

MEMORANDUM

January 28, 2014

TO: Government Operations and Fiscal Policy Committee

FROM: Jean C. Arthur, Legislative Analyst
Justina Ferber, Legislative Analyst

SUBJECT: Briefing- Report of Committee Evaluation and Review Board

Background

Montgomery County Code Sec. 2-146 (c) (2) requires that the Committee Evaluation and Review Board submit a final report within twelve months of appointment.

Sec. 2-146 Terms of committees.

(c) Committee Evaluation and Review Board.

(1) The County Executive must appoint and convene at least every 10 years, subject to confirmation by the Council, a citizens review committee comprised of at least 11 members.

(2) The Committee must review the committee system and each then-existing committee and report to the Executive and Council its recommendations for changes in individual committees and the committee system as a whole. The Committee must submit an interim report to the Executive and Council within 6 months of appointment and submit a final report within 12 months of appointment.

On March 6, 2012, in Resolution 17-366, the County Council approved the County Executive's appointments to the Committee Evaluation and Review Board. See ©1.

The Co-Chairs of the CERB, Bruce Goldensohn and Odessa Shannon, will be present at this meeting to present the report and discuss it with Committee members. The other members of the CERB are Carole Brown, Qi Duan, Enas Elhanafi, Janice Freeman, Barry Gorman, Richard Jones II, Cristian Mirancea, Lyn Schaefer, George Tarrico, and Tomiesenia Wiles.

The CERB submitted an interim report on September 19, 2012 (see ©3) and its final report on September 30, 2013.

Summary of Recommendations

The County currently has 87 boards, committees and commissions. The CERB reviewed only the forty-seven listed in County Council Bill 32-11. Among other measures, Bill 32-11 codified that the CERB is to "... make recommendations on certain advisory boards, committees and commissions that request continuation." Many of the remaining 40 entities exist under federal or state law.

The CERB makes recommendations in the following categories: General, Membership, BCC Identification, and status of specific committees. The CERB recommends that the County eliminate nine boards, committees or commissions and modify 12. Most of the CERB’s recommendations are administrative and/or budgetary and do not require legislation.

Background information on the CERB and its methodology are on ©15-20. The CERB report, excluding the data sheets on each committee, is attached at ©9-49. The data sheets are available in the Council’s Legislative Information Services Office.

Council staff’s summary of the CERB recommendations is below. Council staff recommends that Executive staff be asked to comment on the recommendations listed below, particularly the ones that require administrative action to implement. At the request of the Committee or Council, our legislative attorneys will draft legislation where appropriate to implement these recommendations.

Council Staff Summary of CERB Recommendations:

GENERAL RECOMENDATIONS

<p>General Recommendations</p>	<p>Council Staff Comments: Prior to a Committee worksession on the CERB report, it would be beneficial to know the Executive’s views and plans for addressing the CERB’s recommendations, especially those related to administrative and budget issues.</p>
<p>A. Restore County Executive BCC staff ©21</p>	<p>Increased staffing is an administrative and budget issue. The CERB strongly suggests that all five regional boards be supported by increased staff at the Regional Services Centers.</p>
<p>B. Streamline the application process – use online applications ©21</p>	<p>Online applications involve administrative and budget issues and require the expertise of DTS. One question to consider is whether the Legislative and Executive branches should use the same application process.</p>
<p>C. Involve BCC staff and committee members in member recruitment - and involve the community ©21</p>	<p>Recruitment is an administrative issue. Previous Councils have expressed concerns that too much involvement by committee staff and members in recruiting new members may result in “cloned” appointees or those beholden to staff or other committee members.</p>
<p>D. Strengthen member orientation and education ©22</p>	<p>Additional training is an administrative and budget issue.</p>

E. Conduct member exit surveys ©22	Exit surveys are an administrative issue.
F. Train staff liaison ©22	Staff training is an administrative issue.
G. Require work plans and submission of annual reports by November 30 each year ©23	For some BCCs a lengthy work plan will be a burden because the body does not have that level of staff support. If an outline of a work plan is sufficient, then a work plan requirement is feasible. The County Code already requires some BCCs to submit an annual report. Legislation may be necessary if all BCCs would be required to submit some kind of report.
H. Provide ongoing review of sunset provisions ©23	This is an administrative issue. If the Executive or Council decides to extend the life of an entity beyond the sunset date, legislation would be required.
I. Keep meeting calendar up-to-date ©23	Calendar upkeep and assuring public access to meetings are administrative issues.
J. Have staff work with Chairs on decorum and meeting procedures ©24	Additional training is an administrative and budget issue.
K. Engage a team of professional financial experts to conduct a financial review of costs of BCC support ©19	A financial review by professional financial experts is an administrative and budget issue.
L. Formally recognize service of BCC members ©32	Holding a recognition function for BCC volunteers is a budget issue. The County Executive used to hold a “thank you” reception every other year but that was eliminated due to budget constraints.

Membership & Identification Issues	Council Staff Comments: Many of the following issues can be addressed by legislative or policy changes. Some changes can be grandfathered to occur as members’ terms expire.
M. Limit board size to 15 ©24	The Council can adopt legislation or policy or the Executive can adopt policy that limits membership on BCCs to a maximum of 15 members.
N. Clarify member classifications ©25	The County Attorney’s office should be asked to address confusion regarding ex-officio members and voting or non-voting members. The Council and/or Executive can adopt legislation (Council) or policy for member classification.
O. Standardize length of terms ©25	Montgomery County Code §2-148 (a)(3) states: <i>Unless another term is established by the law, resolution, or executive order creating the committee, the standard term for each appointment is 3 years, after any initial staggered term.</i>
P. Educate members about term length ©25	Educating members that they serve until successor is appointed should be included in member orientation/training.
Q. Consider a standard for	The Council and Executive can standardize compensation rates

adjusting compensation ©26	through legislation (Council) or policy. Currently, only six BCCs are compensated: Board of Appeals, Board of License Commissioners, Merit System Protection Board, Planning Board, Washington Suburban Sanitary Commission, and Washington Suburban Transit Commission.
R. Use MML policy for naming BCC ©26	There is no consistency on how Boards are named. CERB recommends using Maryland Municipal League guidelines. The Council and/or Executive can standardize guidelines for names through legislation (Council) or policy.

INDIVIDUAL COMMITTEE RECOMMENDATIONS - MODIFICATION

CERB ID#	BCC NAME	Recommendation
#8	Animal Matters Hearing Board	Modify to change number of Board members to seven and abolish alternate members.
#12	Board of Investment Trustees	Modify to indicate the Council and Executive may choose individuals not in the financial industry who are knowledgeable in pensions, investments and financial matters.
#16	Cable and Communications Advisory Committee	Modify to make positions for Maryland Municipal League, Rockville, Takoma Park more flexible to allow members of the public to be appointed to these positions.
#21	Commission on Aging	Modify membership to add Mental Health Advisory Committee and Veterans Affairs Commission representatives.
#22	Commission on Child Care	Modify to remove Maryland Municipal League member and clarify non-voting member selection process.
#24	Commission on Common Ownership Communities	Modify to provide that information about the role of the Commission in conducting administrative hearings will appear on Commission materials.
#28	Commission on People with Disabilities	Modify to add member from the Veterans Affairs Commission.
#29	Commission on Veterans Affairs	Modify to add members from the Commission on People with Disabilities and Commission on Mental Health.
#31	Committee Evaluation and Review Board	Modify to convene every five or six years and to prohibit CERB members from serving on a County BCC while on CERB.
#35	County-wide Recreation Advisory Board	Modify to add three members from each regional recreation area; change name to Recreation and Parks Advisory Board; and add area subcommittees.
#41	Dr. Martin Luther King, Jr. Advisory Committee	Modify scope, function and membership.
#55	Library Board	Modify to add an ex-officio member from

		Montgomery College.
#83	Western Montgomery County Citizens Advisory Board	Rename as "West County Citizens Advisory Board".
#85	Wheaton Urban District Advisory Board	Modify to merge Wheaton Redevelopment Advisory Committee functions into WUDAC.

INDIVIDUAL COMMITTEE RECOMMENDATIONS - ELIMINATION

CERB ID#	BCC NAME	Recommendation
#30	Committee for Ethnic Affairs	Eliminate and appoint a newly defined committee to address current cultural and diversity issues.
#40	Down County Recreational Advisory Committee	Eliminate and add three members from each regional recreation area to the County-wide Recreation Advisory Board.
#43	East County Recreational Advisory Committee	Eliminate and add three members from each regional recreation area to the County-wide Recreation Advisory Board.
#60	Mid-County Recreational Advisory Committee	Eliminate and add three members from each regional recreation area to the County-wide Recreation Advisory Board.
#75	Sustainability Working Group (inactive)	Eliminate; this group is currently not meeting.
#76	Taxicab Services Advisory Committee (Inactive)	Eliminate; this group is currently not meeting and all positions are vacant.
#77	Tech Investment Fund Loan/Grant	Eliminate; this group is currently not meeting. The Committee's functions have been assumed by the Interagency Technology Fund.
#79	Up County Recreational Advisory Committee	Eliminate and add three members from each regional recreation area to the County-wide Recreation Advisory Board.
#84	Wheaton Redevelopment Advisory Committee (not Council approved)	Eliminate; overlaps with Wheaton Urban District Advisory Board; incorporate WRAC functions into those of WUDAC.

Resolution No.: 17-366
Introduced: March 6, 2012
Adopted: March 6, 2012

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

By: County Council

SUBJECT: County Executive's Appointments to the Committee Evaluation and Review Board

The County Council for Montgomery County, Maryland approves the following resolution:

The County Executive's appointments to the Committee Evaluation and Review Board are confirmed.

