



Montgomery County Government

M E M O R A N D U M

June 27, 1983

TO: County Council

FROM: Andrew Mansinne, Jr., Director, Office of Legislative Oversight

SUBJECT: Office of Legislative Oversight Memorandum Report: Analysis and Comments on the Interim Council Staff Reorganization of February 15, 1983.

PURPOSE. To perform an analysis and provide comments on the Interim Council Staff Reorganization action of February 15, 1983.

AUTHORITY. Memorandum from Council President David L. Scull to Director, Office of Legislative Oversight, dated February 17, 1983, subject: Assignment of Special Project.

BACKGROUND.

1. On February 15, 1983, the Council approved a series of recommendations and an Interim Council Staff Reorganization chart. The major recommendations were:

- .Create a Council Intern Program;
- .Increase clerical support to individual Councilmembers (seven part-time and one full-time positions);
- .Place program staff under a single substantive element;
- .Abolish position of Legislative Counsel and contract for Legislative Services;
- .Convert Council Staff Director's position from merit to non-merit;
- .Abolish two Grade 14 administrative positions: Office Supervisor and Administrative Aide V;
- .Create a position of Press Officer;
- .Contract for a Senior Advisor to work on a variety of projects;

.Adopt an interim reorganization chart; and

.Assign the Office of Legislative Oversight a special project to analyze and comment on the reorganization;

2. In the ensuing weeks, the Council has taken a series of actions relating to the above recommendations:

.On March 15, 1983, the Council enacted Bill 8-83 (effective June 22, 1983) which abolished the mandatory merit position of Council Staff Director and established a discretionary non-merit position of Council Staff Director;

.On April 19, 1983, the Council contracted with Robert McDonell, Associates, Limited, for services as a Special Advisor;

.On May 3, 1983, the Council approved an RFP for a Legislative Services Contract;

.On May 12, 1983, the Council approved the FY 84 Council Office Operating budget which included the following decisions relating to the Council Staff:

..Added a Council Intern Program which uses a mix of merit system and contract personnel to provide one intern for each Councilmember;

..Added four and one-half work years of clerical assistance for Councilmembers;

..Added one Budget Analyst II position, Grade 23;

..Did not abolish the position of Office Supervisor Grade 14;

..Abolished the following positions: Legislative Counsel, Grade 32; Assistant Secretary (Clerk), Grade 22; Administrative Aide V, Grade 14; and one-half position of Administrative Aide IV, Grade 12;

..Provided funds to contract for a Legislative Services Contract as described in the RFP approved by the Council on May 3, 1983;

..Modified the services provided through the Office of State Legislative Information to the Delegation (specifics contained in a June 8, 1983 letter from Council President Scull to Montgomery County Chairman Ruben);

..Provided funds to contract for a State Legislative Lobbyist for the 1984 session of the Maryland Assembly;

..Provided funds for .7 work years for the position of non-merit Staff Director;

..Provided funds for supporting Council appointed Task Forces;

..Provided funds for updating and expanding Council WANG automation; and

..Provided funds for an Employee Performance Award Program. (Earlier the Council directed that an employee performance evaluation system be developed).

.June 14, 1983, the Council approved an RFP for State a Legislative Lobbyist.

3. On May 23, 1983, draft copies of this report's proposed organization chart and recommended functions were distributed to all Council Staff members. On May 25, 1982, I conducted a briefing and received oral comments on the chart and functions. The staff members submitted written comments on/about June 15, 1983. (See Exhibit F for a copy of each comment). The final OLO Memorandum Report includes some of the staff recommendations (e.g. separating the responsibility for packet preparation from that of packet assembly and distribution; not transferring one Administrative Aide II position from the Legislative Information element to Legislative Programming, Planning and Budget element). The remaining staff recommendations which are not supported in this final OLO Memorandum Report are specifically discussed in the "Specific Comments" section of Recommendation #2 pages 4 thru 6.

ASSUMPTIONS

In performing this analysis, the following assumptions were considered:

1. Personnel who work directly for individual Councilmembers (Confidential Aides, Administrative Assistants, Administrative Aides and Interns) will be under the direct supervision of the individual Councilmembers and will dedicate the majority of their efforts to those projects assigned by the individual Councilmembers.

2. A non-merit Council Staff Director will be appointed at some future time. In the interim, the Deputy Council Staff Director/Fiscal Officer will continue to serve as Acting Council Staff Director.

3. The Council will restructure the format and content of minutes so as to reduce the effort by the Council Secretary and Assistant Secretaries in maintaining the minutes/journal.

4. The Administrative Assistant, Grade 18, will work under the direct supervision of the Council Staff Director (or Acting Council Staff Director) and perform specific administrative and personnel support functions for the Councilmembers and staff.

5. The current classification of Office Supervisor for Ramona Bivins is temporary pending a County-wide classification study of office automation positions.

6. The Council's increased reliance on automation will, in the future, affect staffing levels, assignment of functions and job qualifications.

7. The County Council is pleased with the quality and professional performance of the currently assigned staff members.

RECOMMENDATIONS

The following recommendations are organized into two groups, those which should be implemented when the Council moves to the 6th/7th floor and those which should be implemented at some later date. Each recommendation is followed by brief comments.

Group I Recommendations: To be implemented in conjunction with the Council's move to the 6th/7th floors.

Recommendation #1: Organize the Council Staff into the following four functional elements per the Organization Chart at Exhibit A.

- .Council Staff Director (Overall Staff Supervision and Coordination)
- .Legislative Program, Planning and Budget
- .Legislative Information
- .Secretary

Comments: The recommended reorganization chart reflects the reality that Council staff operations can be graphically displayed as four distinct functional elements. The four elements are neither independent and separate divisions nor isolated and unrelated entities. One of the hallmarks of the Council Staff has been the high level of internal cooperation and coordination. Nothing in the organizational chart or the associated functional distinctions imply that there should be a schism within the staff; rather the inference from the organization chart should logically be that the Council Staff has separate functional elements with distinct functional responsibilities. Recognizing these distinct elements, each with its own supervisory chain, is a necessary prerequisite for establishing both an employee performance evaluation system and an employee performance awards program. The recommended organization chart is compatible with the physical office layout of the 6th floor.

Recommendation #2: Realign, where necessary, the major functions of each of the four Council Staff elements per the Functions Chart at Exhibit B.

General Comments. The recommended assignment of functions is compatible with the Organization Chart. Each element is responsible for a complementary set of functions which contribute to the accomplishment of the overall goals of the County Council. Each of the four elements has a

single supervisor with authority over the staff members assigned to that element to carry out that element's functional responsibilities.

Specific Comments. The specific functions which generated comments from the staff members are:

1. Council Staff Director. There is near universal agreement by the staff members on the need for someone to provide overall supervision and coordination of the Council Staff. In addition to recommending that the Staff Director have responsibility for overall supervision and coordination of the Council staff, this report also recommends that the Staff Director be the immediate supervisor of the Administrative Assistant I with supervisory responsibility for the administrative and personnel support duties of that person (See next item).

2. Administrative/Personnel Support to Councilmembers and Staff. This recommendation assigns responsibility for all administrative and personnel support services for Councilmembers and staff members to the Administrative Assistant I. Although functions are within the job description of the Administrative Assistant I, they are currently fragmented among four or five staff members.

3. Prepare and Monitor the Agenda. Combining the various activities which have come to be referred to as the "agenda" and placing responsibilities for the agenda in the Legislative Program, Planning and Budget Element was recommended by several staff members. The agenda is the single vehicle for establishing and recording the long range, short range and daily activities of the Council and, with a stronger emphasis on Staff Action Control, for providing an automated system for tracking all Council/staff actions, projects and requirements. (Sec. 6(a), Appendix C, Rules and Procedures of the County Council will need to be amended to transfer this responsibility from the Secretary of the Council).

4. Contract Management. As a minimum, the Council will enter into two contracts which will require coordination, liaison and management: Legal Research and Legislative Drafting and State Legislative Lobbyist. The extent of the management effort is not known; however, some staff liaison will undoubtedly be required. This staff liaison should be drawn from the staff of the Legislative Program, Planning and Budget Element.

5. Information Center/File Room. This report recommends that the file room (Information Center) remain a function of the Legislative Information element. The file room is primarily a repository for the myriad of documents which are needed by Councilmembers and staff members to conduct the business of the Legislative branch. Likewise, the file room is the source of information required by other governmental bodies and the public. Some staff members recommended that the Council file room be placed under the supervision of the Secretary of the Council. Although the Secretary has statutory responsibility for maintaining permanent records (journal, minutes, legislation, bond orders, etc.) which are located in the file room, it is not a compelling reason to place all files under the Secretary.

6. WANG Systems Applications. In less than two years the Council has moved rapidly and steadily toward automation. Currently, WANG systems applications have been the responsibility of Lucille Harrigan and a member of her staff, Ramona Bivins. In the insuing months, many Council staff members have become proficient on the WANG and a working group on automation has been established. This recommendation would retain responsibility for WANG systems applications in the Legislative Information element; however, it does not exclude the development of initiatives, such as the working group on automation, in other Council staff elements. Each of the four elements of the Council staff (and the Councilmembers and their staffs) will increase its use of, and reliance on automation. This recommendation supports the present assignment of staff responsibility for automation within the Legislative Information element. It encourages the participation of all staff members in improving productivity through the efficient use of automation.

7. Publication/Advertisement. The recommendation to consolidate all publications/advertisement functions in the Secretary element has generated many comments from staff members. Although every staff member who initially commented in February on this function recommended its transfer to the Secretary, there are several who do not now support the transfer. The reasons for recommending transferring the advertising function, together with the position and incumbent (J. Wood) currently performing this function, are as follows:

.Sec. 2-73 of the Montgomery County Code assigns responsibility for publication and advertising to the Secretary (See Exhibit C).

.A recent Council decision reduced the staff of the Secretary by 25%. Addition of an Administrative Aide will relieve the secretaries of non-Secretary duties, which are estimated to involve in excess of one work year of effort.

.The Secretary has statutory responsibility for maintaining an accurate record of Council actions on bills, legislation and other Council proceedings. Responsibility for publication/advertising of these same Council bills, legislation and proceedings should also reside with the Secretary.

.Transferring the incumbent along with the responsibilities for advertising assures an uninterrupted advertising processes.

.Finally, comments critical of this recommendation argued that advertising is an information function and that the incumbent (J. Wood) has received a three-day training course in the WANG Disk Operating System and, therefore, should not be transferred. Ms. Wood is taking neither the WANG training nor WANG expertise out of the Council Staff. Her training and experience will be totally utilized in the Secretary element and her talents will be available to the Council and the Council Staff.

Group II Recommendations: To be implemented after the move to the 6th/7th floors and after a reasonable time for "settling in."

Recommendation #3. Examine the feasibility and desirability of creating a progressive occupational series for the professional legislative staff to incorporate most or all of the currently authorized ten positions in six class speciality codes.

Comments. Effective July 1, 1983, the following six professional level class specialty codes are authorized in the Legislative Program, Planning and Budget element:

.Legislative Planning Policy Coordinator, Grade 27,
(2 positions);

.Legislative Staff Specialist II, Grade 23, (2 positions);

.Legislative Staff Specialist I, Grade 21, (2 positions)

.Legislative Budget & Economic Analyst II, Grade 23
(2 positions);

.Legislative Budget & Economic Analyst I, Grade 21
(1 position); and

.Engineer, Grade 27 (1 position).

While some staff members have specific staff responsibilities, under current operating procedures all professional staff members perform similar functions for the Council (e.g. budget review and analysis, developing information and data and preparing reports, coordinating with other agencies on a broad spectrum of issues, preparing correspondence, representing the Council at meetings, etc). Because of the similarity in staff duties and responsibilities, and the unique professional talents and expertise required to serve the Council, there should be a single progressive occupational series for the professional level positions in the Legislative branch.

Recommendation #4. Request the Personnel Department to conduct a Classification Review of all clerical positions on the Council staff to resolve perceived mis-classifications.

Comments. Apparently a classification review of all Council Staff positions is included in the FY 84 Personnel Department Work Program. This review would satisfy this recommendation. However, for the review to be effective it should come later in the fiscal year and after the organization and functions in Recommendation #1 and #2 above are implemented.

Recommendation #5. Review and standardize where possible the current advertisement placement requirements.

Comments. At Exhibit D is a list of the current advertisement placement requirements (type, frequency and number of publications).

Recommendation #6. Institute a Council Fellowship Program.

Comment. At Exhibit E is a concept paper on a proposed Council Fellowship Program.

Recommendation #7. Review, evaluate and modify, where necessary, implementation of the two Group I recommendations.

