

**MEMORANDUM**

April 25, 2011

TO: Government Operations and Fiscal Policy (GO) and Health and Human Services (HHS) Committees

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SUBJECT: FY12 Operating Budget for the Office of Community Engagement

*Those representing the Executive at this worksession:*

Fariba Kassiri, Assistant Chief Administrative Officer  
Kathleen Boucher, Assistant Chief Administrative Officer  
Marc Hansen, County Attorney  
Beryl Feinberg, Manager, Office of Management and Budget

*Additional Executive Branch staff available at the session:*

Bruce Adams, Director, Office of Community Partnerships  
Cathy Matthews, RSC Director, and RSC Budget Coordinator for FY12  
James Stowe, Director, Office of Human Rights  
Judith Vaughn-Prather, Executive Director, Commission for Women  
Brady Goldsmith, Office of Management and Budget

The County Executive's FY12 Operating Budget proposes to create an Office of Community Engagement (OCE) which would provide a single appropriation for the Office of Community Partnerships (OCP), the Gilchrist Center for Cultural Diversity, the Commission for Women, the Regional Services Centers (RSCs), and the Office of Human Rights.

Attached on © 1 to 7 is the section in the Executive budget devoted to the Office of Community Engagement. Attached on © 8 to 34 is information provided by Executive staff in response to Council staff questions. Since the portion of the response on © 35 to 52 was provided shortly before Staff finalized this memorandum, the information is only referred to briefly in this memorandum.

## DESCRIPTION OF PROPOSAL

The description of the Office of Community Engagement from the FY12 Operating Budget appears on © 1. The proposed reorganization is intended to “not only produce continuing savings of over \$2.8 million consolidating eight offices in ten locations to one office in six locations, but it will also provide a more effective model for engaging the community and leveraging the expertise and resources of all parts of Montgomery County to address the most urgent challenges in the coming years.” Although the word “reorganization” is used in the budget, the Executive does not believe it is necessary to create a new principal department/office under Section 1A-201 of the County Code or a new non-principal office under Section 1A-203, but instead is recommending the creation of a “budget unit”. These offices are grouped together to enable a single appropriation without any change in the upper management structure or lines of authority. The proposal also reduces the staffing and resources associated with each of the separate offices, both by reducing the services provided by the offices and through the efficiencies of shared administrative staff. Key elements of the proposal include the following:

- Provides a single appropriation for all offices.
- Does not change the management structure or lines of authority. The existing 8 directors will continue to be directors and there will **not** be a single director in charge of the others. Assistant Chief Administrative Officer (CAO) Fariba Kassiri indicated that the directors would report to her. There are no new management positions.
- Relocates staff in the eight offices from ten locations to six locations (the 5 Regional Services Centers and a 6<sup>th</sup> office in the Rockville library).
- Reduces 27 positions in total: 1 from the Office of Community Partnerships (from 7 to 6); 9 from the Regional Services Centers (from 18 to 9); 11 from the Office of Human Rights (from 17 to 6); and 6 from the Commission for Women (from 8 to 2). There is no change in the staffing associated with the Gilchrist Center. Many of the positions to be eliminated are more junior level and administrative staff.
- Eliminates services provided by the County that are also provided by the state or federal government or by non-profits, in particular human rights investigations/compliance actions for discrimination cases that other federal or state entities also have legal authority to pursue, and counseling and training services provided by the Commission for Women that are also provided by non-profit organizations.
- Assumes shared administrative services, with administrative staff splitting their time among the multiple offices. These staff would report to the assistant CAO. For various functions (such as the preparation of a budget), staff would only be required to undertake this effort once (e.g., prepare one budget) instead of 5 separate efforts. In addition, the functional organization chart (© 18) includes 4 Senior Fellows, 8 Americorp Volunteers, and an unspecified number of volunteers/interns.

The benefits of this proposal are presented by the Executive Staff on © 8 and 37. In summary, they believe that the proposal will result in: cost savings and efficiencies totaling approximately \$2.8 million; strengthened capacity to engage geographic, ethnic, and other communities; better coordination and collaboration among the different offices and the communities they serve; shared administrative functions and staff; provision of a single point of contact for the public; and maintenance of the stand-alone non-principal office status of the Office of Human Rights and the Commission for Women.

## Recommended Strategy for Committee Review

The Staff memorandum consists of a general discussion of the how County Government strives to provide outreach to its citizens, followed by a discussion of the **functions, staffing, and organization** of the 5 offices that are proposed to be combined as one budget unit. Staff then presents a number of recommendations and alternatives related to the Office of Community Engagement.

The proposal highlights the many different ways in which the County undertakes outreach:

- The Office of Public Information’s mission is to “provide timely, accurate, and effective communication with the public, the County Executive, departments and agencies, media, County employees, the County Council and other elected officials, businesses, civic groups, and every other segment of the Montgomery County community through the mass media, Internet, presentations, publications and graphics, cable television programming, and telephone and electronic requests for information and assistance.”
- Individual departments/agencies have their own outreach staff to disseminate information regarding the services they provide. (For example, within the Department of Health and Human Services’ Office of Community Affairs, Council Staff estimates that approximately \$3 million are devoted to outreach activities).
- RSCs provide outreach to specific geographical areas.
- The Office of Community Partnerships and Gilchrist Center provide outreach to targeted segments of the County population.

While each of the offices serve somewhat different purposes, the County’s fiscal constraints lead Staff to question whether the County needs to have so many different organizational units devoted to outreach. The proposal to create an Office of Community Engagement may be a first step in providing a more efficient way to provide outreach, but the Committees may want to think about whether it goes far enough.