Type of Position: Public

Carole Brown
Gaithersburg
(New Position—First Term)

Type of Position: Public

Andrew DaSilva
Derwood
(New Position—First Term)

Type of Position: Public

Qi Duan
Clarksburg
(New Position—First Term)

Type of Position: Public

Janice Freeman
Boys
(New Position—First Term)

Type of Position: Public

Bruce Goldensohn
Gaithersburg
(New Position—First Term)

Type of Position: Public

Barry Gorman
Rockville
(New Position—First Term)

Type of Position: Public

Kim Jones
Silver Spring
(New Position—First Term)

Type of Position: Public

Richard Jones II
Germantown
(New Position—First Term)

Type of Position: Public

Benjamin Peck
Rockville
(New Position—First Term)

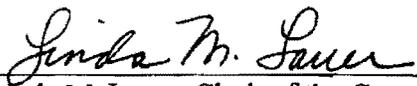
Type of Position: Public

Odessa Shannon
Silver Spring
(New Position—First Term)

Type of Position: Public

Tomiesenia Wiles
Silver Spring
(New Position—First Term)

This is a correct copy of Council action.


Linda M. Lauer, Clerk of the Council



COMMITTEE EVALUATION AND REVIEW BOARD

MEMORANDUM

September 21, 2012

TO: Isiah Leggett, County Executive
Roger Berliner, Council President

FROM: Bruce Goldensohn, Co-Chair *Bruce Goldensohn*
Odessa Shannon, Co-Chair *Odessa Shannon*

SUBJECT: Committee Evaluation and Review Board Interim Report

As required by Montgomery County Code §2-146(c)(2), the Committee Evaluation and Review Board (CERB) presents the attached **Interim Report**. The CERB will provide a final report in March 2013. Please let us know if you have any comments or questions on the contents of the report. Thank you.

INTERIM REPORT

COMMITTEE EVALUATION AND REVIEW BOARD

Members

Bruce Goldensohn, Co-Chair Odessa Shannon, Co-Chair

Carole Brown
Qi Duan
Enas Elhanafi

Janice Freeman
Barry Gorman
Richard Jones II

Tomiesenia Wiles

Staff

Constantia Latham, Special Assistant to the County Executive
Beth Gochrach, Administrative Specialist

September 19, 2012

INTERIM REPORT

COMMITTEE EVALUATION AND REVIEW BOARD

Introduction

This document is the Interim Report of the Committee Evaluation and Review Board (CERB) as required by Montgomery County Bill No. 32-11.

Origin of the CERB

The Montgomery County Council amended the Montgomery County Code (Chapter 2, Administration, Section 2-146) on November 8, 2011, with the adoption of Bill No. 32-11. This Bill created a new edition of the Committee Evaluation and Review Board (CERB), an action required approximately every ten years. The Bill was signed by the County Executive on November 21, 2011, and an effective date of February 20, 2012, was established.

The Act contained the following four requirements:

- (1) Establish a deadline for the CERB to issue its report to the County Executive and County Council;
- (2) Require the Board to consider scenarios to reduce County staff time supporting boards, committees, and commissions;
- (3) Require the Board to review and make recommendations on certain advisory boards, committees, and commissions that request continuation; and
- (4) Generally amend County law regarding the membership, structure, and function of boards, committees, and commissions.

CERB Membership

The County Code requires that the CERB be comprised of at least 11 members. Initially, a group of 11 candidates was selected by the County Executive, and their names were submitted to the County Council for approval. The Council accepted the proposed members at their regular meeting on March 6, 2012. Since then, the number of members has varied following resignations and appointments. Two members were designated as co-chairs by the County Executive.

CERB Task

The CERB was tasked to review, analyze and evaluate the entire board, committee and commission (BCC) system and evaluate each of the existing committees, focusing particularly on the advisory boards, per Bill 32-11. The evaluative process may result in recommendations for changes to the overall system as well as specific committees. The enabling legislation requires the CERB to submit to the County Executive and County Council an interim report within six months, and a final report within 12 months of appointment. The CERB was also tasked to develop scenarios for reduction of County staff time used to support the committees, and to include a discussion of member workloads to reduce the costs of the BCCs. The County Council is looking for reasonable means to reduce that number.

Schedule

In order to meet the report deadlines, and for efficiency of operations, CERB members decided to meet regularly on the second Thursday of each month. For the initial start of the review, all 47 advisory boards annotated in Bill 32-11 were requested to provide a report on their groups' operations within 60 days.

Methodology Used

The 47 advisory boards were tasked with providing the following information, as outlined in Bill 32-11:

- (1) A description of the work the advisory board does;
- (2) Justification for why the advisory board should be continued;
- (3) A list of accomplishments from the prior 2 years, including any direct service provided by volunteers to residents;
- (4) A discussion of advisory board member workload;
- (5) A 2-year work program; and
- (6) An explanation of the amount of government resources used, including County staff time, and a plan to reduce those resources.

All requested reports have been received.

Visits to BCC Meetings

In order to ensure a fair review, the CERB agreed that at least one member would visit each of the 47 advisory boards at one of their public meetings. To the extent physically possible, this has been done. There are three groups that are still scheduled for a visit; there are two others not yet scheduled. There are four that will not be visited, primarily because they either do not meet on a regular basis, or meet on only on a few widely spaced dates. At a bare minimum, to ensure complete coverage, the CERB members will talk directly with the appropriate staff liaisons.

A result of this visitation program has been the development of a consensus within the CERB membership that the County has hundreds of dedicated hardworking volunteers and staff members supporting the BCC system.

Interviews with Department Directors

In an effort to ensure the broadest possible perspective of the BCC system, the CERB co-chairs met with all of the County department directors individually to discuss the BCCs under their control. The meetings lasted two full days, and provided helpful information that will assist in generating detailed suggestions for the final report.

The discussions included financial data needed to more accurately analyze the real cost of the BCC system. It should be noted that all of the participants were cooperative and candid in their comments and suggestions.

Interview with Administrative Staff

The CERB co-chairs also met with the County administrative staff that had assisted in collecting the data used to analyze the direct and indirect costs of the BCCs. The purpose of this meeting was to ensure that the CERB membership had an accurate understanding of the process and the results.

General Observations

The entire BCC activity is a positive aspect of citizen participatory government in the County. To maintain the original intent of the BCC process, the functionality and scope of the system may require modifications.

Process Improvement Suggestions

The final report of the CERB will contain recommendations for improving the BCC process. The recommendations will range from how BCC members are selected, to how procedural recommendations are implemented.

Scope of Adjustments

Further analysis is required to determine if there should be any consolidation or elimination of existing BCCs. There will also be consideration of any possible cost-saving measures that can be made without seriously jeopardizing the positive effect of the system.

There appears to be a need to revise or update supporting legislation, to adjust the number of support staff, and to identify the true costs of the BCCs.

Remaining Work to be Done

The CERB members will continue their efforts to visit the approximately 40 remaining BCCs, which have also been asked to provide written reports on their operations. Each of these groups will also be the subject of a general review and analysis for possible recommendations for any needed operational adjustments.

The CERB will review and weigh all data on the advisory and other BCCs, collected from reports received, interviews conducted, and meetings attended. Observations and recommendations presented by BCC members, department directors and staff will also be considered as part of the analysis. The last project for the CERB members will be to submit a final report to the County Executive and the County Council.

Targeted Completion of Task

March 2013.



COMMITTEE EVALUATION AND REVIEW BOARD

MEMORANDUM

February 28, 2013

TO: Isiah Leggett, County Executive
Nancy Navarro, Council President

FROM: Bruce Goldensohn, Co-Chair *Bruce Goldensohn*

Odessa Shannon, Co-Chair *Odessa M. Shannon*

SUBJECT: Committee Evaluation and Review Board
Final Report Extension Request

The Committee Evaluation and Review Board (CERB) respectfully requests an extension of the due date of their final report as set forth in the County Code, Section 2-146, until September 30, 2013.

The visits to Boards, Committees and Commissions, report analysis, and the required overall review and assessment of their structure and that of the county process, has required much more intensive time and work than was anticipated. We note that the previous CERB was tasked with completing its work over a two year period, which is double the current timeframe.

While we are requesting only a six month extension, we will make every effort to complete the project earlier.

We appreciate your understanding in this matter.



COMMITTEE EVALUATION AND REVIEW BOARD

September 30, 2013

Honorable Isiah Leggett
County Executive
101 Monroe Street
Rockville, Maryland 20850

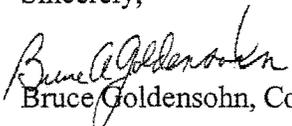
Honorable Nancy Navarro
President, Montgomery County Council
100 Maryland Avenue
Rockville, Maryland 20850

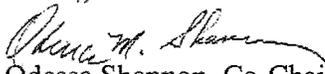
Dear Mr. Leggett and Ms. Navarro:

The Committee Evaluation and Review Board has completed its review of Montgomery County's Boards, Committees, and Commissions. The final report is presented to you pursuant to Section 2-146(c) of the Montgomery County Code.

We look forward to future discussions regarding the recommendations contained in our report.

