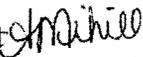
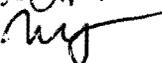


MEMORANDUM

May 24, 2011

TO: County Council

FROM: Amanda Mihill, Legislative Analyst 
Vivian Yao, Legislative Analyst 

SUBJECT: **Action:** Bill 3-11, Community Use of Public Facilities - Reorganization

Education Committee recommendation (3-0): do not enact Bill 3-11.

Bill 3-11, Community Use of Public Facilities – Reorganization, sponsored by the Council President on recommendation of the Organizational Reform Commission, was introduced on March 8, 2011. A public hearing was held on March 29. The Education Committee held a worksession on Bill 3-11 on April 25.

Background

Bill 3-11 would:

- eliminate the Office of the Community Use of Public Facilities (CUPF) and re-assign its functions;
- eliminate the Interagency Coordinating Board for Community Use of Public Facilities and re-assign its functions;
- require the Department of General Services to administer and implement the School Facilities Utilization Act;
- require the Department to schedule and make available the community use of school and public facilities; and
- generally amend County law regarding community use of schools and other public facilities.

In its report to the Council dated January 31, 2011, ORC recommended the consolidation and reorganization of several boards, committees and commissions including the Interagency Coordinating Board for Community Use of Public Facilities (see Recommendation #5):

The ORC recommends a major modernization of the property management system for Community Use of Public Facilities. We also believe it is appropriate that the functions of the Office and Board move to the Department of General Services.

Since CUPF is an enterprise fund, no taxpayer savings would be generated by these reforms, but it is highly likely that the efficiencies resulting from the moves could reduce costs to users or assist in improving services, thereby allocating a portion of its \$9.3 million budget to more effective uses.

Bill 3-11 would partially implement the ORC recommendation as it relates to CUPF.

In addition, the ORC also recommended that the County consolidate its real estate and facilities functions so that these assets can be managed in a centralized manner. (See Recommendation #14 at ©14a) The recommendation suggested that any consolidation should include CUPF. The GO Committee recommended further review of this recommendation and requested the CARS Space Use Subcommittee determine whether benefits of consolidation can reasonably be expected to exceed the costs. The Council agreed with the GO Committee that further review is needed.

Summary of Testimony/Correspondence

The Council received testimony and correspondence from individuals urging the Council not to move CUPF in the Department of General Services (DGS). See select testimony and correspondence beginning on ©20. Community feedback suggests that: (1) savings would not be realized from reduction in CUPF managerial staff, who perform critical functions for the agency; (2) CUPF and DGS have different missions with almost no overlap of functionality; (3) CUPF focuses on meeting short-term and intermittent space needs of its customers -- it does not purchase, sell, manage, clean, or maintain any buildings; (4) merger of CUPF into DGS would hinder community use of space to the detriment of users; and (5) CUPF and the ICB have effectively balanced the community's need for space with the primary tenant's concerns.

County Executive. In a February 21 memorandum, the Executive opposed shifting CUPF's functions to DGS because it would not provide any cost savings or measurable efficiencies. Additionally, the Executive stated that there is not much overlap in the CUPF and DGS missions and little opportunity to combine staff activities (©15).

Regarding the recommendation to modernize CUPF's property management system, the Executive notes that CUPF does not manage property, which is a function performed by DGS and MCPS facility management. CUPF is heavily invested in technology for scheduling and managing financial transactions and uses CLASS software, identified as the overwhelmingly preferred software for private and public recreation operations nationally. This system interfaces with the new ERP system to manage revenue and other financial transactions.

Planning Board. In a February 28 memorandum, Planning Board Francoise Carrier, on behalf of the Planning Board, opposed this recommendation. Chair Carrier argued that the Board has a collaborative relationship with CUPF and recently transferred the permitting of the Board's

athletic fields to CUPF to streamline the field permitting process for users. Ms. Carrier noted that CUPF is self-supporting and does not require any tax dollars to operate (©20).

Montgomery County Public Schools. In a February 23 memorandum to Board of Education members, Superintendent Weast summarized this ORC recommendation and argued that CUPF is under the direction of an independent board which “safeguards protection of school buildings from uses that might interfere with the primary instructional mission of schools.” Dr. Weast argued that moving CUPF to DGS could compromise the original purpose of CUPF (©21).

Fiscal Impact Statement. The fiscal impact statement prepared by the Office of Management and Budget indicates that Bill 3-11 would not have a fiscal impact. The statement indicates that shifting functions from CUPF to DGS would provide the same service at about the same cost because existing staff and other resources would be retained. The statement indicates that incidental costs could be incurred, such as business cards, letter head, etc.

Council staff analysis

The central question the Committee discussed was whether to eliminate CUPF and the Interagency Coordinating Board for CUPF and reassign the functions to DGS. Although the ORC found it "highly likely that the efficiencies resulting from [moving the CUPF and ICB functions to DGS] could reduce costs to users or assist in improving services," the Council has received no description or evidence of any efficiencies or savings that would accrue. Likewise, it is unclear what deficiency needs to be addressed through a "major modernization of the property management system" of CUPF. Council staff understands that CUPF does not manage properties in the same manner as DGS and that the functions of DGS and CUPF do not overlap for the most part.

Based on the responses from the Executive, outside agencies including M-NCPPC and MCPS, ICB members, and users of community space, CUPF is performing its role in scheduling and managing the needs of community space users effectively and a change to the current structure would hinder the mission of the ICB to encourage fair and equal access to public space.

Committee recommendation (3-0): do not enact Bill 3-11.

This packet contains:	<u>Circle #</u>
Bill 3-11	1
Legislative Request Report	13
Excerpt of Organizational Reform Commission Report	14
Excerpt of Executive response to ORC Report	15
Fiscal Impact Statement	18
Select written correspondence/testimony	
Excerpt of Planning Board memorandum	20
Excerpt of Jerry Weast memorandum	21
Henry Lee	22
Denise Gorham	26
Sylvia McPherson	27

Bill No. 3-11
Concerning: Community Use of Public
Facilities – Reorganization
Revised: 3/1/2011 Draft No. 1
Introduced: March 8, 2011
Expires: September 8, 2012
Enacted: _____
Executive: _____
Effective: _____
Sunset Date: _____
Ch. _____, Laws of Mont. Co. _____

COUNTY COUNCIL FOR MONTGOMERY COUNTY, MARYLAND

By: Council President on the recommendation of the Organizational Reform Commission

AN ACT to:

- (1) eliminate the Office of the Community Use of Public Facilities and re-assign its functions;
- (2) eliminate the Interagency Coordinating Board for Community Use of Public Facilities and re-assign its functions;
- (3) require the Department of General Services to administer and implement the School Facilities Utilization Act;
- (4) require the Department to schedule and make available the community use of school and public facilities; and
- (5) generally amend County law regarding community use of schools and other public facilities.