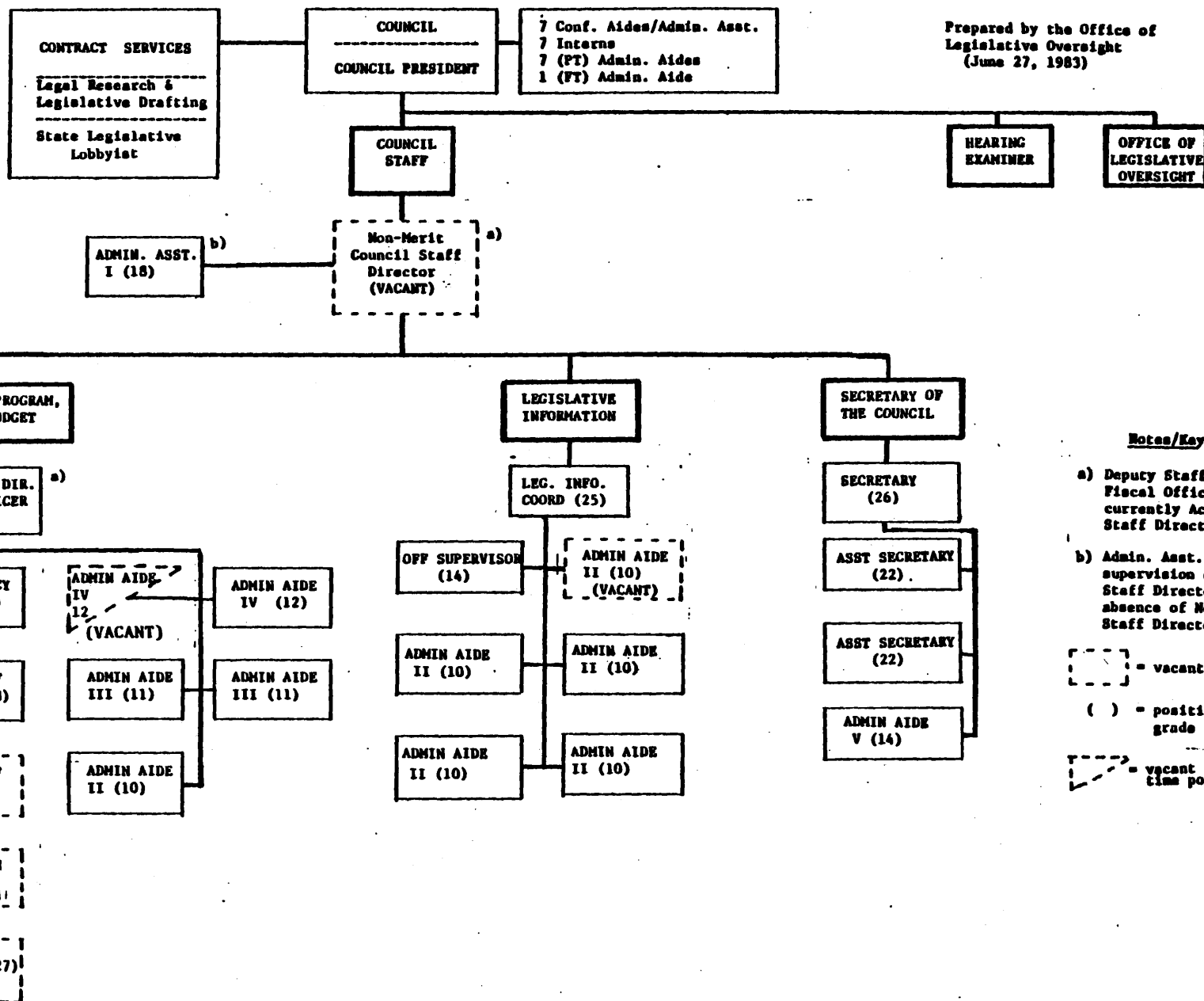
Comment. As the County Council is a continuing body, the Council staff is a continually evolving body. There are always unknowns in every organization; and with the Council's new directions, the move to the 6th/7th floors, and the increased use of automation, these unknowns are multiplied exponentially. This report has deliberately not made recommendations on the current staffing levels or specific grades of current staff members. However, the report does recommend a way of distributing current authorized positions and personnel to accomplish the most efficient use of resources. Soon after the move to the 6th/7th floor, each supervisor of a functional element will undoubtedly have specific recommendations on the size and mix of the staff complement which is required to accomplish their assigned functions and responsibilities.

AM:csb

Attachments: TAB A - Proposed Council Staff Organization
 TAB B - Recommended Assignment of Functions for Council Staff
 TAB C - Legal References to Duties of the Secretary of the County Council
 TAB D - Current Advertisement Requirements
 TAB E - Proposed Council Fellowship Program
 TAB F - Staff Comments to OLO DRAFT Report

cc: Acting Council Staff Director
 Each Council Staff Member

PROPOSED ORGANIZATION OF THE COUNCIL STAFF



Recommended Assignment of Major Functions for the Four Major Elements of Council Staff: Staff Director; Legislative Program, Planning & Budget; Legislative Information; and Secretary of the Council

<u>Functions</u>	<u>Currently Responsible for Function</u>	<u>Proposed Person/Element to be Responsible for Function</u>
I. <u>COUNCIL STAFF DIRECTOR</u>		
*1. <u>Overall supervision and coordination.</u> Of the Legislative Program, Planning & Budget, Legislative Information and Secretary elements of the Council Staff in their performance of all Council staff functions.	A. Spengler (as Acting Staff Director)	A Spengler until a non-merit Staff Director is appointed.
2. <u>Management/Supervision.</u> Of the Administrative Assistant who is responsible for Administrative/personnel support.	A. Spengler (as Acting Staff Director)	A. Spengler until a non-merit Staff Director is appointed.
*3. <u>Administrative/Personnel Support to Councilmembers and Staff.</u> The following duties would be consolidated and performed by the Administrative Assistant, grade 18, under the supervision of the Council Staff Director or, under the supervision of the Acting Staff Director until such time a non-merit Council Staff Director is appointed.	A. Spengler & N. Nork P. Franck, M. Wood & K. Brogden	A. Spengler & N. Nork
. <u>Council Budget.</u> Assist in the preparation and administration of the Council budget to include Councilmember accounts for orders, travel, etc.	A. Spengler & N. Nork	N. Nork
. <u>Purchasing.</u> Processing requisitions, direct payments, petty cash authenticating payments, small stores, subscriptions, contract billings, etc.	N. Nork, P. Franck, M. Wood & Others	N. Nork
. <u>Personnel Related Activities.</u> Recruitment, records, resignations/retirements, time sheets, payroll, overtime, training coordination, safety & liaison with Personnel Department.	A. Spengler & N. Nork	N. Nork

Functions

Currently Responsible
for Function

Proposed Person/Element
to be Responsible for Function

II. LEGISLATIVE PROGRAM, PLANNING & BUDGET ELEMENT

1. Program Support. Professional program staff support for all areas of planning, zoning, fiscal and legislative operations of the County Council.

A. Spengler & Program Staff

A. Spengler & Program Staff

*2. Prepare and Monitor the Agenda. The agenda is a broad and encompassing term to describe the following four inter-related and overlapping functions:

M. Knill & C. Smith

Program Staff

.Long-Range Planning Calendar (white calendar).
Minimum 12-month projection of Council actions, activities and functions required by Federal, State and County law, the Charter, regulations, etc. and self-imposed actions and activities.

.Short Range Calendar (blue calendar). Approximate three-month refined schedule of Council actions, activities and functions.

.Written Agenda. For legislative, non-legislative, and business sessions and other official activities and functions of the Council and Council Committees.

.Staff Action Control. Automated tracking and suspense system for all required Council actions, activities and functions (either imposed from an outside source or self-imposed), in the broad areas of planning, zoning, fiscal and legislative operations. The control should include the required action, activity or function, the staff person responsible, the due date(s), the coordinating agencies, and any other information to insure timely and certain response.

*3. Contract Management. Management, coordination and liaison (as appropriate) of two services contracts:

A. Spengler

A. Spengler & Program Staff

.Legal Research and Legislative Drafting; and

.State Legislative Lobbyist

<u>Functions</u>	<u>Currently Responsible for Function</u>	<u>Proposed Person/Element to be Responsible for Function</u>
4. <u>Appointments Process.</u> For Boards, Committees, Commissions, Advisory Councils and Task Forces. Includes announcement, screening, interviews, appointment resolution; also actions associated with confirmation of Executive appointments.	M. Knill & C. Smith	Program Staff
5. <u>Proclamations.</u> Preparation to include participant notification, document, photographer, scheduling, etc.	M. Knill & C. Smith	Program Staff
6. <u>Packet Preparation.</u> Developing materials for legislative and non-legislative sessions, committee sessions, other Council sessions (e.g. with WSSC, M-NCPPC, P.G. County, etc.) (Packet assembly and distribution is the responsibility of Legislative Information.)	"Back" Office Personnel	Program Staff
7. <u>Staff Support for Boards, Committees, and Commissions and Task Forces.</u>	Program Staff	Program Staff
8. <u>Management/Supervision.</u> Of the Program, Planning & Budget element to include day-to-day supervision, employee performance evaluation, setting priorities and deadlines, etc.	A. Spengler	A. Spengler
9. <u>Until appointment of a Non-Merit Staff Director, Overall Supervision and Coordination.</u> Of the three elements of Council and Council Staff in the capacity of Acting Staff Director to include coordination of preparation and move to 6th & 7th floor.	A. Spengler	A. Spengler
III. <u>LEGISLATIVE INFORMATION</u>		
1. <u>Public Information.</u> Press relations, community relations and outreach, informational publications, County-wide newsletter, Cable TV opportunities, briefings, Council Report and In-Committee, Delegation agenda/actions and public information about and copies of State bills, special projects, etc.	L. Harrigan	L. Harrigan & Information Staff

<u>Functions</u>	<u>Currently Responsible for Function</u>	<u>Proposed Person/Element to be Responsible for Function</u>
2. <u>Council Meetings and Public Hearings.</u> Administrative support for all Council/Committee meetings and public hearings--(room reservation, "set-up," public address, outside support (police/fire), sign up, outreach, liaison with citizens and organizations, coffee, food, pastry, etc.). Also facilitating Delegation hearings in Rockville.	L. Harrigan & Others	Information Staff
3. <u>Mail/Correspondence (incoming & outgoing).</u> Receiving, sorting, logging, copying, distribution, replies, correspondence control, mailing lists, weekly mailings.	L. Harrigan & J. Andrews	Information Staff
*4. <u>Information Center/File Room.</u> Classification, filing, retrieval, microfilming, records management.	R. Bivins & K. Brogden	Information Staff
5. <u>Reception (phone and visitors in person).</u> Messages, routing calls, announcing visitors, sign-up for public hearing, information, etc.	P. Franck, J. Andrews, P. McFarland. J. Wood & Others	Information Staff
6. <u>Packet Assembly & Distribution.</u> After Program Staff prepared packet material, Legislative Information Staff assembles and distributes packets to Councilmembers, agency staffs, public, etc.	"Front" & "Back" Office Personnel	Information Staff
*7. <u>WANG Systems Applications.</u> Coordinate new development, in-house training, archiving, other office automation system applications and maintenance.	R. Bivins, K. Freedman & Others	Information Staff
8. <u>Limited Information and Administrative Support for County Delegation.</u>	L. Harrigan & Others	Information Staff
9. <u>Typing and Word Processing.</u>	"Front Office" & Others	Information Staff
10. <u>Messenger Service.</u>	"Front Office" & Others	Information Staff
11. <u>Management/Supervision.</u> Of the Legislative Information element to include day-to-day supervision, employee performance evaluation, setting priorities and deadlines, etc.	L. Harrigan	L. Harrigan

<u>Functions</u>	<u>Currently Responsible for Function</u>	<u>Proposed Person/Element to be Responsible for Function</u>
IV. <u>SECRETARY</u>		
1. <u>Minutes/Journal</u> . Written minutes (non-legislative session) and journal (legislative session); recording ye and nay votes; and recording motions.	Secretaries	Secretaries
*2. <u>Publication/Advertisement</u> . Publication of laws before enactment and after enactment; Council proceedings; public hearings for legislation, text amendments, master plans, budget matters, Charter changes, etc.	Secretaries & J. Wood	J. Wood
3. <u>Preparation, Certification, Transmittal of Official Documents</u> . Final bills, amendments, approved budgets, supplemental appropriations, Charter amendments, adopted resolutions and bond orders.	Secretaries	Secretaries
4. <u>Maintenance of Records</u> . Maintenance of permanent journal, minutes, proceedings, resolutions, ordinances, bond orders & Executive rules and regulations.	Secretaries	Secretaries
5. <u>Miscellaneous Functions In Support of Secretaries Statutory Duties</u> . Includes preparing opening statements and minutes for public hearings; amending legislative bills and resolutions; proofing, reproduction and distribution of bills, journals, minutes, etc.; and contributing to automation enhancements such as indexing, glossary, etc.	Secretaries	J. Wood
6. <u>Management/Supervision</u> . Of the Secretary element to include day-to-day supervision, employee performance evaluations, setting priorities and deadlines, etc.	A. Spates	Secretary of the Council

Note: Items marked * are discussed in detail under "Specific Comments" of Recommendation #2 on pp. 4-6 of the Memorandum Report.