Sincerely,


Bruce Goldensohn, Co-Chair


Odessa Shannon, Co-Chair

Members

Carole Brown
Qi Duan
Enas Elhanafi
Janice Freeman
Barry Gorman
Richard Jones, II
Cristian Mirancea
Lyn Schaefer
George Tarrico
Tomiesenia Wiles

COMMITTEE EVALUATION AND REVIEW BOARD

*Review and Evaluation of Montgomery County's
Board Committees, and Commissions*

FINAL REPORT 2012 – 2013

Members

Bruce Goldensohn, Co-Chair

Odessa Shannon, Co-Chair

Carole Brown

Qi Duan

Enas Elhanafi

Janice Freeman

Barry Gorman

Richard Jones, II

Cristian Mirancea

Lyn Schaefer

George Tarrico

Tomiesenia Wiles

September 2013

Office of the County Executive, Rockville, Maryland 20850

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COMMITTEE EVALUATION AND REVIEW BOARD FINAL REPORT

EXECUTIVE SUMMARY

Montgomery County's boards, committees, and commissions (BCC) system operates at a relatively low cost; involves more than 1,200 county residents and dozens of community groups through their participation and assistance in the functions of the County government. These people, the vast majority of whom are uncompensated volunteers, save hundreds of County staff hours through their expertise, research, and analysis of data needed to advise the County Executive and the County Council. It is quite clear to the Committee Evaluation and Review Board (CERB) that the County staff hours saved far and above exceed the relatively few staff hours expended to support the BCC system. With any large and complex system, there will always be the need for oversight, review, and modification. As our society changes, the technology that supports it grows. As the County's needs change, the County must be able to adapt, both technologically and organizationally, but should always seek to solicit citizen involvement and participation.

The recommendations made for BCC modification and change will fine-tune this well-running system. Recommendations include expanding the County Executive BCC staff, which would result in greater efficiency, and expediting the numerous processes involved in managing the BCCs. Other recommendations include automating the member application and recruitment process, enhancing BCC staff liaison and member training, and reviewing various aspects of the BCC program, from compliance with existing policies to adding new features, such as member exit surveys and BCC required workplans.

It has become apparent to CERB that a review every ten years is not sufficient. It is suggested, therefore, that the County consider other options rather than planning for another CERB in 2022. CERB would be better able to provide the County Executive and County Council with more timely data on a shorter reporting cycle, perhaps every five to six years. At this time, CERB recommends a reduction of approximately 10% of the BCCs, and modification of approximately 14%. A more frequent review of BCCs might result in fewer changes, and ensure that BCCs are working efficiently.

The real challenge to the BCC system is to ensure that this necessary and popular program continues to be effective at minimal costs, and that the citizens of the County have a dedicated and convenient means of involvement in County issues to help County leaders govern intelligently. To this end, CERB recommends formally recognizing the hundreds of BCC volunteers with a group event to express appreciation for the individuals that are the core of this program.

ACKNOWLEDGEMENTS

The members of CERB could not have accomplished their task without the excellent support of Connie Latham, Special Assistant to the County Executive, and Beth Gochrach, Administrative Specialist. Their invaluable assistance, countless hours, and dedication to supporting CERB were the keys to the members understanding their task, and the efficient collection, interpretation, and analysis of data. This high level of support was provided by Connie and Beth in addition to their regular duties and responsibilities.

CERB also wishes to thank the dozens of board, committee, and commission (BCC) staff liaisons and BCC members who assisted in the process whereby CERB members attended meetings of all of the BCCs under review. In addition, our thanks to the department heads and senior staff (listed on the following page) who met individually with CERB to discuss their BCCs, the use of the BCCs to support their activities, and their needs. We also want to acknowledge the legal advice provided by the County Attorney's Office through the County Executive BCC staff, which was essential to the task.

**Montgomery County Department Heads and Senior Staff
Who Provided Information and Assistance to CERB**

<u>DIRECTOR</u>	<u>DEPARTMENT</u>
Bruce Adams	Community Engagement Cluster
Uma Ahluwalia	Dept. of Health & Human Services
Gabe Alborno	Dept. of Recreation
Rich Bowers	Fire and Rescue Service
Robert Cobb	Ethics Commission
David Dise	Dept. of General Services
Miti Figueredo	Community Engagement Cluster
Eric Friedman	Office of Consumer Protection
George Griffin	Dept. of Liquor Control
Parker Hamilton	Public Libraries
Kenneth Hartman	Community Engagement Cluster
Arthur Holmes	Dept. of Transportation
Bob Hoyt	Dept. of Environmental Protection
Diane Jones	Dept. of Permitting Services
Fariba Kassiri	Assistant Chief Administrative Officer, Offices of the County Executive
J. Thomas Manger	Dept. of Police
Catherine Matthews	Community Engagement Cluster
Keith Miller	Revenue Authority
Richard Nelson	Dept. of Housing & Community Affairs
Darren Popkin	Sheriff's Office
Reemberto Rodriguez	Community Engagement Cluster
Harash (Sonny) Segal	Dept. of Technology Services
Steve Silverman	Dept. of Economic Development
James Stowe	Office of Human Rights
Michael Subin	Offices of the County Executive
Ana Van Balen	Community Engagement Cluster
Judith Vaughan-Prather	Community Engagement Cluster

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COMMITTEE EVALUATION AND REVIEW BOARD (CERB) Final Report

September 30, 2013

I. Introduction

The Montgomery County Code, Section 2-146(c)(1) provides for the existence of the Committee Evaluation and Review Board (CERB). In November 2011, County Council Bill 32-11 was enacted. This section of the County Code was revised, and a new CERB was convened with additional new responsibilities added. Under this revised section, the "County Executive must appoint and convene every ten years, subject to confirmation by the Council, a citizens review committee comprised of at least 11 members." In subsection 2-146(c)(2) of the County Code, the committee is tasked to "review the committee system and each then-existing committee and report to the Executive and Council its recommendations for changes in individual committees and the committee system as a whole." The CERB convened in March 2012, after the appointment of 11 members, on March 6, 2012. The current CERB is actually the second such group; the first operated between 2002 and 2004, following the Committee on Committees, which was established as an ad hoc committee in 1977 to study the existing boards. Since March, 2012, CERB has experienced two resignations. The County Executive BCC staff advertised and replaced those members and added one additional member as allowed by legislation.

The members of the CERB are:

Carole Brown, Qi Duan, Enas Elhanafi, Janice Freeman, Bruce Goldensohn (Co-Chair), Barry Gorman, Richard Jones II, Cristian Mirancea, Lyn Schaefer, Odessa Shannon (Co-Chair), George Tarrico, and Tomiesenia Wiles.

They are supported by Special Assistant to the County Executive, Connie Latham, and Administrative Specialist, Beth Gochrach, as selected by the County Executive per legislation.

II. CERB Mandate

The functions of each of the County's Boards, Committees, and Commissions (BCCs) were reviewed by CERB members. Utilizing the results of a survey created and conducted by CERB and personal observations, CERB was looking for evidence of compliance with the following nine criteria:

1. The board has clear goals and actions resulting from relevant and realistic strategic planning.
2. The board assists in the outreach to solicit applicants for appointment.
3. Board meetings facilitate focus and progress on important organizational plans and community matters.
4. The board conducts meetings in accordance with Robert's Rules of Order, the Open Meetings Act of the State of Maryland, and the County's policies and procedures.
5. The Board regularly reports its meeting dates and major activities through the County-BCC online calendar, which is also mandated by the Maryland Open Meetings Act.
6. Written agendas and materials relating to significant decisions, and previous meeting minutes are given to the Board in advance of meetings.
7. New board members are oriented to the board, its mission, bylaws (if applicable), policies, and programs, as well as their individual roles and responsibilities as members of the board.
8. Members exhibit commitment, diligence, and the willingness to take the necessary time and make the necessary effort to fulfill their responsibilities. They will also work to build consensus and resolve conflicts.
9. Members tackle "real community issues" and are significant contributors to the process while following appropriate protocol.

CERB found that with few exceptions, the BCCs met the nine criteria; however, CERB has made some recommendations and suggestions that would be beneficial to the functioning of the various BCCs.

III. Process of Evaluating the BCCs

The basic data for all BCCs was provided by staff, or obtained from the individual BCC website, the listing of BCCs on the County website, BCC annual reports, enabling legislation and other documentation. The list of the BCCs selected for review (47 organizations) were those listed in County Council Bill 32-11. The additional BCCs (40 organizations) are mandated in one form or another by federal or state law, public/private partnerships, or exist by Executive Order or Council resolution. The legal basis establishing each BCC determines its mission, duties, membership, functions, and binding authority.

Additional data for the study was collected by the CERB's individual BCC surveys and direct interviews. A specific detailed survey for all of the BCCs listed in Bill 32-11 was distributed (**Attachment A**) in March 2012. A modified version of the survey (**Attachment B**) was sent to all of the other BCCs in August 2012. All BCCs cooperated, and responded in a complete and timely manner.

As required in Bill 32-11, each BCC was tasked to provide the following:

1. A description of the work the advisory board does;
2. Justification for why the advisory board should be continued;
3. A list of accomplishments from the prior two years, including any direct service provided by volunteers to residents;
4. A discussion of the advisory board workload;
5. An explanation of the amount of government resources, including County employee staff time used, and a plan to reduce the use of those resources.

Responses to the surveys provided a comprehensive overview of each BCC. For a more in-depth assessment, CERB members conducted direct contact sessions and made observations. In pursuit of this additional data, CERB members visited all 87 BCCs on the review list. In addition, more data and valuable insights were collected through confidential interviews with the department heads of all affected County departments (see list on page 2) (Robert Cobb, Executive Director,

Ethics Commission, and James Stowe, Director, Office of Human Rights, were unable to attend but sent written comments), and by attending the County Executive's annual meetings with BCCs.