By amending

Montgomery County Code
Chapter 1A, Structure of County Government
Section 1A-203

Chapter 2, Administration
Section 2-30

Chapter 32, Offenses – Victim Advocate
Section 32-19C

Chapter 41, Recreation and Recreation Facilities
Section 41-21

Chapter 44, Schools and Camps
Section 44-2, 44-3, and 44-5

By repealing

Chapter 2, Administration
Division 19, Office of Community Use of Public Facilities
Section 2-64M

Chapter 44, Schools and Camps
Section 44-4

Boldface	<i>Heading or defined term.</i>
<u>Underlining</u>	<i>Added to existing law by original bill.</i>
[Single boldface brackets]	<i>Deleted from existing law by original bill.</i>
<u>Double underlining</u>	<i>Added by amendment.</i>
[[Double boldface brackets]]	<i>Deleted from existing law or the bill by amendment.</i>
* * *	<i>Existing law unaffected by bill.</i>

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

- 28 (1) administers and implements the School Facilities Utilization Act
- 29 (Chapter 44, Article I); and
- 30 (2) schedules and makes available to the community the use of
- 31 (A) school facilities; and
- 32 (B) other public facilities designated by the Chief
- 33 Administrative Officer under standards established by
- 34 regulation issued under method (2).
- 35 (b) *Duties of the Director.* The Director of Community Use of Public
- 36 Facilities must carry out the functions described in this Section and
- 37 Section 44-4.]

38 **32-19C. Disruptive Behavior—Public Facilities**

- 39 (a) In this Section, the following terms have the following meanings unless
- 40 the context clearly indicates otherwise:
- 41 * * *
- 42 (2) Enforcement agent means:
- 43 (A) a Department Director;
- 44 (B) a police officer, deputy sheriff, or County security officer;
- 45 or
- 46 (C) an assistant director, division chief, service chief, or other
- 47 person in charge of a facility, who is designated by a
- 48 Department Director[; or].
- 49 [(D) a designee of the Director of Community Use of Public
- 50 Facilities.]
- 51 (3) Public facility means any building, grounds, or transit vehicle
- 52 owned, leased, or used by the County[,] or the Revenue
- 53 Authority[, or the Director of Community Use of Public
- 54 Facilities].

55 * * *

56 **41-21. Recreation board.**

57 * * *

58 (c) The ex officio, nonvoting members of the Board are:

59 * * *

60 (4) a representative of the [Office of Community Use of Public
61 Facilities] Department of General Services;

62 * * *

63 **44-2. Definitions.**

64 For the purposes of this Article, the following words and phrases have the
65 meanings indicated:

66 [*Board*. The Interagency Coordinating Board established by Section 44-3.]

67 [*Committee*]. The] means the advisory committee established by Section 44-5.

68 [*Director*]. The] means the Director of [Community Use of Public Facilities]
69 General Services or the Director's designee.

70 [*Schools*]. Buildings and] means any building or grounds, playing [fields]
71 field, [gymnasia and] gymnasium, or associated educational [facilities and]
72 facility or equipment under the ownership and operating control of the
73 Montgomery County [board of education] Board of Education, including [but
74 not limited to] those schools currently or in the future designated as
75 "community schools."

76 [*Superintendent*]. The] means the superintendent of Montgomery County
77 [public schools] Public Schools.

78 [*Community school council*]. An] means an existing body created to provide
79 information and advice on community needs, program development, facility
80 use, and related matters at designated "community schools" or a body [as may

81 may be] created in the future to perform similar functions regarding other
82 schools or groups of schools.

83 **44-3. [Interagency Coordinating Board] Director of General Services - Duties.**

84 [(a) *Establishment and responsibilities.* The Interagency Coordinating Board for
85 Community Use of Public Facilities must review and coordinate the activities
86 conducted under this Article.] The [Board] Director must:

87 [(1) review budget requests of the Director and make recommendations
88 about the requests to the Chief Administrative Officer, County
89 Executive and County Council];

90 [(2)] (a) recommend fee schedules that the Council may adopt by resolution
91 after receiving the recommendations of the Executive;

92 [(3)] (b) review and propose modifications in major contracts and grants
93 negotiated between the County and Montgomery County Public
94 Schools under this Article;

95 [(4)] (c) provide periodic evaluations, advice, and recommendations, and an
96 annual report by March 1 of each year, to [the Director,] the Board of
97 Education, the Executive, and the Council about implementation of this
98 Article;

99 [(5)] (d) adopt regulations necessary to implement this Article; [and]

100 [(6)] (e) recommend how to resolve any interagency differences and problems
101 in implementing this Article to the Executive, the Board of Education,
102 the Maryland National Capital Park and Planning Commission,
103 Montgomery College, or the Council, as appropriate, including
104 recommendations to promote coordination between programs and
105 activities conducted under this Article and related services and activities
106 financed by the County government

- 107 (f) administer and coordinate the programs and activities necessary to carry
108 out the purposes of this Article;
- 109 (g) administer appropriated funds and explore the possibility of obtaining
110 additional funds from non-County sources;
- 111 (h) provide information and guidance to any community group, municipal
112 government, County agency, and any other user of a school facility as to
113 ways in which such facility use could be made more cost effective;
- 114 (i) employ and train community school coordinators and other necessary
115 personnel, with the approval of the Chief Administrative Officer;
- 116 (j) directly with an individual school or through a community school
117 coordinator (or other intermediate personnel), maintain effective liaison
118 and consultation with any school principal, community school council,
119 or other community organization and user group in order to:
- 120 (1) encourage and assist the formation of a community school
121 council;
- 122 (2) schedule the use of a school facility;
- 123 (3) under an arrangements with school principals, assure general and
124 proper supervision of non-school use of any building or other
125 facility, including the engagement of appropriate on-site
126 personnel;
- 127 (4) generally coordinate logistical, financial and related aspects of
128 the after-school, evening, weekend and vacation period, and other
129 non-school use of any school facility, as may be provided in
130 contractual or other arrangement between the County government
131 and the Board of Education;

132 (5) survey community needs and develop outreach and other
133 programs to meet those needs through optimal use of school
134 facilities; and

135 (6) assume responsibility for needed repair or replacement of
136 property resulting from community use; and

137 (k) promote cooperation among any activity under this Article, community
138 program or activity carried on in a former school subsequently taken
139 over by the County, or multipurpose community center operated by the
140 County.