Legal References to Duties/Responsibilities
Relating to the Secretary of the County Council

<u>Duty/Responsibility</u>	<u>Reference</u>	<u>Remarks</u>
I. MINUTES/JOURNAL		
1. <u>"Sunshine Law"</u>		
"...every public body shall keep written minutes of all of its meetings. The minutes shall reflect the items considered and all actions taken thereon, as well as any recorded vote taken."	Sec. 13(a), Art. 76A Annotated Code of MD.	
2. <u>Keeping Minutes</u>		
"The duty of the secretary shall be to keep minutes of council meetings, maintain its journal, and provide other administrative services required to assist the legislative process, including but not limited to those outlined in these rules of procedure. Wherever the words "clerk," "clerk to the county council," "council clerk" or similar words appear in this Code, or amendments thereto, the words are hereby amended to read "secretary," "secretary of the council," or "council secretary" as may be applicable."	Sec. 2-70 Montgomery County Code	
3. <u>Content of Journal and Minutes</u>		
"The secretary shall, (subject to the direction of the director of council staff) keep a written journal of all legislative sessions of the council and written minutes of all non-legislative council meetings. The journal and minutes shall include motions and all votes by roll call or otherwise. In addition to the title of a bill or the subject matter of a resolution, only amendments of a bill or resolution which are adopted shall have the full text entered in the journal or minutes; except, that amendments offered but not adopted shall be entered if a vote on roll call by yeas and nays was had thereon. After correction, the journal or minutes shall be approved by motion, duly seconded and passed.	Sec. 2-72 Montgomery County Code	That portion within the brackets has been deleted from Bill 8-83, effective June 22, 1983.
4. <u>Recording of yeas and nays votes</u>		
"A vote on roll call by yeas and nays shall be had where required by provisions of these rules, and on any other vote on demand of any member. The secretary shall record the vote in the minutes or journal, as applicable."	Sec. 2-81 Montgomery County Code	
5. <u>Motions reduced to writing by Secretary.</u>		
"Written motions. Any motion shall be reduced to writing by the secretary if the president or any other member requests it."	Appendix C Sec. 10(b) Montgomery County Code	
6. "...Any vote cast by a member on any legislation shall be recorded in the journal of the Council."	Sec. 111	

<u>Duty/Responsibility</u>	<u>Reference</u>	<u>Remarks</u>
II. <u>PUBLICATION/ADVERTISEMENT</u>		
1. <u>Publication of Legislation before and upon enactment.</u>		
a. "...all laws and ordinances so enacted [by the County Council] shall be published once a week for three successive weeks in at least one newspaper published in such Counties..."	Sec. 3, Art XI-A, Constitution of MD.	
b. "All legislation shall be published as required by the Constitution and laws of Maryland. In addition, a summary of any legislation, except emergency legislation, enacted by the Council shall be published prior to the date on which it becomes effective, in such manner as the Council shall prescribe by law. A summary of emergency legislation shall be published promptly after enactment."	Charter, Sec. 113	
2. <u>Publication of bills prior to and upon enactment.</u>		
"The secretary shall be responsible for publication as required by Section 3, Article XI-A of the Constitution of Maryland. The title or a summary of all laws and ordinances proposed shall be published once a week for two successive weeks prior to enactment in at least one newspaper of general circulation in the county, so that the taxpayers and citizens may have notice thereof. Promptly after a bill has become law and prior to the effective date stated in such law, or if emergency legislation promptly after enactment, the secretary shall cause to be published in one newspaper of general circulation in the county the title or a summary of such law. The requirement of publication of proposed legislation may be satisfied by including the title or summary in the notice of hearing.	Sec. 2-73(a) Montgomery County Code	Currently "Front Office" publishes (advertises) for public hearing for actions by Council and publishes after enactment of bills.
3. <u>Publication of Council Proceedings</u>		
"The secretary shall provide for publication of the proceedings of the council by making available promptly after approval by the council copies of the written journal of all legislative sessions of the council. The copies of the minutes and journal shall be in printed or typewritten form and sufficient number of copies shall be reproduced to meet all reasonable public requests for copies in addition to a true copy being made available to any members of the public for reading at the office of the county council."	Sec. 2-73(b) Montgomery County Code Charter, Sec. 116	
4. <u>Advertisement of budget public hearings.</u>		
"Consideration of the budget. Upon submission by the county executive to the council of the operating and capital budget for the ensuing fiscal year, and of the six-year programs, the council not earlier than twenty-one days following submission through its secretary shall give notice by publication in one newspaper of general circulation in the county and hold public hearings on the proposed budget and six-year programs."	Sec. 2-82(b) Montgomery County Code	Currently being performed by "Front Office."
III. <u>Preparation, Certification, Transmittal of Official Documents</u>		
1. Preparation of final bills, transmittal to County Executive and return to Secretary.		

<u>Duty/Responsibility</u>	<u>Reference</u>	<u>Remarks</u>
"(c) Executive veto (1) Veto of Legislation. Upon enactment of any legislation by the council, the secretary of the council shall promptly prepare a copy of such bill in printed or typewritten form as finally enacted, which copy shall be signed as enacted by the council president or acting president, and shall deliver such bill within three days to the county executive, or in the absence of the county executive, to the person performing the duties of the county executive. The county executive shall within ten days thereafter approve or disapprove such bill. If the county executive disapproves such legislation, he shall forthwith return it to the council by delivery to the secretary with the reasons for his disapproval stated in writing."	Sec. 2-82(c)(1) Montgomery County Code	
2. Transmittal of approved budget to Executive and return to Secretary. "(2) Budget Item Veto. Upon council approval of the budget, the secretary shall deliver a copy of the approved budget within three days to the county executive, or in his absence, to the person performing the duties of the county executive, who may within ten days thereafter disapprove or reduce any item contained in it. If the county executive disapproves or reduces any item contained in budget, he shall forthwith return it to the council by delivery to the secretary with the reasons for his disapproval or reduction stated in writing."	Sec. 2-82(c)(2) Montgomery County Code	
3. Transmittal of supplemental appropriations to Executive and return to Secretary. "(3) Supplemental Appropriations. The procedure for disapproval or reduction of a supplemental appropriation by the county executive and reapproval by the county council shall be the same procedure as for the budget item veto."	Sec. 2-82(c)(3) Montgomery County Code	
4. <u>Certification and transmittal of proposed Charter amendments to Supervisors of Elections.</u> "Any resolution or law adopted by the council proposing an amendment to the Charter shall set forth the complete text of the proposed amendment. After adoption of such resolution or law, a true copy thereof certified by the secretary of the council shall be filed with the board of supervisors of elections on or before the date prescribed by public general law of the state or the Charter of the county, whichever shall be applicable."	Sec. 16-14 Montgomery County Code	
5. <u>Certification of bills for introductions and distribution to public.</u> "(e) Introduction of bills. Bills may be introduced by any member at any legislative session. A bill as introduced shall be printed or typewritten and shall be in the form provided for in section 12. No bill shall be received for introduction unless the secretary has certified on the copy introduced that twenty-five copies are immediately available for distribution to the public and to the press." Upon receipt from a councilmember of a bill for introduction by him or her, the secretary shall cause such number of copies, not less than twenty-five, as he or she deems necessary to be prepared in proper form, and	Appendix C Sec. 11(e) Montgomery County Code	

<u>Duty/Responsibility</u>	<u>Reference</u>	<u>Remarks</u>
when prepared, shall deliver a copy with his or her certification to the councilmember for introduction. On introduction, the secretary shall make copies available for distribution to the public and the press, shall distribute on copy to each member and maintain copies in the office of the secretary for distribution to the public; provided however, that should a bill be amended prior to introduction, the aforesaid distribution shall be within three days after its introduction, but in no case after the advertisement of the public hearing."		
6. <u>Certification of formal amendments to bills</u>		
"Such amendments shall be typewritten in final form and shall cite the page and line numbers of text proposed to be amended. Such amendments shall also be processed by the council secretary in the same manner as a bill as provided in paragraph (c) above. This rule does not apply to those proposed amendments made by councilmembers or others during or after public hearings or council worksessions or during voting sessions; although, where practicable, any such amendments shall be distributed to councilmembers in writing prior to their consideration and shall be within the scope of the bill's advertisement for public hearing."	Appendix C Sec. 11(f) Montgomery County Code	The reference to "paragraph (c) above" is not current in the Code. The accurate reference is paragraph <u>(e)</u> above.
7. <u>Attestation of Secretary on adopted legislation</u>	Appendix C Sec. 12(g) Montgomery County Code	
8. <u>Signature of Secretary on adopted resolutions</u>		
"(b) Legend on adopted resolution. After adoption by the Council, the resolution in its adopted form shall contain the secretary's signature and shall further have on the face in succinct form the resolution number, date introduced, date adopted and effective date."	Appendix C Sec. 13(b) Montgomery County Code	
9. <u>Attesting to signature of County Executive when borrowing money.</u>		
"Such certificates of indebtedness or promissory notes to be executed by the county executive and attested by the clerk to the council."	Sec. 2-16 Montgomery County Code	
10. <u>Permanent record and certification of bond orders.</u>		
"The county executive shall cause a true and correct copy of every such order passed to be filed with the secretary to the county council who shall keep a permanent record of all such orders; and certification thereof by the secretary to the county council shall be evidence of the authenticity of any such order."	Sec. 20-15 Montgomery County Code	
IV. <u>Maintenance of Records</u>		
1. <u>Maintenance of permanent records</u>		
"The secretary shall maintain the permanent journal of legislation, which journal shall contain the proceedings of the council in legislative session. The secretary shall maintain a permanent record of every law as finally passed and enrolled. The secretary shall also maintain a permanent record of all minutes and proceedings of the council, including a permanent file of resolutions and a permanent file of ordinances enacted by the council. (The director of council staff) shall be responsible for maintaining in a secure, fire protected storage area all current and prior permanent records	Sec. 2-74 Montgomery County Code	That portion within the brackets has been deleted from Bill 8-83 and the following has been substituted: "The Secretary of the Council, or other person designated by the Council."

<u>Duty/Responsibility</u>	<u>Reference</u>	<u>Remarks</u>
of the board of county commissioners, and of the county council, together with true and exact copies of all rules and regulations adopted by the county council or adopted by the county executive, the board of health or any other body or person authorized to adopt laws, rules, regulations and orders of a permanent nature. Micro-film of records shall be maintained in a separate, locked fire proof place and copy shall be filed under regulations of the State of Maryland Hall of Records Commission."		
2. <u>Permanent record and certification of bond orders.</u>		
"The county executive shall cause a true and correct copy of every such order passed to be filed with the secretary to the county council who shall keep a permanent record of all such orders; and certification thereof by the secretary to the county council shall be evidence of the authenticity of any such order."	Sec. 20-15 Montgomery County Code	
3. <u>Maintenance of permanent record of Executive rules and regulations.</u>		
"The county executive is authorized to adopt and enforce rules and regulations on matters as prescribed by law. The county executive shall keep a record of all rules and regulations adopted in accordance with this section. The county executive shall cause a true copy of every rule and regulation adopted to be filed with the secretary of the county council who shall keep a permanent record of all said rules and regulations."	Sec. 2-105 Montgomery County Code	
4. <u>Evidentiary value of enrolled bills and journals</u>		
"Copies of enrolled bills maintained in the office of the secretary of the council in legislative session shall be conclusive evidence of the laws enacted by the council. Rules, standards, regulations and ordinances appearing in the Journal of the County Council in Executive Session as being adopted by council shall be conclusive evidence of the rules, standards, regulations and ordinances adopted by the council."	Sec. 2-104 Montgomery County Code	
5. <u>Copies of proposed legislation.</u> "...copies of proposed legislation shall be made available in reasonable numbers for distribution to the press and the public at the time of hearing and at the office of the secretary prior to the hearing."	Appendix C Sec. 18 Montgomery County Code	
V. <u>Miscellaneous</u>		
1. <u>Preparation of agenda</u>		
"(a) Preparation. The secretary shall, under the direction of the council president, prepare a written agenda for each legislative session or business meeting which shall include the following, as applicable:	Appendix C Sec. 6(a) Montgomery County Code	Currently being performed by Program Staff.
(1) Numbers and title subject summary of all bills to be introduced and the name of the councilman introducing each bill, if any.		
(2) Numbers and title subject summary of all bills eligible to be called for final reading and vote, if any.		
(3) Subject matter of resolutions being introduced, discussed or voted upon.		

<u>Duty/Responsibility</u>	<u>Reference</u>	<u>Remarks</u>
(4) Such other business as will come before the council."		
VI. <u>Miscellaneous References in Maryland State Law to Records</u>		
1. <u>Article 25A - "Express Powers Act."</u>		
* <u>Records</u> : Provides for recording and indexing of all records of the County Council.	Sec. 5I	
* <u>Charter</u> : Copies of adopted or rejected charter sent to State Department of Legislative Reference, Secretary of State of Maryland, Hall of Records and State Law Library.	Sec. 3B	
* <u>Compilation and copies of enacted laws</u> : Copies of laws will be kept on permanent record of County Council and of legislative delegation of the County, and the State Department of Legislative Reference.	Sec. 7	
2. Art. 41 - State Documents Law	Sec. 256B	
3. Art. 54 - Hall of Records Commission. Authorizes County to deposit official papers, books, records and other documents with the Commission.	Sec. 7	

Advertisement Requirements for
Public Hearings & New Laws

As of 1/19/83
Source: Front Office
Procedures Manual

<u>Type of Advertisement</u>	<u>Placement Requirements</u>	<u># of Newspapers</u>	<u>Remarks</u>
Agricultural Preserva- tion	15 days prior	1	
Legislation	15 days prior to date; must appear 2 consecutive weeks.	1	Additional require- ments following enactment.
New Laws	As soon as possible after enactment.	2	
Text Amendments	30, but not more than 45, days prior to date.	1	
Master Plans and Sectional Map Amend- ments	30, but not more than 45, days prior to date.	2	
Water and Sewer Plan Amendments	10 days prior to date; Council must set public hearing 30 days prior to date.	1	
Supplemental Appropri- ation	15 days prior to date	1	
CIP Amendments	15 days prior to date	1	
CIP	21 days prior to date	1	
Operating Budgets	21 days prior to date	1	
Tax proposals (levy or imposition of any)	3 successive weeks prior to date.	2	6 separate appearances.
Community Development Block Grant	15 days prior to date	1	Review requirements each year
Urban Renewal	15 days prior to date	1	
Federal Revenue Sharing		1	Review requirements each year; also an ad must appear after the budget is approved.
Constant Yield Tax Rate	At least 5 days prior, but not more than 15 days prior for two runs	1	Very specific requirements in State law.
Charter Referendum	5 consecutive weeks prior to election	1	
Industrial Revenue Bonds	15 days prior	2	Two papers for 2 consecutive runs

Proposal for Council Fellowship Program

1. Purpose. This paper recommends that the Council establish two special unfunded positions, to be known as County Council Fellowships, that would be filled on a temporary 10-month basis by Merit System employees from the Executive branch. The objectives of this proposed program are to: (a) create a significant career development opportunity for outstanding employees with demonstrated potential; (b) provide the Council with additional highly motivated and highly qualified staff; and (c) develop, within the Executive branch, a greater familiarity with Council operations. This proposal is modeled in concept after the Federal Government's highly successful Congressional Fellowship Program.