Comparisons are frequently made among the various jurisdictions in the Washington, D.C. metropolitan area. CERB members are aware that similar citizens' advisory committees exist in surrounding counties (Arlington, Fairfax, Prince Georges, Frederick, and Howard). Data comparison in these other counties was not explored further as CERB felt that the Montgomery County system, process, and goals had been designed and developed specifically over time, by elected County officials, for Montgomery County's active, vocal, and highly educated residents.

IV. Financial Summary of BCCs

The discussions held during the promulgation of Bill 32-11 amended the duties, and reconvened the CERB. The total figure of \$1.4 million was presented as the estimated cost of the BCC system. The financial data was obtained from various departments in response to Council member inquiries. An analysis of this data by CERB indicates that the numbers are based on staff estimates and may not reflect the reality of the costs.

The financial data that was provided follows:

- \$1,103,186.90 – for County Staff who support or are assigned to BCCs,
 - \$939,292.45 for Non-Charter,
 - \$5,582.92 required by Charter,
 - \$158,311.53 as required by Federal or State law.
- \$171,548.30 for County officials/employees appointed to BCCs
- \$150,334.00 for the recruitment process and,
- \$23,000 for reimbursements to participants.

The total costs listed above are \$1,448,069.20; this report, prepared by Montgomery County's Chief Administrative Officer, dated April 19, 2011, was based on 2010 data.

CERB analyzed the financial report, and notes that the recommendations will cause a slight reduction in the total dollar amount. However, CERB also arrived at two important conclusions which suggest that the actual cost of support may have been overstated: (1) the dollars and time of BCCs that are programs of a department, such as the Commission on People with Disabilities, with regular salaried employees who devote nearly 100% of their time managing them should not be included in the computation of the cost of sustaining the BCCs; (2) the dollars and time of BCCs that are separate organizations with their own budgets and staff, such as the Commission for Women, should not be included in the computation of the cost of sustaining the BCCs. Since salaries may already be included in the budgeted salary for the employee, they should not be included a second time under the umbrella of BCC costs. An effective way to accurately determine the actual personnel costs of a particular activity would be to use carefully designated cost-center references on an individual's time sheet.

For these programs, the BCCs provide valuable assistance and resources to the single employee responsible for managing them. Without this assistance, additional staff would have to be hired to provide the same level of service and to prevent the termination of these programs.

There are several BCCs which are self-sustaining, have paid staff and revenue producing authority and are, in fact, agencies or offices actually included in the County budget. While the cost of these BCCs is reported separately, the staff hours and dollars are primarily for directors, administrators, executive directors and higher level managers who provide oversight for the primary mission of the agency. These salaries are included in the overall budget, and should not, therefore, appear as additional costs of the BCC.

CERB recommends that there be a separate financial review of the actual cost of supporting BCCs. This detailed financial review should be done by a team of professional financial experts and accountants. We believe that the benefits of having BCCs far outweigh the costs, which are in reality a very small percentage of the total County budget.

CERB was able to collect data directly from staff and from the BCC survey responses. CERB attempted to calculate the actual costs of the BCC system. Those numbers include estimated

direct quantifiable staff costs, supplies, printing, member reimbursements, and facility charges. The outcome of the CERB effort has resulted in some recommended adjustments to the operations of several BCCs, the merger of some BCCs, and the elimination of others. To varying degrees, all of these suggested changes would result in lowering the cost of BCCs. The desired conclusion is to determine the real costs of a BCC, and how much of those costs, if any, would be recovered if that BCC were eliminated.

As CERB reviewed the financial data, several points became clear. First, the majority of staff time devoted to a BCC is an indirect cost that does not go up or down due to the existence of the BCC. This fact strongly suggests that the earlier estimates of the cost of operating the BCC system were too high. As stated earlier, some BCCs are supported by staff who provide almost 100% of their time to the group. Their costs are already counted in the County budget, and without cost-center verification, could very well result in a double count.

Another financial item that affects the total costs is the salary expenses for ex officio members of the BCCs. The list of ex officio members includes a variety of people in official or senior positions, including department heads and members of the County Council. In many cases, their responsibilities are delegated to staff members on a routine basis and, again, all such costs are already accounted for within the budget.

CERB also discovered that support costs for most BCCs have been reduced in recent years. These expenses include those for travel and dependent care reimbursement, meeting space, office supplies, and the preparation of meeting minutes. BCC membership and BCC staff liaisons are fully aware of the need to trim costs, and have increasingly looked for ways to do so. For example, many BCC members have voluntarily agreed not to seek reimbursement for travel or dependent care, to prepare their BCC's meeting minutes, and to distribute those minutes by e-mail. In fact, there are a few BCCs that actually have no reportable support expenses.

V. Recommended Adjustments to the BCC System – General

Restoring County Executive BCC Staff:

The BCC system succeeds only if it is supported by the County Executive BCC staff, the department heads and their staff, the assigned BCC staff liaisons, and the efforts of hundreds of community volunteers. The future stability and reliability of the system was challenged in 2010 when County Executive Office staff supporting BCCs was decreased by 40% in compliance with mandatory budgetary reductions, while their responsibilities increased due to changes and cuts in other County department programs. This often caused delays in the process of keeping approximately 1,200 BCC volunteer positions filled and assisting BCC staff liaisons and members with daily issues that arise. A critical first step in ensuring the future success of the BCC system would be the restoration of the original staff level and, perhaps, even increasing the number of staff.

Streamline the Application Process:

The recruitment process has been criticized as slow and time-consuming. This is a result of both the reduction in County Executive BCC staff, and a lack of automation in the basic application process. The current system requires individual staff review of every application, which must then be manually entered into the database. An online application system, perhaps patterned after the County's existing human resources system, would increase efficiency, save staff time, and increase production levels. This automated system could also accumulate and maintain useful data required for reports which is now collected manually.

Member Recruitment

CERB recommends that a more vigorous approach be used in the recruitment of new volunteers, expanding the process to include BCC staff liaisons and current BCC members in the search. New members should be chosen for their skills and community interest, and should reflect the diversity of the population in Montgomery County. One way to assist in this improvement effort is to assign more resources to the tasks of recruitment and outreach into the community.

Member Orientation and Education:

In the current process, orientation manuals are prepared and presented to all new members of BCCs. Some of the practices, such as adherence to Robert's Rules of Order, BCC policies and procedures, attendance requirements, quorum numbers, and appropriate decorum at meetings, should be periodically re-emphasized and enforced by the BCC staff liaisons. Such material is regularly shared, reviewed, and revisited in the Information Exchange training sessions provided by County Executive BCC staff to BCC staff liaisons.

Member Exit Surveys:

Among the numerous BCCs there are different turnover rates for board membership. Some BCCs have greater attrition than others. Each departing board member should be required to complete an exit survey form. An exit survey would help the County Executive BCC staff better understand why these differences exist. By asking pertinent questions, the staff could understand why on some boards, members always serve their full term and even request reappointment; while on others constant recruitment is required. Additional information could also help improve the BCC experience. This tool could also be used to confirm that appropriate board members have filed their exit financial disclosure forms. The survey should be administered by BCC staff liaisons as soon as they are aware of a member's intent to resign, or the when member's term is expiring.

Staff Liaison Training:

The County Executive BCC staff regularly conducts Information Exchange training sessions, which provide an opportunity for BCC staff liaisons to ask questions and discuss concerns and successes. In addition to the regular sessions for BCC staff liaisons, other training includes orientation, and County Ethics and Maryland Open Meetings Act training. Training should continue, and attendance at these sessions should be mandatory. This attendance provision would require strong support by the department directors with whom the BCC staff liaisons and BCCs are affiliated. County Executive BCC staff work directly with individual BCCs and BCC staff liaisons to address their problems and concerns. However, BCC staff liaisons must familiarize themselves with the enabling legislation of their BCCs to ensure continued compliance with the stated mission.

Work Plans and Annual Reports:

To assist the staff and any future CERB, the submission of BCC work plans should be mandatory. CERB strongly recommends that work plans be required for all BCCs. The evaluation of these plans could form the basis for change or modification of the mission, scope, composition, and lifespan of BCCs, and should be included as part of the annual report. At this time, the BCCs have different due dates for the annual reports. Some have no specific dates by which they must be submitted. CERB recommends that BCCs submit their annual reports to the County Executive by November 30. This date would allow BCCs time to review their status and determine any budgetary issues and requests prior to the beginning of the County's budget preparation.

Sunset Provisions:

In a number of cases, the enabling legislation for a BCC includes a sunset provision. This actually designates the length of time a particular board should exist. It is sometimes difficult to determine whether, in fact, the sunset has occurred, or if the BCC lifespan has been extended. CERB recommends an ongoing review of current sunset provisions to ensure that the correct status of the BCC is reflected in official documents and indicated on BCC websites. In the future, if a BCC is established to achieve a specific task or function, it should be established only as a committee per our recommended terminology, rather than as a board or commission, and dissolved when the task or function has been completed. Records should be adjusted and reflect the change immediately.

Meetings - Public Access:

Per the Maryland Open Meetings Act, BCC meetings are usually open to the public, and meeting dates, times, and places must be easily obtained. It is essential that all BCCs be listed on the County government's website, that the calendar of meetings be kept up-to-date, and that a working link be established and maintained to access further information on BCCs. The practice, while extensive, is not currently complete, especially for providing links to additional BCC information. Additional County Executive BCC staff and the cooperation of the various departments, including the Office of Public Information and Department of Technology Services, should alleviate this problem.

