Resolution No.:	18-223
Introduced:	July 14, 2015
Adopted:	July 28, 2015

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

Lead Sponsor: County Council

SUBJECT: Fiscal Year 2016 Work Program of the Office of Legislative Oversight

Background

1. Chapter 29A, Montgomery County Code, establishes the Office of Legislative Oversight to serve as the principal means through which the Council exercises its legislative oversight functions. This includes providing the Council with information and recommendations concerning the operations of public and private agencies, programs, and functions for which funds are appropriated or approved by the Council.

2. The law establishing the Office of Legislative Oversight specifically authorizes the Office to conduct special program or budget analyses at the request of the Council.

3. Section 29A-6 provides that the Director, Office of Legislative Oversight, shall prepare an annual Work Program, which shall be submitted to the Council for approval. On July 14, 2015, the Council introduced this resolution that outlines projects to be included on the Office of Legislative Oversight's FY16 Work Program.

Action

The County Council for Montgomery County, Maryland, approves the attached Fiscal Year 2016 Work Program for the Office of Legislative Oversight.

This is a correct copy of Council action.

Linda M. Lauer

Linda M. Lauer, Clerk of the Council

Project Number	Title
1	Children's Trusts
2	Evaluation of Enterprise Zones
3	State Aid to Montgomery County
4	Affordable Housing and the Developmentally Disabled
5	New School Construction
6	Contractors in Montgomery County Government
7	Maintain and Update Interactive Fiscal Plan
8	MC311, Performance Measurement and Performance-Based Budgeting
9	Individual and Business Tax Burden Analysis: Taxes Imposed on Individuals and Businesses in Different Jurisdictions, including Montgomery County's Fuel-Energy Tax
10	Universal Pre-K
11	Mapping Procurement
12	Safe Routes to School
13	MCPS Retirement Benefits
14	Procurement and Technology
15	Use of MCPS School Buildings
16	Transportation Management District Strategies and Goals
17	Fiscal Impact Statements
18	Management of the Council's Independent Audit Contract

19	Assist with the Review of the FY17 Operating Budget
20	Staff Support for the Council's Audit Committee
21	November Supplement to Work Program
22	Memo Assignments as Needed

PROJECT #1

CHILDREN'S TRUSTS

Principal Agencies: County Government, DHHS, MCPS

The Department of Health and Human Services FY16 budget includes $250,000 for the Children's Opportunity Fund with an expected match of $250,000 from MCPS. The establishment of this new trust is intended to fund activities targeting vulnerable populations – such as positive youth development and early education programs – to move the County toward the policy goal of eliminating the academic achievement gap. As the County begins determining the next steps for the Children's Opportunity Fund, it is essential that we have a better understanding of how children's trusts work in other jurisdictions (e.g., Miami-Dade County, Los Angeles, San Francisco, etc.). This report will examine:

- The funding sources for these trusts, including levels of funding, whether they are tax-funded, whether they receive private funding, whether they receive funds from a dedicated funding source, and whether the funds are renewable;
- The types of programs and services funded by the various trusts, including youth demographic groups served;
- The types of entities managing the funding and distribution of these children's trusts, as well as the leadership structure; and
- Best practices learned from these trusts.

PROJECT #2

EVALUATION OF ENTERPRISE ZONES

Principal Agencies: Executive Branch DED, Finance

In Montgomery County, the Enterprise Zone program is designed to focus local and State resources on the encouragement of economic growth in designated areas of downtown Silver Spring, Takoma Park/Long Branch, and Wheaton, among others. The program offers businesses locating in these areas a real property tax credit – which is available only for non-residential properties that locate within the Enterprise Zones.

OLO will conduct an evaluation of the program in order to better understand the impact the tax credits have had. OLO will attempt to determine whether the tax credits have helped spur the economic growth they are intended to foster. This evaluation also will examine similar enterprise zones in other Maryland counties and, to the extent the data is available, provide an assessment of the impact these programs have had. The structure and methodologies OLO employs will, in a large part, be dictated by the availability of data.

PROJECT #3

STATE AID TO MONTGOMERY COUNTY

Principal Agencies: All County-funded agencies

Every year the State of Maryland allocates to Montgomery County a significant amount of money to be used in a range of ways. The money allocated to Montgomery County and the areas or programs in which this money is allocated changes on a regular basis. Some funds are allocated strictly according to long established formulas while other funds shift on a yearly basis based on the availability of money at the state level.

