www.montgomerycountymd.gov/partnerships](http://www.montgomerycountymd.gov/partnerships), featuring new demographic information for ethnic communities, advisory group pages, community calendars, and an easy-to-navigate user interface.*
- ❖ *The Mid-County Regional Services Center launched regional youth advisory committees to expand the County Executive's positive youth development initiative. Youths will develop leadership skills while contributing their thoughts and opinions concerning the county budget and other initiatives.*
- ❖ *The Upcounty Regional Services Center launched Montgomery Works (a workforce development program); foreclosure prevention counseling; and an expanded program of the Gilchrist Center for Cultural Diversity.*
- ❖ *East County Regional Services Center continues to strengthen their partnership with the Third District Police station to enlist community support in monitoring and preventing crime in their neighborhoods through targeted outreach, crime alerts, and bi-monthly meetings to share information.*
- ❖ *The Bethesda-Chevy Chase Regional Services Center drafted the "Village Blueprint" for community-building strategies aimed at providing neighborhood groups with tools to start senior "villages." Villages are community organizations that provide grassroots services to combat social isolation, improve mobility and enhance access to services for seniors.*
- ❖ *Celebrated the opening of the Silver Spring Civic Building at Veteran's Plaza. The Civic Building is a focal point for County activities and community events providing community meeting space and community programming as well as office space for the Silver Spring Regional Services Center and the Round House Theater.*
- ❖ *Celebrated the opening of Veteran's Plaza, a gathering place for outdoor celebrations and performances and an outdoor skating rink.*
- ❖ *Women's Legislative Briefing - The Commission for Women held its annual Women's Legislative Briefing at the University of Maryland, Shady Grove Campus on January 31, 2010. More than 650 people and 80 organizations attended the event. Pay equity and home advocate, Lilly Ledbetter, was the keynote speaker. On January 30, 2011, the 31st anniversary of this event, the Commission was honored to have Sara Manzano-Diaz, the Director of the Women's Bureau for the U.S. Department of Labor, present the keynote address.*
- ❖ *National Association of Commissions for Women (NACW) National Conference - Over 170 people from across the nation came to the County to participate in the 40th annual conference of the NACW. Forty Commissions for Women from 29 different states attended the conference. The conference was held July 22 to July 25 in Rockville. The conference offered a three-day, content-rich curriculum regarding professional development, strategy building, and leadership training.*
- ❖ *The Office of Human Rights (OHR) coordinated a Fair Housing Conference and Discussion Panel.*
- ❖ *OHR closed approximately 170 employment discrimination cases jointly filed with the Equal Employment Opportunities Commission (EEOC) and the Office of Human Resources, 20 Real Estate/Housing Discrimination cases, and 10 Public Accommodation cases*
- ❖ *OHR printed a new housing brochure in Spanish and developed a new community educational brochure for the Committee on Hate Violence in coordination with the Police Department.*
- ❖ *Productivity Improvements*
  - *The Office of Community Partnerships renegotiated the contract with telephone interpretation through the Department of Police and reduced the rates between \$0.13 to \$0.33 per minute depending on language and technical levels. Given the current call volume, this is expected to save tens of thousands of dollars in FY11 and beyond.*
  - *The Volunteer Center is becoming a virtual operation via the following actions: upgrading its on-line database to a more flexible and effective tool for the public and our nonprofit and government customers; reducing printed materials such as brochures and fliers; and focusing on website and electronic media for most public*

communication.

- **Commission For Women (CFW) newsletters and annual reports will only be posted on the Commission's website, saving approximately \$900 dollars.**
- **The CFW cut printing and postage costs by increasing the use of electronic communication for outreach to the public and to clients. The Commission has exceeded its CountyStat paper-reduction goal of 15% and reduced its paper and mail production by 35% in FY10.**
- **The Office of Human Rights (OHR) trained staff and revamped the Time Matters Software application for logging and processing cases.**
- **OHR developed new case procedures for a more efficient and effective process to close cases.**

## PROGRAM CONTACTS

Contact Fariba Kassiri of the Office of County Executive at 240.777.2512 or Brady Goldsmith of the Office of Management and Budget at 240.777.2793 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Community Partnerships

The Office of Community Partnerships (OCP) is a bridge between community residents and organizations and the County government. The OCP staff provides outreach and liaison services to ethnic, multilingual, and multicultural communities; works closely with the County's non-profit and faith community organizations; and partners with County departments to ensure that efficient, effective and high-quality services are provided to all Montgomery County residents. OCP staff promotes language access for all residents, develops a broad network of public and private immigrant serving agencies and organizations, and builds new service delivery systems for our neighbors in need. To help celebrate the rich diversity of Montgomery County, the OCP staff coordinates a number of community events throughout the year including Martin Luther King, Jr. Birthday Celebration; Black History Month; Arab American Heritage Month; Asian Pacific American Heritage Month; Juneteenth Commemoration; Hispanic/Latino Heritage Month; World of Montgomery Festival; and Native American Heritage Month.

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

Prior to FY12, the Office of Community Partnerships was a component of the Office of County Executive.

<b>FY12 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>0</b>	<b>0.0</b>
Shift: Expenses from Office of Community Partnerships and Volunteer Center in the Office of the County Executive	740,690	5.0
Shift: Grant Funds from Office of Community Partnerships	78,360	1.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	38,710	0.5
<b>FY12 CE Recommended</b>	<b>857,760</b>	<b>6.5</b>

### The Gilchrist Center for Cultural Diversity

The Charles W. Gilchrist Center for Cultural Diversity is a Welcome Center for newcomers in Montgomery County. At the Center, recent immigrants learn to speak English and prepare themselves to contribute to our economy and our community. The Center includes information and referral services, an Educational and Technology Lab, and is a "one stop shop" for services, community contacts cultural events, small business opportunities, and meeting space for nonprofit organizations serving diverse communities in Montgomery County. The Center involves the collaboration of the Department of Recreation, Public Libraries and other departments. Satellite Centers serve the Upcounty area in the Upcounty Regional Services Center and the Wheaton area in Wheaton Library. A pilot satellite was started in the Silver Spring Civic Building this year. In FY11, the Gilchrist Center was part of the Recreation Department budget. With the assistance of the Office of Community Partnerships, the Gilchrist Center is developing a broad network of public and private immigrant serving agencies and organizations.

<b>FY12 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>0</b>	<b>0.0</b>
Shift: Expenses for Gilchrist Center from Recreation	173,190	3.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	8,190	0.3
<b>FY12 CE Recommended</b>	<b>181,380</b>	<b>3.3</b>

### **Commission for Women**

The mission of the Commission for Women (CFW) is to facilitate women's fair and equal participation in our community through advocacy and education that results in the reduction of discrimination based on gender. The Commission for Women also strives to identify inequities in laws, policies, practices and procedures, and recommends and promotes remedies. In particular, the Commission for Women advises and educates the public and local, State, and Federal officials on issues of concern to women. Staff members support the work of the Commission by examining laws and policies and by identifying areas of discrimination. Staff conduct research; prepare reports; organize public events; develop testimony, correspondence, and publications; and serve on task forces and teams that determine County policy on newly emerging issues. Prior to FY12, this program was displayed under a separate Commission for Women department.