Member Decorum and Meeting Procedures:

Observations by CERB members at BCC meetings revealed several problems that could have a negative effect on BCC productivity. Although most BCC meeting activities may be conducted informally, BCCs are required to adhere to Robert's Rules of Order, in that a quorum (a simple majority of voting members) must be present for an official meeting to begin and for the BCC to conduct a formal vote. However, if a member leaves the room, the quorum is not maintained and voting cannot take place. Conversely, CERB noted occasional meetings where BCC members were oversensitive to Robert's Rules of Order and slowed down the progress of a meeting in order to follow the rules "to the letter." CERB also noted several instances where BCC members were texting or "playing games" on their electronic devices. To address these situations, CERB suggests that the BCC staff liaison work with the chair to maintain order and appropriate decorum and behavior. The County Executive BCC staff can offer assistance with such issues and any other BCC issues that may arise.

VI. Membership:

Board Size:

The BCCs do not all have the same number of members. Some are appropriately small with three to five members. Others are quite large in order to adequately address the issues covered by the BCC in the affected communities they serve. Some BCCs reach into the 30+ range. A general observation is that some are just too big, which causes difficulty in maintaining order and managing activities.

Under the provisions of Section 2-146(b) of the County Code, any BCC formed since 2006, should have from five to 15 voting members. CERB strongly agrees with this provision, and notes that it is being implemented with new BCCs. However, some already established BCCs have more than 15 members. They should be analyzed, reassessed, and, when appropriate, reduced through legislation that lowers the number for all BCCs to no more than 15 voting members.

Member Classification:

The commonly used classification system is to have regular voting members, with possibly some number of alternate members. The current system also provides for the appointment of ex officio members; however, sometimes these members have voting rights (thereby affecting the quorum) and sometimes they do not. There does not appear to be any legal justification for the different voting status among ex officio members. CERB suggests that the ex officio status of designated members be reviewed and a determination made as to whether these members are appropriately designated as voting or nonvoting members, and best serve the board and its mission. Further, if an ex officio is a voting member, the ex officio (or the ex officio's organization when appropriate) should name a designee to vote in the ex officio's absence in order to maintain the quorum.

Member Term Length:

There is a variance in the length of terms for BCC members, with some terms as long as five years, and others as short as two or even one year. CERB could not determine an obvious reason for the difference. A longer term can be justified when the member classification is one that is hard to fill, due to unusual qualification requirements, or requires specific knowledge and experience. Most BCCs do, however, have three year terms.

Member Term Limits:

In most cases, BCC members may serve two consecutive terms on a BCC, and may then serve on the same BCC after one year has elapsed, if nominated by the County Executive and confirmed by the County Council. The enabling legislation of a few BCCs provides that members serve for a specific maximum number of years. Some BCC membership positions, such as ex officio positions, have no term limits; the members serve indefinitely while holding office. Also in some cases, public agency positions have no term limits which, while a possible convenience for the affiliated agency or department, does not foster the infusion of new ideas and perspectives. Although a standardized policy regarding term limits might help reduce confusion, due to the various types of agency positions and organizations, standardization may not be attainable.

In addition, while policy allows for most BCC members to serve until replaced (or reappointed), many members and BCC chairs were unaware of this. This may result in confusion regarding a BCC's quorum during the member recruitment period when outgoing members may be asked to serve past their term end date. During such times those members awaiting replacement or reappointment remain members in good standing, maintain their voting rights, and count towards the BCC's quorum. Continuing education of BCC staff liaisons regarding this and other policies and procedures through the regular Information Exchange training sessions and other means will help to ensure that BCC staff liaisons fulfill their responsibilities by disseminating this information to their BCC members.

Member Compensation and Operational Costs:

The majority of the BCC members serve without compensation, but almost all are eligible for reimbursement for transportation and dependent care. Those that are compensated are generally serving in an adjudicative or licensing status, often for an extensive number of hours, to conduct hearings or formal reviews. The compensation for these individuals varies from board to board, and is not subject to a uniform adjustment process. Some gain increases by formal Executive or Council action, while others are tied to automatic adjustments triggered by changes in the Consumer Price Index. Due to the various budget sources it appears there can be no standardization of procedures when adjusting the compensation.

VII. BCC Identification

Terminology – Naming Conventions:

There does not appear to be any consistency in how BCCs are named. There are advisory boards, commissions, committees, and several advisory groups. CERB endeavored to determine what the differences are among each designation. When the County Attorney was asked for an opinion, he advised that there is no legal or other consistent basis for the assignment of names. For clarity and understanding of the hierarchy, scope, and authority of the BCCs, CERB recommends that the County Executive and County Council establish and adhere to a naming convention which definitively describes all of the various names. When this is completed, it will justify a name change for many existing BCCs.

The following suggested definitions from the Maryland Municipal League may be used as guidelines:

Board – A semi-autonomous body established by federal, state or local ordinance. A board is a formal committee with structure, duties and powers established by ordinance. A board usually performs as a quasi-judicial or adjudicative function such as licensing or regulation. Actions of a board are usually appealable to designated courts of law.

Commission – A body established by local ordinance to study and recommend action to the Executive or Council. Commissions are formal, standing Committees with structure, duties and powers established by ordinance. A Commission often has an administrative or functional responsibility, such as reviewing land use plans or studying the supply of low and moderate priced housing.

Committee – A body appointed with a specific task or function. Recommendations are made and forwarded for appropriate action. A committee is advisory in nature and can be either a formal (standing) committee established by ordinance or resolution, or an informal (ad hoc) committee. The committee may oversee and advise in service areas, such as housing and transportation, or it may advise the Executive and/or Council on issues and recommend policy direction.*

Task Force – A body appointed to study or work on a particular subject or problem. A Task Force ceases to exist upon completion of its charge.

A second naming issue is that there is no consistency as to whether the word Board/Committee/Commission/Group comes first, or the subject matter words come first. This creates unnecessary confusion when seeking information from the BCC listings. For example, alphabetically the Commission on Health does not immediately precede the Historic Preservation Commission since it is listed under the letter "C" rather than "H."

*As noted on Page 9 CERB recommends that committees, like task forces, should cease to exist upon completion of their assigned duties or task.

This will be corrected by always using the subject word (in this case: "Health") first, and the BCC type (in this case "Commission") last. With this application, the Commission on Health becomes the Health Commission, and will be in its proper alphabetical order, just ahead of the Historic Preservation Commission.

Advisory Groups Without Legal Authority:

There are a number of advisory groups that are directly affiliated with specific departments and have no legal basis or authority. Their mission and membership is not mandated by either the County Executive or the County Council. They exist with no connection to the BCC system and have no set terms; however, they were established by the current or a previous County Executive. These groups include the three ethnic advisory groups (only two are active at this time) reporting to the Police Department, and the seven advisory committees for the various ethnic communities that are supported by the Office of Community Partnerships. CERB reviewed the purpose and scope of these groups and believes they do provide an important avenue of communication between the community and the County government. CERB did not further examine these groups as they are not within CERB's official mission; however, staff time and support is provided to each of them.

Recommendations for Categorizing Individual BCC Status

With the goal of reviewing the purpose, function, and cost of BCCs, the CERB analysis grouped the BCCs into three recommendation areas – NO CHANGE, MODIFY, or ELIMINATE. Each BCC is placed into one of these areas. A complete listing of all BCCs with CERB's recommendation is shown on the following tables. The details and characteristics of each BCC appear on the individual Data Sheets contained in Section VIII, as well as comments and suggested adjustments.

The majority of the BCCs that were reviewed were categorized as NO CHANGE. To qualify for this category, the BCC must have met certain criteria: It has a clear mission, is community supported, is County staff supported, performs duties as assigned, is politically necessary and appropriate, and is required by County Code, Executive order, Council resolution, Maryland law or Federal law.

When CERB recommended NO CHANGE to a BCC, it means that the BCC is functioning well and is meeting one or more of the characteristics stated above. When CERB voted to put a BCC in this group, it endorsed the decision that this BCC should continue into the future.

A recommendation to MODIFY indicates that CERB agrees that the BCC is still needed, but that it can function more effectively if certain changes or adjustments are made to its membership, scope, or other characteristic. Among the common recommendations are to reduce or increase membership numbers, add specific groups to the membership make-up, add or eliminate a function, modify reporting procedures, or change some other operational activity.

In some cases, the MODIFY recommendation includes a suggestion for a merger or consolidation. CERB suggests that in these cases cost reductions and operational effectiveness will be achieved by a merger of two or more existing BCCs. There are only a few BCCs in this category, and it should be noted that the suggestions were frequently first raised by the membership of the affected BCCs.

The recommendation for the ELIMINATION of a BCC means that it has either outlived its stated purpose, its justification has disappeared, or it simply has no work or activity to warrant its continued existence. The decision to eliminate a BCC was not taken lightly, and the following four additional questions were asked for each of the recommendations:

1. Will the elimination of this BCC save money?
2. Will the elimination of this BCC save staff time?
3. Will the elimination of this BCC be politically supportable?
4. Will the elimination of this BCC affect the community negatively?

A summary of the CERB recommendations for BCC status changes are shown in Table 1 - Modification and in Table 2 – Elimination.