2. Description. Annually, the Council would advertise among Merit employees for applicants to the program. Eligibility might be restricted to employees with minimum tenure (to include only those most likely to remain with the County), who are in certain grade levels (to focus, perhaps, on mid-level personnel) and job classifications (to seek out only those in professional, technical, and managerial positions). There would be a competitive selection process run by the Council to choose two Fellows on the basis of excellence in past performance, demonstrated potential for future career progress, and the programmatic needs of the Council. The selected employees would not be employed by the Council; they would be assigned by their department to duties outside their current position classifications and report directly to the Director of the Office of Legislative Oversight (OLO) who would be responsible for the program. These employees would work for OLO for a period of 10-months on a variety of issues and projects most suited to their backgrounds and overall Council needs (budget, planning, evaluation, etc.). They would remain on their Department's budget and would not work directly on any issues specifically affecting their department to avoid any conflicts of interest.

3. Career Development. This program would be to provide a broadening educational work experience to merit system employees who have the potential to rise to senior level management positions in County government. It will be an opportunity to spend nearly one year working in and learning about the processes and procedures of the legislative branch. It will also provide experience working on program issues outside the Fellow's department. The Fellow will gain new perspective on governmental operations. Further, the fellowship could be coordinated with the management development program to provide additional educational activities. All these opportunities will improve the Fellow's professional capabilities and prospects for career development and advancement.

4. Staff Enhancement. The obvious benefits to the Council from having two carefully chosen additional staff members are that more work will get done. This program would yield additional benefits from promoting a regular infusion of fresh blood, new ideas and approaches, a variety of professional capabilities, and greater flexibility in using staff resources. Conflicts of interest would be avoided by ensuring that work assignments did not involve any issues specifically affecting the Fellow's department.

The Fellowship program would not cost the County any money. There would be the loss of less than one work year in each Fellow's department, which would have to be absorbed. Under exceptional circumstances, for example, when the Fellow comes from a department or Office too small to absorb the loss, the Chief Administrative Officer could be authorized to fill the position temporarily from otherwise available funds.

5. Department Benefits. Following completion of the 10-month assignment in the legislative branch, the Council Fellow will return to the original department with improved skills and capabilities. The Fellowship program will improve communication and understanding between the Executive and Legislative branches, and encourage the cross-fertilization of ideas. The return of Fellows will strengthen the Department's ability to respond efficiently and effectively to, and interact with, the Council.

6. Implementation. This program will require the cooperation of the Executive branch. There are three optional ways to implement it.

a) The Council could pass legislation establishing a Council Fellowship program.

b) The Council could establish such a program by resolution and reach a memorandum of understanding with the Executive for employee participation.

c) The Council could request that the Chief Administrative Officer expand the PACE program, which is currently geared to employees up to grade 14, to accommodate higher graded participants in Council Fellowship assignments. The best implementation appears to be option b, a resolution and memorandum of understanding. This would enable the Council to structure the program to best meet the needs of both the Executive and Legislative branches. Legislation is not recommended because personnel training programs are more properly an administrative function, and a legislated program would not be sufficiently flexible. An expanded PACE program is not recommended because the existing administrative structures would have to be modified to permit the Council to manage the selection process.

EXHIBIT F, Staff Comments, to OLO Memorandum Report dated June 27, 1983

SUBJECT: Analysis and Comments on the Interim Council Staff Reorganization of February 15, 1983

Enclosed are staff comments which were submitted on/about June 15, 1983, in response to an OLO proposed draft reorganization chart and outline of major functions.

Written comments were received from the following staff members and are included herein:

Arthur Spengler, Acting Council Staff Director* (F-1 - F-4)
Anne Spates, Secretary of the Council (F-5 - F-10)
Lucille Harrigan, Legislative Information Coordinator (F-11 - F-23)
Stewart McKenzie, Legislative Coordinator for Environment (F-24 - F-26)
Kathy Freedman, Assistant Secretary (F-27 - F-34)
Mary Edgar, Assistant Secretary (F-35)
Ramona Bivins, Office Supervisor (F-36 - F-37)

*The following staff members concur with the comments of the Acting Staff Director:

Justina Ferber
Charlotte Smith
Pat Franck
Joan Andrews
Marjorie Wood
Julie Morris
Peggy McFarland
Nettie Nork


Margaret Knill
Nina Zazulia
Ralph Wilson
Dorothy Cockrell
Stewart McKenzie
Chuck Sherer
Karen Brogden
Lucille Harrigan

The final OLO Memorandum Report has been modified to reflect some of the staff recommendations (e.g. separating packet preparation from packet assembly and distribution; not transferring one Administrative Aide II position from the Legislative Information element to Legislative Programming, Planning and Budget element). Those major staff recommendations which are not reflected in this final OLO Memorandum Report are specifically commented upon under Recommendation #2 of the Report.

MEMORANDUM

June 15, 1983

TO: Andrew Mansinne, Jr., Director, Office of Legislative Oversight

FROM: Arthur W. Spengler, Acting Council Staff Director 

SUBJECT: Comments on the Office of Legislative Oversight's Draft
Reorganization Proposal

The staff has reviewed your recommended organization and assignment of major functions of the Council staff. This memorandum attempts to consolidate the comments of many of the staff into one document. There will be additional comments from individual members of the staff to which I hope you will give equal consideration.

One general comment is that while an organizational chart and functional outline can be a useful guide, the operations of the Council Office cannot be constrained by the lines and boxes. Our job is to serve the Council in a timely way and we use available staff to do the work to meet the Council's priorities; these priorities do not always coincide with the time available within a given box on the chart.

It has also been noted that when taken too literally, organizational divisions within a small office can have negative impacts. One of the overriding objectives used in designing the office space on the sixth floor has been to break down, and hopefully eliminate, the divisions within the present Council Office. Many of the present groupings have been necessitated by our present geographical arrangements and we have worked very hard to design offices that will eliminate them. It is the hope of all concerned that the organization of the staff will continue to move in this same direction.

Another general comment is to avoid fragmenting the supervision of any member of the staff; such situations are difficult for both the supervisor and the person being supervised. Under the draft proposal, two members of the staff will have two supervisors and this can lead to problems especially given that there is to be a more formal employee evaluation system.

Concerning position descriptions and classifications, there is concurrence regarding the need to review all staff positions to have them updated to reflect present responsibilities. I have discussed this matter with Tom Brewster, and the Council staff is included in his Work Program for fiscal year 1984. I have suggested that he begin his review in early calendar year 1984, after we have had about six months experience in the new work space on the Sixth Floor.

The following specific comments are offered for your consideration:

- (1) In February, many of us commented on the need for a Staff Director position to have overall control and responsibility for the staff, with authority to coordinate actions, set priorities and manage the day-to-day activities of the office. We are pleased to see this position included in your proposal.

- (2) The functional assignments include an item called "Contract Management", but there is no indication of staff liaison with the various contractors. There will be some amount of time required from the Program Staff to work with the contractors in a substantive way. This staffing need should be reflected. Also, the reference to a Senior Advisor should be deleted.
- (3) Packet Assembly and Distribution should be included within the Legislative Information Group. This is suggested for several reasons: the sixth floor space has been designed to include this element of the work within the Information Group; the administrative support for the Program Staff is frequently busy with packet preparation and "tying up loose ends" on Friday afternoon and is not available for packet assembly; including the assembly and distribution element within the Information Services Group maintains the continuity of the information being provided and assists in maintaining up-to-date files; it will minimize costs.
- (4) Within the Legislative Information Group, you separate Reception from Information Center/File Room. When we move to the Sixth Floor, these will not be distinguished one from another. With a new telephone system and with centralized files these will all come together as one unit and should be reflected in that way.
- (5) The responsibility for the various aspects of the advertising function seems to be spread throughout the organization and should be consolidated. Advertising has a substantial "purchasing" element associated with it and this responsibility is in one place; since there will be a need for a substantial amount of liaison with the person responsible for the new structured public hearing process, it seems that the same person should be responsible for advertising. It is recommended that this function not be transferred to the Office of the Secretary, especially since staffing for that function has been reduced.
- (6) Automation is an area which we are just beginning to come to grips with and it will require much work over the next couple of years. The staff has just established a working group on automation issues and will be recommending both a long and short-term work program by the fall. With respect to staffing, the individual who has been trained as the principle back-up for WANG systems applications is not included in this group, but rather you have recommended that she be assigned other responsibilities. Given that we have spent a good deal of time and money to train Joanne Wood as the back-up systems administrator and given that she is interested in continuing to fulfill this role, it is recommended that she not be transferred to the Office of the Secretary. This does not imply that consideration should not be given to providing some additional administrative support for the Secretary's office.
- (7) It is not clear who will provide administrative support for the Staff Director and Administrative Assistant I.

We hope that these comments are helpful. I, or any member of the staff, will be pleased to discuss any item with you at your convenience.

One final note. It is hoped that we can finalize this review of staff operations and put the matter to rest. Staff has expressed its wish to have this external review completed so that we can settle down and focus on the jobs that we are being paid to do.

AWS:mbw

0115b p3

MEMORANDUM

DATE: June 15, 1983

TO: Andy Mansinne, Jr., Director
Office of Legislative Oversight

SUBJECT: Reorganization Proposal

The following staff members concur with the comments of the Acting Staff Director regarding the Draft Reorganization proposal:

Justin Ferby
Charlotte A. Smith
Pat Franck
Joan Andrews
Maryann B. Wood
Jared Wors
Daggy McFarland
Nettie Mark (new)

Margaret J. Knill
Nina Zazulia
Ralph D. Wilson
Barackey Becknell
Stewart McLenzit.
Chuck Sherer
Karen Boyden

TO: Andrew Mansinne, Director of Office of Legislative Oversight

FROM: Anna P. Spates, Secretary of the County Council

SUBJECT: Recommended Assignment of Functions for the Three Major Elements of the Council Staff; Legislative Program, Planning & Budget; Legislative Information; and Secretary of the County Council

I support your recommendation for returning the advertising responsibility, along with necessary staff, to the Secretary of the Council where it is presently assigned by law. (Insofar as history has any bearing on current events, the move of advertising to another staff person was to be temporary and it does seem a good time to return.) The present staff of this office, and Ms. Wood who is recommended to be transferred to the Secretary's Office along with the reassignment of the advertising, are bright, capable employees who will fulfill this function in accordance with the Council's wishes. Ms. Freedman is skillful in this area and will support Ms. Wood's work. Ms. Wood has discussed this matter with me and is very enthusiastic about moving to the Secretary's Office to fulfill the assigned responsibility. I have no doubt that the Council will be pleased with the new arrangement once it is in place and they have seen the results.

While the transfer of this position will not make up for the Assistant Secretary which was cut from the Secretary's Office, the loss of which I continue to regret, the considerable amount of Ms. Wood's time not spent on the advertising is needed for administrative duties in this office.

One of the motivating forces of the former Council Staff Director in purchasing the Wang system was so that indexing of the Council's minutes could be brought up to date and kept current. Since the workload has increased in the Secretary's Office, combined with the loss of a position, the indexing has again come to a halt; it has been some time since Ms. Freedman has been able to spend any time on this function. Ms. Wood, with her familiarity of Council business and her Wang experience could work with Ms. Freedman on the indexing. With her Wang experience, Ms. Wood could also, working from a marked-up copy, insert amendments, editorial changes and technical changes and put bills that have been put on the Wang system by the County Attorney's Office, Council staff or other agencies, in final, enacted, form. She would then proof them with the Council Secretary or Assistant Secretary responsible for the Legislative Session. This would be a big help since we have a 3-day limit to transmit legislative bills to the Executive for signature. The loss of our position will make this difficult to do. There are also other administrative duties Ms. Wood could help out with, if her time holds out, such as notifying the reporting service, Office Support Staff, of public hearings to be covered and providing continuing contact and follow-up with this firm. She could also make the revisions called for on Council minutes and prepare them for final printing, make minutes packets on Fridays, distribute draft and approved minutes, distribute enacted bills and adopted resolutions and ordinances, and write opening statements for public hearings.

While nobody understands better than I the pain of having to give up a position, I strongly disagree with the Acting Staff Director's recommendation that Ms. Wood not be transferred to the Secretary's Office. In our original recommendations, the Legislative Information Coordinator, the Legislative Specialist and the Council Secretary all recommended that the advertising function be returned to the Secretary; I recommended the advertising function and necessary staff. The fact that the advertising is done in this office in no way precludes any efforts of the Legislative Information Coordinator to organize public hearings, encourage news stories, contact anyone the Council wishes contacted and do other desired outreach.

5/6/83

This is true, just as it is true that nothing precludes the official files of the County Council from being used for informational purposes. But first and foremost, they serve the basic purpose of being the repository of official papers and documents for official purposes, including public information.

I should like to add a couple of general comments. I support the recommendation for a Council Staff Director and would like to suggest that certain specific qualifications and characteristics be factored into his or her selection. I would like to see a person selected who is particularly mature and has a personality that would undergird and bring about the raising of morale in the Council office, that would help to heal the wounds that, unintentionally and without malice, have been inflicted and who could and would deal with the staff in an even-handed and supportive way which, I believe, would make it more certain that employees' talents, time and expertise would be used wisely, productively and well.

A second suggestion I would like to make is that the matter of advancement possibilities within the Council office be addressed. Positions could be structured so that there is the possibility of progression and promotion. I believe this would tend to make for a happier and more productive workforce which would better support the Council in its work. In this connection, perhaps some training of those responsible for management decisions should be considered to help them deal with offering promotional opportunities. There is some perception abroad that some of these managers would rather recruit outside the office than to deal with making choices among applicants from within the office. I do not know whether or not this perception squares with reality but it should be cleared up if it does not.