<b>FY12 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>0</b>	<b>0.0</b>
Shift: Expenses from Commission for Women	282,980	2.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	17,310	0.2
<b>FY12 CE Recommended</b>	<b>300,290</b>	<b>2.2</b>

### **Regional Representation and Community Assistance**

This program improves lives and strengthens communities by providing effective, timely liaison between Montgomery County and its residents. Program staff work with residents, community groups, businesses, regional Citizens Advisory Boards, and other public agencies to assess regional problems/issues and to determine solutions emphasizing cooperative efforts, including public-private partnerships.

Staff provide technical assistance, mediation services, and limited grants (as available) to address identified needs. They promote community empowerment through participatory processes and neutral forums for discussion. Regional Services Centers also provide information and referrals, and meeting rooms for community use.

The County has five Regional Services Centers: Bethesda-Chevy Chase, Eastern Montgomery, Mid-County, Silver Spring, and Upcounty. Prior to FY12, this program was displayed as a separate Regional Services Center department budget.

<b>FY12 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>0</b>	<b>0.0</b>
Shift: Expenses from Regional Services Centers	1,364,730	7.3
Shift: Grant Funds from Regional Services Centers	48,200	0.2
Add: One-time White Flint Urban District Planning	10,000	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-8,840	-0.4
<b>FY12 CE Recommended</b>	<b>1,414,090</b>	<b>7.1</b>

### **Human Rights**

The mission of the Office of Human Rights is to enforce antidiscrimination laws in housing, commercial real estate, employment, public accommodations and intimidation; enforce fair housing laws relating to access and treatment; address community conflict motivated by prejudice, intolerance, and bigotry; and promote and support the work of the Human Rights Commission and the Committee on Hate Violence.

In FY12, the Commission's authority will be modified to enforce only the discrimination laws that are unique to the County. The Commission will retain the authority to hear and decide matters involving areas of discrimination that are not within the jurisdiction of State and Federal agencies. The Office of Human Rights will continue to investigate and conciliate complaints over which the Commission will retain jurisdiction. The Commission will handle all complaints so that a person will retain the right to file a legal action in state court under state law. The Commission will refer those complaints over which the Commission will not retain jurisdiction to Federal or State agencies or advise that suit be filed.

Prior to FY12, this program was displayed under a separate Human Rights Commission department.

<b>FY12 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>0</b>	<b>0.0</b>
Shift: Expenses from Office of Human Rights	505,070	4.5
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	23,870	0.4
<b>FY12 CE Recommended</b>	<b>528,940</b>	<b>4.9</b>

## BUDGET SUMMARY

	<b>Actual FY10</b>	<b>Budget FY11</b>	<b>Estimated FY11</b>	<b>Recommended FY12</b>	<b>% Chg Bud/Rec</b>
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	2,246,910	—
Employee Benefits	0	0	0	602,360	—
<b>County General Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,849,270</b>	<b>—</b>
Operating Expenses	0	0	0	306,630	—
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,155,900</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	22	—
Part-Time	0	0	0	1	—
Workyears	0.0	0.0	0.0	22.8	—
<b>REVENUES</b>					
RSC Meeting Room Rentals	0	0	0	10,500	—
Commission For Women Fees	0	0	0	104,530	—
EEOC Reimbursement	0	0	0	184,000	—
<b>County General Fund Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>299,030</b>	<b>—</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	83,350	—
Employee Benefits	0	0	0	16,760	—
<b>Grant Fund MCG Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,110</b>	<b>—</b>
Operating Expenses	0	0	0	26,450	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>126,560</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	1	—
Part-Time	0	0	0	0	—
Workyears	0.0	0.0	0.0	1.2	—
<b>REVENUES</b>					
Northwest Park/Overview Weed & Seed	0	0	0	48,200	—
RSVP, Retired Senior Volunteer Program	0	0	0	78,360	—
<b>Grant Fund MCG Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>126,560</b>	<b>—</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,282,460</b>	<b>—</b>
<b>Total Full-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>—</b>
<b>Total Workyears</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>24.0</b>	<b>—</b>
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>425,590</b>	<b>—</b>

## FY12 RECOMMENDED CHANGES

	Expenditures	WYs
<b>COUNTY GENERAL FUND</b>		
<b>FY11 ORIGINAL APPROPRIATION</b>	<b>0</b>	<b>0.0</b>
<b>Changes (with service impacts)</b>		
Add: One-time White Flint Urban District Planning [Regional Representation and Community Assistance]	10,000	0.0
<b>Other Adjustments (with no service impacts)</b>		
Shift: Expenses from Regional Services Centers [Regional Representation and Community Assistance]	1,364,730	7.3
Shift: Expenses from Office of Community Partnerships and Volunteer Center in the Office of the County Executive [Community Partnerships]	740,690	5.0
Shift: Expenses from Office of Human Rights [Human Rights]	505,070	4.5
Shift: Expenses from Commission for Women [Commission for Women]	282,980	2.0
Shift: Expenses for Gilchrist Center from Recreation [The Gilchrist Center for Cultural Diversity]	173,190	3.0
Shift: Administrative Support	79,240	1.0
<b>FY12 RECOMMENDED:</b>	<b>3,155,900</b>	<b>22.8</b>
<b>GRANT FUND MCG</b>		
<b>FY11 ORIGINAL APPROPRIATION</b>	<b>0</b>	<b>0.0</b>
<b>Other Adjustments (with no service impacts)</b>		
Shift: Grant Funds from Office of Community Partnerships [Community Partnerships]	78,360	1.0
Shift: Grant Funds from Regional Services Centers [Regional Representation and Community Assistance]	48,200	0.2
<b>FY12 RECOMMENDED:</b>	<b>126,560</b>	<b>1.2</b>

## PROGRAM SUMMARY

Program Name	FY11 Approved		FY12 Recommended	
	Expenditures	WYs	Expenditures	WYs
Community Partnerships	0	0.0	857,760	6.5
The Gilchrist Center for Cultural Diversity	0	0.0	181,380	3.3
Commission for Women	0	0.0	300,290	2.2
Regional Representation and Community Assistance	0	0.0	1,414,090	7.1
Human Rights	0	0.0	528,940	4.9
<b>Total</b>	<b>0</b>	<b>0.0</b>	<b>3,282,460</b>	<b>24.0</b>

## FUTURE FISCAL IMPACTS

Title	CE REC.	(\$000's)				
	FY12	FY13	FY14	FY15	FY16	FY17
<b>This table is intended to present significant future fiscal impacts of the department's programs.</b>						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY12 Recommended</b>	<b>3,156</b>	<b>3,156</b>	<b>3,156</b>	<b>3,156</b>	<b>3,156</b>	<b>3,156</b>
No inflation or compensation change is included in outyear projections.						
<b>[HRC] Motor Pool Rate Adjustment</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Subtotal Expenditures</b>	<b>3,156</b>	<b>3,160</b>	<b>3,160</b>	<b>3,160</b>	<b>3,160</b>	<b>3,160</b>