Table 1 - Modification

<u>CERB ID Number</u>	<u>BCC NAME</u>	<u>MEMBERS</u>	<u>32-11</u>	<u>CERB VISIT</u>	<u>ACTION DATE</u>	<u>RECC</u>
12	Board of Investment Trustees	13	NO	YES	1/16/2013	Continue - Modify
16	Cable and Communications Advisory Committee	15	YES	YES	4/4/2013	Continue - Modify
21	Commission on Aging	18+	YES	YES	11/29/2012	Continue - Modify
22	Commission on Child Care	18+, 5-7nv ex-officios	YES	YES	11/29/2012	Continue - Modify
24	Commission on Common Ownership Communities	15, & 6 nv ex-officios	NO	YES	2/14/2013	Continue - Modify
28	Commission on People with Disabilities	25, & 5 nv ex-officios	YES	YES	10/11/2012	Continue - Modify
29	Commission on Veterans Affairs	16, & 1 Congress	YES	YES	10/11/2012	Continue - Modify
35	County-wide Recreation Advisory Board	24	YES	YES	10/11/2012	Continue - Modify
41	Dr. Martin Luther King, Jr. Advisory Committee	25, & 15 non-voting	NO	YES	1/16/2013	Continue - Modify
55	Library Board	12 & 1 School Bd.	YES	YES	10/11/2012	Continue - Modify
83	Western Montgomery County Citizens Advisory Board	19	YES	YES	10/11/2012	Continue - Modify
85	Wheaton Urban District Advisory Board	13	YES	YES	5/2/2013	Continue - Modify

Table 2 - Elimination

<u>CERB ID Number</u>	<u>BCC NAME</u>	<u>MEMBERS</u>	<u>32-11</u>	<u>CERB VISIT</u>	<u>ACTION DATE</u>	<u>RECC.</u>
30	Committee for Ethnic Affairs*	26	YES	YES	2/24/2013	Eliminate
40	Down County Recreational Advisory Board	9 & 2 Alt.	YES	YES	10/11/2012	Eliminate
43	East County Recreation Advisory Board	9 & 2 Alt.	YES	YES	10/11/2012	Eliminate
60	Mid-County Recreation Advisory Board	9 & 2 Alt.	YES	YES	10/11/2012	Eliminate
75	Sustainability Working Group	26	YES	NO	INACTIVE	Eliminate
76	Taxicab Services Advisory Committee	9 & 2 nv ex-officios	YES	NO	INACTIVE	Eliminate
77	Tech Investment Fund Loan/Grant (Interagency Technology Fund)	7	YES	NO	INACTIVE	Eliminate
79	Up County Recreation Advisory Board	9 & 2 Alt.	YES	YES	10/11/2012	Eliminate
84	Wheaton Redevelopment Advisory Committee (NOT Council approved!)	22-25	NO	YES	5/2/2013	Eliminate

*Note: The Committee for Ethnic Affairs (CERB ID No. 30) will be eliminated, but a new ethnic committee should be developed to address current cultural and diversity issues.

CERB has noted that there are at least three BCCs that function as non-profit corporations. It would make sense to group these three into a new separate category to reflect their unique structure. The groups are the Strathmore Hall Foundation, Inc. Board of Directors, the Bethesda Urban Partnership, Inc. Board of Directors, and the Glen Echo Park Partnership for Arts & Culture, Inc. Board of Directors.

A listing of all recommendations made by CERB (No Change – Modify – Eliminate) is attached as follows:

Group 1 – BCCs Listed in Bill 32-11 (**Attachment C**)

Group 2 – BCCs Not Listed in Bill 32-11 (**Attachment D**)

Group 3 – Other [non-BCC] Groups Reviewed (**Attachment E**)

Process for Change:

Some of the suggested changes to BCCs can be accomplished quickly through simple administrative adjustments, such as streamlining the application system or engaging the BCC staff liaisons in the recruitment process. Others will require specific legislation to implement, which could result in changes to the County Code. There are a few that can be made by issuing an Executive Order or Council Resolution.

VIII. BCC Data Sheet Description

The Data Sheets for each BCC contain all of the pertinent data that CERB considered. Our final recommendations are listed on The Data Sheets on pages 18-128.

IX. Conclusions:

The BCC system is solid, effective, and supported by the community. CERB wholeheartedly recommends that it continue. We also note that it can be made even better with small procedural and functional adjustments, technological enhancements, and an increase in staff support, at least to the levels of prior years.

As CERB conducted its business over the past 18 months, it became clear that the current 10-year review process was not efficient. A significant improvement can be made by providing for the review of the BCC system on a shortened schedule, perhaps on a five-year schedule. This change will allow for savings and operational adjustments to be made on a more timely and effective basis. The shorter gap between reviews will also shorten the time needed to review the multi-faceted, detailed process and the voluminous amount of data involved in the management and development of the County's BCCs. Clearly, in this instance, after ten years, a one-year CERB review period was not adequate. Our review was ultimately achieved in 18 months, resulting in recommendations for modification to 12 BCCs and the elimination of nine BCCs, some of which may not have been functioning at optimal efficiency for some time.

Finally, it would be appropriate to formally recognize the service provided by the hundreds of unpaid BCC volunteers. In addition to a certificate for participation, perhaps some other group recognition activity could be funded. This "thank you" would help spread the word that Montgomery County really does appreciate the participation and contributions of its citizen volunteers who are the core of the BCC program.



OFFICE OF THE COUNTY EXECUTIVE
ROCKVILLE, MARYLAND 20850

Isiah Leggett
County Executive

MEMORANDUM

March 19, 2012

TO: Montgomery County Advisory Boards, Committees and Commissions

CC: Department/Agency Directors

FROM: Committee Evaluation and Review Board

SUBJECT: Response needed to meet requirements established by Montgomery County Council Bill No. 32-11 (November 2011)

Montgomery County's Committee Evaluation and Review Board (CERB) was established under County Code Section 2-146(c). A key function of the CERB is to make recommendations to the County Executive and County Council concerning the function, structure, staff impact, and effectiveness of certain advisory boards, committees, and commissions currently operating.

County Council Bill No. 32-11 amended Section 2-146(c) to require that each advisory board must submit, within 60 days after the CERB is appointed, a report outlining reasons why that advisory board should continue. The CERB was officially appointed on March 6, 2012. The reports are, therefore, due on or before May 6, 2012. The format of the report should follow the numbered listing below. It is not anticipated that any section should require more than a few pages. The goal is to be concise and clear, while not being excessive. Please forward your submission to Connie Latham or Beth Gochrach in the County Executive's Office. Additional data may be included as an attachment if needed.

The report must contain the following sections:

1. A description of the work the advisory board does, citing the enabling legislation, the membership and makeup of the board, and the sub-committee structure (if any);
2. Justification why the advisory board should continue. This may include a general statement concerning why the advisory was established, and why its efforts are still needed;
3. A list of accomplishments from the prior two years, including any direct service provided by volunteers to residents;
4. A statistical review of the advisory board members' workload. Include in the review a list of how many regular and sub-committee meetings are held per month/quarter, and the length of the meetings. In addition, list any other board or sub-committee activities. Finally, include a listing of materials produced by the board, such as research reports, newsletters, etc.;



5. As done in typical annual reports, provide a 2-year work program outlining planned activities and goals for the future;
6. A description of the amount of County government resources, including County employee staff time, currently being used. Include an outline of a plan to reduce the use of these resources. Note that "staff time" and "resources" includes preparing for and attending meetings, setting up meeting space, office supplies expended, photocopying, and any other monetary costs for equipment rental, parking, etc.

The CERB members will be meeting with many of you in the near future, and will be working towards producing an Interim Report that will go to the County Executive and Council by mid-September 2012.

It is the goal of the CERB to make this process as easy as possible for you, and to still meet the mandated requirements under which we are functioning.

Your cooperation and support are essential to the success of this effort, and we sincerely appreciate your contribution to this end. Thank you.

Sincerely,

Odessa Shannon
CERB Co-Chairperson

Bruce Goldensohn
CERB Co-Chairperson

BG:bg



OFFICE OF THE COUNTY EXECUTIVE
ROCKVILLE, MARYLAND 20850

Isiah Leggett
County Executive

MEMORANDUM

August 6, 2012

TO: Montgomery County Boards, Committees and Commissions

CC: Department/Agency Directors

FROM: Committee Evaluation and Review Board

SUBJECT: Request for Information

Montgomery County's Committee Evaluation and Review Board (CERB) was established under County Code Section 2-146(c) and amended by Council Bill 32-11. A key function of the CERB is to make recommendations to the County Executive and County Council concerning the function, structure, staff impact, and effectiveness of certain boards, committees, and commissions currently operating.

The questions below are our initial request for information as required by this process. The format of your report should follow the numbered listing below. It is not anticipated that any section should require more than a few pages. The goal is to be concise and clear, while not being excessive. Please forward your submission to Connie Latham or Beth Gochrach in the County Executive's Office. Additional data may be included as an attachment if needed. We ask that you complete the report on or before October 8.

The response/report must contain the following sections:

1. A description of the work the board does, citing the enabling legislation, the membership and makeup of the board, and the sub-committee structure (if any);
2. Justification why the board should continue. This may include a general statement concerning why the board was established, and why its efforts are still needed;
3. A list of accomplishments from the prior two years, including any direct service provided by volunteers to residents;
4. A statistical review of the board members' workload. Include in the review a list of how many regular and sub-committee meetings are held per month/quarter, and the length of the meetings. In addition, list any other board or sub-committee activities. Finally, include a listing of materials produced by the board, such as research reports, newsletters, etc.;
5. As done in typical annual reports, provide a 2-year work program outlining planned activities and goals for the future;
6. A description of the amount of County government resources, including County employee staff time, currently being used. Include an outline of a plan to reduce the



use of these resources. Note that "staff time" and "resources" includes preparing for and attending meetings, setting up meeting space, office supplies expended, photocopying, and any other monetary costs for equipment rental, parking, etc.

The CERB members will be meeting with many of you in the near future, and will be working towards producing the report that will go to the County Executive and Council.

It is the goal of the CERB to make this process as easy as possible for you, and to still meet the mandated requirements under which we are functioning.