141 [(b) *Membership.* The Board consists of voting members and nonvoting, ex
142 officio members.

143 (1) The voting members are:

144 (A) the Chief Administrative Officer;

145 (B) The Superintendent of Schools;

146 (C) the President of Montgomery College;

147 (D) a member of the Maryland-National Capital Park and
148 Planning Commission designated by the Montgomery
149 County members of the Commission;

150 (E) a Councilmember or the staff director or a senior staff
151 member of the County Council who represents the
152 Council;

153 (F) one citizen appointed by the Superintendent and confirmed
154 by the Board of Education; and

155 (G) three citizens appointed by the Executive and confirmed
156 by the Council.

157 The Advisory Committee may recommend individuals to the
 158 Executive and the Superintendent for appointment as citizen
 159 members of the Board.

160 (2) The nonvoting, ex officio members of the board are:

161 (A) a member of the Board of Education designated by the
 162 Board of Education;

163 (B) a person designated by the Montgomery County
 164 Association of Secondary School Principals and confirmed
 165 by the Council;

166 (C) a person designated by the Elementary School
 167 Administrators Association and confirmed by the Council.

168 (c) *Officers.* The Board must elect a Chair and Vice Chair to serve for a
 169 one-year term, and may reelect either or both officers.

170 (d) *Terms.* Members of the Board appointed under subsections (b)(1)(F)
 171 and (G) and (2)(B) and (C) must serve staggered four-year terms
 172 beginning on July 1 of the year when the term of the member's
 173 predecessor is scheduled to expire. A member continues to serve until
 174 the member's successor is appointed.

175 (e) *Compensation.* Members of the Board serve without compensation.

176 (f) *Meetings.* The Board must meet at least once every three months. The
 177 Board may be convened at any time, with appropriate advance notice, at
 178 the call of the chair or upon the request of the Chief Administrative
 179 Officer or the Superintendent.

180 (g) *Attendance.* Section 2-148(c) applies only to citizen members of the
 181 Board.]

182 **44-4. [Director of Community Use of Public Facilities] Reserved.**

183 [The Director must:

- 184 (a) Administer the programs and activities necessary to carry out the
185 purposes of this article;
- 186 (b) Administer appropriated funds and explore the possibility of obtaining
187 additional funds from non-county sources;
- 188 (c) Provide information and guidance to community groups, municipal
189 governments, county agencies and other users of school facilities as to
190 ways in which such facility use could be made more cost effective;
- 191 (d) In consultation with the board and with the approval of the chief
192 administrative officer, employ and train community school coordinators
193 and other necessary personnel;
- 194 (e) Directly with individual schools or through community school
195 coordinators (or other intermediate personnel), maintain effective
196 liaison and consultation with school principals, community school
197 councils and other community organizations and user groups in order to
198 fulfill the following responsibilities, among others:
- 199 (1) Encourage and assist in the formation of community school
200 councils;
- 201 (2) Schedule use of school facilities;
- 202 (3) Under arrangements with school principals, assure general and
203 proper supervision of non-school use of buildings and other
204 facilities, including the engagement of appropriate on-site
205 personnel;
- 206 (4) Generally coordinate logistical, financial and related aspects of
207 the after-school, evening, weekend and vacation period and other
208 non-school use of school facilities, as may be provided in
209 contractual or other arrangements between the county
210 government and the board of education;

- 211 (5) Survey community needs and develop outreach and other
 212 programs to meet those needs through optimal use of school
 213 facilities; and
- 214 (6) Assume responsibility for needed repair or replacement of
 215 property resulting from community use;
- 216 (f) Effect cooperation among activities under this article, community
 217 programs and activities carried on in former schools subsequently taken
 218 over by the county government and multipurpose community centers
 219 operated by the county government;
- 220 (g) Serve as executive secretary to the board; and
- 221 (h) Perform such other related duties as may be required.]

222 **44-5. Advisory committee.**

- 223 (a) There is [hereby established] an advisory committee to advise the
 224 [board and director as to programs and activities] Director on any
 225 program or activity conducted [pursuant to] under this [article; the
 226 committee shall bring] Article. The Committee must submit to the
 227 [board and director] Director a broad spectrum of ideas and
 228 recommendations [as to] for community use of school facilities,
 229 including]. The committee shall submit recommendations to the board
 230 on the following subjects]:
- 231 (1) ways [by which] to increase school facility use [may be
 232 increased] by public agencies and community groups;
- 233 (2) ways [in which] to improve information and other outreach
 234 efforts [may be approved];
- 235 (3) ways [in which] to make facility utilization [may be made] more
 236 cost effective; and[,]

237 (4) ways [by which] that procedural changes may result in a more
238 effective operation.

239 (b) The Executive must appoint members [Members] of the [committee]
240 Committee [shall be appointed by the board or designated by
241 organizations under arrangements specified by the board] and [shall]
242 must be representative of various county and community groups with an
243 [interests] interest in school facility use. Committee members [shall]
244 must serve without compensation. The [director shall] Director must
245 provide necessary staff support for the [committee] Committee.

246 *Approved:*

247

Valerie Ervin, President, County Council

Date

248 *Approved:*

249

Isiah Leggett, County Executive

Date

250 *This is a correct copy of Council action.*

251

Linda M. Lauer, Clerk of the Council

Date

LEGISLATIVE REQUEST REPORT

Bill 3-11

Community Use of Public Facilities – Reorganization

DESCRIPTION:	Bill 3-11 would eliminate the Office of the Community Use of Public Facilities and re-assign its functions; eliminate the Interagency Coordinating Board for Community Use of Public Facilities and re-assign its functions; require the Department of General Services to administer and implement the School Facilities Utilization Act; require the Department to schedule and make available the community use of school and public facilities
PROBLEM:	The Organizational Reform Commission recommended that the functions of the Community Use of Public Facilities and the Interagency Coordinating Board be moved to the Department of General Services.
GOALS AND OBJECTIVES:	Although CUPF is an enterprise fund and no taxpayer savings would be generated, efficiencies resulting from this reorganization could reduce costs to users or assist in improving services.
COORDINATION:	Community Use of Public Facilities, Department of General Services
FISCAL IMPACT:	To be requested.
ECONOMIC IMPACT:	To be requested.
EVALUATION:	To be requested.
EXPERIENCE ELSEWHERE:	To be researched.
SOURCE OF INFORMATION:	Organizational Reform Commission Report. Amanda Mihill, Legislative Analyst, 240-777-7815
APPLICATION WITHIN MUNICIPALITIES:	Not applicable.
PENALTIES:	None.