The County Council is interested in understanding how State allocations to Montgomery County have changed over time and how Montgomery County compares to other Maryland jurisdictions. Further, the County Council is interested in having this information available on a yearly basis and presented in a timely and consistent way. OLO will build a model that captures this information and presents it in a concise and user friendly fashion. OLO anticipates being able to update this model on a regular basis and to manage it moving forward as part of its regular responsibilities.

PROJECT #4

AFFORDABLE HOUSING & DEVELOPMENTALLY DISABLED INDIVIDUALS

Principal Agencies: County Government, DHCA, DHHS; Housing Opportunities Commission

Montgomery County has long been recognized nationally for its efforts to ensure that affordable housing exists throughout the County. Despite the continued rise in population and cost of housing, the County has remained dedicated to ensuring affordable housing options are available for the County's most vulnerable residents. In recent years, particular focus has been placed on the need to provide affordable housing for developmentally disabled individuals.

The County Council is interested in better understanding how the needs of this group of residents are being met. This OLO report will examine the need for and availability of affordable housing dedicated specifically to developmentally disabled individuals.

In addition to examining the need for and availability of this type of affordable housing, this report will also:

- Document specific County efforts, as well as State and national programs, that impact developmentally disabled residents of Montgomery County;
- Provide an analysis of the practices other jurisdictions use to meet the needs of the developmentally disabled; and
- Offer suggestions about practices or initiatives that might be relevant in Montgomery County.

PROJECT #5

NEW SCHOOL CONSTRUCTION

Principal Agency: Montgomery County Public Schools

Montgomery County Public Schools is currently home to 202 public schools that serve approximately 155,000 students. As the number of students in the system continues to grow, the demand for additional classroom space and schools to serve these students also grows.

The decision to build a new school is a complex one: once a decision is made to build one, decisions about where to build and how it should be constructed are often the source of significant debate. To ensure the practices and policies surrounding new school construction are as effective and efficient as possible, the County Council is requesting a review of MCPS' school construction policies and practices.

Specifically this report will examine the decision-making process for building a new school. This report would examine the factors used by MCPS and the Board of Education to determine when and where to build a new school. In framing the discussion around building new schools, this report will also examine the manner in which MCPS and the Board of Education consider both the possibility of re-opening closed schools and making changes to school district boundaries.

This initial report will include a discussion of how the school system interacts with the Planning Department and how development decisions are made in concert with decisions about school construction. This report will address how MCPS' school construction policies have evolved over time to address the growing, and changing nature (urbanization) of Montgomery County. Finally, this report will provide a cost comparison to neighboring jurisdictions that examines the cost, excluding land purchases, of building schools in the County.

PROJECT #6

CONTRACTORS IN MONTGOMERY COUNTY GOVERNMENT

Principal Agency: County Government

Montgomery County regularly hires contractors to perform a range of tasks deemed necessary to ensure the County Government effectively and efficiently fulfills its duties. The County Council is interested in better understanding the full extent to which Montgomery County Government relies on the services of contractors. Furthermore, the Council would like to know if any work currently performed by contractors could be brought in-house in order to achieve cost efficiencies.

This OLO report will investigate the above issues. In particular, OLO will obtain data from County Government departments on the number of contracts in each department and the number and functions of FTEs the County funds in contract personnel through the contracts. As it is able, OLO will explore which of the functions performed by contractors are "permanent" or "ongoing" government functions and which are temporary in nature. Of those contractors employed in areas deemed permanent or ongoing, OLO will examine the feasibility from a cost and function perspective of incorporating these FTEs into full-time County employment.

PROJECT #7

MAINTAIN AND UPDATE INTERACTIVE FISCAL PLAN

Principal Agencies: All County-funded agencies

The Council asked OLO to create a web-based tool to allow policy makers and the public to better understand the long-term fiscal impacts of alternative budget decisions. In response to this directive, OLO developed a budget model known as the "Interactive Fiscal Plan." The Interactive Fiscal Plan is a model that allows users to input alternative revenue and expenditure assumptions in the County's six-year budget projections. The model calculates the cumulative six-year effect of adjusting the assumed average annual rate of change for major fiscal variables including revenue generation, agency spending, and debt service payments.

OLO launched the web-based model in December 2014. During FY16, OLO will maintain the model and periodically update the data to reflect current budget decisions and economic projections. In addition, OLO staff will demonstrate the model at public meetings as directed by the Council.