Your cooperation and support are essential to the success of this effort, and we sincerely appreciate your contribution to this end. Thank you.

Sincerely,

Odessa Shannon
CERB Co-Chairperson

Bruce Goldensohn
CERB Co-Chairperson

OS/BG:bg

<u>CERB ID Number</u>	<u>BCC NAME</u>	<u>32-11</u>	<u>MEMBERS Vote Yes/No</u>	<u>COMPENSATION</u>	<u>CERB ACTION DATE</u>	<u>RECOMMENDATION.</u>
1	Advisory Committee on Consumer Protection	YES	9	No	11/29/2012	Continue No Change
3	Agricultural Advisory Committee	YES	15	No	4/4/2013	Continue No Change
5	Airpark Advisory Committee	YES	18	No	11/29/2012	Continue No Change
16	Cable and Communication Advisory Committee	YES	15	No	4/4/2013	Continue - Modify
20	Commission for Women	YES	15	No	11/29/2012	Continue No Change
21	Commission on Aging	YES	18+	No	11/29/2012	Continue - Modify
22	Commission on Child Care	YES	18+ 5-7 non-vote	No	11/29/2012	Continue - Modify
23	Commission on Children and Youth	YES	27	No	11/29/2012	Continue No Change
25	Commission on Health	YES	19+ 2 non-vote	No	2/14/2013	Continue No Change
26	Commission on Juvenile Justice	YES	32+ 2 Emeritus	No	2/14/2013	Continue No Change
28	Commission on People with Disabilities	YES	25+ 6 non-vote	No	10/11/2012	Continue - Modify
29	Commission on Veterans Affairs	YES	16 + 1 Congress	No	10/11/2012	Continue - Modify
30	Committee for Ethnic Affairs	YES	26	No	2/14/2013	STOP and RESTART
32	Committee on Hate/Violence	YES	15+ 6 non-vote	No	12/13/2012	Continue No Change
35	County-wide Recreation Advisory Board	YES	19+ 7 non-vote	No	10/11/2012	Continue - Modify
36	Criminal Justice Coordinating Commission	YES	32+ 20 ex-officio	No	12/13/2012	Continue No Change

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Bill 32-11 List
 [Data as of 06/12/2013]

<u>CERB ID</u> <u>Number</u>	<u>BCC NAME</u>	<u>32-11</u>	<u>MEMBERS</u> <u>Vote Yes/No</u>	<u>COMPENSATION</u>	<u>CERB ACTION</u> <u>DATE</u>	<u>RECOMMENDATION.</u>
37	Department of Permitting Services Advisory Committee	YES	11+ 6 non-vote	No	2/28/2013	Continue No Change
38	Dickerson Area Facilities Implementation Group	YES	12+ 6 non-vote	No	2/28/2013	Continue No Change
39	Domestic Violence Coordinating Council	YES	5+ 12 Ex-Off (all voting)	No	10/11/2012	Continue No Change
40	Down County Recreational Advisory Board	YES	9+ 2 Alternate	No	10/11/2012	Eliminate
42	East County Citizens Advisory Board	YES	18	No	10/11/2012	Continue No Change
43	East County Recreation Advisory Board	YES	9+ 2 Alternate	No	10/11/2012	Eliminate
44	Energy and Air Quality Advisory Committee	YES	15	No	10/11/2012	Continue No Change
46	Fire and Emergency Services Commission	YES	7	No	12/13/2012	Continue No Change
48	Forest Conservation Advisory Committee	YES	22	No	10/11/2012	Continue No Change
49	Friendship Heights Transportation Management District Advisory Committee	YES	14+ 8 non-vote	No	2/28/2013	Continue No Change
55	Library Board	YES	12+ 1 School Bd	No	10/11/2012	Continue - Modify
57	Mental Health Advisory Committee	YES	19	No	3/21/2013	Continue No Change
59	Mid-County Citizens Advisory Board	YES	15	No	10/11/2012	Continue No Change
60	Mid-County Recreation Advisory Board	YES	9+ 2 Alternate	No	10/11/2012	Eliminate
61	Montgomery Cares Program Advisory Board	YES	17	No	3/21/2013	Continue No Change
62	Noise Control Advisory Board	YES	11	No	3/21/2013	Continue No Change

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Bill 32-11 List
 [Data as of 06/12/2013]

<u>CERB ID</u> <u>Number</u>	<u>BCC NAME</u>	<u>32-11</u>	<u>MEMBERS</u> <u>Vote Yes/No</u>	<u>COMPENSATION</u>	<u>CERB ACTION</u> <u>DATE</u>	<u>RECOMMENDATION</u>
64	Pedestrian and Traffic Safety Advisory Committee	YES	17	No	3/21/2013	Continue No Change
67	Rustic Roads Advisory Committee	YES	7	No	4/4/2013	Continue No Change
70	Silver Spring Citizens Advisory Board	YES	18	No	10/12/2012	Continue No Change
71	Silver Spring Transportation Management District Advisory Committee	YES	12+ 4 non-vote	No	3/21/2013	Continue No Change
72	Silver Spring Urban District Advisory Committee	YES	11	No	4/4/2013	Continue No Change
73	Solid Waste Advisory Committee	YES	15+ 1 ex-officio	No	4/4/2013	Continue No Change
75	Sustainability Working Group	YES	26	No	INACTIVE	Eliminate
76	Taxicab Services Advisory Committee	YES	9+ 2 non-vote	No	INACTIVE	Eliminate
77	Technology Investment Fund Loan/Grant Committee - [new] Interagency Technology Fund	YES	7	No	INACTIVE	Eliminate
78	Up County Citizens Advisory Board	YES	20	No	10/11/2012	Continue No Change
79	Up County Recreation Advisory Board	YES	9+ 2 Alternate	No	10/11/2012	Eliminate
80	Victim Services Advisory Board	YES	19	No	4/16/2013	Continue No Change
82	Water Quality Advisory Group	YES	15+ 0-3 non-vote	No	5/2/2013	Continue No Change
83	Western Montgomery County Citizens Advisory Board	YES	19	No	10/11/2012	Continue - Modify
85	Wheaton Urban District Advisory Committee	YES	13	No	5/2/2013	Continue - Modify

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<u>CERB ID</u> <u>Number</u>	<u>BCC NAME</u>	<u>32-11</u>	<u>MEMBERS</u> <u>Vote Yes/No</u>	<u>COMPENSATION</u>	<u>CERB ACTION</u> <u>DATE</u>	<u>RECOMMENDATION</u>
2	Adult Public Guardianship Review Board	No	11	No	12/13/2012	Continue No Change
4	Agricultural Preservation Advisory Board	No	5	No	4/4/2013	Continue No Change
6	Alcohol and Other Drug Abuse Advisory Council	No	16/9	No	12/13/2012	Continue No Change
7	Alcoholic Beverage Advisory Board	No	5	No	12/13/2012	Continue No Change
8	Animal Matters Hearing Board	No	5+ 5 Alternate	No	4/4/2013	Continue No Change
9	Bethesda Urban Partnership Board of Directors	No	11	No	11/29/2012	Continue No Change
10	Board of Appeals	No	5	Yes	11/29/2012	Continue No Change
11	Board of Electrical Examiners	No	5	Yes	1/16/2013	Continue No Change
12	Board of Investment Trustees	No	12	No	1/16/2013	Continue - Modify
13	Board of License Commissioners	No	5	Yes	12/13/2012	Continue No Change
14	Board of Registration for Building Contractors	No	5	No	1/16/2013	Continue No Change
15	Board of Social Services	No	13	No	11/29/2012	Continue No Change
17	Cable Compliance Commission	No	15	No	4/4/2013	Continue No Change
18	Charter Review Commission	No	11	No	5/16/2013	Continue No Change
19	Citizens Review Panel for Children	No	9-14+ 5 non-vote	No	12/13/2012	Continue No Change
24	Commission on Common Ownership Communities	No	15+ 6 ex-officio	No	2/14/2013	Continue - Modify

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Non Bill 32-CC List

[Data as of 06/12/2013]

<u>CERB ID Number</u>	<u>BCC NAME</u>	<u>32-11</u>	<u>MEMBERS Vote Yes/No</u>	<u>COMPENSATION</u>	<u>CERB ACTION DATE</u>	<u>RECOMMENDATION</u>
27	Commission on Landlord Tenant Affairs	No	12+ 3 Alternate	No	2/14/2013	Continue No Change
32	Committee on Hate/Violence	YES	15+ 6 non-vote	No	12/13/2012	Continue No Change
33	Community Action Board	No	27-39	No	2/28/2013	Continue No Change
34	Community Development Advisory Committee	No	15-20	No	2/28/2013	Continue No Change
41	Dr Martin Luther King Commemorative Committee	No	Up to 25	No	1/16/2013	Continue No Change
45	Ethics Commission	No	5	No	2/28/2013	Continue No Change
47	Firearm Safety Committee	No	7+ 1 Police	No	5/2/2013	Continue No Change
50	Glen Echo Park Partnership for Arts & Culture	No	25	No	2/28/2013	Continue No Change
51	Historic Preservation Commission	No	9	No	2/28/2013	Continue No Change
52	Housing Opportunities Commission	No	7	No	2/28/2013	Continue No Change
53	Human Rights Commission	No	15	No	2/28/2013	Continue No Change
54	Interagency Coordinating Board	No	12	No	3/21/2013	Continue No Change
56	Local Management Board for Children, Youth & Families	No	21	No	3/21/2013	Continue No Change
58	Merit Systems Protection Board	No	3	Yes	3/21/2013	Continue No Change
63	Nominating Committee for the Board Of Trustees of Montgomery College	No	5	No	4/4/2013	Continue No Change
65	Planning Board	No	5	Yes	3/21/2013	Continue No Change

