

## MEMORANDUM

September 30, 2010

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

FROM: Vernon Ricks, Co-Chair, Organizational Reform Commission  
Richard Wegman, Co-Chair, Organizational Reform Commission

SUBJECT: Status Report and Work Plan

On behalf of the Organizational Reform Commission, we are pleased to submit our progress report and proposed work plan as outlined in Resolutions No. 16-1350 and 16-1434. The resolutions state that the Commission will submit to the Council and the Executive by September 30, 2010 a status report outlining its progress to date and its work plan through January 31, 2011.

### **Progress Report**

#### Weekly Meetings

The Organizational Reform Commission has met weekly since July 28<sup>th</sup> for a total of nine meetings thus far. The list of meeting dates, presenters and participants and materials distributed for each of these meetings is on pages 4 to 6 of this memo. Future meetings are scheduled weekly on Wednesdays in October, November, and December.

Attendance by Commissioners has been excellent, with absent members reading detailed minutes or participating by conference call. Of course, all the Commission meetings are open to the public and there has been an audience at each meeting. Council and Executive staff have attended all meetings and have been instrumental in scheduling presenters. The cooperation of departments and agencies has been good.

## PHASE I – Briefings and Outreach

The Commission was briefed on other related County initiatives underway 1) the Cross-Agency Resource-Sharing Committee (CARS) and 2) the Office of Legislative Oversight's (OLO) Structural Budget Deficit Project. Briefings were also held on County revenue issues, the FY11 Fiscal Plan, and the collective bargaining process.

Presentations have been made by leadership from County Government, Montgomery County Public Schools, Montgomery College, Maryland-National Capital Park and Planning Commission and some County Government departments. In addition to information about the structure of each of these entities, each was asked to address the following questions: 1) What organizational changes and budget restructuring measures have you implemented over the last 3 to 4 years, and are there other such measures that you are considering? 2) What is your agency considering doing to address the County's continuing revenue deficits? and 3) What are the legal and organizational impediments to reducing costs without impacting your core mission?

Subsequent meetings have included discussions with "stakeholders" such as employee unions and major County organizations including the Taxpayers League, League of Women Voters, Chambers of Commerce, and Montgomery County Council of Parent Teacher Associations. They have been asked to consider the Commission's task "to make recommendations to reorganize and consolidate functions performed by the County Government and County-funded agencies" and were requested to make suggestions on what programs should be consolidated, reduced, or eliminated.

The Commission will hold additional meetings with "stakeholders" and has scheduled a public forum on October 20 to solicit ideas from the community on what County programs should be consolidated, reduced, or eliminated. The forum will be advertised by press releases and mailings sent to civic organizations and other groups. The Commission has a County website which is linked to the Council website. The Commission has received comments from individuals at its email address which is [Organizational.Reform@MontgomeryCountyMD.gov](mailto:Organizational.Reform@MontgomeryCountyMD.gov). The Commission will hold a public hearing on its draft recommendations once they are developed.

Phase I has been a very open process to encourage comments and participation by many different points of view and to stimulate new ideas and promote innovative thinking.

### **Mission Statement**

The Commission adopted the following Mission Statement:

Pursuant to Resolution No. 16-1350 of the Montgomery County Council, adopted on May 18, 2010, the Organizational Reform Commission will

(A) solicit and consider suggestions from County officials and employees, stakeholders, and the general public concerning reorganization or consolidation of functions or government processes performed by County government and County-funded agencies,

- (B) develop recommendations to reorganize or consolidate functions or revise government processes to achieve significant cost savings or efficiencies,
- (C) identify the cost savings, ease of implementation and impact on level of service associated with each recommendation,
- (D) submit an interim report to the County Council and County Executive not later than September 30, 2010, and
- (E) submit a final report to the County Council and County Executive not later than January 31, 2011.

In developing its final report and recommendations, the Commission will take into consideration the report and recommendations of the Office of Legislative Oversight's Structural Budget Deficit project, due to be submitted to the Council in December, and the recommendations of the Cross-Agency Resource-Sharing Committee also to be submitted in December. The Commission is keenly aware of the projected \$145 million deficit facing the County and will be guided by the County Executive's September 22 Fiscal Update and Council Staff Director Steve Farber's memo to the Council of September 23.