CC: Councilmembers
Acting Council Staff Director
Staff of the Secretary of the Council
Joanne Wood, Administrative Aide V

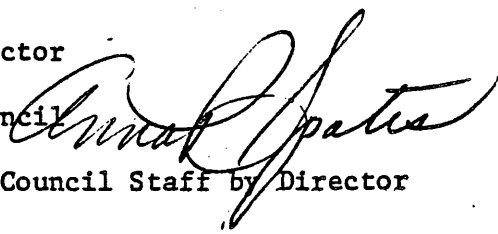
Mr Mansinne

June 13, 1983

TO: Arthur W. Spengler, Acting Council Staff Director

FROM: Anna P. Spates, Secretary of the County Council

SUBJECT: Recommended Assignment of Functions for Council Staff by Director of OLO



I have furnished you with a copy of my comments to Mr. Mansinne, dated May 6, 1983, strongly supporting his recommendation to return the advertising responsibility ("temporarily" reassigned and then passed down to those currently handling it with the responsibility always recognized, by the former Council Staff Director, as being with the Secretary of the Council), and that appropriate staff be assigned to this office for that function. Therefore, I strongly oppose your recommendation not to return the advertising responsibility, with staff, to the Secretary. Joanne Wood's Wang training will serve this office well in a number of ways I outlined in my memorandum to Mr. Mansinne. Obviously, other employees will be receiving advanced Wang training, especially since the Council supports further automation efforts and the Council may be disposed to provide more staff, as time goes on, for this particular effort, hopefully. Please make it clear in your memorandum that I differ strongly with your recommendations mentioned above. I do empathize with the feelings of frustration experienced by another office in losing a position; I am sure you understand why.

I wholeheartedly agree with your final note expressing the desire of the staff to focus on its real function of serving the Council. Much time and energy has been devoted to the reorganization and the fallout from the various actions taken with respect thereto and the honest and agonized reactions to losses which will have a real and ongoing effect on work output.

Copy: Councilmembers
Staff of Secretary of the Council
Director of OLO ✓

Saturday, June 18, 1983

TO: Andrew Mansinne, Director, OLO

FROM: Anna P. Spates, Secretary of the County Council

SUBJECT: Council Staff Reorganization



I feel compelled to address a couple of comments made by the Legislative Information Coordinator in her June 14 memo lest silence be interpreted as agreement.

With respect to the phrase "...in the light of the ultimate decisions which are made about supervisory coordination of the Office of the Secretary", I read your recommendation to be that the Office of the Secretary of the Council remain under the Council Staff Director organizationally and I support that recommendation. Since the Council Secretary works directly for the Council body, I earlier recommended that the Secretary be directly responsible to the Council and certainly, no matter what the organizational chart, is directly responsible to the Council which reviews and approves her/his work and holds her/him legally responsible for certain follow-through in connection with the Council's actions. This is as it should be, right and proper. However, I certainly see the appropriateness of placing this office under the Council Staff Director. I assume that any Staff Director will respect any direct Council instruction to its Secretary or to any of its other staff members.

I oppose any second level of "supervisory coordination" which I note was not recommended in your proposal circulated to the staff. I see this as an effort to create a desired promotional opportunity. In my opinion, buttressed by years of experience in this office, and in this position, I see "supervisory coordination" (and it is not defined) as superfluous, detrimental & wasteful of the Council's financial resources. I can understand the effort - we are all ambitious to have authority in one degree or another at one time or another - but I strongly disagree.

With respect to how the official record will evolve in the near or long-term future, this is directly in hands of the Council body regarding what it will contain beyond the legal requirements (State and County) and how many and the length of the meetings it will conduct. I, and the present members of this office who will be here after August 1, stand ready to do our best to implement the Council's instructions in this regard. I, and they, have been, and are, dedicated to this very effort. This office has, and will, work cooperatively with the remainder of the Council staff. No question.

The LIC is entirely correct when she says, "I have no way of knowing whether the clerical support required by the Office of the Secretary justifies a Grade 14 position to relieve Grade 22s from non-minutes duties..." It is to perform the advertising function plus other responsible administrative duties. I do not believe it is the LIC's responsibility to make this judgment. I have certain and first-hand experience with what is required. I am offended that the subject of this controversy has been told by persons, not in this office, that she would be a "step-and-fetch-it" (I don't know how to spell that). This person will have many essential and valuable duties to perform, if the Council chooses to follow the recommendation to return the advertising function, the position and the staff member. I strongly support all three, especially in view of our earlier loss, since some work time beyond that required by advertising would be available.

With respect to the comment that "...multi-purpose records should eventually bring about important changes in the nature of the work of the Secretary's office and open the possibility for a far greater degree of coordination between that operation and other staff functions." Any and all changes will be dealt with in due course by the Secretary and the Secretary will be dealt with accordingly, I'm sure. As I understand it, all the Council's records are "multi-purpose", both those contained in its official files and those contained in its official record. Clearly, the Council minutes are a separate document as the official record of the governing body of the Council.

With respect to the comment regarding "A change in the nature of the minutes, combined with the possibilities of the Alliance for automatic indexing and multi-purpose records...", this office will deal with whatever changes the Council makes in its minutes. Also, Ms. Freedman, Ms. Edgar and Ms. Brand all are experienced on the Wang system (that's one more than we have Wangs). and they will apply their knowledge, experience and learning abilities as is appropriate when the Alliance arrives.

Ms. Freedman is very good with this new-fangled automation business, and I recommend that she be included in any of the learning and applications of the Wang, Alliance and whatever follows. She has a very quick and imaginative mind and can be a very great asset in this regard with respect to this and the larger Council Office.


With respect to the comments regarding "Integration of the operations of the Office of the Secretary with the activities of the rest of the Council staff", what is needed is cooperation and that is given wholeheartedly. When analyzed, "integration" means whatever the writer wants it to mean. I have been troubled since these memos began to come out with statements that seemed to imply that the blurring of responsibilities and job assignments was a good thing. I do not agree with this premise. The duties in the Office of the Secretary are well-defined as they should be. This insures that the required duties will be fulfilled. Again, I feel cooperation (and good will) is the key. I feel compelled to say that the level and content of the LIC's comments do seem to me to be aimed at destruction of a very good operation and hard working and dedicated personnel; perhaps it is well-meant.

With respect to the comment, "Because of the nature of the minutes required by previous Councils and the consequent workload of the Secretary's Office, the minutes have not been an effective information resource for use by Council and staff", I have so many problems with that statement that I will let most of them go. Suffice it to say, that the regular Tuesday Session minutes which contain virtually all of the Council's actions, are in the Council packets on Fridays and in the staff members boxes on Friday afternoon or Monday mornings, almost without fail. The other worksession and Committee minutes are completed on a priority basis, full-Council worksessions first, requested Committee meetings next, then in the order of date taken. Staffing is the key here; with sufficient staff, they would all be out in hours.

With respect to Class Specifications for the Secretary of the Council, I called to your attention in your initial interview with me that there were errors in the Class Spec on file which I had corrected for the Personnel Dept. by bracketing incorrect material and adding underlined correct material and I also typed a smooth copy of the correct material for Personnel's convenience. This was sent to Personnel through the Council Staff Director. It is somewhere in never, never land. I gave you copies of both.

While this has taken a hunk of another Saturday afternoon while my personal duties wait, I do think it has been a valuable exercise to address some of these conceptions about the Secretary's office and speculation about the future.

TO: Andrew Mansinne, Director of OLO

FROM: Anna P. Spates, Secretary of the County Council 

SUBJECT: Administrative Aide V Duties if Transferred to Office of Council Secretary

This is in response to your request regarding duties of an Administrative Aide V in the Office of the Secretary of the County Council.

1. Writing advertising for Council public hearings. This would be done with independence under the supervision and with the assistance of the Council Secretary, as needed. The Council Secretary would, in cooperation with the LIC and under instructions of the Council & President, include informative and "outreach" material in all advertising of public hearings and would comply with legal requirements as well.

2. As a follow-through, the AAV would be responsible for placing orders for stenographic coverage with the Reporting Company, serving as liaison with this service to avoid "no shows", regarding hearings on which we want "quick turn-arounds" and monitoring to see that the Reporting Company is complying with its contract.

3. Another follow-through duty would be to prepare the opening statement for public hearings for the President, Reporter, Secretary and public hearing file.

4. The AAV would prepare the public hearing minutes from notes taken at the meeting.

5. The AAV would take over, or contribute substantially to the indexing of the Council minutes on the Wang system. This is an important function which requires familiarity with the Council's work program and record, sound judgment and the Wang expertise. I can't over-emphasize judgment as I have had some bad experience trying to use less experienced personnel for this function. In earlier discussions with Mr. McDonell, we discussed "library types" for this function. He, Ms. Weiger and I all looked forward to using the Wang for this purpose, and I believe it was one, among other, motivating forces in recommending the Wang. (He was also enthusiastic about using the Wang for writing minutes. Kathy has developed a glossary in this regard and the Wang is a lifesaver in preparing legislative bills in final form for delivery to the Executive and in the form in which they become law.) When the indexing is current, keeping it current would not be burdensome; however, there is enough backlog in this area to keep the AAV busy for an indefinite time. Making the index current would save overall time for the general office as it would eliminate the "search" approach. Presently, great reliance is placed on my weekly summary, but it is not a particularly quick approach. I consider this an important duty.

6. The AAV would prepare on the Wang, under instructions from the Council Secretary, legislative bills, as amended and in the proper form, for transmission to the County Executive, and after his action, enter the effective date and chapter number and make the proper distribution of these new laws. This is an important and responsible duty with a time pressure involved.

7. Prepare the advertising needed for the enactment of new laws.

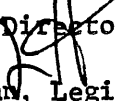
8. On the Wang, make revisions on regular & legislative minutes.

9. Take and transcribe complex dictation (minutes).

10. Make appropriate distribution of draft and approved minutes, enacted bills resolutions, ordinances, etc.

11. Other duties, as assigned. E-10

MEMORANDUM

To: Andrew Mansinne,  Director, Office of Legislative Oversight 6/15/83
From: Lucille Harrigan, Legislative Information Coordinator
Subject: Attached comments on your May, 1983, Proposals re Council Staff
Organization

I concur with the comments made by Mr. Spengler on your proposals. The attached comments deal, in further detail, with some of the functions which are now under my supervision, and with other related issues.

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MEMORANDUM

To: Andrew Mansinne, Director, Office of Legislative Oversight

June 10, 1983

Via: Arthur W. Spengler, Acting Staff Director

From: Lucille Harrigan, Legislative Information Coordinator

Subject: Comments Requested by Mr. Mansinne on his May Proposals for Staff Reassignments

Summary

An organization as small as the Council central staff must be viewed as a system. It is impossible to make changes in one part of that system without creating significant impacts in other parts. A piecemeal attempt to improve efficiency by juggling supervisory arrangements and work assignments is bound to fail unless adequate consideration is given to the intended and unintended effects on the entire operating system. When the elements of a system are human beings, considerations such as morale, motivation, stress, incentives, disincentives, authority, and accountability are significant factors in the equation.

I believe that every member of the Council Staff fully accepts the fact that staff organization and work assignments will continue to evolve rapidly as the Council implements its announced new directions and the budget decisions of May 1983 regarding automation and staffing. The move to the 6th floor space alone will necessitate a number of significant changes.

The recent changes in patterns of supervision for the agenda, appointments, advertising and purchasing have had a number of positive consequences. However, coupled with the abolition of two Grade 14 positions, and the Grade 9 vacancy in the Front Office, and other changes, they have also resulted in a number of negative impacts on the staff effort devoted to the implementation of specific directives of the Council and the Council President with respect to: (1) press relations, (2) public relations, (3) the automating of a tracking system for Council and Committee agenda items via the List Processing WANG function, (4) the implementation of an effective correspondence control system, (5) the implementation of a two-to three-week turnaround time on correspondence, and (6) the development of an effective outreach system for public hearings.

Furthermore, with the Front Office/File Room inadequately staffed, there has been a very real decline in the level of service offered to Councilmembers and to the public. Despite a shortening of our public hours, the switch to instant coffee, and a number of other accommodations to reduced staff, we are, for example, not answering the phone promptly, we are not able to spend as much time being helpful to callers, and callers are frequently put on hold for periods long enough to make them hang up in frustration.

The move to the 6th floor office space; the new telephone system; the new level of automation and computer access; the hiring of additional professional staff, clerical staff for Councilmembers, and interns; the Council's directives with regard to the level of effort to be devoted to the minutes; are among the conditions to which staff must adapt during the coming weeks and months. There are a very significant number of "unknowns" among the impacts of these changes.

It is premature to make further changes in formal staff organization until there has been an opportunity to assess the areas of greatest priority for further staff effort, and until there has been an assessment of both the positive and negative impacts of the staff changes already made. In other words, a systems approach to the matter of staff reorganization is strongly recommended.

There are some tasks which must be undertaken by staff now:

1. Staff and Council Assistants who have been providing support to the Council Committees need now to meet together to review the flow of information and assignments from Committee to Council and into the permanent records of the Council. This exercise may also give some perspective for decisions about the nature of the staffing required to support maximum effectiveness of Committees.

2. Planning for the move to the 6th floor must be allowed to continue in an orderly fashion to avoid disruption in operations and our services to the Council and its Committees. We need to be given a temporary respite from other changes in order to accomplish the major changes required for effective operation on the 6th and 7th floors. After that move is accomplished, certain adjustments may be appropriate.

Until instructed otherwise, I intend to move forward with the implementation of plans as previously discussed with former Staff Director McDonell and Acting Staff Director Spengler with those staff members presently under my supervision.

3. A working group must begin immediately to prepare for the implementation of the Council's budget decisions with respect to automation and computer access. We have held the first meeting of such a group, and we expect to be able to develop specific recommendations in this area.

IMPACTS OF CHANGES IN SUPERVISORY RELATIONSHIPS IN FRONT OFFICE

The transfer of Margaret Knill from the Front Office to the Program Staff places responsibility for the agenda directly under the Acting Staff Director and has facilitated coordination with Program Staff. Her aide Charlotte Smith was also transferred out of the Front Office operation to work exclusively on agenda, appointments and other functions of Ms. Knill and Program Staff members. This transfer ended the divided supervisory relationships in the Front Office, and made for a clearer chain of command from Front Office personnel to the Legislative Information Coordinator.