# ANNUALIZATION OF PERSONNEL COSTS AND WORKYEARS

	FY12 Recommended		FY13 Annualized	
	Expenditures	WYs	Expenditures	WYs
Shift: Grant Funds from Regional Services Centers [Regional Representation and Community Assistance]	21,750	0.2	0	0.0
<b>Total</b>	<b>21,750</b>	<b>0.2</b>	<b>0</b>	<b>0.0</b>

**Office of Community Engagement  
Personnel and Operating Cost Savings\***

Department	SAVINGS		
	Personnel Costs	Operating Costs	Total
<b>RSCs</b>			
Decrease Operating Costs		-82,930	
Decrease Personnel Costs	-663,400		
<b>TOTAL SAVINGS</b>			<b>-746,330</b>
<b>Human Rights</b>			
Decrease Operating Costs		-128,230	
Decrease Personnel Costs	-1,143,250		
<b>TOTAL SAVINGS</b>			<b>-1,271,480</b>
<b>Commission for Women</b>			
Decrease Operating Costs		-63,650	
Decrease Personnel Costs	-522,980		
<b>TOTAL SAVINGS</b>			<b>-586,630</b>
<b>Community Partnership</b>			
Decrease Operating Costs		-35,000	
Decrease Personnel Costs	-84,070		
<b>TOTAL SAVINGS</b>			<b>-119,070</b>
<b>Recreation/Gilchrist Center</b>			
Shift Personnel Costs			
Shift Operating Costs			
<b>TOTAL SAVINGS</b>			<b>0</b>
<b>Other Savings</b>			
Shift Civic Bldg Security from RSC to CUPF		-36,400	
Shift Civic Bldg Scheduler from RSC to CUPF	-32,660		
<b>TOTAL SAVINGS</b>			<b>-69,060</b>
<b>TOTAL SAVINGS by character</b>	<b>-2,446,360</b>	<b>-346,210</b>	
<b>TOTAL SAVINGS</b>			<b>-2,792,570</b>

## Montgomery County Government\*

### Principal Departments/Offices - County Code Section 1A-201

- 1 County Executive
- 2 Chief Administrative Officer
- 3 Consumer Protection
- 4 Correction and Rehabilitation
- 5 County Attorney
- 6 Economic Development
- 7 Environmental Protection
- 8 Finance
- 9 Fire and Rescue Services
- 10 General Services
- 11 Health and Human Services
- 12 Housing and Community Affairs
- 13 Human Resources
- 14 Intergovernmental Relations
- 15 Liquor Control
- 16 Management and Budget
- 17 Permitting Services
- 18 Police
- 19 Public Information
- 20 Public Libraries
- 21 Recreation
- 22 Technology Services
- 23 Transportation

#### Supervision of departments and principal offices – Section 1A-202

- (a) Each department and principal office is under the immediate direction of the head of the department or principal offices including any department or office employee holding a position in the Executive Branch designated by law as a non-merit position.
- (b) Departments and principal offices are also subject to the general supervision of the County Executive and the Chief Administrative Officer.
- (c) Heads of departments and principal offices appoint the merit system employees of the departments and principal offices.

### Non-Principal Offices - County Code Section 1A-203

- 1 Office of the Commission for Women
- 2 Office of Community Use of Public Facilities
- 3 Office of Emergency Management and Homeland Security
- 4 Office of Human Rights

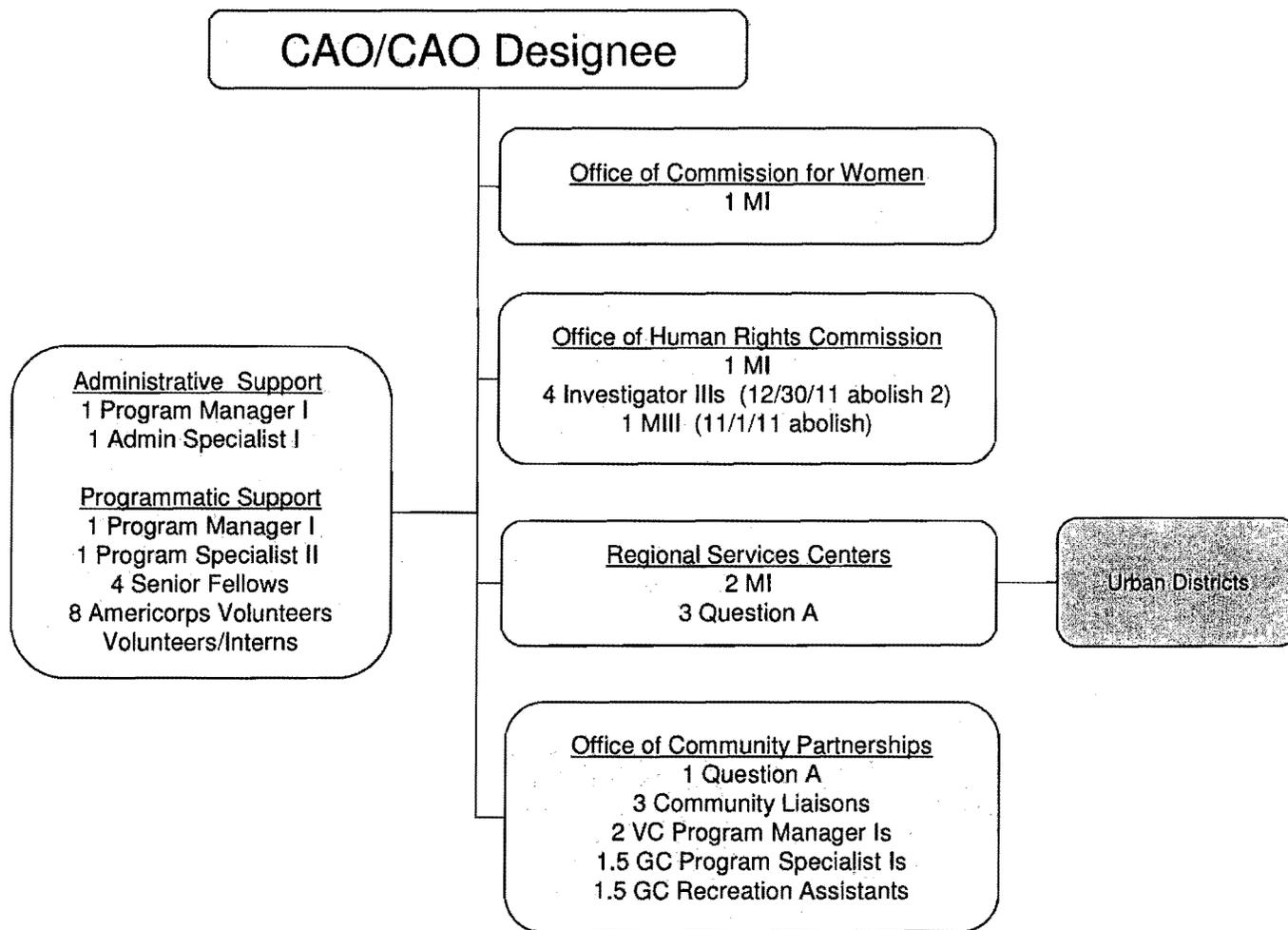
#### Supervision of offices and appointment of heads – Section 1A-204

Each office established under section 1A-203(a) is under the supervision of an Executive Director who is appointed by the Chief Administrative Officer. Each Executive Director is a merit system employee.