To review the proposal, Staff recommends that the GO and HHS Committees consider each of the offices to be combined in terms of the following questions:

- 1) What functions/services the Committees believe the offices included in this proposal should provide (including whether any of the functions proposed to be eliminated are critical). It is impossible to determine what the appropriate organization is until the Committees decide the functions/services each office should provide and whether it supports the changes proposed by the Executive.
- 2) What is the appropriate level of staffing to provide these functions/services; and
- 3) Whether it makes sense to combine each office with other offices as proposed by the County Executive.

The primary questions the Council will need to consider are how best to provide outreach to citizens, what functions/services each office should provide, whether you agree with the fundamental premise that the County should not provide services provided by other governments or non-profits during a time of fiscal austerity, and whether the consolidation proposed by the Executive is necessary to achieve the proposed benefits. Issues related to functions, staffing, and organizations are addressed below for each of the five offices that would become part of the OCE.

The discussion of the individual offices does not address the cost and use of the Senior Fellows, Americorp Volunteers, and Volunteers/Interns shown on © \*\*\*, and it is unclear where their time would be allocated to specific offices. Staff has asked for additional information on this and Executive staff will be prepared to address this issue at the Committee meeting.

## HUMAN RIGHTS COMMISSION

### Functions

The primary functions of the Office of Human Rights are enforcement of the Federal, State, and County discrimination laws and support for the Human Rights Commission. The Office currently has 17 positions, split between 3 divisions and the Office of the Director.

- *Compliance* – reviews, investigates, and resolves complaints of discrimination in employment, real estate transactions, and places of public accommodations.
- *Fair Housing* – monitoring of discrimination in rental or sale of housing, home mortgage financing, and compliance with architectural guidelines. The division also provides education to real estate professionals, lenders, and the general public on housing discrimination.
- *Community Relations and Outreach* – activities include the Human Rights Hall of Fame and the Human Rights camp for middle school-aged children.
- *Director's Office*

The Executive has recommended the following changes in the functions for the Office in FY12:

<b>CHANGE IN PROPOSED FUNCTIONS</b>	
<b>Functions In FY11</b>	<b>Proposed Functions In New Office in FY12</b>
Compliance – Investigation and adjudication of complaints alleging a violation of County, State and Federal anti-discrimination laws.	Compliance – Investigation and adjudication of complaints alleging a violation unique to County law. <sup>1</sup>
Fair Housing	
Community Relations and Outreach	Community Relations and Outreach
Director's Office	Director's Office

Discriminatory acts that violate County law only include discrimination on the basis of presence of children, family responsibilities, source of income, ancestry, and gender identity. In addition, State and Federal employment discrimination laws cover employers with 15 or more employees. The County Human Rights Law covers all employers in the County without regard to number of employees. A chart showing the various groups protected under Federal, State, and County anti-discrimination laws is at © 55.

As of March 15, 2011, HRC reported a pending caseload of 428 cases.<sup>2</sup> See © 29. HRC reported that 173 of these cases are within the exclusive jurisdiction of HRC and would continue to be enforced by

<sup>1</sup> Expedited Bill 5-11, introduced by the Council President on behalf of the Executive on March 8, 2011, would limit the jurisdiction of the Office of Human Rights to investigation and adjudication of complaints alleging a violation unique to County law. This Bill will be discussed separately.

HRC under the Executive's proposal. The remaining 60% of pending cases are subject to the jurisdiction of State and Federal agencies. Employment discrimination cases make up 78% of the current caseload. HRC reports that they receive, on average, 200 new cases each year. HRC was unable to report the average number of cases closed each year.

HRC investigates cases, offers mediation services, and provides an adjudicatory hearing for cases where it finds probable cause after investigation. HRC was unable to provide actual statistics for the percentage of cases where they found no probable cause. However, HRC estimated that approximately 5% of the complaints investigated result in a finding of probable cause based upon EEOC statistics. See answer 7 to the OCE follow-up questions at © 38. Hearings may be conducted by one of the hearing examiners in the Council's Office of Zoning and Administrative Hearings or by a Case Review Board made up of 3 Human Rights Commissioners. The Commission can award damages and attorney's fees to a prevailing party. The final administrative decision is subject to judicial review on the record in the Circuit Court.

**State and Federal Laws include adequate remedies for filing a discrimination claim.**

A person can file a complaint alleging a violation of State or Federal discrimination laws with the Maryland Commission on Human Relations (MCHR). A complaint alleging an unlawful discrimination in violation of Federal law can be filed with the EEOC. MCHR offers an adjudicatory hearing if the Executive Director finds probable cause after an investigation. EEOC offers investigation and mediation. A complainant filing a complaint with either the MCHR or the EEOC can ultimately file a suit in State or Federal Court to enforce the discrimination laws.

Md. State Gov't Article §20-1202 authorizes a person subjected to a discriminatory act prohibited by the Montgomery County Human Rights Law to file an original action in the Montgomery County Circuit Court in Rockville. The plaintiff is entitled to a jury trial and the Circuit Court can award damages and attorney's fees. A complainant may file suit in the Circuit Court no sooner than 45 days after filing a complaint with HRC and no later than 2 years after the alleged discriminatory act took place. A complainant may file suit within this timeline even if the HRC is in the process of investigating the claim. A Circuit Court suit will stop the HRC investigation.