## **Work Plan**

### **PHASE II – Deliberations and Draft Recommendations**

The Commission considers its initial meetings and briefings as Phase I of its work plan and should complete this Phase I process in October when it concludes its public forum. Resolutions No. 16-1350 and 16-1434 also call for the Commission to draft and adopt written criteria to evaluate which suggestions merit further consideration by the Commission. For Phase II of its work, the Commission will develop these criteria, conduct additional research, and develop draft recommendations. The Commission will narrow the list of issues to be addressed and develop concrete and specific ideas for further review and discussion. As part of that Phase II discussion, the Commission will provide an opportunity for public comment on these more specific draft recommendations. The Commission will circulate the draft recommendations and obtain comments on them from the public, elected officials, stakeholders and as many citizens as possible. As previously stated, the Commission will hold a public hearing in late November/December on the draft recommendations.

The Commission may organize into subgroups to facilitate information gathering and public hearing processes. The Commission will have resources available from the Council and Executive staffs to conduct its research and analysis. In December the Commission will refine and modify its recommendations and in January will finalize its report and recommendations.

The Commission has outlined the following work plan for October, November, and December.

## Work Plan

### October/November

Continue information gathering and outreach

Hold public forum October 20

Develop criteria to evaluate which suggestions merit further consideration by the Commission

Identify issues for further study and investigation using criteria developed

Gather additional information and conduct more in-depth study and discussion

### November/December

Develop draft recommendations

Hold public hearing to solicit comments and reactions from stakeholders, government officials, and the public on the draft recommendations

Further discussion and analysis

Refine and modify recommendations

### January

Finalize report and recommendations

Submit final report to the Council and Executive by January 31, 2011

## PHASE III – Final Report

For Phase III of its work, the Commission will complete its recommendations in January and submit its final report by January 31, 2011.

Commissioners appreciate their role in this important project, and also thank everyone who has participated to date. More detailed information on the Commission's meetings held in July, August, and September follows this memo.

9/30/2010

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**Organizational Reform Commission**  
July, August and September Meeting Information

**July 28, 2010**

Discussion with

Nancy Floreen, Council President  
Duchy Trachtenberg, Councilmember  
Lou D'Ovidio, Councilmember Berliner Office  
Tim Firestine, Chief Administrative Officer  
Steve Farber, Council Staff Director  
Karen Orlansky, Legislative Oversight (OLO), Structural Budget Deficit Project  
Fariba Kassiri Assistant CAO, Cross-Agency Resource- Sharing Committee

Materials Distributed:

- Montgomery County Charter
- Info excerpted from FY11 Budget about Montgomery County including Montgomery County Organizational Chart
- Resolution No. 1416 – County's Tax Supported Fiscal Plan Summary FY11-16
- Glossary and Acronyms
- Office of Legislative Oversight (OLO) Structural Budget Deficit Project
- CARS – Cross-Agency Resource-Sharing Committee
- Summary and Report of Reorganization, Restructuring and Realignment Work Group for County  
Executive Isiah Leggett, February 11, 2008
- Resolution 16-1419, FY 2011 Work Program of the Office of Legislative Oversight
- OLO Report 2009-9, A Research Brief on Furloughs and Buyouts
- List of Office of Legislative Oversight Reports, 2005-2010

**August 9, 2010**

Presentation by Joe Beach, Director, Office of Management and Budget, Overview of County Government & Agencies  
Presentation by Steve Farber, Council Staff Director, Fiscal Overview

Materials Distributed:

- PowerPoint Handout from Joe Beach, Montgomery County Government: Organizational and Fiscal Structure
- Council's Approved FY 11-16 Public Services Program: Tax Supported Fiscal Plan Summary
- MACo's Budgets, Tax Rates, & Selected Statistics FY 2010
- WSSC's Workforce Reductions: Lessons Learned
- New Mexico Report by Committee on Government Efficiency
- Approved FY11 Budget

**August 16, 2010**

Discussion with Councilmember Roger Berliner  
Presentation - Maryland-National Capital Park & Planning Commission by Françoise Carrier, Chair, MCPB,  
with Mary Bradford, Director, Parks Department, Adrian Gardner, General Counsel, Patti Barney, Executive  
Director, Rollin Stanley, MC Planning Director  
Presentation - Montgomery College, Dr. Brad Stewart, Vice President and Provost Silver Spring/Takoma Park and  
Donna Dimon, Chief Budget and Management Studies Officer

Materials Distributed:

- Folder of Information on Parks
- Montgomery County Recreation Guide
- OLO Report 2009-7, Organization of Recreation Programs across the Department of Parks and Department of Recreation
- Presentation outline from Montgomery College