### One Budget Units

- 1 Board of Investment Trustees
- 2 Regional Services Centers

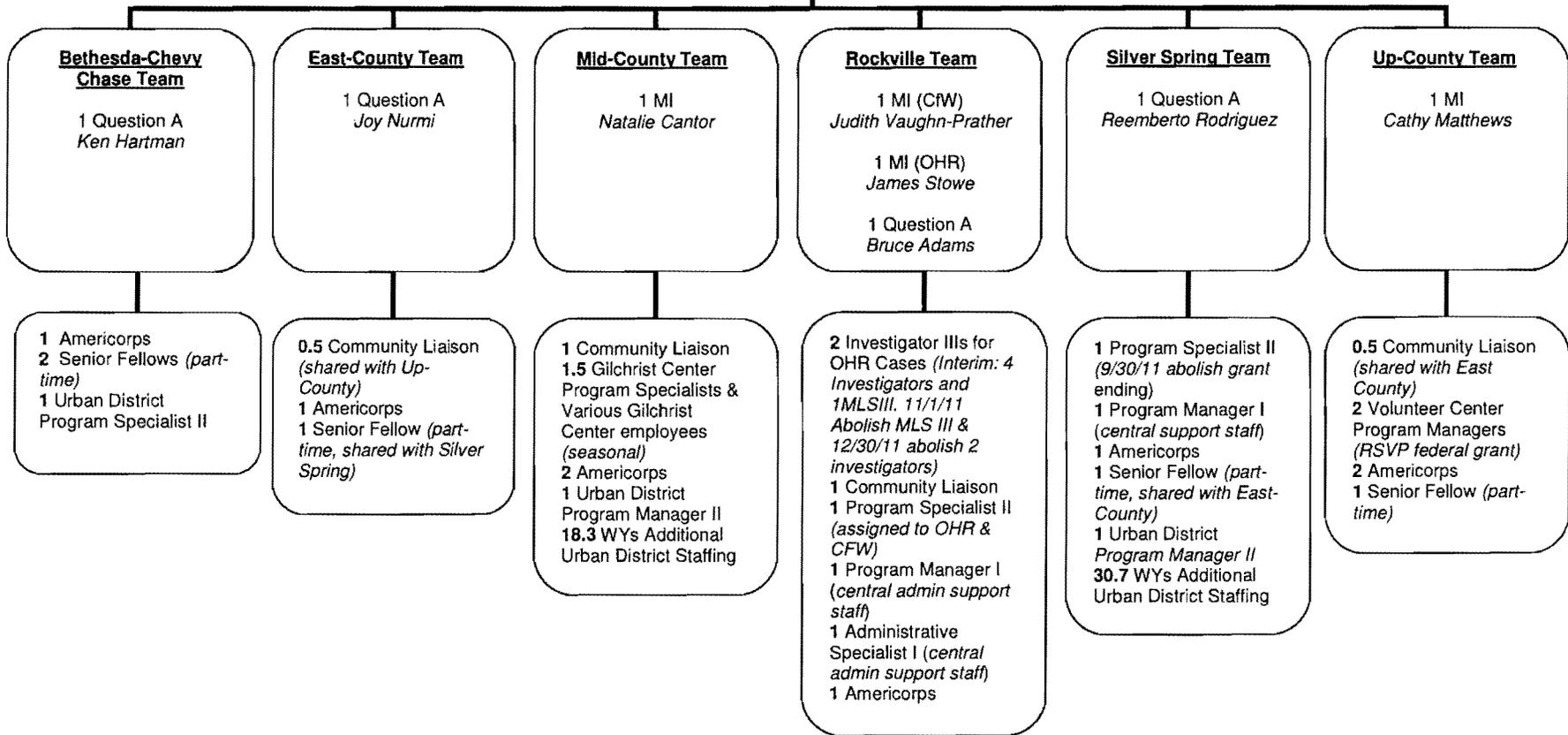
## Office of Community Engagement Functional Organization Chart\*



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VC = Volunteer Center  
GC = Gilchrist Center

**Office of Community Engagement – Staff Distribution\***



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**Office of Community Engagement - Personnel Complement and Operating Budget**

<b>General Fund - Personnel Complement</b>						
Current Job Title	Grade	FT	PT	WY	Total Cost	Notes
RSC Directors	MI	5		5.0	\$ 930,580	RSC Directors (5); shift to OCE
Other Directors	MI	3		3.0	\$ 561,720	Other Directors (CFW, OHR, OCP); shift to OCE
Program Manager II	25	0		0.3	\$ 40,790	Position in Wheaton Urban District; 0.7 WY's charged there
Program Specialist II	21	1		1.0	\$ 79,240	Position in RSC; shift to OCE as support staff for new office
Program Manager I	23	3		3.0	\$ 317,460	Positions in RSC and Volunteer Center; shift 2 to OCE as support staff for new office, and 1 position as staff to Volunteer Center
Community Outreach Manager	28	3		3.0	\$ 379,850	Positions in OCP; shift to OCE
OCP Multilingual Pay					\$ 11,630	Shift to new Office
Program Specialist I	18	1	1	1.5	\$ 103,010	Positions in Recreation; shift to OCE as Gilchrist staff
Recreation Assistant	S6			1.5	\$ 35,090	Now in Rec. - shift to OCE as Gilchrist staff
Gilchrist Center Multilingual Pay					\$ 3,860	Shift to new Office
Administrative Specialist I	18	1		1.0	\$ 68,890	Position in CFW; shift to OCE as support staff for new office
Investigator III	25	4		3.0	\$ 274,720	Positions in OHR; shift to OCE and then abolish 2 on 12/30/11.
Manager III	MIII	1		0.3	\$ 42,430	Position in OHR; shift to OCE, then abolish on 11/1/11
<b>Subtotal Personnel Complement</b>		<b>22</b>	<b>1</b>	<b>22.6</b>	<b>\$ 2,849,270</b>	

<b>General Fund - Operating Expenses</b>	
	<u>Total Cost</u>
White Flint Urban District planning (one-time)	\$ 10,000
Gilchrist Center (from Recreation)	\$ 31,230
Services and Contracts (incl. events)	\$ 122,270
Communications	\$ 20,000
Printing	\$ 38,670
Mail	\$ 12,890
Travel	\$ 2,000
Copiers	\$ 18,000
Office Supplies	\$ 51,570
<b>Subtotal Operating Expenses</b>	<b>\$ 306,630</b>