A prevailing plaintiff under any of these options is entitled to attorney's fees and costs. A plaintiff is automatically entitled to attorney's fees and costs if he or she prevails in court or obtains a settlement from the defendant. The Court will award attorney's fees based upon an hourly rate and the time worked by the attorney. If the parties are unable to settle on the appropriate amount of attorney's fees, the court will make the final decision after a hearing. A plaintiff is entitled to additional attorney's fees for the attorney's time spent litigating over the amount of attorney's fees. Attorney's fees can often be more than the judgment or settlement obtained by the plaintiff. Costs include filing fees and deposition costs. The statutory right to attorney's fees makes it possible for a plaintiff with a good case to obtain an attorney to investigate and prosecute the case without paying the attorney for all of his or her time on an hourly basis during the prosecution of the case. Attorneys who specialize in handling plaintiff discrimination cases judge the potential merits of a case before accepting the work because the likelihood of getting paid is significantly diminished if the case has no merit. Although there are always exceptions in practice, a plaintiff with a meritorious case can find a competent attorney. In fact, the most likely reason for a plaintiff having difficulty finding an attorney under this system is a lack of merit in the case.

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<sup>2</sup> HRC includes cases where the agency's decision is on appeal in the courts as "pending" cases, even though the agency has completed its work. See answer 6 to OCE follow-up questions at © 38.

Filing a case in State or Federal Court has two advantages for a plaintiff over an administrative hearing before the HRC. First, the plaintiff is entitled to extensive discovery in court through interrogatories, requests for production of documents, and depositions. This discovery significantly enhances the ability to obtain sufficient evidence at trial. Second, the case can be tried before a jury. Prior to the Civil Rights Act of 1991, Title VII cases in Federal Court were tried before a judge. Since Congress authorized jury trials and compensatory damages in discrimination cases, the number of cases filed and the verdicts awarded has exploded.

The Executive proposed reducing the HRC enforcement jurisdiction in light of these other State and Federal remedies already available. The Executive’s proposal makes a reasonable compromise by retaining HRC jurisdiction over cases alleging a violation unique to County law and eliminating jurisdiction over claims that also violate State or Federal law. OMB estimates that the reduction in staff due to the reduced jurisdiction would save \$1.27 million each year. Although HRC does not have accurate statistics on the number of cases where the Director found probable cause each year, HRC estimated that they found probable cause in 5% of the 200 complaints received each year, or 10. Based upon HRC’s estimate that 60% of its pending cases allege State or Federal claims, the Bill would force approximately 6 of these 10 complainants to use an alternative State or Federal remedy each year.

The Executive recommended the following changes in staffing:

<b>CHANGE IN STAFFING/RESOURCES</b>		
<b>Staffing in FY10 19 positions</b>	<b>Staffing in FY11 17 positions</b>	<b>Staffing in FY12 6 positions</b>
1 Director (Manager I) 1 Administrative Specialist III 1 Principal Administrative Aide 2 Program Manager I 2 Program Specialist I 2 Manager III 6 Investigator III 2 Office Services Coordinator 1 Program Manager II 1 Public Services Intern	1 Director (Manager I) 1 Administrative Specialist III 1 Information Technology Specialist I 2 Program Specialists 2 Manager III 5 Investigator III 2 Office Services Coordinator 1 Program Manager II 1 Principal Administrative Aide 1 Public Services Intern	1 Director (Manager I) 4 Investigator III <sup>3</sup> 1 Manager III <sup>4</sup>  Administrative support personnel would be shared with CFW, OCP, and Regional Services Centers

**Organization:** The HRC compliance function is substantively different from the outreach functions of the OCP, CFW, and the Gilchrist Center. The employees who investigate and prepare discrimination cases for hearing are not reaching out to members of the public. They are enforcing important human rights laws. These HRC employees do not share common job skills and tasks with these other offices, and combining these employees with the other 3 offices would not promote collaboration. However, HRC does appear to allocate more than half of its staff to education and outreach functions that are similar with the other 3 offices. Only 1 Manager III, 5 Investigator III, and 1 Office Services

<sup>3</sup> Two of these positions would be abolished on 12/30/11 after existing State and Federal cases are completed.

<sup>4</sup> This position would be abolished on 11/1/11, after existing State and Federal cases are completed.

Coordinator appear to be directly involved in the Compliance function. The Committees may want to consider reducing the non-compliance staff and transferring these functions to a consolidated outreach office. If the Committees accept the Executive's proposed reduction in enforcement jurisdiction, the Executive's reduction in the compliance staffing appears to be reasonable.

**Relevant Testimony:** The Council held a public hearing on Expedited Bill 5-11 on March 29, 2011. There were 18 speakers at the public hearing on March 29, 2011. Assistant CAO Fariba Kassiri testified in support of the Bill on behalf of the Executive. The 17 other speakers opposed the Bill<sup>5</sup>. Many of the speakers argued that the extra caseload on the MCHR and the EEOC would further increase the time these agencies take to handle discrimination complaints. Surprisingly, the Chair of the MCHR asked the Council to reject the Bill because the State of Maryland could not afford to provide sufficient staffing for his agency to handle additional cases from Montgomery County residents. Another common theme was the difficulty some residents might have traveling to Baltimore to file a claim with the MCHR or the EEOC. Many of the speakers argued that the Bill would be a step back from the County's long history of promoting civil rights. None of the speakers suggested areas in the Executive's FY12 Recommended Budget that could be reduced to make up for the loss of the projected \$1.27 million savings from the Bill.

## COMMISSION FOR WOMEN

### **Functions**

The Commission for Women (CFW) is an advisory board comprised of 15 volunteers from the community and a County department. The CFW was created more than 30 years ago to provide unique services to displaced homemakers and other women seeking to enter the workforce. Over the years, some of these services have been duplicated by other public and private entities. The CFW's counseling and career consultation programs are now duplicated to a great extent by the new Family Justice Center, the County's Workforce Development program, Montgomery College, and private entities and religious organizations. The Executive's list of other entities' similar services is at © 26 to 28. The Commission also works as an advocacy group for women's issues, with some assistance from the County's Office of Intergovernmental Relations, at all levels of government.