PROJECT #8

MC311, PERFORMANCE MEASUREMENT AND PERFORMANCE-BASED BUDGETING

Principal Agency: County Government

MC311, established in June 2010, provides the public with a single point of contact for non-emergency information and requests related to County Government services and programs. MC311 aims to ensure accountability, responsiveness and efficiency of County Government through: (1) a single access point for the public; (2) allowing the customer to track the status of a service request; and (3) recordation and monitoring of the number and nature of requests and the timeliness of service delivery.

MC311 uses Siebel, a customer relationship management system that integrates web-based information, a phone system, and a service database, to track and monitor MC311 requests. The majority of MC311 requests (68% in FY15) are "general information requests," which typically can be answered immediately by MC311 customer service representatives (CSRs). The remaining requests are "service requests," which are forwarded to departments for fulfillment.

MC311 considers a service request "closed" when the relevant department closes the request in Siebel. MC311 measures performance on the fulfillment of service requests using Service-Level Agreements or SLAs, which define the standards for the maximum length of time it should take to close particular types of requests.

The purpose of this OLO report is to review how MC311 uses data to measure the timeliness of service delivery and provide status information to customers, and investigate whether and how MC311 data may be used to inform the County's budget process. To this end, OLO will:

- Review recommended practices for collecting and using data to improve the 311 customer experience as well as case studies on performance measurement and performance-based budgeting in 311 systems in other jurisdictions;
- Identify a sample of common service requests and review MC311's and receiving departments' processes for responding to and tracking data on the fulfillment of these requests and providing status information to customers; and
- Examine the applicability of data on specific service requests to the County's budget process.

PROJECT #9

INDIVIDUAL AND BUSINESS TAX BURDEN ANALYSIS: TAXES IMPOSED ON INDIVIDUALS AND BUSINESSES IN DIFFERENT JURISDICTIONS, INCLUDING MONTGOMERY COUNTY'S FUEL-ENERGY TAX

Principal Agency: County Government, Finance, OMB

The cost of living or doing business varies from jurisdiction to jurisdiction based on the amount of taxes imposed by the federal, state and/or local governments. This OLO project will analyze the tax burden for individuals and businesses in Montgomery County compared to similarly-situated individuals and businesses located in other regional counties and the District of Columbia.

Among other things, this study will identify the major taxes imposed on individuals and businesses in different jurisdictions, including Montgomery County's fuel-energy tax. To the extent possible, the study of individuals will analyze the tax burden of people at different income levels and the study of businesses will analyze the tax burden of running different types of businesses.

The County Council wants to better understand how the tax burden of living or doing business in Montgomery County compares to the tax burden in other regional jurisdictions – to provide additional context to the discussion of whether it "costs more" to live or do business in the County compared to other nearby counties. In developing the methodology for the project, OLO will seek input from 1) Executive Branch staff in the Department of Finance and the Office of Management and Budget and 2) other community stakeholders as feasible, to identify relevant factors for consideration.

The primary focus of the study is on taxes and tax burdens. To the extent that it makes sense, OLO will try to identify other "costs," such as fees associated with owning a business.

PROJECT #10

UNIVERSAL PRE-K

Principal Agencies: County Government and Montgomery County Public Schools

The terms preschool, pre-K, day care, and nursery school are often used interchangeably. In the early education policy world, however, the term universal pre-K has a specific meaning: it refers to state-funded preschool programs that offer early childhood education to all qualified children during the year or years before kindergarten.[1] Moreover, eligibility for universal pre-K programs are not income-based: any child meeting age and residency requirements can participate.

Expanding universal pre-K has emerged as a policy priority across the country as a way to narrow the achievement gap and to develop the next generation of future workers. Most public preschool programs are means tested by income. Nationally, 41% of four-year olds are enrolled in public preschool programs. The District of Columbia and 18 states offer universal pre-K and along with three states, the District of Columbia enrolls more than 70 percent of all eligible four-year old students in universal pre-K.

There is widespread agreement among researchers that funding high-quality early childhood education is among "the most powerful public investments we can make, with strong programs targeting disadvantaged students providing over $8 in return for every $1 spent."[2] These include improved rates of academic performance and school completion as well as reductions in special education and criminal justice involvement. Recent research also shows that middle-class families and children benefit from universal pre-K as well in terms of improved literacy and math skills.

In Montgomery County, public pre-K programs are targeted to children from low-income families and to children with disabilities. Both Montgomery County Government and Montgomery County Public Schools administer these programs.