<b>TOTAL (General Fund Personnel and Operating)</b>	<b>\$ 3,155,900</b>
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\*County Executive's Recommended FY12 Budget

**Office of Community Engagement - Personnel Complement and Operating Budget**

**Grant Fund - Personnel Complement**

Current Job Title	Job Class	Grade	FT	PT	WY	Total Cost	Notes
Program Specialist II	00836	21	1		0.2	\$ 14,070	expiration of grant, abolish on 9/30/11
Program Manager I	000834	23	1		1	\$ 78,360	Position in Volunteer Center; shift to OCE
<b>Subtotal PC</b>			<b>2</b>		<b>1.2</b>	<b>\$ 92,430</b>	

<b>RSC Grant Fund - Operating Expenses</b>	
<b>Subtotal OE</b>	<b>\$ 34,130</b>

<b>TOTAL (Grant Personnel &amp; Operating)</b>	<b>\$ 126,560</b>
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<b>GRAND TOTAL (General Fund and Grant Fund)</b>	<b>\$ 3,282,460</b>
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## Office of Community Engagement Shared Resources\*

### **Core Administrative Functions:**

- Budget monitoring and preparation
- Personnel actions
- Procurement/Purchasing
- Managing financial records (P-card activities, contract invoices, accounts payable, accounts receivable)
- Contacts/Grants administration/MOUs
- Human Relations issues (training, recruitment, labor relations, grievances, performance management)
- IT support

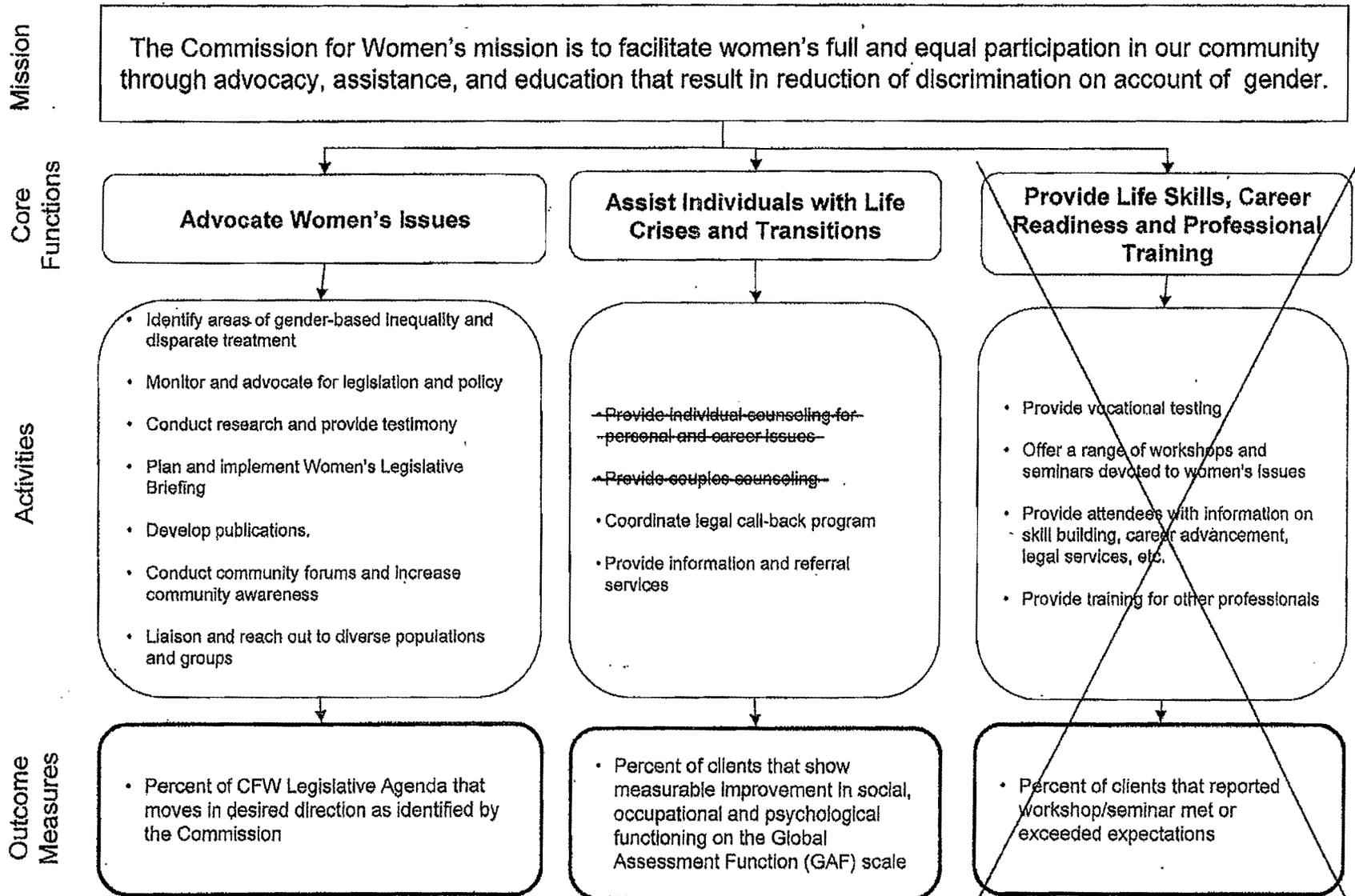
### **Other Administrative Functions:**

- Webpage maintenance
- Listserve maintenance
- Newsletters
- Posting agendas/minutes of Boards/Committees/Commissions
- Database maintenance (Community leaders, advocacy groups, community associations, ethnic groups, businesses, apartment managers, non-profits, faith organizations, schools)
- Targeted Information dissemination
- Interview/selection process for BCC and advisory board members
- Advisory Boards, Committees and Commissions' annual reports

### **Community Focused Functions:**

- Community outreach
- Community events (e.g. MLK Day, Women's Legislative Briefing, Human Rights Hall of Fame Biennial Celebration)
- Community partnerships
- Advisory Boards, Committees and Commissions