**August 23, 2010**

Presentation – Montgomery County Public Schools by Chris Barclay, Board Vice President, MCPS and Jerry Weast,  
Superintendent, MCPS with Larry Bowers, Chief Operating Officer, MCPS, Marshall Spatz, Director, Management,  
Budget and Planning

Materials Distributed:

Letter from BOE President Patricia O'Neill and attached PowerPoint handout

**August 30, 2010**

Presentation - Overview Montgomery County Employees Collective Bargaining Process, Joseph Adler, Director, Office of Human Resources MCG, with Mike Faden, Sr. Legislative Counsel participating

Presentation - Overview Montgomery County Public Schools Collective Bargaining Process, Larry Bowers, Chief Operating Officer, MCPS with Stan Damas, Director of Association Relations, MCPS, and Marshall Spatz, Director, Management, Budget and Planning

Discussion – County Police view of Park Police merger with County Police, Assistant Chief Betsy Davis, MCPD, and Assistant Chief Drew Tracy, MCPD; also contributing to the discussion, Chief Darien Manley, Park Police, MNCPPC and Mike Young, President, FOP Lodge #30, Park Police, MNCPPC

Discussion – Commission Outreach with Neil Greenberger, Council Legislative Information Officer

Materials Distributed:

- OLO Report 2006-5, A Base Budget Review of the Montgomery County Park Police
- Overview of collective bargaining programs of Montgomery County Public Schools
- Maryland Collective Bargaining Laws Prior to July 2010
- OLO Report 2009-5, Collective Bargaining Law In Montgomery County: A Legislative History
- Fairness in Negotiations Act, Effective July 1, 2010
- Memo to Council from Linda McMillan re: Park Police/County Police Consolidation
- Memo from Marc Hansen to Phil Andrews, re: Council’s Role in Collective Bargaining
- Handout on language found in Res. 16-1373 & 16-1376 Park Police/County Police

**September 7, 2010**

Meeting with Montgomery County Public Schools Employee Unions - Doug Prouty, President, Montgomery County Education Association (MCEA); Dr. Rebecca Newman, President and Edye Miller, Montgomery County Association of Administrators & Principals (MCAAP); Merle Cuttitta, President and David Rodich, Service Employees International Union, Local 500 (SEIU)

Presentation – County Department of Recreation view of Parks/Recreation merger, Gabriel Albornoz, Director, Montgomery County Department of Recreation

Materials Distributed:

- Joint Statement & attached health insurance table from MCAAP, MCEA and SEIU
- Power Point Handout: Overview – Department of Recreation
- OLO Report 2010-5, Comparative Data on Montgomery County and Fairfax County

**September 13, 2010**

Meeting with Major Montgomery County Organizations: Yale Wiesberg, Montgomery County Taxpayers League; Elaine Apter, President Montgomery County League of Women Voters; Ginanne Italiano, Director, Bethesda-Chevy Chase Chamber of Commerce; Jane Redicker, Director, Greater Silver Spring Chamber of Commerce; and Kristin Tribble, President, Montgomery County Council of Parent Teacher Associations (MCCPTA)

Materials Distributed:

- Chart – Interest Arbitration Results in Montgomery County, MD
- OLO Report No. 2010-9 - An Inventory and Assessment of Housing-Related Programs: DHHS, SHCA and HOC

**September 22, 2010**

Presentation - Department of Health and Human Services by Uma, Ahluwalia, Director

Presentation - Housing Opportunities Commission by Annie Alston, Executive Director

Presentation - Department of Housing and Community Affairs, by Rick Nelson, Director

Materials Distributed:

- Power Point Handout: Overview – Department of Health and Human Services; Fact Sheet & Community Guide
- Power Point Handout: Overview – Housing Opportunities Commission; “Budget in Brief” & Fact Sheet
- Power Point Handout: Overview – Department of Housing and Community Affairs

OLO Report No. 2009-8 – The Department of Economic Development –Review of Budget and Strategies

OLO Report No. 2008-5 – Overview of Revenue, Expenditures, & Other Financial Data for Municipalities & Special Taxing Districts in Montgomery County

Communications Consolidation Progress Report Park Police/County Police Communications Consolidation Steering Committee dated September 15

CARS Meeting and Presentation – ORC Commissioners Fidler, Fosler, Echavarren, Heltemes, & Ricks attended

**September 29, 2010**

Meeting to review, revise and approve Progress Report and Work Plan