The County Council has requested this study to better understand the benefits and potential drawbacks to implementing a universal pre-K program in Montgomery County. Toward this end, OLO will provide the Council with a report that describes:

- Universal pre-K programs in other jurisdictions and their funding sources,
- Policy and funding challenges associated with delivering universal pre-K programs,
- Best practices for implementing pre-K programs,
- Types of programs that would have the best chance of succeeding in Montgomery County.

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[1] Potter, H. "Lessons from New York City's Universal Pre-K Expansion: How are Focus on Diversity Could Make it Even Better" – Issue Brief, The Century Foundation, May 13, 2015.
[2] Ibid.

PROJECT #11

MAPPING PROCUREMENT

Principal Agency: Executive Branch

In 2009, the Office of Legislative Oversight released Report 2009-1, *The Department of Health and Human Services' Contract Execution and Monitoring Process*, a report that evaluated the procurement functions of DHHS' Children, Youth, and Families Division. This project will follow-up and expand on that project by reviewing the procurement process function for all County Government departments.

Montgomery County recently restructured the Office of Procurement into a principal office of the Executive Branch. OLO will work with the Office of Procurement to develop a set of process maps that show the sequence of activities to execute a new contract and to identify factors that contribute to variations in contract execution practices or processing times in the new office.

In particular and in addition to expanding the scope of the first project, OLO will examine changes made in recent years and identify further areas for improvement by looking for unnecessary or redundant steps in the process or for functions that could be automated. This process may lead to recommendations that would change or simplify legislative requirements imposed on procurement.

PROJECT #12

SAFE ROUTES TO SCHOOL

Principal Agencies: All County-funded agencies

Safe Routes to School is:

> An international movement that has taken hold in communities throughout the United States. The concept is to increase the number of children who walk or bicycle to school by funding projects that remove the barriers that currently prevent them from doing so. Those barriers include lack of infrastructure, unsafe infrastructure, lack of programs aimed at children, parents and community members that promote walking and bicycling through education/encouragement.... Safe Routes to School Programs are intended to reverse these trends by funding projects that improve safety and efforts that promote walking and bicycling within a collaborative community framework."

Montgomery County implemented the Safe Routes to School program in 2005 and, to date, has implemented the program to at least some degree at 169 schools. The County Council is interested in understanding the impact this program has had and would like to know if the concept behind the program might be implemented in locations that are not focused specifically around schools.

This OLO study will analyze the Safe Routes to School program and the impact it has had in the County. Additionally it will focus on areas or locations in Montgomery County that have experienced higher than typical levels or incidents of pedestrian/vehicle collisions to determine if the concepts behind Safe Routes to School might be applied around these specific high incident areas.

PROJECT #13

MCPS RETIREMENT BENEFITS

Principal Agency: Montgomery County Public Schools

Some MCPS employees participate in a State teacher pension plan. For MCPS employees not eligible to participate in the State plan, MCPS maintains its own pension plan. In addition, MCPS provides a "supplemental" pension benefit for all MCPS employees – regardless of whether they receive their "core" pension through the State or through MCPS.

MCPS makes an annual contribution to its pension fund to pay for the cost of: (1) the core pension benefit offered to employees who do not participate in the State-run pension plan; and (2) the supplemental benefit for all permanent MCPS employees. The amount of the annual contribution is determined by the Board based on an actuarial assessment of plan assets and liabilities.

For FY16, the Board budgeted a total of $86.7 million for this annual contribution, a $3.8 million (or 4.2%) increase above the FY15 contribution. Approximately 65% of this cost ($56.2 million) is attributed to the supplemental pension benefit for all employees. These contributions to the local pension fund are in addition to the contribution the State requires from the County to the State's teacher pension fund for MCPS employee pensions, which was $44.4 million in FY16.

MCPS' contribution amount to its pension fund has increased steadily in recent years; the FY16 contribution is an increase of $27.3 million over the FY10 contribution of $59.4 million. Together, the school system's required annual contributions related to employee retirement benefits are consuming an increasing portion of available resources and challenging the ability to increase funding for instructional, programmatic purposes.

This project will review structural issues related to the MCPS pension fund in the following areas:

- Board policy regarding the pension plan funded ratio and current actuarial projections for future pension fund contributions through 2020;
- How the retirement benefits over which the County has discretion impact future year pension obligations; and
- How other Maryland jurisdictions structure retirement benefits for their school system employees not in the State-run pension plan.