Montgomery County Organizational Reform Commission

This change would result in saving a substantial portion of the \$1.7 million currently budgeted for the HRC. We propose that the HRC and Committee on Hate/Violence be combined to make their efforts more concentrated and provide a singular focal point for research and dissemination of information. This new combined commission can be aligned with the Office of Community Partnerships or another suitable entity, as determined by the Council and Executive. Finally, the activities of the Interagency Fair Housing Coordinating Group – currently supported by the Human Rights Office – should be returned to the Department of Housing and Community Affairs, from which it was removed in 1996.

c) Interagency Coordinating Board for Community Use of Public Facilities (CUPF) – Current Budget - \$9,325,840.

- *The ORC recommends a major modernization of the property management system for Community Use of Public Facilities. We also believe it is appropriate that the functions of the Office and Board move to the Department of General Services.*

Since CUPF is an enterprise fund, no taxpayer savings would be generated by these reforms, but it is highly likely that the efficiencies resulting from the moves could reduce costs to users or assist in improving services, thereby allocating a portion of its \$9.3 million budget to more effective uses.

d) Criminal Justice Coordinating Commission (CJCC) – Current Budget \$158,000 - The CJCC performs an important function in helping to coordinate the programs and activities of the County's various criminal justice agencies. However, it meets only four times a year, does not require an annual report, and in other ways has had its duties modified in recent years. In the past, it has been staffed by County personnel who also had other duties, rather than by a dedicated staff of its own.

- *The ORC believes that staff support for the CJCC does not require an executive director post that is now staffed by a high-level appointee. We recommend elimination of this position. We also recommend that the CJCC be housed in the Police Department, which would provide for its part-time staff support.*

Real Estate and Facilities Management

Statement of the Issue

The County is experiencing inefficiencies in real estate and facilities management, often because of competing agency priorities. At this time, the tools to properly manage these assets do not seem sufficient.

Discussion of the Issue and Recommendations

The ORC interviewed department directors and staff from County government and MCPS to discuss how their real estate, office space and facilities operations – including the Community Use of Public Facilities (CUPF) office – are managed. We also reviewed a significant amount of background information from CARS, to provide further context. We focused on the potential for managing these assets in a centralized manner, while continuing to meet the programmatic needs of the different organizations.

Currently, a combination of organization culture/structure and a lack of tools and systems is problematic. We were advised that the County government's facility and property resources are managed primarily through the institutional memory and informal tracking tools (paper records, spreadsheets, etc.) of one or two employees. Also, according to CARS research, "...not all the agencies have a central real estate function for their entire organization. In those organizations real estate transactions/planning take place in multiple departments/divisions..."

The CARS recommendation on this issue is to hold quarterly meetings to coordinate and identify potential opportunities to collaborate across multiple agencies. We believe that this approach is insufficient to effectively drive sustainable savings. Given the potential for competing priorities, we believe this is more likely to lead to decisions that are not in the County's best interest. It should be noted that there is work ongoing that would create a single Request for Proposal process for real estate services. This would benefit multiple agencies and we believe it is a useful improvement that should be advanced.

Another player in managing the use of the County's various real estate assets is CUPF. Any recommendation should include CUPF, in order to extend the same functionality and reduce the level of effort currently needed to perform its tasks.

- ***We recommend that the County consolidate its real estate and facilities functions so that these assets can be managed in a centralized manner.***

We believe that the County's new Enterprise Resource Planning System should be developed with a central structure in mind and with workflow capability that can accommodate the needs of CUPF. All County agency property, facilities, and office space should be managed through a central database, under a well-defined set of business rules. All space and property assets should be considered for central management. Management should be to a level of granularity (office, conference room or cubicle) that move management (management of

Montgomery County Organizational Reform Commission

office space) is also streamlined. We believe this change should be phased in and at this time we have not determined the best form of governance for this operation. We support eliminating silos, but we caution against an excessive role for any one programmatic need.

County Government to address important community needs and ultimately to build stronger, more inclusive, and self sufficient communities.

3. Reorganize the Commission for Women and eliminate the office.

County Executive's Position: **Support with Conditions**

I support the ORC recommendation regarding the reorganization of the Commission for Women. My FY12 Recommended Operating Budget will address the reorganization of this Commission, but in order to maintain the excellent work of the Commission for Women I will recommend a reduction, but not the elimination of all staff support. This recommendation requires implementing legislation which I will forward to the Council.

4. Reorganize the Human Rights Commission and eliminate the office.

County Executive's Position: **Support with Conditions**

I support the ORC recommendations regarding the reorganization of the Human Rights Commission. My FY12 Recommended Operating Budget will address this reorganization, but in order to retain the unique and vital work that this Commission provides, it will be necessary to retain some staffing for the Commission. This recommendation requires implementing legislation which I will forward to the Council.

5. Modernize Community Use of Public Facilities by moving it to the Department of General Services.

County Executive's Position: **Oppose with Explanation**

ORC recommends "a major modernization of the property management system" for Community Use of Public Facilities (CUPF), implying a significant deficiency in its technology background to efficiently perform its function. As addressed in greater detail below, CUPF is in fact heavily invested in technology and is deploying new web-based tools now and more in the near future.

ORC also recommends that CUPF is better situated as a function of the Department of General Services (DGS). While it is possible that integration with DGS' property management responsibilities may create certain synergies, it would not provide any cost savings or measurable efficiencies. Therefore, I do not believe the expense in time and effort to implement a consolidation of these functions would be justified. In addition, there is little overlap in the missions of these two functions, or opportunity to combine staff activities around scheduling operations or the planning, evaluation or supervision of such activities.

CUPF and technology: CUPF allocates and manages the use of more than 550 public facilities by approximately 6,000 individuals and groups scheduling more than 750,000 hours in and around normal school or government business

operations. To do so in the most efficient way, CUPF has automated a significant part of the scheduling process and continually seeks to expand its use of technology.

CUPF is heavily invested in the use of technology for scheduling and managing financial transactions, using the CLASS software also used by the Department of Recreation for its very significant registration and financial accounting operation in recreation program enrollment. CLASS is the overwhelmingly preferred software for private and public recreation operations nationally. CUPF uses this software in conjunction with online application/permit tracking, credit card payments, and reports.