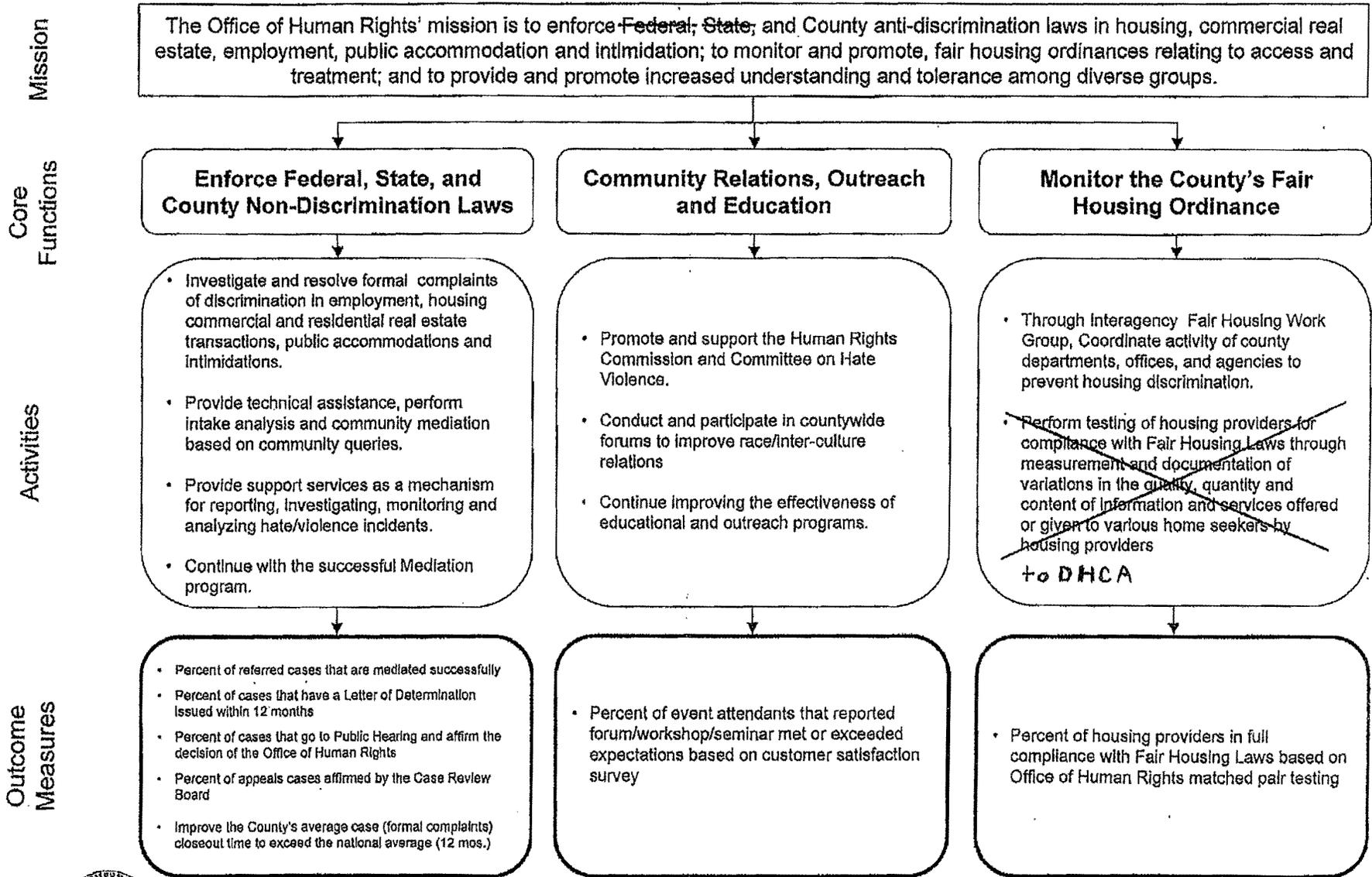
# Overview of the Commission for Women



As of 1/18/2010

CountyStat

# Overview of the Office of Human Rights

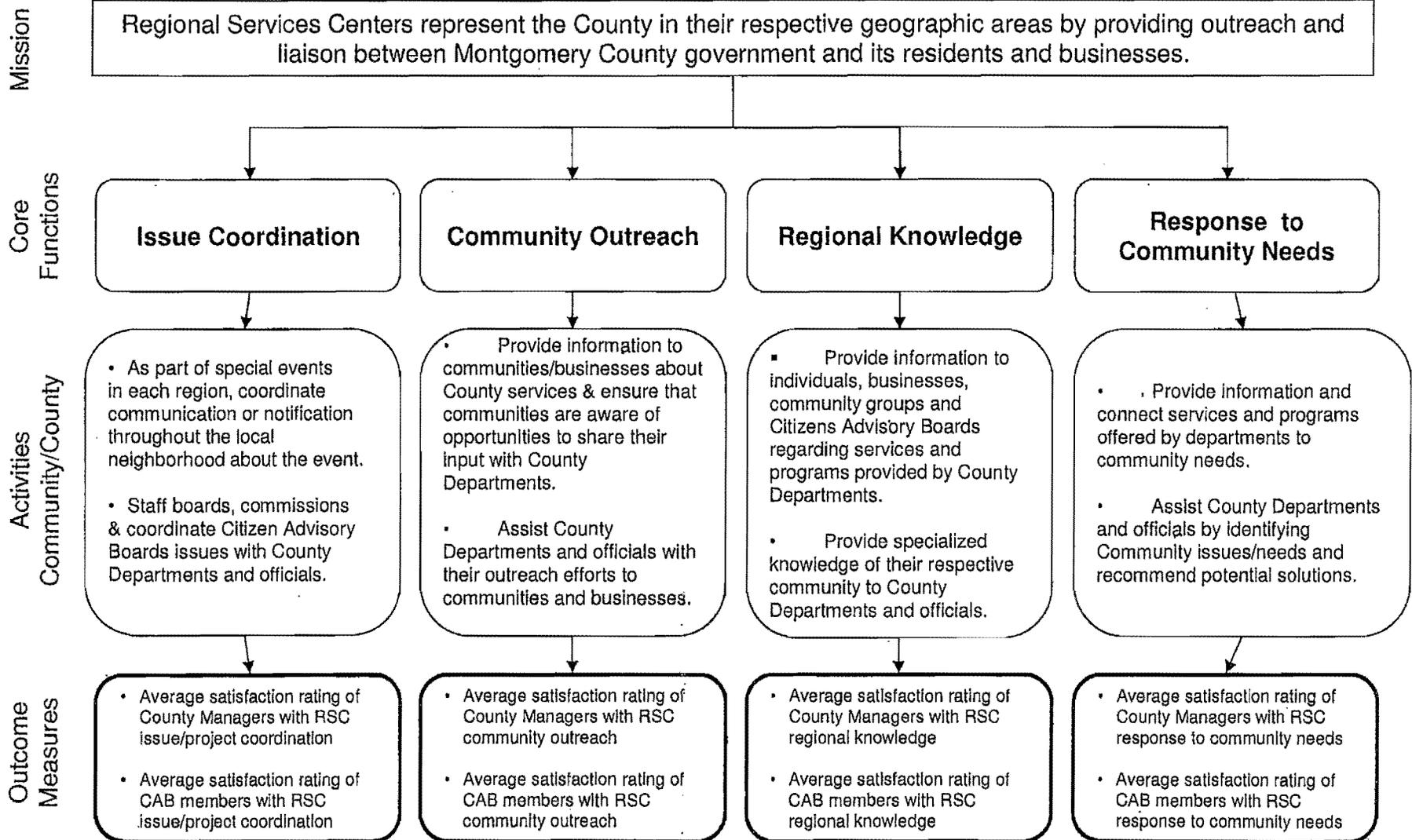


As of 11/18/2010

CountyStat

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# Overview of the Regional Service Centers