PROJECT #14

PROCUREMENT AND TECHNOLOGY

Principal Agencies: All County-funded agencies

Information technology has become increasingly essential to Montgomery County Government projects, processes, and procedures. Often, the County Government will rely on the work of an outside vendor to provide these technology services. Procuring information technology services provides several challenges, including:

- Complex projects that may involve multiple products and services;
- Technology advances that occur during the time it takes to finalize and execute a contract;
- Standardized County Government purchasing terms that limit adjustments to payment terms or delivery parameters that may be necessary with information technology; or
- Limited interest from smaller vendors (or start-ups) because of their lack of resources to respond to bid requests.

The delivery of information technology services is fundamentally changing. This OLO memorandum report will summarize best practices in the procurement of information technology services in government, including identification of changes that could provide more flexible and agile procurement processes.

PROJECT #15

USE OF MCPS SCHOOL BUILDINGS

Principal Agencies: Montgomery County Public Schools

While Montgomery County school buildings and properties are used primarily as the setting to provide education to the County's children, over time, and as space has allowed, some school buildings and properties have taken on other uses and/or been leased to other entities for use. Attached is Appendix L from the Superintendent's Recommended FY16 Capital Budget. This document describes school buildings formerly operated by MCPS and their current use.

This proposed project will consider the following two questions:

1. Whether school buildings formerly operated by MCPS are located in areas with significant current need for additional school space.
2. Whether and at what general cost level space in former operating schools could be converted back to its original, MCPS education-oriented, purpose.

OLO will consider these questions separately for the two categories of former public schools that currently exist in Montgomery County: (1) properties currently owned and maintained by the Montgomery County Board of Education; (2) properties that were at one point in time owned by the Montgomery County Board of Education but have since been closed and ownership transferred to Montgomery County Government or another public entity. Both types of properties can be reclaimed by MCPS but require different processes to reconvert the space.

PROJECT #16

TRANSPORTATION MANAGEMENT DISTRICT STRATEGIES AND GOALS

Principal Agencies: County Government, DOT, M-NCPPC

As detailed in Chapter 42A of the County Code, the County Council may create Transportation Management Districts (TMDs) to manage the demand on transportation facilities in certain areas of the County. The Code states that the purpose of transportation demand management is to:

- Provide sufficient transportation capacity to achieve County land use objectives and permit further economic development;
- Reduce the demand for road capacity, and promote traffic safety and pedestrian access; and
- Help reduce vehicular emissions, energy consumption, and noise levels.

The Code authorizes the Council to establish TMDs in Metro station policy areas and in areas where transportation review applies under the subdivision staging policy. There are five active transportation management districts: North Bethesda, Downtown Bethesda, Friendship Heights, Downtown Silver Spring, and Shady Grove.

This OLO report will summarize the transportation management strategies employed in each of the TMDs and will present information on the programs and expenditures of each TMD. OLO will compare the goals of the five TMDs and will examine any strategic plans or policies that address the role of TMDs in addressing County transportation, land use, and environmental objectives. The report will also examine the strategies used by other jurisdictions to address similar issues.

Additionally, OLO will report on how the County has measured the effectiveness of the TMDs in achieving stated transportation demand management goals and, if necessary, provide recommendations about other data points that should be collected and measured. Finally, the report will evaluate how well TMD programs have advanced the policy objectives of County master plans and sector plans.

PROJECT #17

FISCAL IMPACT STATEMENTS

Principal Agencies: County Executive, OMB, Finance

Fiscal impact statements refer to the Executive Branch's estimates of the fiscal costs associated with pending legislation and Executive regulations. While these documents serve an important role in the Council's review of proposed legislation, Councilmembers often want more detailed analysis, have additional questions, or would like the information in the fiscal impact statements to be available earlier in the legislative process.

In FY15, the Office of Legislative Oversight completed a full-year initiative to review all fiscal impact statements that the Council received from the Executive Branch; provided additional analysis on selected fiscal impact statements if requested by a Councilmember or Council staff or deemed appropriate by OLO staff; and compiled a monthly summary and tracking report of all fiscal impact statements received.

During FY16, OLO will continue the fiscal impact statement project for a second full-year using the same model and framework developed during FY15.

PROJECT #18

MANAGEMENT OF THE COUNCIL'S INDEPENDENT AUDIT CONTRACTS

Principal Agency: County Government

Section 315 of the County Charter requires the Council to contract with a certified public accountant to perform an annual independent audit of the County Government's financial statements. The Council also contracts for the annual audit of the financial statements of the employee retirement plans and the Montgomery County Union Employees Deferred Compensation Plan.