However, this move also removed Ms. Knill from the information operation and reduced already short-changed information efforts at a time when the Council has great need for better relations with the media and for more effective public relations. It broke the supervisory connection between responsibility for the agenda and calendar, and advertising. Ms. Knill's supervisory responsibilities for Purchasing and Advertising fell to the Legislative Information Coordinator.

The vacancy left by Nina Zazulia's promotion, and the removal of Charlotte Smith from the Front Office, the reduction of two additional positions in the File Room (Jane Weiger) and OSLI (Sharon Orcutt) further reduced clerical support for information functions, and gave the LIC an additional burden of clerical tasks which are inappropriately performed by a Grade 25.

We have adapted to these changes in various ways. However, some directives of the Council are simply not being carried out, and this is a source of frustration to all concerned.

Our adaptations include the following:

- Necessity has spurred the implementation of a long-range plan to provide a more cost-effective type of service to the public. Using the possibilities of automation to the fullest extent we are able, we are concentrating our efforts on making records accessible, rather than on doing the public's research for them. This is a very positive step, but cannot be fully implemented unless we are given additional time to implement more automation and further reorganization in our record-keeping.
- Referral of inquiries to other sources whenever possible. The negative aspect of this is that we are sacrificing the image of the Council Office as the place in County government where a citizen is guaranteed an answer.
- Reduction in the formal hours of office operations. We are open from 7:30 a.m. until 5:00 p.m., but our telephone services to the public do not begin until 8:30 a.m.

-A greater degree of delegation of writing of advertisements to Joanne Wood, with the LIC retaining a review responsibility for all ads.

-Hiring a full-time temporary in the File Room, Lorene Sligh*. This has enabled us to keep up our microfilming schedule to avoid moving unnecessary paper to the 6th floor. Ms. Sligh is also being trained in other essential File Room duties.

-Allocation of approximately 16 hours per week of Sharon Orcutt's services* on a part-time, temporary basis.

* Without the addition of the these two temporary positions, we would simply be unable to answer the phones and keep up the most elementary and essential flow of paper.

DIRECTIVES OF THE COUNCIL AND COUNCIL PRESIDENT WHICH ARE NOT BEING IMPLEMENTED

1. Several past Council Presidents and President Scull have directed us to devise and implement an effective system of correspondence control which would ensure follow-up on priority items and a 2 to 3 week turnaround time on correspondence. We have designed a system using List Processing on the WANG. We simply do not have the womanhours available to implement the system. We have automated the logging-out process, but it still takes time. Without prompt logging out there is no possibility of correspondence control.

We are using form letters to a greater degree than ever before and implementing the Council President's instructions to prepare brief replies. We mailed out between 2 and 3 thousand budget postcards alone. However, as long as Joan Andrews must take telephone duty and other Front Office duties, she will be unable to keep up with peak load on correspondence. Bucking the mail and coordinating form letters is a task which requires continuity, and it is inefficiently performed by several different aides.

2. Development of a fully automated suspense date system for Council and Committee agenda items. Margaret Knill has utilized word processing functions of the WANG to the greatest degree possible to improve records in this regard. However, it is a fiction to say that we have a fully automated system. Ms. Knill needs technical support from Ramona Bivins to fully utilize the existing level of automation capability. Furthermore, we will never have a fully automated staff action control system until the major portion of our record-keeping is integrated into a single tracking system. This will require, for example, the integration of the Status Reports now maintained by the Office of the Legislative Counsel and the Planning Policy Coordinators, the integration of the records of the Council Secretary, the Agenda, Committee Agendas, etc.

All this takes the time and expertise of the Systems Administrator, Ramona Bivins. Our plans had included the training of Joanne Wood in the Disk Operating System (this has been accomplished), and the delegation to her of routine WANG administration functions, word processing training, technical assistance to staff developing new skills, etc. The proposed transfer of the only WANG trained back-up for Ramona Bivins to the Office of the Secretary further frustrates the accomplishment of this task.

3. Enhancement of our information functions. As a minimum, the Council President has asked that a 1-page summary for the press and public be prepared for important agenda items. Lacking both a professional back-up and clerical support, the LIC has been unable to do this. We have also been unable to prepare the background papers on major issues requested by both the Press and the Council President. Many opportunities for improving relations with the media, for responding to errors in reporting, etc., the preparation of "interest" material about the Council, etc. are being lost because of a lack of sufficient staff time.

4. Outreach for public hearings. Our limited ventures into this endeavor as directed by the Council President have served the Council well and have made a considerable advance in the Council's community relations. It is a source of frustration that we are unable to accomplish effective outreach for every important public hearing.

MOVE TO THE SIXTH FLOOR

Staff has been eagerly planning for the greater efficiencies and economies of the move to the 6th floor. The new telephone system, the consolidated information services operation, the space arrangements for clerical support for program staff, the acquisition of new WANG terminals, all hold the promise of more and better work from fewer staff members. The hiring of new clerical staff and interns for Councilmembers, the Legislative Services Contract, the hiring of an engineer and two additional budget analysts - these actions, coupled with other decisions of the Council have as-yet undetermined consequences. Some of the "unknowns" are listed below.

UNKNOWN CONSEQUENCES OF MOVE TO 6TH AND 7th FLOORS AND COUNCIL BUDGET ACTIONS

1. Can the reception desk be manned most of the time by only one aide?

How soon and to what extent will the new telephone system reduce "switchboard" functions which now take us so much clerical staff time? What will be the volume of traffic at the 6th floor reception area?

2. .What level of staffing will be required in the Information Services area?

To what extent will our State legislative services be reduced? Will this area be asked to continue to provide the same level of clerical and research support for the new Legislative Liason contractor as it provided for Sandra Morse? (As the attached letter to Delegate Ruben indicates, the Council has agreed to continue many of the services now performed if necessary.) Can further automation and reorganization of records continue the trend toward a decreased research workload for the aides in this area? What new Information Services demands will be created by the addition of interns and new staff members, the transfer of records from individual offices to a central location, new computer capabilities with greater use of on-line retrieval?

3. To what extent can increased automation and new space arrangements increase the ratio of professional staff to clerical support? With more terminals and the enhanced word processing functions of Alliance will Smith, Zazulia, Morris, and M. Wood, with peak-load assistance from Information Services, support three additional professional positions? OMB cites their own profession/clerical ratio as 6 to 1. Will there be a staff Director, and what kind of clerical support will be required for that position?

4. How much staff effort will be required to service Council meetings on the 7th floor? Will new procedures reduce the current heavy volume of traffic to and from the copier each time Council is in session? To what extent can we reeducate those who wish to present material to the Council to leave one copy with Information Services for copying for public, press, records, etc.

5. What will be the impact of the Alliance system on current staff procedures? If the Alliance system is fully utilized by Council staff, and it is our assumption that it must be fully utilized, we will need to go through a period of review of virtually every one of our office procedures to determine how the capabilities of the Alliance can be used to make them more efficient.

As an example, Alliance has an indexing utility that can automatically generate a comprehensive index of any document on the system. Effective use of this function will require careful and detailed planning and the devising and implementation of procedures which coordinate the work of every person on the staff who creates documents which become part of the permanent records of the Council.

Calendar Management may make a significant change in the nature of the scheduling operation.

Visual Memory, an enhanced version of List Processing, will allow us to create comprehensive, multi-purpose records. Use of this function, again, will require staff to acquire a high degree of expertise, and the allocation of staff time and energy to developing and implementing new applications.

6. What will be the impact of the functions now performed by Secretaries of: (a) the Council's decision to go to a more abbreviated form of minutes; (b) the automatic indexing function of Alliance; (c) the creation of multi-purpose records which may eliminate the need for certain kinds of separate records now kept by the Secretary's office?

7. What kind of record-keeping and clerical support will be required in connection with the Legislative Services Contract and the automation of the Code and the "plain English" rewrite?

STAFFING IMPLICATIONS OF AUTOMATION

The answers to the questions outlined above raise important issues about the long-range implications of further automation. Studies of the effects of enhanced word processing and computer capabilities in a number of institutions, including local governments, would seem to indicate that new technology will have a number of different kinds of effects:

- (1) Certain kinds of work will be performed more efficiently and with fewer staff. This includes a variety of typing and record-keeping chores now performed manually. As I have indicated, automation may have a very positive effect on the professional/clerical ratio.
- (2) Additional tasks, never before possible, will be undertaken. Not only will we have multi-purpose records, but we will be able to develop systems for suspense dates, follow-up reminder systems, directories, and indexes. We will be accessing data on the mainframe not previously available to us. We will be providing information not previously provided to the Council. The staffing implications of these additional tasks are not easily predicted. As these possibilities are explored, we will need to respond to the priorities of the Council for the allocation of time and effort.
- (3) The nature of many jobs will change. We can see some of the changes already: typists are being replaced by word processors; Systems Administration has become a part of the supervision of clerical personnel; senior-level aides are required to perform a certain amount of programming as they master the Glossary functions of the OIS; traditional research skills are being supplanted by the need for new research skills requiring technical competence on the WANG; the need to develop applications for more sophisticated electronic equipment is moving management personnel into the realm of systems analysis.

Other changes are more difficult to predict: automation may change the nature of preparing schedules and calendars - the "busy work" may be done by machine, freeing professional energies for more human tasks; budget analysts may be required to master one or more query languages for accessing the mainframe.

Successful adaptation to automation is by no means guaranteed by the acquisition of more hardware and software. In many instances local governments have failed to realize a level of productivity improvement sufficient to justify the investment in automated systems. A significant management effort is required to reap the enormous potential of the electronic age, and we must depend on the enthusiasm of our employees to master and apply new skills.

PREVIOUSLY MADE PLANS FOR STAFF REASSIGNMENTS IN CONNECTION WITH THE 6TH FLOOR MOVE

It was hoped that the move to the 6th floor would be the occasion for the mitigation of some of the problems identified above. Mr. Mansinne's recommendations run counter to some of those plans, and I will address some of those recommendations below.

.. Mr. Mansinne shows Joan Andrews as a part of the Information Services staff. It had been our planning that Ms. Andrews was to become my aide to provide greater support and continuity for information and mail functions and enable us to carry out the Council's instructions in this regard. As Ms. Andrews' training continues, I had expected to be able to delegate more correspondence to her for drafting. The removal of purchasing and advertising supervision from my purview does not compensate for the loss of this kind of staff support.

1. The Alliance system will make my job and Ramona Bivins job a great deal more complex and demanding. Simple Systems Administration alone will take a greater amount of Ms. Bivins time, and during the start-up period must necessarily involve a great deal of my time as well. There will be the need for extensive training in the new capabilities of our WANG system. Time must be allocated for the development and implementation of new procedures, and for the design and implementation of new applications. Our plans for the 6th floor were to use Joanne Woods, the only other staff member trained in the WANG Disk Operating System, as a backup to Ms. Bivins, assuming almost all of her responsibilities for the word processing training for the new clerical staff members and for Council Assistants and others who will now, for the first time, have reasonable access to WANG terminals.

While it is possible to begin training another aide in the Disk Operating System, it is imperative that these responsibilities be assigned to an aide of at least Grade 12 or 14. The degree of responsibility is too great, the consequences of error too expensive, for us to assign this level of responsibility to entry-level clerical personnel.

Stewart McKenzie and I have discussed his proposals for computer support staff, and I have raised the following issues. The start-up period for the Alliance will require much more than 25% of my time and Ramona Bivins'. Furthermore, from what I have seen of the Alliance at the D.C. Law Revision Commission, Systems Administration/Alliance applications may eventually evolve into a full-time job. This is another important reason to provide a back-up for Bivins at a Grade level appropriate for training in both the WANG and Records Management aspects of her job.

There is no justification whatsoever, at this stage, to identify Programmer/Data Entry personnel in the Program Support area. The promise of Alliance is that it is user-friendly, and does not require programmers as such. We have already trained several members of the staff in the kind of "programming" they will be doing in the Alliance system, namely Glossary functions. Virtually every member of this staff is going to be involved in data entry. We are engaged in creating, in an evolutionary mode, an information management system which will use word processing, the grey area between data and word processing known as "Visual Memory", and linkage to the mainframe and pure data processing. It has been my assumption that the design of this information system should be done by staff who are familiar with our information needs and our procedures. It is far easier to upgrade the technical skills of staff as we proceed to more advanced technology, than to hire technicians and try to train them in our procedures and acquaint them with our needs.

We are not going from square one to a full-blown computer system. We are moving step by step, with the staff keeping pace with the requirements of the hardware and the software.

3. With respect to advertising, this function might was at one time assigned to the person responsible for scheduling and preparing calendars (Knill) when she was supervised by the individual responsible for public information (Harrigan). Now hearings are set by members of the Program staff and advertised by members of the Program Support staff. It is evident to me that our procedures need to be formalized to some degree and I have already made some suggestions in this regard.

I regard advertising as an information function as well as the fulfillment of a legal requirement. It would seem to me that a long-range solution to the problem of where to locate advertising needs to be considered in the light of the ultimate decisions which are made about supervisory coordination of the Office of the Secretary.

In any case, close coordination is required between the Program staff which schedules hearings and the Program support staff which is charged with negotiating with civic groups to set ground rules for hearings which must be reflected in the advertisement. The involvement of a third organizational area would not seem to be an efficient way to organize this function.

It would seem to be appropriate to defer any change in the staffing of the Office of the Secretary until the Council's new directives with regard to the level of effort required for the minutes has been implemented. I have no way of knowing whether the clerical support required by the Office of the Secretary justifies a Grade 14 position to relieve Grade 22s from non-minutes duties, however, such an arrangement is questionable, and it may be that assistance of lower grade level would be appropriate.

4. The space arrangements on the 6th floor provided for packet assembly in the Information Services area. I am not certain whether or not Mr. Mansinne has distinguished between the responsibility for packet preparation and packet assembly. Packet preparation is the responsibility of the Program Staff which is often extremely busy on last-minute preparations of packet items just at the same time that packet assembly must be organized. Nor am I certain that Mr. Mansinne is aware that staff now assembles approximately 100 packets. The maintenance of the packet distribution lists, and the physical distribution of those packets would seem to be clearly an information function. The various kiosks and display racks on the 6th and 7th floors were intended to cut down on the number of packets which must actually be distributed. This will involve a certain amount of reeducation of those accustomed to receiving assembled packets.