The system also interfaces with the new ERP system to manage revenue and other financial transactions. Through integration with ICBweb (a custom application that provides real-time information on what is scheduled, where and when), customer reports are generated and used extensively by Montgomery County Public Schools (MCPS) and the County for assignment of staff support, management of utility and overtime costs, and are also used by County Security.

During the past year, CUPF created a paperless Request for Proposal process on its website for the selection of child care providers, which created efficiencies and customer service improvements that were recognized by MCPS, as well as the County Department of Health and Human Services and DGS' Office of Real Estate. Similarly, its paperless MCPS staff overtime approval process has been well received. Beyond the potential technology enhancements as a result of the Recreation and Parks permitting consolidation, CUPF is working toward the creation a hosted check payment server option for online customers and implementation of an imaging system to replace the current paper forms, and also employ check tracking and filing systems. Plans also include an online space availability checking feature. All of these indicate a function that is fully intent on exploiting technology to improve its service delivery.

Property management: CUPF does not manage property; this is General Services' function. However, CUPF must perform its work in coordination with DGS as well as MCPS facility management. The CUPF's greatest challenge is in negotiating and managing relationships, since it was created to prevent inequities that can result from an unmanaged "first-come, first-served" approach. In fact, CUPF was created over 30 years ago in response to county residents' concerns about fair and equal access to use of schools after hours because each school was making independent, often biased, decisions about who had access and what rate was to be charged.

Under the purview of the policy-making Interagency Coordinating Board (ICB), comprised of top-level decision makers from all major County agencies (Board of Education, MCPS, M-NCPPC, County Government, Montgomery College, and County Council), CUPF is able to respond quickly across agency lines to meet the needs of the school system, the County and its residents. This includes 24/7 on-call coverage and inclement weather closings. As the only independent office of its kind in the nation, CUPF is truly a model of effective cross-agency

collaboration. The operation of CUPF is intertwined closely with MCPS, and its success today is the result of many years of relationship building.

Financial impact: As noted above, no savings would be generated by moving CUPF, an Enterprise Fund, under DGS. It should also be noted that Section 44-5A of the County Charter requires reimbursing MCPS for the costs of supporting community use, which mean more than 70% of CUPF's budget is returned to MCPS to cover staff, utility, custodial, and maintenance costs, with the remaining 30% covering operations to include funds returned to the General Fund.

Another observation made by ORC was that with efficiencies, perhaps fees could be reduced. The ICB has continually worked to keep rates affordable to ensure access to public space by community groups (98% of which are non-profits) while at the same time meeting its own financial obligations. Without any tax dollar support, CUPF's fees remain among the most competitive in the area.

6. Reorganize the Criminal Justice Coordinating Commission and eliminate the Executive Director position.

County Executive Position: **Oppose with Explanation**

The Executive Director is part of the County Executive's Office and staff. I have already reduced my Office's direct support over the past few years with a 25% reduction in FY 2011 and an additional 15% recommended in my FY 2012 budget. The additional loss of another position would further compromise my staff's ability to fulfill the mission of the County Executive's Office. Placement of the Executive Director position as a collateral duty for an individual in another agency would compromise the ability to implement the work of the Commission. The Executive Director position must be a high-level, appointed position, directly representing the County Executive in order to integrate the Executive's priorities and work with the other high-level appointees on the Commission. In addition, placing the position or duties of the Executive Director in one department would create the appearance of either favoritism or a particular direction which would undermine the rationale of the Commission. Further, adding the duties to an already existing position would minimize the ability to coordinate inter-agency activities.

The Executive Director, as either a representative of me or as an ex-officio attends the following Board, Committee or Commission or agency meetings: the Disproportionate Minority Contact Committee of the Collaboration Council, the Juvenile Justice Commission, the Domestic Violence Coordinating Council, the Domestic Violence Fatality Review Team, the Commission on Veterans Affairs, the Criminal Justice Behavioral Health Initiative, and the Department of Correction and Rehabilitation's Re-Entry Program. Time constraints and the need for overall coordination would not permit that to continue if the Executive Director position were eliminated, regardless of whether those memberships are distributed among several individuals or one person.



OFFICE OF MANAGEMENT AND BUDGET

Isiah Leggett
County Executive

Joseph F. Beach
Director

MEMORANDUM

April 1, 2011

TO: Valerie Ervin, President, County Council
FROM: Joseph F. Beach, Director
SUBJECT: Council Bill 3-11, Community Use of Public Facilities - Reorganization

The purpose of this memorandum is to transmit a fiscal and economic impact statement to the Council on the subject legislation.

LEGISLATION SUMMARY

This bill was submitted by the Council President on behalf of the Organizational Reform Commission. It proposes to:

- eliminate the Office of the Community Use of Public Facilities (CUPF) and reassign its functions;
- eliminate the Interagency Coordinating Board (ICB) for CUPF and reassign its functions;
- require the Department of General Services (DGS) to administer and implement the School Facilities Utilization Act;
- require DGS to schedule and make available the community use of school and public facilities; and
- generally amend County law regarding these issues.

FISCAL AND ECONOMIC SUMMARY

This proposed legislation is not expected to have a fiscal impact. The proposed language essentially transfers the function and responsibilities of the ICB and CUPF to DGS. The proposed new governing and administrative entity would provide the same service at approximately the same cost; no significant difference in cost is expected with the reassignment because existing staff and other resources in CUPF and DGS would be retained in such a reassignment. There would be no need to co-locate the offices, though some incidental costs related to CUPF materials (letterhead, business cards, etc.) may be incurred.

Approximately two-thirds of CUPF's \$9.6 million annual budget is devoted to reimbursing the Montgomery County Public Schools for the use of their facilities and utilities when these facilities are utilized for non-school events. Twenty-five percent of CUPF's budget is for salaries. Total expenditures in FY12 are expected to bring its fund balance to approximately 9 percent, below the recommended 10 percent of total revenue. In FY11, the anticipated fund balance is 11 percent, an indication that the agency is not increasing its revenue beyond the level necessary to provide current services.

Office of the Director

Valerie Ervin, President, County Council
April 1, 2011
Page 2

This legislation will have no economic impact on the County as it is internally focused on County Government departments.

The following contributed to and concurred with this analysis: Michael Coveyou, Department of Finance; Elizabeth Habermann, Community Use of Public Facilities; and Lori O'Brien, Office of Management and Budget.