Since 1991, the Council has assigned the Office of Legislative Oversight the responsibility to act as the Council's contract administrator and provide support to the Council during the period of audit engagement. OLO carries out these responsibilities with oversight and guidance from the Council's Audit Committee. The Audit Committee consists of the members of the Government Operations and Fiscal Policy Committee, with the Council President and Vice President serving as *ex officio* voting members.

The FY16 Independent Financial Audit NDA funds the independent audits of the FY15 financial statements issued by the County Government, the employee retirement plans, and the Montgomery County Union Employees Deferred Compensation Plan. FY16 is the final year of the Council's contract with CliftonLarsonAllen LLP to provide audit services. In FY16, the Council will issue a new Request for Proposals for audit services and select an audit firm for the FY16-FY19 audits.

PROJECT #19

ASSIST WITH REVIEW OF THE FY17 OPERATING BUDGET

Principal Agencies: All County-funded agencies

During the spring of 2016, OLO staff will assist Central Council staff to prepare analyses for Committee and Council work sessions on the FY17 operating budget. This project is similar to OLO's operating budget-related assignment in recent years. For this portion of the FY16 Work Program, the OLO Director will work collaboratively with the Council Staff Director to identify specific budget areas for OLO staff assistance. Priority consideration will be given to topics that OLO has studied before.

Additionally, OLO will assist the County Council on additional budget-related analysis throughout the year. OLO will be on call to provide support and analysis for a limited number of tasks that may include fiscal impact statements, collective bargaining provisions that result from labor negotiations, non-competitive awards, or unanticipated items that arrive in agencies' budget proposals.

PROJECT #20

STAFF SUPPORT FOR THE COUNCIL'S AUDIT FUNCTION

Principal Agencies: All County-funded agencies

Council Resolution 16-826, adopted January 27, 2009, calls upon the Council's Government Operations and Fiscal Policy (GO) Committee "to continue to strengthen the Council's independent review and oversight of the County's financial reporting, management control, and audit activities." When performing these functions, the Government Operations and Fiscal Policy Committee (GO) meets as the Council's Audit Committee, with the Council President and Vice President serving as ex-officio voting members. The resolution requires the GO Committee to meet as the Council's Audit Committee at least four times a year.

Council Resolution 16-826 assigns the Office of Legislative Oversight the responsibility to coordinate staff support for the GO Committee when it meets as the Audit Committee. During FY16, the Committee is scheduled to receive regular updates from the Office of the Inspector General and the Office of Internal Audit, interview external audit firms and recommend to the Council a firm to perform the audits of the FY16-FY19 County Government financial statements, submit an end-of-year report to the Council, and address other issues as needed.

As directed by the Council resolution, OLO will ensure that the Committee receives "assistance from the Council staff, the Office of the Inspector General, Executive Branch and other County agency staff, and contractors with appropriate expertise.

PROJECT #21

NOVEMBER SUPPLEMENT TO WORK PROGRAM

Principal Agencies: All County-funded agencies

In order to better serve the needs of County Councilmembers, OLO is leaving space in its annual work program in order to add several to-be-determined work projects. These projects will be proposed to the Council in November of 2015 and, pending Council approval, be formally added to the work program two weeks after their introduction.

For example, one topic that is of particular interest to Council members is an examination of federal, state, and local specifications required by MCPS when building new schools. However, a joint task force was formed recently to look into this topic, with the following purpose:

> The joint work group will explore school design options that minimize site needs. It is getting more and more difficult to find school sites large enough to fit our traditional school facility model and this is especially true in urbanizing areas of the county.

Rather than risk duplication of effort, OLO will review the report published by this group and determine whether to add a formal OLO project in November.

PROJECT #22

MEMO ASSIGNMENTS AS NEEDED

Principal Agency: All

In order to better meet the needs of Council Members, OLO will leave space on its work program to conduct small scale research reports. Upon request of Council members and the approval of the Council president, OLO will, on an as needed basis, add assignments to its work plan that are smaller in scale than typical OLO assignments. These reports will be published in a memo format and address topics that arise over the course of the year.

One of OLO's FY16 priorities is to provide continued flexibility in its ability to take on and complete research assignments that arise over the course of the year. Projects that are added to the work program under Project #22 will be released to the public in the same manner as other OLO projects but will not necessarily be assigned to a discussion at a committee hearing. They will be research-based and require only minimal interaction with staff of other government agencies.