As of 11/18/2010

CountyStat

# REVISED SEPARATE OFFICE OF HUMAN RIGHTS (OHR)

Prepared by OMB

Job Title	Grade	FY12 costs based on FY11 Approved complement	FY12 CE Recommended	FY12 CE Recommended Workyear	Revised FY12 Proposal	Revised FY12 Proposal - Workyears	Marginal Costs for restoration (rounded)	Marginal Workyears for restoration
MANAGER I	MI	166,917	166,917	1.00	166,917	1.00	0	0.00
ADMIN SPECIALIST III	23	120,424	0	0.00	0	0.00	0	0.00
INFO TECH SPEC I (vacant)	20	56,926	0	0.00	0	0.00	0	0.00
PROGRAM SPECIALIST I	18	85,024	0	0.00	0	0.00	0	0.00
MANAGER III (vacant)	M3	143,294	0	0.00	0	0.00	0	0.00
MANAGER III	M3	111,012	42,430	0.30	111,012	1.00	68,580	0.70
INVESTIGATOR III	25	90,432	90,432	1.00	90,432	1.00	0	0.00
INVESTIGATOR III	25	91,835	91,835	1.00	91,835	1.00	0	0.00
INVESTIGATOR III (FT 7/1-12/31)	25	84,858	0	0.00	42,429	0.50	42,430	0.50
INVESTIGATOR III	25	94,500	47,250	0.50	94,500	1.00	47,250	0.50
INVESTIGATOR III (FT 7/1-12/31)	25	90,390	45,195	0.50	45,195	0.50	0	0.00
OFFICE SERVICES COORDINATOR	16	88,566	0	0.00	88,566	1.00	88,570	1.00
OFFICE SERVICES COORDINATOR	16	69,806	0	0.00	69,806	1.00	69,810	1.00
PROGRAM MANAGER II	25	135,954	0	0.00	0	0.00	0	0.00
PROGRAM SPECIALIST I	18	99,554	0	0.00	0	0.00	0	0.00
PAA	13	47,770	0	0.00	0	0.00	0	0.00
PUBLIC SERVICES INTERN	16	14,302	0	0.00	0	0.00	0	0.00
<b>TOTAL Personnel Costs</b>		<b>1,591,564</b>	<b>484,059</b>	<b>4.30</b>	<b>800,693</b>	<b>8.00</b>	<b>316,640</b>	<b>3.70</b>

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# REVISED SEPARATE OFFICE OF HUMAN RIGHTS (OHR)

Prepared by OMB

Job Title	Grade	FY12 costs based on FY11 Approved complement	FY12 CE Recommended	FY12 CE Recommended Workyear	Revised FY12 Proposal	Revised FY12 Proposal - Workyears	Marginal Costs for restoration (rounded)	Marginal Workyears for restoration
Operating Costs assumed in Office of Community Engagement to be restored							21,000	
Marginal operating costs for independent OHR							25,000	
<b>TOTAL PC and OE</b>							<b>362,640</b>	

**FY12 Revised Separate Office of Human Rights (OHR) Assumptions:**

- 1) OHR will remain as a separate budget entity/office.
- 2) Continue enforcement function (investigation and adjudication) of Human Rights complaints alleging violation of County, State and Federal anti-discrimination laws.
- 3) The County's Human Rights ordinance will be amended to require mandatory mediation -- legislation required to implement. Currently approximately 30% of OHR cases first go to mediation resulting in settlements for approximately 50% of those cases. With mandatory mediation, 100% of OHR cases will go to mediation, and it is anticipated that up to 50% could result in settlement.
- 4) Currently an average of 5% of OHR cases or approximately 10 cases per year result in a finding of discrimination. Mandatory mediation will require all complaints to go through attempted mediation at which time parties will be encouraged by trained volunteer mediators to reach settlement. If mediation fails, parties will be reminded of options available to pursue their case to include circuit court.
- 5) Fair Housing testing (funded by HUD via DHCA) and in-house testing will remain with OHR. (as of 5/4/11, t.b.d.)
- 6) The "One Stop Housing Workshop" event that focuses on fair housing law will remain with OHR and DHCA will continue to provide support. (as of 5/4/11, t.b.d.)
- 7) The OHR Director, will continue to coordinate the County's Interagency Fair housing Work Group that is focused to prevent discrimination in housing and test compliance with housing discrimination laws.
- 8) Community Relations and Outreach will be mostly done with close partnerships with the Human Rights Commission, volunteers and other County Department/Offices such as Recreation, DHCA and the Office of Community Engagement. Focus will be on events such as the biennial Human Rights Hall of Fame and the twice yearly Human Rights Youth Camp.
- 9) Budget development and current year budget monitoring functions will be performed by the Office of Management and Budget; all other core administrative functions to be performed by independent OHR.
- 10) OHR will revise its contract with EEOC in order to have better control over EEOC filed cases that are redirected to MCOHR.

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## COMMISSION FOR WOMEN SCENARIOS

Job Title	Grade	FY11 Workyears	FY12 costs based on FY11 Approved complement	FY12 CE Recommended Personnel Cost	FY12 CE Recommended Workyear	Option #1 Marginal Costs	Option #2 Marginal Costs	Option #3 Marginal Costs	Option #4 Marginal Costs to Restore CFW (rounded)
<b>ASSUMES AS PART OF OFFICE OF COMMUNITY ENGAGEMENT</b>									
MANAGER I	MI	1.0	\$203,841	\$203,840	1.00				
MANAGER III	M3	1.0	\$152,389	\$0	0.00				\$0
ADMINISTRATIVE SPEC III	23	1.0	\$72,650	\$0	0.00				\$72,650
ADMINISTRATIVE SPEC I	18	1.0	\$84,406	\$0	0.00				
PROGRAM SPECIALIST I	18	0.63	\$78,199	\$0	0.00	\$78,200			\$78,200
THERAPIST II	24	0.55	\$50,240	\$0	0.00			\$50,240	\$50,240
THERAPIST II	24	0.55	\$58,600	\$0	0.00				\$58,600
THERAPIST II	24	0.55	\$58,316	\$0	0.00			\$58,320	\$58,320
THERAPIST II	24	0.55	\$63,487	\$0	0.00				\$63,490
THERAPIST II Full-time (new position)	24	1.00		\$0	0.00		\$122,090	\$122,090	
Program Manager II Full-time (new position)	25	1.00		\$0	0.00				\$110,500
Principal Administrative Aide (a position currently exists in Human Rights)	13						\$47,770	\$47,770	\$47,770
<b>Increased Personnel Costs over CE's FY12 recommended budget (Options 1-4)</b>		8.8	\$822,128	\$203,840	1.0	\$78,200	\$169,860	\$278,420	\$539,770
<b>Increased Operating costs over CE's FY12 recommended budget</b>						\$15,000	\$21,000	\$25,000	\$63,650
<b>TOTAL INCREASED COSTS over CE's FY12 recommended budget</b>						\$93,200	\$190,860	\$303,420	\$603,420