Mr. Mansinne should also be aware of the overtime implications of having packets assembled by clerical personnel of the Grade 11 and 12 level rather than by the 9s and 10s who at the present time staff the Information Service area.

5. As indicated above, the space arrangements for the 6th floor and the acquisition of new terminals may possibly improve the ratio of professionals supported by clerical personnel. It would seem premature make a formal transfer of a vacant clerical position to the Program Staff from an Information Services staff which has already been decimated by staff cuts.

6. With regard to the consolidation of purchasing operations, coordination is now accomplished through the final review and instructions of the Deputy Staff Director. I am not clear as to whether Mr. Mansinne understands that almost one half of the advertising function now performed by Joanne Wood is purchasing in that it involves the preparation of direct payments and the maintenance of financial records. Nor is it clear to me whether he wishes to transfer one of the two aides trained in purchasing to the supervision of Nettie Nork, or whether he intends to have supervisory responsibilities shared by Nork and Bivins for the aide doing purchasing. Perhaps one of the difficulties in locating this function is that it part of the monitoring of the Council budget which is clearly a Program Support function and yet supervised now by the Deputy Staff Director who is identified as being in the Program area. I think that this illustrates one of the difficulties of trying to implement a clear distinction between Program and Program support in a staff which is so small, and in which versatility has always been thought of as a necessity in order to provide support for the changing priorities of the Council as it moves the focus of its activities from one issue to another.

LONG RANGE ISSUES

As the Council proceeds with the implementation of its new directions, a number of staff changes will become necessary. I raise only a few of these issues.

1. Staffing for Committees. We are now experiencing a number of problems in the flow of information to and through the Committees. There is still a need for clarifying responsibilities with regard to the distribution of papers to Committee members, responsibilities for record-keeping, etc. Eventually it may prove feasible to designate a single individual to coordinate the activities of each Committee and to be responsible for certain essential administrative details and the flow of information.

I have suggested that staff very soon convene a working group to begin to address the most immediate problems, and to recommend procedures to improve staff support to Committees.

2. Integration of the Operations of the Office of the Secretary with the activities of the rest of Council staff. Because of the nature of the minutes required by previous Councils and the consequent workload of the Secretaries, the minutes have not been an effective information resource for use by Council and staff. A change in the nature of the minutes, combined with the possibilities of the Alliance for automatic indexing and multi-purpose records should eventually bring about important changes in the nature of the work of the Secretary's office and open the possibilities for a far greater degree of coordination between that operation and other staff functions. Changes in the job descriptions of the Secretaries may eventually prove appropriate.

At some point the Council will need to review the Class Specifications for the positions of Secretary of the Council and Legislative Information Coordinator and modify them so that they more closely resemble the duties actually performed.

3. As the Council moves toward a greater emphasis on the use of computers for budget and program review, it may prove appropriate to allocate a greater portion of staff time to computer support functions, and to rewrite job descriptions of vacant jobs to ensure that new personnel will have skills to contribute in this area.

M E M O R A N D U M

June 6, 1983

TO: Andrew Mansinne, Jr.
Office of Legislative Oversight

FROM: Stewart McKenzie, Legislative Coordinator for the Environment *SM*,
County Council Office

SUBJECT: Council Computer Support Group

I sent you a suggested organization chart for the structuring of a Council computer support group, and you asked me for more details. This memorandum is in response to that request.

All I was trying to do with the organization chart was to make more formal what was currently happening in fact. I do not think this is the only organization that will provide the Council with needed computer support facilities; however, it does respond to the realities of the situation. I think there are a number of essentials to be considered when thinking about how to arrange computer support for the Council.

1. David Scull and other Council members are eager and impatient to come to terms with the computer as an information handling tool in a much more expanded way than has ever been attempted before.
2. WANG terminals have been ordered for many Council members and their aides. These will be turning up this summer and, unless plans are made, there will be nothing to do on them except word processing. I do not believe that this is what Council members have in mind for their new terminals.
3. Over the summer, the Council WANG system will be connected to the County mainframe. There are discussions underway of connecting the various County WANG systems together. These network connections will not in themselves provide capabilities but will provide access to capabilities which will require time and skill to put to Council use.
4. If Council use of computers is to be enhanced, there are a number of essentials which have not yet been addressed seriously. These are:

Andrew Mansinne, Jr.
June 6, 1983
Page two

- a. Allocation of time should be given to County staff to investigate possible computer systems for Council use; to become skilled in selected capabilities; to obtain documentation; to train Council members, their aides, or other Council staff in the use of new capabilities; and to write small amounts of programs to tailor software to the peculiar uses of the Council.
 - b. Not only will staff time be needed to do this, but a clearly identified support group within the staff should be formed, with a structure and identity of its own, so that the duties and responsibilities of the various functions needed for computer support can be clearly identified, and proper procedures of supervision established.
5. I do not believe that, in the coming fiscal year, the Council uses of computers will justify a full-time systems support person; however, I do believe that we have on the staff, and with assistance from the computer center, sufficient expertise to see the Council through its first year of serious computer enhancement. This is only true if formal time provision is made for the staff concerned. The names on the chart that I am attaching, with Joanne Wood in addition, are the obvious staff to begin the process of computer enhancement. It may be that in the next fiscal year our needs will have become sufficiently apparent to justify either a full-time staff member or the acquisition of a systems support person.

In terms of the potential productivity increase associated with a greatly enhanced use of computers for Council business, it seems clear to me that the return on time spent in systems enhancement in the Council staff will be amply repaid in the future. In particular, information support for the committee system, the budget process, interagency information exchange, and the Council's planning functions will be greatly assisted by enhanced computer capabilities. I would urge you, therefore, to make serious provision for a properly identified computer support group within the Council staff in your considerations for staff reorganization.

SMcK/jm

Attachment

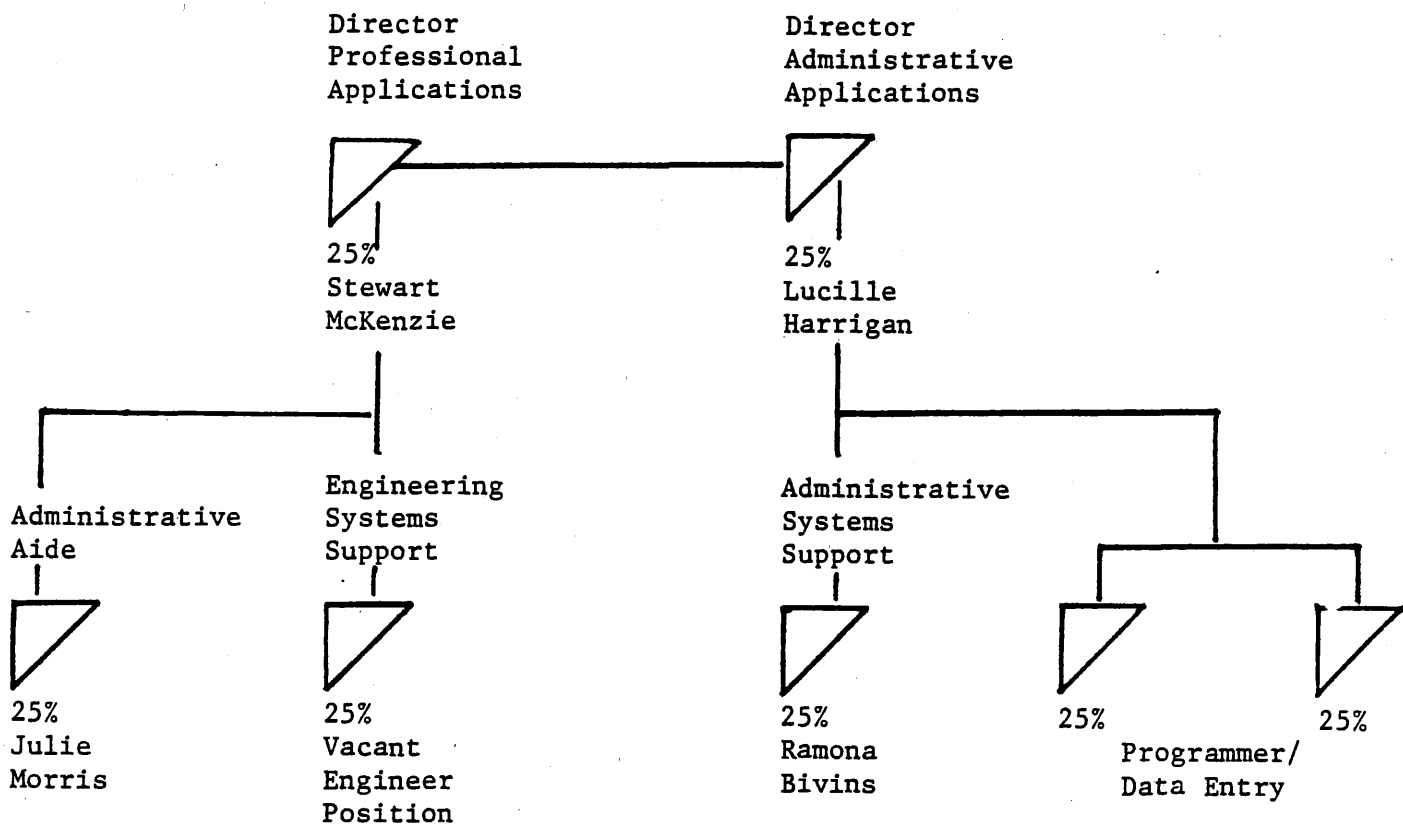
cc: Arthur Spengler
Lucille Harrigan
Ramona Bivins

M E M O R A N D U M

May 27, 1983

TO: Andrew Mansinne
FROM: Stewart McKenzie
SUBJECT: COMMENTS ON PROPOSED REORGANIZATION

Proposed Council Computer Support Group



June 14, 1983

TO: Andy Mansinne, Director, Office of Legislative Oversight

FROM: Kathy Freedman, Deputy Secretary *Kaf*

SUBJECT: Comments on Your Draft Recommended Organization and Assignment of Major Functions of the Reorganized Council Staff

Thanks for the extended deadline for submitting comments on your draft recommended organization and assignment of major functions of the reorganized Council staff. The pressure of my workload has prevented me from responding sooner.

I wholeheartedly agree with your recommendation to return the responsibility for advertising to the Secretary of the Council, along with appropriate staff support. This function is assigned to the Secretary by law, and was taken away "temporarily" when the system was changed from running ads in the legal section of the classified ads to the display ads placed in a more prominent location in newspapers. Staff of the Secretary's Office have considerable experience in writing and placing the legal advertising required of the Council and are anxious to have this function returned. Further comments on the responsibility for advertising, in response to comments made by various staff members, can be found in the attached copy of my memorandum to Art Spengler.

Thank you for recognizing the Council Secretary's need for an Administrative Aide. As you are aware, we have more than enough duties to keep an Aide busy full time.

I was disappointed that you did not follow the recommendations in my February 10 and March 8, 1983, memoranda to you concerning consolidation of the file room under the Council Secretary. I continue to support the position set forth in those memoranda for the reasons enumerated. Since that time, a court case has arisen in which the Council Secretary was asked by an Assistant County Attorney to certify, under penalty of perjury, that a particular file contained all of the papers relating to that particular subject. It is unreasonable to expect the Secretary to make such a certification when she must rely on the word of staff members who are not under her supervision.

In the briefing given the staff, you mentioned the need to reclassify and restructure the positions in the Council Office to afford promotional opportunities. I wholeheartedly support this proposal and recommend that it be developed and implemented as soon as possible. The lack of promotional opportunities has been one of the sources of the low morale prevalent in the Council Office for so many years.

cc: Council & Staff

June 14, 1983

TO: Art Spengler, Acting Staff Director

FROM: Kathy Freedman, Deputy Secretary

SUBJECT: Comments on Office of Legislative Oversight's Draft Reorganization Proposal

In response to your memorandum of June 3, 1983, attaching a proposed joint staff memorandum to Mr. Mansinne setting forth consolidated comments of the staff on his draft reorganization proposal, I offer the following comments.

I strongly recommend that you make it absolutely clear in the third line of the memo that it represents "attempts to consolidate the comments of some of the staff into one document." Otherwise, it leaves readers of your memorandum with the impression that the entire staff is in agreement with the points you have made.

With respect to the responsibility for advertising, Mr. Mansinne's proposal does not spread the responsibility throughout the organization as you have stated in paragraph (5) on page 2, and I recommend that you also amend that language. His proposal clearly assigns this function to the Council Secretary, one element of the Council Office. In my opinion, the responsibility is spread throughout the organization at the present time with Ms. Wood and/or Ms. Bivins preparing the ads, Ms. Harrigan approving them, someone else authorizing payment, and copies of the ads being kept by the Secretary's Office. This function should be returned to the Council Secretary, as required by law, who fulfills the other legal responsibilities required of the Council. I also disagree that there is a substantial purchasing element connected with the advertising function. Payments for advertising are made by direct payment, involving a simple notation on the invoice by the person who prepared the ad that payment is authorized. The invoice can then be given to the person responsible for purchasing.