The Office of the Commission for Women provides staff support for the Commission and oversees the counseling and other direct client services to women in the Women's Counseling and Career Center.

**Women's Counseling and Career Center** - The center offers the following services:

- **Counseling**  
Affordable individual personal, couples and career counseling in English and Spanish
- **Workshops and Support Groups**  
Business and career, personal growth, couples & family, finances, separation & divorce
- **Career & Personality Assessments**  
Strong Interest Inventory and Myers-Briggs Type Indicator

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<sup>5</sup> The testimony is described in further detail in the worksession packet for Bill 5-11.

- **Professional Training**  
Continuing education training for licensed counselors and social workers
- **Legal Call-Back Program**

The Executive recommended the following changes in the functions of the Office:

<b>CHANGE IN PROPOSED FUNCTIONS – OFFICE OF CFW</b>	
<b>Functions - FY11</b>	<b>Proposed Functions In New Office – FY12<sup>6</sup></b>
Counseling and Career Center	
Advocacy	Advocacy
Staff Support for CFW	Staff Support for CFW
Coordinate Legal Call-back Program	Coordinate Legal Call-back Program
Provide Information and Referral Service	Provide Information and Referral Service

CFW estimated that about 50% of their budget is spent providing direct services. Career guidance is provided both through individual “career counseling” and through some of the classes offered in the counseling center for help with such issues and concerns as job loss, entering or re-entering the workforce, balancing work and family, networking skills, dealing with difficult people in the workplace, resume writing, job hunt strategies, interview techniques, internet job search, etc. The Center also offers the Meyers-Briggs personality type test and interpretation, and other career aptitude tests. Pure career guidance is a relatively small part of the Center’s services. Most clients come to the Center with other problems such as depression, separation and divorce, low self-esteem, anger and trust issues, or other serious life crises that are either affecting or are being affected by the career issues, and must be handled at the same time.

In FY10, more than 900 clients participated in 3113 counseling sessions at the Center, and 2200 participated in classes and support groups. Of the 2291 clients returning the demographic information forms when participating in counseling or classes, 42% identified themselves as belonging to ethnic minorities, including 17% African-American, 14% Hispanic, 6% Asian Pacific, 1% American Indian, and 4% other ethnicity. Thirty-eight percent (38%) reported incomes under \$30,000; 15% between \$30,000 and \$50,000; 11% between \$50,000 and \$70,000; and 37% reported incomes above \$70,000. Fifty-seven percent (57%) of clients were not currently married and 27% reported that they had never been married, while 29% responded that they were separated or divorced, and 1% indicated they were widowed. At the time they received services at the Counseling and Career Center in FY10, 57% of clients reported they were not employed. Thirty-one percent (31%) were between the ages of 20 and 39; 57% are between the ages of 40 and 60, and a little over 10% are 60 or older (41% are 50 and older).

**Staffing and Resources:**

**Counseling and Career:**

- Manager III – (Head of the program)
- Therapist II (4 positions, 2.2 workyears)
- Program Specialist I (part-time)

<sup>6</sup> Bill 4-11, introduced by the Council President on the recommendation of the Organizational Reform Commission on March 8, 2011, would eliminate the Office of the CFW and require the CAO to provide staff support for the CFW. This Bill will be discussed separately.

**Advocacy** - Advocates on behalf of women’s issues, focusing primarily on identifying inequities in laws, policies, practices and procedures, and recommending and promoting remedies.

- Manager I (Head of the Office of the Commission for Women)
- Administrative Specialist III
- Administrative Specialist I (budget and administrative duties)

These nine positions add up to 6.83 workyears.

The Executive recommended the following changes in staffing:

<b>CHANGE IN STAFFING/RESOURCES FOR OFFICE OF CFW</b>		
<b>Staffing in FY10 12 Positions</b>	<b>Staffing in FY11 9 Positions</b>	<b>Staffing in FY12 2 Positions</b>
1 Director (Manager I) 1 Manager III 1 Administrative Specialist III 1 Program Specialist I 4 Therapist II 1 Administrative Specialist I 1 Supervisory Therapist 1 Office Services Coordinator 1 Principal Administrative Aide	1 Director (Manager I) 1 Manager III 1 Administrative Specialist III 1 Program Specialist I <sup>7</sup> 4 Therapist II <sup>8</sup> 1 Administrative Specialist I	1 Director (Manager I) 1 Administrative Specialist I  Administrative support personnel would be shared with CFW, OCP, and Regional Services Centers

**Organization:** The Executive’s proposal would eliminate the Women’s Counseling and Career Center and keep the Director as an advocate for women’s issues, a source of information, and staff support for the Commission based on his determination that the direct counseling services are provided by other government and non-profit entities. To ensure that CFW clients are able to take advantage of these services, Staff recommends retaining one or two of the positions recommended to be abolished for a transition period to provide referrals to other providers and coordinate the efforts of volunteers. These CFW functions could be transferred to the Department of Health and Human Services, where similar services are provided. The Committees may want to consider eliminating the Office by enacting Bill 4-11 and transferring the counseling function to another agency, such as HHS. If the Committees decide to approve the Executive’s proposal, the remaining functions would be consistent with the outreach functions of the OCP, the Regional Services Centers, and the Gilchrist Center.

**Relevant Testimony:** The Council held a public hearing on Bill 4-11, which would eliminate the Office of CFW, but keep the Commission as an advisory group staffed by the CAO Office. All 10 witnesses at the March 29 public hearing opposed the Bill. All of the witnesses argued that the Women’s Counseling and Career Center was providing excellent service to the community through its paid therapists and volunteer counselors. There was little discussion about the CFW advocacy role.