JFB:lob

- c: Kathleen Boucher, Assistant Chief Administrative Officer
- Lisa Austin, Offices of the County Executive
- Jennifer Barrett, Director, Department of Finance
- Ginny Gong, Director, Community Use of Public Facilities
- Michael Coveyou, Department of Finance
- Elizabeth Habermann, Community Use of Public Facilities
- Lori O'Brien, Office of Management and Budget
- John Cuff, Office of Management and Budget

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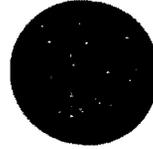


MONTGOMERY COUNTY PLANNING BOARD
THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

OFFICE OF THE CHAIRMAN

MEMORANDUM

060865



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MONTGOMERY COUNTY
COMMISSION

2011 MAR -2 AM 8:14

February 28, 2011

TO: Montgomery County Council

FROM: Françoise M. Carrier *Françoise M. Carrier*
Chair, Montgomery County Planning Board
Vice Chair, Maryland-National Capital Park & Planning Commission

SUBJECT: Response to the County Executive's Organizational Reform Commission Recommendations

This memorandum provides our response to the County Executive's February 21 proposal based on the Organizational Reform Commission (ORC)'s final report and recommendations. We recognize the difficulty of the decisions facing the County government as it finalizes the budget for fiscal year 2012, and are aware some tough decisions will have to be made. The ORC's task was a challenging one, and we applaud their efforts to find opportunities for cost-savings, efficiencies, and improved customer service. We remain in favor of streamlining functions and pursuing savings and efficiencies, and welcome continued dialogue with the Council on all possible opportunities. We support several of the recommendations contained with the ORC report and the County Executive's February 21 memo, and would like to share our concerns about a few others. Our thoughts on these are outlined below:

Preserving the Office of Community Use of Public Facilities

We wholeheartedly agree with the County Executive's recommendation to preserve the Office of Community Use of Public Facilities (CUPF) as an independent entity. We have enjoyed a highly collaborative relationship with this office over the years, and have recently transferred the permitting of our athletic fields to them in order to streamline the field permitting process for all users. Like our Enterprise Fund, CUPF is self-supporting and requires no tax dollars to operate. It makes little sense to transfer a successful, self-sustaining business operation when the impact of the management transfer is unknown and could have detrimental impacts on its operations and fiscal integrity.

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The commission also proposes to consolidate major IT platforms across agencies starting in Fiscal Year 2012, with projected savings between \$18 million and \$36 million annually (Page 32). This recommendation is the source of most of the total savings identified by the commission. One member, Mr. Scott Fosler, filed a reservation on this point, arguing that the central role of technology makes it imperative to first review the overall governmental structure of the various agencies before committing to a new technology governing structure (Page 31). This recommendation is wildly optimistic and not grounded in evidence or cost-effective strategy. For example, the suggestion that there will be significant cost savings from consolidating data centers assumes redundancies among agency data centers that do not presently exist.

The report significantly underestimates the complexity of the mission and operational functioning of each agency. A centralized CIO will increase the opportunities to stifle innovation and reduce the agility to respond to key agency priorities and customer needs.

Indirect Impact

Other recommendations of the ORC report do not directly affect MCPS, but may have an indirect effect. The following is a brief summary of these recommendations:

9. Modernize the property management system of the Community Use of Public Facilities (CUPF) and move the office to the county's Department of General Services (Page 14). The report proposes to eliminate the independent department that manages the use of public space, including the use of school facilities. CUPF is under the direction of an independent board, including the superintendent of schools and other MCPS staff. This diverse representation safeguards protection of school buildings from uses that might interfere with the primary instructional mission of schools. Placing the office under the direction of the county's Department of General Services, even with an advisory board, would compromise the original purpose of CUPF. Additionally, because CUPF is an enterprise fund supported by user fees, reorganization would not directly result in tax-supported savings to the Operating Budget.
10. Reorganize the Criminal Justice Coordinating Council (CJCC) so that it is housed and staffed within the Montgomery County Police Department (Page 14). The CJCC is an independent commission that includes representation of many county agencies, including MCPS. If the CJCC were moved to the Montgomery County Department of Police, it is not clear whether its interagency character would continue. Elimination of its entire staff support would save \$158,000.

Testimony Council Bill 3-11
March 29, 2011
Henry Lee

Good Evening President Erving and Members of the County Council.

I am testifying this evening on Council Bill 3-11.

This bill is the result of the report presented by the Organizational Reform Commission seeking to decrease costs, streamline and increase the efficiency of County Services. This bill will seek to eliminate Office of the Community Use of Public Facilities and the Interagency Coordinating Board for CUPF and reassign its functions to the Department of General Services.

This bill does not take into account the rationale for the creation of the Community Use of Public Facilities and takes a very shortsighted view of future efficiencies and costs.

As part of the O.R.C. presentation to the County Council, Mr. Wegman indicated possible savings by eliminating CUPF's director position. I'd like to point out that this is a Merit System position and the director has been in place for more than 12 years. Ms. Gong has served the County and the community in an outstanding manner as the office implemented full centralized scheduling of all schools, added County buildings to the facilities available for community use, and oversaw a number of technology enhancements, including a completely paperless childcare vendor solicitation and selection process. Because community use is essentially a 24/7 job, the director makes weather-related cancellation decisions on weekends and evenings (impacting thousands of citizens and students) as well as being "on-call" in the event of power loss, water main breaks, or other emergencies. CUPF's management team is comprised of the director and two other grade 25 managers. Given that CUPF's program has such a direct impact on residents, as well as hundreds of employees and facilities, it is critical that a high-level, experienced director be at the helm. The ICB has often publicly recognized the director for on-going efforts meeting the day-to-day challenges of balancing multiple competing priorities and conflicting community interests and has especially recognized the great strides Ms. Gong has accomplished with relations with MCPS.

Most people are not aware that CUPF returns 70% of user fees to MCPS to cover worker salaries, maintenance, utilities and custodial supplies. Funds are also returned to libraries and Regional Service Centers. The remainder of the budget is dedicated to the cost of managing the program, including \$500,000 for County overhead. In the near future, CUPF is slated to move into County space, thereby increasing its contribution to the General Fund by another \$200,000. The ICB has continually worked to keep user fees affordable to ensure access by community groups (98% of which are non-profits) and, at the same time, meet our financial obligations. Other organizations that the ICB benchmarks actually subsidize operations with tax dollars. CUPF rates remain among the most competitive in the area without any tax dollar support.

CUPF does not manage property in the same sense as DGS. CUPF manages use by the community outside the needs of the primary tenant. The office's role is to allocate and direct the use of more than 550 public facilities by approximately 6,000 individuals and groups scheduling

more than 750,000 hours in and around normal school and business operations. To do so in the most efficient way, CUPF has automated a significant part of the scheduling process. Users are able to submit, amend, and cancel requests online and stakeholders are able to access real-time information as to exactly what is scheduled in their school or government building via a weblink ("ICBweb" is used daily by MCPS to manage utility and overtime costs as well as to make work assignments for hundreds of MCPS employees supporting community use). CUPF staff is now working on other features that will enable users to check availability online before submitting a request.