Non Bill 32-11 CC List
 [Data as of 06/12/2013]

<u>CERB ID</u> <u>Number</u>	<u>BCC NAME</u>	<u>32-11</u>	<u>MEMBERS</u> <u>Vote Yes/No</u>	<u>COMPENSATION</u>	<u>CERB ACTION</u> <u>DATE</u>	<u>RECOMMENDATION</u>
66	Property Tax Assessment Appeals Board	No	4	Yes	3/21/2013	Continue No Change
68	Sign Review Board	No	5	No	3/21/2013	Continue No Change
69	Silver Spring Arts & Entertainment District Advisory Committee	No	11	No	5/2/2013	Continue No Change
74	Strathmore Hall Foundation Board of Directors	No	21	No	5/2/2013	Continue No Change
81	Washington Suburban Sanitary Commission	No	3 MC+ 3 PG	Yes	NA	Not CERB Applicable
84	Wheaton Redevelopment Advisory Committee (NOT Council approved)	No	22-25	No	5/2/2013	Eliminate
86	Workforce Investment Board	No	30	No	5/2/2013	Continue No Change
87	Youth Advisory Committee	No	50	No	NA	Not CERB Applicable
88	Revenue Authority	No	5	No	5/2/2013	Continue No Change
89	Consolidated Retiree Health Benefits Trust - Board of Trustees	No	13+ 6	No	NA	Not CERB Applicable
90	Washington Suburban Transit Commission - BiCounty agency with	No	6+ 1	Yes	NA	Not CERB Applicable

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Not CERB Applicable BCC List
Data as of 06/12/2013

<u>BCC NAME</u>	<u>MEMBERS</u>	<u>SOURCE</u>	<u>32-11</u>	<u>CERB VISIT</u>	<u>OBSERVER</u>	<u>ACTION DATE</u>	<u>RECC.</u>
Washington Suburban Sanitary Commission BiCounty agency with Prince Georges	3 MC \$ (3 PG)	State Law	No	No	NONE	NA	Not CERB Applicable
Youth Advisory Committee	50	Non-Charter	No	No	NONE	NA	Not CERB Applicable
Consolidated Retiree Health Benefits Trust - Board of Trustees	13+6	County Code	No	No	NONE	NA	Not CERB Applicable
Washington Suburban Transit Commission - BiCounty agency with Prince Georges	6+1	County Code	No	No	NONE	NA	Not CERB Applicable



COMMITTEE EVALUATION AND REVIEW BOARD

MEMORANDUM

September 21, 2012

TO: Isiah Leggett, County Executive
Roger Berliner, Council President

FROM: Bruce Goldensohn, Co-Chair *Bruce Goldensohn*
Odessa Shannon, Co-Chair *Odessa Shannon*

SUBJECT: Committee Evaluation and Review Board Interim Report

As required by Montgomery County Code §2-146(c)(2), the Committee Evaluation and Review Board (CERB) presents the attached **Interim Report**. The CERB will provide a final report in March 2013. Please let us know if you have any comments or questions on the contents of the report. Thank you.

INTERIM REPORT

COMMITTEE EVALUATION AND REVIEW BOARD

Members

Bruce Goldensohn, Co-Chair Odessa Shannon, Co-Chair

Carole Brown
Qi Duan
Enas Elhanafi

Janice Freeman
Barry Gorman
Richard Jones II

Tomiesenia Wiles

Staff

Constantia Latham, Special Assistant to the County Executive
Beth Gochrach, Administrative Specialist

September 19, 2012

INTERIM REPORT

COMMITTEE EVALUATION AND REVIEW BOARD

Introduction

This document is the Interim Report of the Committee Evaluation and Review Board (CERB) as required by Montgomery County Bill No. 32-11.

Origin of the CERB

The Montgomery County Council amended the Montgomery County Code (Chapter 2, Administration, Section 2-146) on November 8, 2011, with the adoption of Bill No. 32-11. This Bill created a new edition of the Committee Evaluation and Review Board (CERB), an action required approximately every ten years. The Bill was signed by the County Executive on November 21, 2011, and an effective date of February 20, 2012, was established.

The Act contained the following four requirements:

- (1) Establish a deadline for the CERB to issue its report to the County Executive and County Council;
- (2) Require the Board to consider scenarios to reduce County staff time supporting boards, committees, and commissions;
- (3) Require the Board to review and make recommendations on certain advisory boards, committees, and commissions that request continuation; and
- (4) Generally amend County law regarding the membership, structure, and function of boards, committees, and commissions.

CERB Membership

The County Code requires that the CERB be comprised of at least 11 members. Initially, a group of 11 candidates was selected by the County Executive, and their names were submitted to the County Council for approval. The Council accepted the proposed members at their regular meeting on March 6, 2012. Since then, the number of members has varied following resignations and appointments. Two members were designated as co-chairs by the County Executive.

CERB Task

The CERB was tasked to review, analyze and evaluate the entire board, committee and commission (BCC) system and evaluate each of the existing committees, focusing particularly on the advisory boards, per Bill 32-11. The evaluative process may result in recommendations for changes to the overall system as well as specific committees. The enabling legislation requires the CERB to submit to the County Executive and County Council an interim report within six months, and a final report within 12 months of appointment. The CERB was also tasked to develop scenarios for reduction of County staff time used to support the committees, and to include a discussion of member workloads to reduce the costs of the BCCs. The County Council is looking for reasonable means to reduce that number.

Schedule

In order to meet the report deadlines, and for efficiency of operations, CERB members decided to meet regularly on the second Thursday of each month. For the initial start of the review, all 47 advisory boards annotated in Bill 32-11 were requested to provide a report on their groups' operations within 60 days.

Methodology Used

The 47 advisory boards were tasked with providing the following information, as outlined in Bill 32-11:

- (1) A description of the work the advisory board does;
- (2) Justification for why the advisory board should be continued;
- (3) A list of accomplishments from the prior 2 years, including any direct service provided by volunteers to residents;
- (4) A discussion of advisory board member workload;
- (5) A 2-year work program; and
- (6) An explanation of the amount of government resources used, including County staff time, and a plan to reduce those resources.

All requested reports have been received.

Visits to BCC Meetings

In order to ensure a fair review, the CERB agreed that at least one member would visit each of the 47 advisory boards at one of their public meetings. To the extent physically possible, this has been done. There are three groups that are still scheduled for a visit; there are two others not yet scheduled. There are four that will not be visited, primarily because they either do not meet on a regular basis, or meet on only on a few widely spaced dates. At a bare minimum, to ensure complete coverage, the CERB members will talk directly with the appropriate staff liaisons.

A result of this visitation program has been the development of a consensus within the CERB membership that the County has hundreds of dedicated hardworking volunteers and staff members supporting the BCC system.

Interviews with Department Directors

In an effort to ensure the broadest possible perspective of the BCC system, the CERB co-chairs met with all of the County department directors individually to discuss the BCCs under their control. The meetings lasted two full days, and provided helpful information that will assist in generating detailed suggestions for the final report.

The discussions included financial data needed to more accurately analyze the real cost of the BCC system. It should be noted that all of the participants were cooperative and candid in their comments and suggestions.

Interview with Administrative Staff

The CERB co-chairs also met with the County administrative staff that had assisted in collecting the data used to analyze the direct and indirect costs of the BCCs. The purpose of this meeting was to ensure that the CERB membership had an accurate understanding of the process and the results.

General Observations

The entire BCC activity is a positive aspect of citizen participatory government in the County. To maintain the original intent of the BCC process, the functionality and scope of the system may require modifications.

Process Improvement Suggestions

The final report of the CERB will contain recommendations for improving the BCC process. The recommendations will range from how BCC members are selected, to how procedural recommendations are implemented.

Scope of Adjustments

Further analysis is required to determine if there should be any consolidation or elimination of existing BCCs. There will also be consideration of any possible cost-saving measures that can be made without seriously jeopardizing the positive effect of the system.

There appears to be a need to revise or update supporting legislation, to adjust the number of support staff, and to identify the true costs of the BCCs.

Remaining Work to be Done

The CERB members will continue their efforts to visit the approximately 40 remaining BCCs, which have also been asked to provide written reports on their operations. Each of these groups will also be the subject of a general review and analysis for possible recommendations for any needed operational adjustments.

The CERB will review and weigh all data on the advisory and other BCCs, collected from reports received, interviews conducted, and meetings attended. Observations and recommendations presented by BCC members, department directors and staff will also be considered as part of the analysis. The last project for the CERB members will be to submit a final report to the County Executive and the County Council.

Targeted Completion of Task

March 2013.



COMMITTEE EVALUATION AND REVIEW BOARD

MEMORANDUM

February 28, 2013

TO: Isiah Leggett, County Executive
Nancy Navarro, Council President

FROM: Bruce Goldensohn, Co-Chair *Bruce Goldensohn*

Odessa Shannon, Co-Chair *Odessa M. Shannon*

SUBJECT: Committee Evaluation and Review Board
Final Report Extension Request

The Committee Evaluation and Review Board (CERB) respectfully requests an extension of the due date of their final report as set forth in the County Code, Section 2-146, until September 30, 2013.

The visits to Boards, Committees and Commissions, report analysis, and the required overall review and assessment of their structure and that of the county process, has required much more intensive time and work than was anticipated. We note that the previous CERB was tasked with completing its work over a two year period, which is double the current timeframe.

While we are requesting only a six month extension, we will make every effort to complete the project earlier.

We appreciate your understanding in this matter.