<sup>7</sup> This is a part time position.

<sup>8</sup> These are part time positions totaling 2.2 workyears.

## REGIONAL SERVICES CENTERS (RSCs)

**Functions:** Although the Executive has proposed reducing the Staff associated with the RSCs, he has not proposed any change in the functions/responsibilities of the offices. Circle 25 describes the 4 core functions of the RSCs, including:

- Issue Coordination
- Community Outreach
- Regional Knowledge
- Response to Community Needs

Although each of the RSCs have the same core responsibilities, the issues they address and the groups and individuals to whom they reach out vary significantly between the Centers. A list of some of the specific issues and constituencies the RSCs address is provided on © 41 to 49. In addition, the RSC facilities house other County and non-profit program providers. A list of other programs housed at the RSCs appears on © 35 to 36.

Staff recommends that the Committees clarify what functions/services they believe should be provided by the RSCs. **Councilmembers have expressed varying views regarding the need for the core services listed above.** Among the questions that have been raised by some Councilmembers is whether these offices are needed for outreach or whether the focus of the RSCs should be to house and provide direct services from County Government departments and non-profit providers. This is done to some extent at each of the RSCs (e.g., the East County RSC houses the Health and Human Services (HHS) People’s Wellness Clinic, the Mid-County RSC houses the HHS Women’s Cancer Control Program, and the Upcounty RSC has the Peppertree Children’s Center).

Another issue that the Committees may want to consider is whether the RSCs should provide outreach and communication between residents in the areas they serve and the Executive Branch (as appeared to be implied by the language on © 25), all of County Government, including the Legislative Branch, or all agencies.

**Staffing and Resources:** Staffing in the 5 RSCs was reduced from 33 positions in FY10 (not all full time) to 18 positions in FY11. The FY12 budget recommends 9 positions as follows:

CHANGE IN STAFFING/RESOURCES		
Staffing in FY10	Staffing in FY11	Staffing in FY12
5 Directors (Manager I)	5 Directors (Manager I)	5 Directors (Manager I)
2 Manager II	5 Program Manager I	2 Program Manager I
5 Manager III	1 Public Relations Specialist	2 Program Specialist II
2 Program Manager I	2 Program Specialist II	
1 Public Relations Specialist	5 Senior Executive	
1 Administrative Specialist II	Administrative Aides	
6 Program Specialist II		
5 Senior Executive		
Administrative Aides		
4 Principal Administrative Aides		
1 Planning Specialist III		
1 Public Administrative Intern		

It is unclear how the 9 remaining positions, plus administrative support, can provide the same services provided by 33 staff just two years ago, and the materials provided by the Executive do not indicate the reduction or elimination of any particular service.

**Organization:** Staff sees no inherent reason why the RSCs need to remain independent and not be combined with other parts of County Government that provide outreach services (or whatever service or function the Committees believe should be provided at the RSCs). If the Committees want to approve the Executive's proposed reduction in personnel, it may want to consider reducing the number of RSCs to provide adequate staffing for the remaining centers.

**Relevant Testimony:** The Citizens Advisory Boards expressed concern about the reduction in staffing at the RSCs.

## **OFFICE OF COMMUNITY PARTNERSHIPS**

**Functions:** The Office of Community Partnerships (OCP) is described in the FY12 budget as "a bridge between community residents and organizations and the County Government. The OCP staff provides outreach and liaison services to ethnic, multilingual, and multicultural communities; works closely with the County's non-profit and faith community organizations and partners with County departments to ensure that efficient, effective and high quality services are provided to all Montgomery County residents." The Volunteer Center is within the Office of Community Partnerships.

Circles 39 to 40 describe the core functions of OCP as:

- Issue Coordination (Engage and Empower the Ethnic Communities);
- Strengthen Capacity of Nonprofit Sector and Faith Community; and
- Strengthen County's Culture of Giving and Serving

While the location of staff within the office would change in the proposal in the FY12 budget, there is no proposed change in the function or responsibilities of the staff in this office.

Several Councilmembers have expressed to Staff concerns regarding whether a separate office is needed for outreach to the ethnic, nonprofit and faith communities or whether outreach to these communities can be provided by one of the other offices with outreach responsibilities. This is related to the fundamental questions posed earlier in this memorandum: how many offices/department should exist with a primary mission of providing outreach.

**Staffing and Resources:** The staffing in the Office of Community Partnerships decreased from 14 positions in FY10 to 7 positions in FY11. The FY12 budget proposes 6 positions, not counting the 3.0 workyears from the Gilchrist Center that will be moved here (see organization chart on © 18).

CHANGE IN STAFFING/RESOURCES		
Staffing in FY10	Staffing in FY11	Staffing in FY12
1 Director (Manager I) 3 Community Outreach Managers 2 Program Manager I 1 Senior Executive Administrative Aide 2 Manager III 1 Program Specialist I 2 Office Services Coordinators 1 Principal Administrative Aide 1 Program Specialist	1 Director (Manager I) 3 Community Outreach Managers 2 Program Manager I 1 Senior Executive Administrative Aide	1 Director (Manager I) 3 Community Outreach Managers 2 Program Manager I

**Organization:** The Office of Community Partnerships was located in the County Executive’s office prior to FY12. There are significant similarities between the services provided by the OCP, the Regional Services Centers, and the Gilchrist Center, and Staff believes that better coordination and efficiencies can be achieved by merging these functions. It is unclear to Staff whether they need to be a separate budget unit to achieve these benefits or whether they could occur if they are all placed within the Office of the County Executive. This issue and other management and structural issues are addressed further at the end of this memorandum under the section entitled “Recommendations and Alternatives”.