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### COMMISSION FOR WOMEN SCENARIOS

Job Title	Grade	FY11 Workyears	FY12 costs based on FY11 Approved complement	FY12 CE Recommended Personnel Cost	FY12 CE Recommended Workyear	Option #1 Marginal Costs	Option #2 Marginal Costs	Option #3 Marginal Costs	Option #4 Marginal Costs to Restore CFW (rounded)
<b>MARGINAL COSTS IF SEPARATE COMMISSION FOR WOMEN</b>									
Add new ADMINISTRATIVE SPEC I +1.0 WY						\$84,410	\$84,810	\$84,410	\$84,410
Additional operating costs						\$15,000	\$20,000	\$30,000	\$35,000
<b>ADDITIONAL MARGINAL COSTS IF SEPARATE CFW</b>						<b>\$99,410</b>	<b>\$104,810</b>	<b>\$114,410</b>	<b>\$119,410</b>
<b>TOTAL MARGINAL COSTS IF SEPARATE CFW</b>						<b>\$192,610</b>	<b>\$295,670</b>	<b>\$417,830</b>	<b>\$722,830</b>

**Notes/Assumptions if within Office of Community Engagement:**

- 1) All scenarios assume Manager I dedicated to CFW, plus the Administrative Specialist I, as support for Office of Community Engagement (OCE).
- 2) No need to restore Manager I and Administrative Specialist I as assumed part of OCE in all scenarios.
- 3) Options are mutually exclusive.
- 4) Option #1 Restores the Program Specialist I for dedicated Information & Referral and call taking and referrals to community resources; development of comprehensive 311 Knowledge Based Articles; increased level of support and advocacy dedicated to CFW
- 5) Option #2 restores a (to be created) FT therapist plus a PAA for scheduling, fee collection, etc. in order to utilize grad. school interns who are required to be supervised by a Licensed Clinical Social Worker (LCSW). Incumbents are not LCSWs.
- 6) Option #3 Restores 2 part-time therapists, creates a FT therapist, and restores a PAA for scheduling, fee collection, etc.
- 7) Option #4 Restores all FY11 staffing with the exception of the Manager III (vacant).
- 8) Option #1 will not permit the use of volunteer graduate MSW students because LCSW required for supervision
- 9) Options # 2-3 substitute PT Therapists for one FT because incumbents are not LCSWs; graduate and volunteer therapists supervised by LCSW.

**Notes/Assumptions if separate Commission For Women:**

- 1) Graduate student interns provide about one-third of counseling services, and require a full-time clinical social worker for their supervision.
- 2) Option #1 will not permit the use of volunteer graduate MSW students because LCSW required for supervision
- 3) Options # 2-3 substitute PT Therapists for one FT because incumbents are not LCSWs; graduate and volunteer therapists supervised by LCSW. Graduate student interns provide about one-third of counseling services, and require a full-time clinical social worker for their supervision.



DEPARTMENT OF HEALTH AND HUMAN SERVICES

Isiah Leggett  
County Executive

Uma S. Ahluwalia  
Director

MEMORANDUM

May 3, 2011

**TO:** The Honorable George Leventhal  
Chair, Health and Human Services Committee

**FROM:** Raymond L. Crowel, Psy.D., Chief 

**SUBJECT:** The Commission for Women's Counseling Services

In response to your request for my thoughts on the counseling services provided by the Commission for Women (CFW), this memo answers two questions:

**1. What, if anything, distinguishes CFW counseling services from those offered by Behavioral Health and Crisis Services (BHCS)?**

Currently, CFW's counseling program serves approximately 900 women per year with four Therapist II positions (2.2 work years) and one part-time Program Specialist I position. Services include:

- **Personal counseling** for a variety of behavioral and mental health problems, including depression, anxiety, loss and grief, among others.
- **Couples or marital counseling** focused on communication skills, anger management, separation and divorce adjustment.
- **Career counseling**

BHCS, through its County run, contracted, and private provider programs, provides personal (individual, group, and family) counseling to more than 10,000 persons per year, but provides little couples or marital counseling *per se* and no career counseling.

**In terms of personal counseling, the primary difference lies in who can access the services and who pays.** CFW counseling services are open to Montgomery County residents, regardless of income. In FY10, for example, 38% of CFW's clients reported incomes under \$30,000; 15% between \$30,000 and \$50,000; 11% between \$50,000 and \$70,000; and, 37% reported incomes above \$70,000. CFW charges \$50 per counseling session — with a sliding scale discount based on income for County residents.

**Behavioral Health and Crisis Services**

While BHCS provides similar counseling services, it is targeted to serve persons with incomes near or below the poverty level. Moreover, to contain costs, the State Medicaid-funded portion of the system limits services to persons with incomes below the poverty level and who:

- Have a **serious and persistent mental illness**, defined by the State of Maryland to be schizophrenia, depression, bipolar disorder, or borderline personality disorder; or
- Have been **court committed** to the Department of Health and Mental Hygiene (DHMH); or
- Have been **hospitalized in a State mental health facility** for the past six months.

*Based on the income data provided by CFW, few of the Counseling Center clients are likely to meet both Medicaid's income and severity of illness criteria.* CFW does not collect data on Medicaid or insurance because they do not accept insurance payments; therefore, no hard data is available on this. BHCS does provide services to residents who are not Medicaid eligible, but only to the extent that we can do so with County dollars. And as County funding has declined (by more than 15% from FY08 to FY12), so has our ability to serve many un- or under-insured County residents in need of behavioral health services.

## 2. Who could absorb CFW's caseload?

There is no simple answer to that question:

- CFW's clients with health insurance — or the ability to pay out-of-pocket — could certainly find **private sector alternatives** to all of CFW's counseling services. The budget briefing from April 25, accurately identifies a number of private, nonprofit providers able to meet the needs of the 37% of CFW clients with annual incomes above \$70,000.
- Clients with incomes below \$70,000, but above the threshold for Medicaid eligibility, **would likely fall through a gap in service capacity**. Neither BHCS nor private providers could easily provide services to them **without additional County funding or clients paying out of pocket**. **Given the current census for some programs, they might be put on a waiting list.**
- Those who meet Medicaid's income criteria, but not the State's severity of illness criteria, could be covered through existing County-funded programs if they have diagnosable mental health conditions (e.g., depression, anxiety, trauma, victimization, etc.) to the extent that there is space available. **Given the current census for some programs, they might also be put on a waiting list.**

Here is the bottom line: CFW clients with adequate insurance or the ability to pay can find providers in the County — both for mental health and career counseling. Without additional funding, it is likely that the CFW clients above the poverty level, but below \$70,000 without insurance, would likely be placed on a waiting list and will not receive immediate services.

RLC:sj

c: Uma S. Ahluwalia