Of utmost importance is conveying to you that scheduling activities around school or government needs is not as simple as merely entering an event date on a calendar. Consideration must first be given to ICB's established priority hierarchy (MCPS has first priority, then the PTAs, then the County and municipal recreation departments, and then community groups). Staff must look at the big picture in scheduling use in a school and check to see if the requested use is an appropriate match for the facility. Part of the scheduling mix is taking into account the school system's labor agreements with regard to worker assignments, whether simultaneous events will impact parking and event support needs, and other impacts such as looking ahead to see which schools will be closed or have limited use because of summer construction projects or renovations. And, of course, there are always unforeseen, last-minute requests for use by MCPS that send staff scrambling to move a community group to an alternate location.

CUPF and DGS have different missions with almost no overlap of functionality. CUPF's mission is focused on services to the community and meeting the short-term and intermittent space needs of its customers (churches, cultural groups, athletic groups, childcare providers, etc.), requiring a significant level of ongoing customer interaction and conflict resolution between customer demands and primary tenants' concerns. CUPF does not purchase, sell, manage, clean, or maintain any buildings. DGS's mission is to primarily support the infrastructure of the County and has an internal customer base. DGS's Real Estate Program enters into long-term contracts, whereas most of CUPF's customers' use is limited to a few hours a week.

As the only independent office of its kind in the nation, ICB/CUPF is a model for other jurisdictions. I believe that maintaining autonomy of ICB/CUPF is in the best interests of both the County and the community. ICB/CUPF was established over 30 years ago in response to citizen concerns about fair and equal access to use of schools after-hours because each school was making its own decisions about who got in, when they got in, and what they were charged. The operation of CUPF is intertwined closely with MCPS, and it has taken many diligent years of relationship building to get ICB/CUPF to where we are today. Another major point is the implementation of a one-stop-shop approach to facility use and consolidation of permitting of Rec and Parks facilities under CUPF. I believe to merge CUPF into DGS at this time would be most inopportune.

Thank you.

Henry Lee
7100 Sonnett Court
Derwood, MD 20855
301-963-2409

Henry Lee

7100 SONNET COURT
DERWOOD, MD 20855

February 7, 2011

The Honorable Isiah Leggett
County Executive
Montgomery County Government
101 Monroe Street
Rockville, MD 20850

Dear Mr. Leggett:

I am writing as chairman and as your citizen appointment to the Interagency Coordinating Board (ICB) for the Community Use of Public Facilities (CUPF), on which I have served many years. I am appreciative of the many hours spent by the Organizational Reform Commission and the thoughtfulness with which they arrived at their recommendations, but would like to take this opportunity to provide my thoughts and provide clarification on several points

As part of the presentation last week to the County Council, Mr. Wegman indicated possible savings by eliminating CUPF's director position. I'd like to point out that this is a Merit System position and the director has been in place for more than 12 years. Ms. Gong has served the County and the community in an outstanding manner as the office implemented full centralized scheduling of all schools, added County buildings to the facilities available for community use, and oversaw a number of technology enhancements, including a completely paperless childcare vendor solicitation and selection process. Because community use is essentially a 24/7 job, the director makes weather-related cancellation decisions on weekends and evenings (impacting thousands of citizens and students) as well as being "on-call" in the event of power loss, water main breaks, or other emergencies. CUPF's management team is comprised of the director (the only MLS staff member) and two other grade 25 managers. Given that CUPF's program has such a direct impact on residents, as well as hundreds of employees and facilities, it is critical that a high-level, experienced director be at the helm. The ICB has often publicly recognized the director for on-going efforts meeting the day-to-day challenges of balancing multiple competing priorities and conflicting community interests and has especially recognized the great strides Ms. Gong has accomplished with relations with MCPS.

Most people are not aware that CUPF returns 70% of user fees to MCPS to cover worker salaries, maintenance, utilities and custodial supplies. Funds are also returned to libraries and RSCs. The remainder of the budget is dedicated to the cost of managing the program, including \$500,000 for County overhead. In the near future, CUPF is slated to move into County space, thereby increasing its contribution to the General Fund by another \$200,000. The ICB has continually worked to keep user fees affordable to ensure access by community groups (98% of which are non-profits) and, at the same time, meet our financial obligations. Other organizations that the ICB benchmarks actually subsidize operations with tax dollars. CUPF rates remain among the most competitive in the area without any tax dollar support.

CUPF does not manage property in the same sense as DGS. CUPF manages use by the community outside the needs of the primary tenant. The office's role is to allocate and direct the use of more than 550 public facilities by approximately 6,000 individuals and groups scheduling more than 750,000 hours in and around normal school and business operations. To do so in the most efficient way, CUPF has automated a significant part of the scheduling process. Users are able to submit, amend, and cancel requests online and stakeholders are able to access real-time information as to exactly what is scheduled in their school or government building via a weblink ("ICBweb" is used daily by MCPS to

manage utility and overtime costs as well as to make work assignments for hundreds of MCPS employees supporting community use). CUPF staff is now working on other features that will enable users to check availability online before submitting a request.

Of utmost importance is conveying to you that scheduling activities around school or government needs is not as simple as merely entering an event date on a calendar. Consideration must first be given to ICB's established priority hierarchy (MCPS has first priority, then the PTAs, then the County and municipal recreation departments, and then community groups). Staff must look at the big picture in scheduling use in a school and check to see if the requested use is an appropriate match for the facility. Part of the scheduling mix is taking into account the school system's labor agreements with regard to worker assignments, whether simultaneous events will impact parking and event support needs, and other impacts such as looking ahead to see which schools will be closed or have limited use because of summer construction projects or renovations. And, of course, there are always unforeseen, last-minute requests for use by MCPS that send staff scrambling to move a community group to an alternate location.

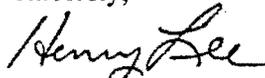
CUPF and DGS have different missions with almost no overlap of functionality. CUPF's mission is focused on services to the community and meeting the short-term and intermittent space needs of its customers (churches, cultural groups, athletic groups, childcare providers, etc.), requiring a significant level of ongoing customer interaction and conflict resolution between customer demands and primary tenants' concerns. CUPF does not purchase, sell, manage, clean, or maintain any buildings. DGS's mission is to primarily support the infrastructure of the County and has an internal customer base. DGS's Real Estate Program enters into long-term contracts, whereas most of CUPF's customers' use is limited to a few hours a week.