**Relevant Testimony:** None

### GILCHRIST CENTER

**Functions:** The Gilchrist Center for Cultural Diversity assists recent immigrants and provides a “one stop shop” for services, community contacts, cultural events, small business opportunities, and meeting space for nonprofit organizations serving diverse communities in Montgomery County. Although there are no changes in the functions of the Center, in FY12 the Executive proposes to have Gilchrist Center services offered at each of the Regional Services Centers to help build the immigrant service provider and resident network in each region.

**Staffing and Resources:** No change in staffing or resources is proposed for FY12. The Center’s functions will continue to be provided by 2 Program Specialists I and 1.5 workyears of Recreation Assistants.

**Organization:** In FY11, oversight of the Gilchrist Center operations was transferred from the Recreation Department to the Office of Community Partnerships, and the Center’s functions are far more clearly aligned with those of the Office of Community Partnerships. Staff supports the recommendation to have Gilchrist Center services available at each of the Regional Services Centers (and believes this could continue regardless of the Council’s broader decisions regarding the structure, staffing, and funding of the Office of Community Engagement).

**Relevant Testimony:** None.

## COMPLIANCE WITH MOU

There is a memorandum of understanding (MOU) between the Council and Executive, adopted in 2007 when the Executive proposed making certain RSC directors non-merit to be appointed by the Executive. At that time, the Council was concerned that non-merit appointees would focus on serving the County Executive rather than representing and communicating with both the Executive and Legislative Branches. An MOU was created to ensure that the relationship between the Council and the RSCs did not change and to recognize that Citizen Advisory Boards are required to report to both the Council and the Executive, among other issues (see 53-54). Some Councilmembers believe that certain RSC Directors have failed to adhere to the provisions in the MOU. If the Committees recommend changing the staffing or functions of the RSCs in a way that makes the existing MOU void, then the Committees may want to discuss whether an alternative MOU is warranted.

If the existing MOU is still valid, the Committees may want to discuss how to better enforce the provisions in the MOU. Council staff asked Executive staff what specific steps they would take to ensure the MOU is followed and to improve communication between OCE and Council offices, and their response is on © 37. Included are suggestions to add a Council specific “performance exception” goal to the FY12 Performance Plan of the RSC and OCP directors and provide for quarterly meetings between Councilmembers or their designees and RSC and OCP directors, and a yearly meeting between Councilmembers and the CAO or an Assistant CAO.

## RECOMMENDATIONS AND ALTERNATIVES

The Executive’s proposal raises a number of issues that lead Staff to believe that there are opportunities for budgetary savings related to how the County provides outreach to its citizens and reducing services available to County residents from the state or federal government or non-profit providers. However, there are many alternative ways to achieve these objectives and it is difficult to determine whether the option recommended in the Executive’s FY12 budget is the best one.

It is unclear whether the existing or proposed structure is the best way to effectively and efficiently reach out to a very diverse population of County residents. Moving some of the offices that provide outreach into a single office could enhance collaboration, but without a single Director able to ensure coordination and shift resources when necessary, Staff does not believe the full benefits will be obtained. **The combined office as proposed in the Executive budget is both top heavy and expensive with 8 directors and 17 other positions (not counting the proposed Fellows, Americorp and volunteers).** The Executive proposes to have the 8 Directors report to the Assistant CAO and share administrative staff also to be overseen by the Assistant CAO. A more cost effective strategy would be to have a single Director with more junior staff reporting to him or her.

Most of the savings attributable to this proposal comes from reducing services and staff, which could occur regardless of whether the office becomes a single budget unit. Even the sharing of administrative services could still occur without merging the offices, as noted in one of the options below.

The Committees should decide whether you agree with the changes in functions proposed by the Executive or endorse other options for change in the functions/services provided by these offices. It would be possible to change the functions without creating a combined budgetary unit (e.g., to eliminate

one or more services provided by an office or eliminate an entire office). Alternatively, it would be possible to merge the offices without changing the functions.

The single appropriation provides the benefit of allowing for a shift of staff and resources to deal with special events or peak demand for services, but it also means that the Executive can freely shift resources between functions and may do so in a way that does not reflect the Council's priorities. If the Council believes that some of the functions provided by the proposed OCE are more critical than others, it will need to determine whether a single appropriation will ensure that funding will be directed towards the functions it believes are most critical.

## **Office of Human Rights**

Staff supports the Executive's recommendation to reduce the overlapping jurisdiction of the HRC enforcement function, but does not support the Executive's recommendation to make the Office of Human Rights part of the Office of Community Engagement, with the exception of those functions directly related to outreach. While each of the other offices has a common mission of public outreach, albeit to different populations, the primary mission of the Office of Human Rights is enforcement of antidiscrimination laws. HRC does have a significant portion of its staff providing education, training, and outreach services that are consistent with the Office of Community Engagement. Staff recommends that the HRC outreach functions be transferred to a central outreach office.

## **Organizational Options**

There are several different organizational options the Committees could consider to improve the provision of services currently provided by the other 4 offices (OCP, RSCs, Gilchrist, and CFW). Most of the following options would work with any change in the functions of the offices:

1. **Executive Proposal.** Adopt the Executive proposal exactly as it appears in the budget. As noted above, Staff believes this does not recognize the unique functions of the Office of Human Rights that are not outreach related.

The options that follow all assume that the Office of Human Rights would continue as a separate office.