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With respect to the new instructions of the Council to structure some of the public hearings and the liaison required between the person carrying out this responsibility and the person writing the ads, I believe that structured public hearings, with coordinated testimony, will be the exception rather than the rule and will pertain only to major, controversial issues, such as the budget, the bullet ban bill, or the Boyds Master Plan. Surveys conducted by the Council Office have indicated that very few citizens learn of public hearings through the advertising process; I question the value of placing much emphasis on this form of notification. The changes in the way the ads are written necessitated by structured public hearings will be relatively minor, and can be conveyed to the Council Secretary orally or in a brief note. In this regard, a new form has been prepared for use in transmitting information regarding the setting of public hearings from Ms. Knill, the person responsible for scheduling the hearings, to Ms. Harrigan, the person currently responsible for advertising. At the bottom of the form is a place for "special instructions" that can be filled in with respect to any unusual circumstances. I see advantages in increased liaison between the Secretary's Office and the Legislative Information function as a result. The vast majority of the public hearings will involve no change in the way the ads are currently written, and there are ads that pertain to matters other than public hearings that would never be affected.

With respect to Ms. Wood having been trained as back-up Wang system administrator and her transfer to the Office of the Secretary, I see no reason why Ms. Wood could not continue to fulfill this function on an as-needed basis when Ms. Bivins is unavailable. Ms. Wood has expressed a desire to continue in this role, and the Secretary's Office needs to be kept up to date regarding Wang systems applications in the Council Office.

I am not sure to whom you refer in the last paragraph on the first page of your memorandum when you say that "several members of the staff will have two supervisors" My review of Mr. Mansinne's proposal did not reveal anyone with two supervisors unless you are referring to Ms. Wood when she is serving as back-up Wang system administrator. If that is what you meant, as I said in the previous paragraph, I do not see any conflict if she fulfills this responsibility on an as-needed basis. The Secretary will be aware of and can supervise her duties in this regard.

With respect to the maintenance of records and the comments of Ms. Stover in her June 7, 1983, memorandum to you, it has been my understanding that the records maintained by staff members and Council assistants are working files for the personal use of those staff or Council members, and that the Council's official records are kept in the central file room. I continue to believe that responsibility for keeping these official files should be assigned to the Secretary of the Council, who is already responsible for maintaining a large proportion of the Council's records. I regret that Mr. Mansinne did not agree with this position.

I hope you have found this helpful and will take my comments into consideration when revising your memorandum.

cc: Mr. Mansinne

June 20, 1983

TO: Andy Mansinne

FROM: Kathy Freedman

SUBJECT: Further Comments on Reorganization

I was extremely concerned after reading Ms. Harrigan's June 10, 1983, memorandum to you, and sat down to write a similar memo addressing each point. However, after thinking about it for a day or so, I decided that it wasn't worth the effort that it would take, but that I should, at least, give you my general impressions and perhaps comment on a few specifics.

I especially disagree with Ms. Harrigan's statement that it is premature to make any further changes at this time, and that, unless instructed otherwise, she will proceed to implement the organizational structure discussed with Mr. McDonell. Since no one but Ms. Harrigan knows what was discussed with Mr. McDonell, this could result in her being able to go to the Council with her accomplished organization and tell the Council that the staff is functioning smoothly, further changes aren't necessary. This is similar to the technique she and Mr. Spengler are using in signing off on and endorsing each others' memos. They want to be able to go to the Council and say, "All but four staff members strongly believe the office should be organized in this fashion." I object to this approach.

Why does it take longer than two to three weeks to respond to correspondence? She notes that an instruction of the Council President that is not being implemented is to devise a system that insures a two-to-three week turnaround time for correspondence. This seems like an adequate amount of time to prepare a response to a letter.

With respect to page 7, paragraph 4., this Office has struggled with this problem for as long as it has existed. Even long-time staff members will come into a meeting with only seven copies of important papers, never thinking of the needs of other staff members. However, a system has been devised

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wherein the Secretary's Office gives copies of documents distributed during meetings directly to the file room. Later, when committee minutes are approved, our packets are turned over to the file room; a decision was made by Ms. Weiger that our Council meeting packets were not needed and could be discarded after extracting any papers distributed during the meeting.

With respect to page 7, paragraph 6, the Council has not yet made a decision to abbreviate the minutes. I am not sure what she means by "creation of multi-purpose records" as if that is something new. The records are already used for multiple purposes, including public information, and it is clear to me that she is trying to get control of the official records by her referral to those records as "separate." Integration has been a favorite theme; she has neglected to say "integration under her supervision" but it is implied. As for "eliminating the need for certain kinds of separate records now kept by the Secretary's Office," we don't keep any records other than those mandated by law. Does she mean we should stop keeping a journal of resolutions, for instance?

I note, parenthetically, that, although Ms. Harrigan's memo is addressed to you, she refers to you in the third person. She is really talking to the Council.

Page 9, paragraph 1, isn't Ms. Andrews, as part of the Information Services Staff, her aide? Or is Ms. Harrigan not part of the Information Services Staff? I don't understand this concern at all.

Page 9, paragraph 2. Ms. Wood is not the only other person trained in the Wang Disk Operating System. While I have not had formal training, Ms. Bivins has done a fairly thorough job of training me in the DOS system. I did not attempt to master list processing, as I saw no application to my office. However, I can perform most of the remainder of the functions and have a complete manual to which to refer when called upon for assistance. In this regard, staff members often call on me for help when Ms. Bivins is not available; I haven't ascertained whether Ms. Wood was also not available, but I am used as a resource.

Page 10, third paragraph under 3., Ms. Harrigan refers to "ultimate decisions which are made about supervisory coordination of the Office of the Secretary." The Secretary of the Council is supervised by the (Acting) Council Staff Director and coordinates any aspects of her work that need coordination with the appropriate staff persons. What decisions are to be made? She seems to be raising issues/problems that do not exist and for which she would like to be the solution.

Page 10, final paragraph. A grade 14 administrative aide is the minimum grade that could be relied upon for the support needed by the Secretary's Office. We need someone who is knowledgeable and responsible enough to be assigned a set of duties and relied upon to carry them out

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without constant checking on her work. The nature of the work in this office and the legal responsibilities are such that a less responsible, careless person would cause more problems than would be resolved and would be useless to us. I would not ask a grade 9 or 10 to exercise the kind of judgment that is necessary. This is another issue that did not have to be raised.

Page 11, paragraph 6, has already been addressed in my previous memo. The purchasing element of the advertising function is not great. As a matter of fact, when I wrote the ads before the duty was "temporarily reassigned," I had no involvement in the purchasing aspects whatsoever. Someone else handled it and there were no problems; any coordination necessary was exercised.

One more comment about the "outreach" element of advertising. Attached is a copy of the advertisement for the recent Boyds Master Plan, a major public hearing for which negotiations were held with civic groups. You will note that this resulted in a single paragraph being added to the routine advertisement.

Page 12, paragraph 2., with respect to her constant use of the word "integration," we don't feel that we are separate and apart from the rest of the Council staff. That is her feeling, and by stating it, she is making an issue of it. Over the years, there have been various people in the office who have looked to us for help when they were particularly busy or shorthanded. The requests for help have usually been turned down because we always have more work than we can do, even on an almost constant overtime basis. Should we take time away from writing minutes to help perform lower-grade duties such as assembling packets, for instance, or typing a packet item, and then come in on Saturdays to complete our duties? We think not, and, apparently, this has been a sore point with some people. The minutes have not been as effective a resource as they could have been because we have never been staffed at a level that permitted us to keep up with the workload. It is not that we are writing longer minutes than desired; as you know, the type of minutes we write evolved over the years from various Council instructions. And, as we have said before, shorter minutes do not necessarily take less time to write.

Thank you for taking time to consider my thoughts beyond your deadline for comments. The memo turned out to be longer than I thought, but there were many points to address. I look forward to your final recommendations.

Attachment

cc: County Council
Council Secretary

REQUEST FOR ADVERTISING

Ad No. 1915

From: Office of the Montgomery County Council
100 Maryland Avenue
Rockville, Maryland 20850

PLEASE INSERT THE FOLLOWING DISPLAY ADVERTISEMENT IN THE GENERAL NEWS SECTION OF THE FOLLOWING NEWSPAPERS:

Journal & Sentinel

WITH AD TO APPEAR AS FAR FORWARD AS POSSIBLE AND TO APPEAR IN ISSUES PUBLISHED THE WEEK OF Journal, May 13, 1983 and Sentinel, May 12, 1983

ORDER AD W/2 PT. RULE

8 pt bf.

MONTGOMERY COUNTY COUNCIL

14 pt. bf.

PUBLIC HEARING

8 pt. bf.

Tuesday, June 14, 1983 and Thursday, June 16, 1983 - 7:00PM

BOYDS MASTER PLAN

body copy

set 8/8 Helv.

Council has scheduled 2 nights for a public hearing to consider final draft of Boyds Master Plan. Plan confirms rural, residential character of Boyds as envisioned in 1978 Boyds Master Plan. Plan addresses issue of whether quarrying of a large diabased deposit should be permitted and concludes that benefits from quarry do not outweigh negative impacts on communities of Boyds and Germantown. Conditions for future reconsideration of quarry operation are also discussed in Plan.

In addition, the plan;

1. Recommends rezoning approximately 125 acres from Rural to RE-2 to create a more logical land use transition from Clarksburg Planning Area to Boyds Planning Area.
2. Recommends rezoning two five-acre parcels on western edge of Boyds Village Center from R-200 to RE-1 as more appropriate transition from commercial development to rural uses.
3. Recommends relocating 20 acres of I-1 so that acreage abuts railroad and is sufficiently buffered from existing residences.
4. Endorses designation of an historic district in Boyds but recommends boundaries be determined separately, as a separate amendment to County Master Plan for Historic Preservation.

NOTE: The Boyds Civic Association and representatives of Rockville Crushed Stone will each be allocated one hour of time at beginning of hearing on June 14. Additional testimony will be taken on June 14 and June 16.

Continued

INTERPRETER SERVICES are available for deaf and hearing impaired citizens - Service can only be guaranteed with five working days advance notice. Call 24-hour TTY 279-1083. Give name and telephone number of requesting citizen, with subject, date and time of Council hearing. Facility accessible to handicapped.

County Attorney: APC 5/9/83

June 20, 1983

TO: Mr. Mansinne
FROM: Mary Edgar *M.E.*
SUBJECT: Reorganization of the Council Office

A few comments to convey to anyone interested about the costs of the reorganization to the Council, taxpayers, and Council employees:

The reorganization has cost the Council time and mental energy and has created divisions among Councilmembers.

The reorganization has cost taxpayers the services of the Council staff because of the exorbitant amount of time employees have spent writing memorandums, attending meetings, and talking among themselves about the reorganization.

The reorganization has cost employees their good physical and mental health. Employees have developed a multitude of major and minor physical and mental health problems during the past few months because of the reorganization.

The price that has already been paid for the reorganization is incredibly high. I doubt that it will prove sufficiently beneficial to the Council, taxpayers and Council employees to justify its costs.

cc: Councilmembers

Secretary of the County Council

MEMORANDUM

6/15/83

TO: Andrew Mansinne, Director, Office of Legislative Oversight

FROM: Ramona A. Bivins, Office Supervisor, Council Office

RB

SUBJECT: Comments on Reorganization of Council Staff

My comments are directed mostly to the workload and workflow of the office instead of who does what, but I felt that I should submit my own views separately because I don't think it is part of a consensus of opinion of the whole council office. Besides, I didn't have it ready to submit before today.

I still feel that an excellent opportunity has been missed for creating an upward mobility structure for clerical or para-professional people within the Council Office. Morale is extremely low because of this, and the uncertainty involved in a reorganization, and only because the Council has an excellent staff that errors have been kept to a minimum during this time of stress.

First, we need a strong, experienced Staff Director. It should be someone outside the present staff because each staff member already wears two or three "hats".

Some problem areas:

--Scheduling for public hearings and committee assignments are done on an ad hoc basis. In the present situation, one person schedules at the Council's leisure, and then everyone else, including both professional and support staff, scrambles to meet the deadline. The present situation is ripe for things to start falling through the cracks, causes stress and friction among staff members, and allows potential legal problems for the Council.

The staff assigned to an issue must be given adequate time to prepare good background material for intelligent decisionmaking. There should be a period of time (X number of weeks) between the assignment of an issue to a committee and the actual discussion of it to allow adequate preparation by staff. I believe that we should assign each committee to a staff person who is responsible for background material getting into the permanent records.

Also, the public hearing scheduling should be done like Council sessions - one or two days and/or evenings set aside per week, with a "spillover" day assigned for those having to be cancelled, like a rain date. This would give some standardization to the deadlines used for advertising. advertising methods used must be made more uniform and organized, even if it means changing the law. Emergency legislation, for example, should only be advertised by press release, and not by newspaper or press release if time allows.

The plan for automated activity planning should be the highest priority item on a new organizational list of things to do. Staff must be given the time to develop more efficient methods of scheduling everything.

--Before the "reorganization" major decisions were made without enough input from the staff, and yet those decisions affected the entire staff.

The idea for Quality Circles could help solve this problem, with perhaps rotating memberships on each circle so that everyone gets to be heard eventually.

--When someone is ill or on leave many of their duties are allowed to stack up in their absence because there is no one to take over for them.

Part of the solution to this is to hire more staff instead of using "permanent" temporaries because we are understaffed. However, --everyone should be cross-trained to fill in at least two other positions on an emergency basis. This does not mean one week in a six month period, but actually doing the job of another person periodically, perhaps each payday?--and everyone should be willing to pitch in and do the catching up of work that gets behind. After all, even management helps with getting out customer statements in a bank.

--There are problems with the way the incoming correspondence is presently routed. Too many people handle it, which is confusing and leaves open the possibility of more errors. It is especially difficult to track down a letter that has not gotten into the Information office yet.

--The mail should be handled by fewer people. It should come first to the Information Center, to be stamped in and the original red-dotted; a copy should be yellow-dotted and put directly into the proper file. Then the assignments are made to proper staff person and the Mail log is typed. Only the red-dotted copy should be sent to the staff person assigned to reply to it, and copies made for each Councilmember or staff person working with those issues. The mail log should serve as "a summary of the daily mail" for everyone else. This would cut copying costs in half, and maybe people would start really reading the mail log. If anyone needed a copy of it they could come to the Information office to have one made.