As you know, CUPF is assuming the permitting of Parks and MCRD space. As part of this effort, we anticipate leveraging additional technology and streamlining services. CUPF's paperless childcare solicitation process has been lauded as resourceful and highly efficient (HHS recently requested that CUPF share logistics and implementation of the new process).

As the only independent office of its kind in the nation, ICB/CUPF is a model for other jurisdictions. I believe that maintaining autonomy of ICB/CUPF is in the best interests of both the County and the community. ICB/CUPF was established over 30 years ago in response to citizen concerns about fair and equal access to use of schools after-hours because each school was making its own decisions about who got in, when they got in, and what they were charged. The operation of CUPF is intertwined closely with MCPS, and it has taken many diligent years of relationship building to get ICB/CUPF to where we are today. Another major point is the implementation of a one-stop-shop approach to facility use and consolidation of permitting of Rec and Parks facilities under CUPF. I believe to merge CUPF into DGS at this time would be most inopportune.

Thank you for this opportunity to share my thoughts.

Sincerely,



Henry Lee, Chair

Interagency Coordinating Board

Cc: Montgomery County Council
100 Maryland Avenue
Rockville, MD 20850

25

Testimony March 29, 2011 Bill 3-11 CUPF

Good evening, my name is Denise Gorham. I am the Executive Director of Bethesda Chevy Chase Baseball also known as BCC Baseball. I represent more than 3200 youth baseball players and their parents. I am one of the original founders of the league which started in the fall of 1993. I have directed the operations for the past eighteen years.

I remember the days when CUPF (known then as ICB) was a fledging organization. I also remember the disparities and confusion of dealing with three entities for field permits. (Parks, Rec and ICB). I cringe at the memory of the 4:00 AM queue at Parks door waiting to file requests for permits. Or worse yet, the mad dash to get to every school on the first day of permit requests and submit the archaic multi-page application praying the school secretary would grant your request.

Many, many improvements have been made over the past eighteen years and I must say the leader in modifying the system to make things work as smoothly as possible has been the office of CUPF. The recent merger of permitting staffs from Parks and CUPF seems to be running smoothly. It is a pleasure to work with a staff that is efficient, fair-minded and personable. I deal with 6000 parents, 280 team managers and their 3200 players. Assigning game and practice times that accommodate all these needs is a challenge beyond the realm of computers and technology. CUPF deals with many more customers than I. Scheduling involves human interaction and frequently, conflict resolution, especially when dealing with limited resources and competing interests. When a field or school is closed for renovation, an alternative must be sought. There is a domino effect if one site goes down. This cannot be solved by technology. It takes human ingenuity and concern. Managing all these requests and sites is more about working with people than technology.

To disrupt this operation by merging it into a much larger bureaucratic agency such as DGS would not only be counterproductive, it makes no sense financially. CUPF is an enterprise fund and self sufficient. No government funds are allocated for its operation. In fact, seventy per cent of the fees collected by CUPF go back to the schools. If this were to change all the hard work over the years to convince school principals to allow community use would be for naught. The community users would suffer as a consequence.

I believe the old adage "if it ain't broke, don't fix it" is applicable here. Why take a program that is running smoothly and costs the taxpayers no dollars and change it? Satisfying the needs of the community for indoor space and athletic fields is a very challenging job. Merging these specialists into a larger agency would not simplify the task or provide any efficiencies. In fact, I fear the worst and cannot begin to imagine returning to the horrors of yesteryear.

On behalf of BCC's community I ask that you vote down Bill 3-11 as a fiscally irrelevant and counterproductive proposal.

26

JF
V4

Delgado, Annette

From: Ervin's Office, Councilmember
Sent: Monday, February 07, 2011 2:16 PM
To: Montgomery County Council
Subject: FW: ORC Report

060465



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

From: Bruce McPherson [mailto:bruce_w_mcpherson@msn.com]
Sent: Monday, February 07, 2011 2:15 PM
To: Ike Leggett; Andrew's Office, Councilmember; Berliner's Office, Councilmember; Elrich's Office, Councilmember; Ervin's Office, Councilmember; Floreen's Office, Councilmember; Leventhal's Office, Councilmember; Navarro's Office, Councilmember; Rice's Office, Councilmember; Riemer's Office, Councilmember
Subject: FW: ORC Report

From: bruce_w_mcpherson@msn.com
To: timothy.firestone@montgomerycountymd.gov
Subject: ORC Report
Date: Mon, 7 Feb 2011 18:54:41 +0000

Dear Mr. Firestone,

I hope you will find time to read my comments on the ORC report and its impact on the Community Use of Public Facilities.

Thank you,

Sylvia McPherson

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MONTGOMERY COUNTY
COUNCIL

2011 FEB -7 PM 4:10

27

Dear Mr. Firestone:

Having just read the section of the ORC report concerning the Community Use of Public Facilities (ICB) I would like to share some of my concerns with you and the County Council

I started with Montgomery Soccer Inc (MSI) in 1975—before the ICB was in existence. Permitting the schools could be very difficult, often at the whim of the principal of the school. Some said that community use resulted in “wearing out” the fields and “disrupting” the classroom settings. When the ICB was established in 1978 things began to change for community use because now the community had an advocate. Things were not always smooth sailing as many schools still fought against groups using the building and disrupting the teachers’ space. The ICB walked a fine line between the community and the schools and they had a difficult role to play.

In my 23 years as MSI Executive Director and an additional 12 years as Chairman of the Advisory Committee for the ICB Board I have watched an amazing evolution in the agency--not only in the advanced technology available to users in permitting space but also in the way Ginny Gong and her staff have built relationships of mutual respect and trust in working with the schools. The staff has always understood that the primary purpose of the schools was for academics and those needs always had priority. It has been heartening to watch the ICB and the schools work together for the benefit of the community without the animosity of past years. Ginny has never failed, through her own form of diplomacy, to bring about a good result when problems occur. This agency provides a personal, hands-on approach to community use of all public facilities that goes far beyond just issuing a permit for a field or building based on space available.

The Community Use of Public Facilities is an enterprise fund comprised solely of user fees and as such is mandated to reimburse schools 70% of those fees collected. Other county agencies are also reimbursed funds to cover wear and tear from community use. The remaining funds are used to cover administrative costs.

I cannot believe any good could be achieved by combining this agency with another.

/s/ Sylvia S. McPherson