2. **Consolidate OCP, RSC, Gilchrist, CFW; Keep OHR Independent.** Adopt the Executive proposal as it appears in the budget, but retain the Office of Human Rights as a separate office. This could facilitate shared administrative services and collaboration among those offices **with similar missions**.
3. **Create a New Principal Office.** Move the functions of all 4 offices (OCR, RSCs, Gilchrist, CFW) into a new principal office with one non-merit Director supervising merit staff at lower grades. This would provide for better coordination and allocation of resources, since multiple directors are less likely to give up staff or resources allocated to their office. From Staff's perspective, this would be the ideal option if there were no existing offices and the Council was starting with a blank slate. It is somewhat more difficult to determine how to transition from the existing model to this structure. If the Council wants to pursue this option, Staff questions whether it would be possible to implement in the FY12 budget, or whether the offices would need to transition to this model over a 2 or 3 year period.

4. **Keep or Consolidate OCP, RSC, CFW and Gilchrist into County Executive's Office.** Keep the OCP and RSCs in the Office of the Executive and move the Gilchrist Center and CFW there as well to facilitate better collaboration and sharing of administrative resources. Since the Executive proposes to have the Assistant CAO supervise the offices and administrative staff and be in charge of ensuring collaboration, this organization supports the planned reporting structure. (This option focuses on the reporting structure and not necessarily the physical location of directors and staff, who could still be located in the 6 locations proposed in the FY12 budget.)
5. **Consolidate OCP, RSC, CFW and Gilchrist in Public Information Office.** Combine all outreach functions, including the 4 offices listed above and the Office of Public Information, into a single department. While the outreach functions are slightly different from the information dissemination functions of the Office of Public Information, they are close enough to be provided by the same office (and certainly closer than the functions of the Office of Human Rights).
6. **Reduce number of RSC's or combine OCP, CFW, Gilchrist with other offices.** If the Committees support the reductions in staffing proposed in the FY12 budget, it may want to also consider whether it can sustain the number of separate offices with this level of staffing. Potential options include reducing the number of RSCs or folding the functions performed by OCP or the Commission for Woman into other offices. This could be done at the staffing levels proposed by the Executive or with greater or fewer staff. Regardless, Staff believes the Committees should support merging the Gilchrist Center into another office.
7. **Keep existing structure and share administrative support.** Keep the existing structure with separate offices (with the exception of the Gilchrist Center, which should be merged with OCP or, alternatively, the Regional Services Centers), but make changes in operations to improve collaboration and efficiency. These changes could include reducing the number of locations to the 6 locations proposed for the OCE, changing practices and procedures to improve collaboration among the offices (e.g., weekly meetings with all offices and the Assistant CAO), sharing administrative services as proposed, and having the administrative staff report to the Assistant CAO as proposed.

## MOU

Once the Council determines the organization and structure of these offices, Staff recommends revisiting the Memorandum of Understanding and determining what changes are needed and how to best ensure compliance with the agreement.

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# Community Engagement

## MISSION STATEMENT

The Office of Community Engagement is responsible for strengthening Montgomery County's tradition of civic engagement and community service by proactively and more effectively engaging residents, community organizations, and businesses in solving community problems. Recognizing that government alone neither has all the answers nor adequate resources, the Office is responsible for engaging the time and talent of our people to work collaboratively with each other and with County government to address important community needs. Through this collaborative engagement, the Office works to inform residents of their rights and responsibilities and ensure compliance with our Human Rights laws with the goal of building stronger and more just and inclusive communities.

## Reorganization

The Office of Community Engagement will be created in FY12 by consolidating the staffing of the five Regional Services Centers, the Office of Community Partnerships (currently in the Offices of the County Executive), the Gilchrist Center (in the Department of Recreation), the Office of Human Rights, and the Commission for Women. This reorganization will not only produce continuing savings of over \$2.8 million consolidating eight offices in ten locations to one office in six locations, but it will also provide a more effective model for engaging the community and leveraging the expertise and resources of all parts of Montgomery County to address our most urgent challenges in the coming years.

As part of the County's effort to avoid duplication of similar services, the County's Human Rights law will be amended to narrow the Human Rights Commission's jurisdiction to focus on those discrimination claims that are not covered by State or Federal laws. The Commission will continue to investigate and conciliate complaints over which it has jurisdiction. The Commission will refer complaints outside its jurisdiction to Federal or State agencies and will handle all complaints so that a person will retain the right to file a legal action in state court under state law. The amendment to the human rights law will outline the procedure to transition cases covered by Federal or State law.

## BUDGET OVERVIEW

The total recommended FY12 Operating Budget for the Office of Community Engagement is \$3,282,460. Personnel Costs comprise 89.9 percent of the budget for 23 full-time positions and one part-time position for 24.0 workyears. Operating Expenses account for the remaining 10.1 percent of the FY12 budget.

The FY12 budget reflects costs that would have previously been included in the Commission for Women, the Office of the County Executive, the Office of Human Rights, the Recreation Department, and the Regional Services Centers budgets. The Commission for Women, the Office of Human Rights, and the Regional Services Centers budgets are not shown separately here since they are being completely absorbed by the new Office of Community Engagement. The Budget Summary Schedules include summary expenditure, revenue, transfer, and workforce information for the five functions that are merged into one office.

## LINKAGE TO COUNTY RESULTS AREAS

The Office of Community Engagement supports all eight of the County Results Areas.

## PERFORMANCE MEASURES

Performance measures for the Office of Community Engagement will be developed.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ The Office of Community Partnerships completed the County's first Limited English Proficiency Annual Report with comprehensive and aggregate data on department compliance, activities and improvements.
- ❖ The Office of Community Partnerships worked with M-NCPPC, Permitting Services and the Faith Community Advisory Group (FCAG) to produce guidelines for faith-based communities on land use.
- ❖ The Office of Community Partnerships created a new URL: [www.montgomerycountymd.gov/partnerships](http://www.montgomerycountymd.gov/partnerships), featuring new demographic information for ethnic communities, advisory group pages, community calendars, and an easy-to-navigate user interface.
- ❖ The Mid-County Regional Services Center launched regional youth advisory committees to expand the County Executive's positive youth development initiative. Youths will develop leadership skills while contributing their thoughts and opinions concerning the county budget and other initiatives.
- ❖ The Upcounty Regional Services Center launched Montgomery Works (a workforce development program); foreclosure prevention counseling; and an expanded program of the Gilchrist Center for Cultural Diversity.
- ❖ East County Regional Services Center continues to strengthen their partnership with the Third District Police station to enlist community support in monitoring and preventing crime in their neighborhoods through targeted outreach, crime alerts, and bi-monthly meetings to share information.
- ❖ The Bethesda-Chevy Chase Regional Services Center drafted the "Village Blueprint" for community-building strategies aimed at providing neighborhood groups with tools to start senior "villages." Villages are community organizations that provide grassroots services to combat social isolation, improve mobility and enhance access to services for seniors.
- ❖ Celebrated the opening of the Silver Spring Civic Building at Veteran's Plaza. The Civic Building is a focal point for County activities and community events providing community meeting space and community programming as well as office space for the Silver Spring Regional Services Center and the Round House Theater.
- ❖ Celebrated the opening of Veteran's Plaza, a gathering place for outdoor celebrations and performances and an outdoor skating rink.
- ❖ Women's Legislative Briefing - The Commission for Women held its annual Women's Legislative Briefing at the University of Maryland, Shady Grove Campus on January 31, 2010. More than 650 people and 80 organizations attended the event. Pay equity and home advocate, Lilly Ledbetter, was the keynote speaker. On January 30, 2011, the 31st anniversary of this event, the Commission was honored to have Sara Manzano-Diaz, the Director of the Women's Bureau for the U.S. Department of Labor, present the keynote address.
- ❖ National Association of Commissions for Women (NACW) National Conference - Over 170 people from across the nation came to the County to participate in the 40th annual conference of the NACW. Forty Commissions for Women from 29 different states attended the conference. The conference was held July 22 to July 25 in Rockville. The conference offered a three-day, content-rich curriculum regarding professional development, strategy building, and leadership training.
- ❖ The Office of Human Rights (OHR) coordinated a Fair Housing Conference and Discussion Panel.
- ❖ OHR closed approximately 170 employment discrimination cases jointly filed with the Equal Employment Opportunities Commission (EEOC) and the Office of Human Resources, 20 Real Estate/Housing Discrimination cases, and 10 Public Accommodation cases
- ❖ OHR printed a new housing brochure in Spanish and developed a new community educational brochure for the Committee on Hate Violence in coordination with the Police Department.
- ❖ Productivity Improvements
  - The Office of Community Partnerships renegotiated the contract with telephone interpretation through the Department of Police and reduced the rates between \$0.13 to \$0.33 per minute depending on language and technical levels. Given the current call volume, this is expected to save tens of thousands of dollars in FY11 and beyond.
  - The Volunteer Center is becoming a virtual operation via the following actions: upgrading its on-line database to a more flexible and effective tool for the public and our nonprofit and government customers; reducing printed materials such as brochures and fliers; and focusing on website and electronic media for most public

communication.

- **Commission For Women (CFW) newsletters and annual reports will only be posted on the Commission's website, saving approximately \$900 dollars.**
- **The CFW cut printing and postage costs by increasing the use of electronic communication for outreach to the public and to clients. The Commission has exceeded its CountyStat paper-reduction goal of 15% and reduced its paper and mail production by 35% in FY10.**
- **The Office of Human Rights (OHR) trained staff and revamped the Time Matters Software application for logging and processing cases.**
- **OHR developed new case procedures for a more efficient and effective process to close cases.**

## PROGRAM CONTACTS

Contact Fariba Kassiri of the Office of County Executive at 240.777.2512 or Brady Goldsmith of the Office of Management and Budget at 240.777.2793 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Community Partnerships

The Office of Community Partnerships (OCP) is a bridge between community residents and organizations and the County government. The OCP staff provides outreach and liaison services to ethnic, multilingual, and multicultural communities; works closely with the County's non-profit and faith community organizations; and partners with County departments to ensure that efficient, effective and high-quality services are provided to all Montgomery County residents. OCP staff promotes language access for all residents, develops a broad network of public and private immigrant serving agencies and organizations, and builds new service delivery systems for our neighbors in need. To help celebrate the rich diversity of Montgomery County, the OCP staff coordinates a number of community events throughout the year including Martin Luther King, Jr. Birthday Celebration; Black History Month; Arab American Heritage Month; Asian Pacific American Heritage Month; Juneteenth Commemoration; Hispanic/Latino Heritage Month; World of Montgomery Festival; and Native American Heritage Month.

The Volunteer Center connects residents and businesses to volunteer assignments in hundreds of nonprofits across Montgomery County. The Volunteer Center stands at the intersection of our County's three essential sectors – government, community nonprofits, and business. Now, at a time when we need volunteers more than ever, we are developing a more substantial model that more effectively leverages the community goodwill that has long been Montgomery County's greatest resource. The Office of Community Partnerships is crafting a robust and sustainable model that builds capacity and strengthens our civic culture for the long term.

Prior to FY12, the Office of Community Partnerships was a component of the Office of County Executive.

<b>FY12 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>0</b>	<b>0.0</b>
Shift: Expenses from Office of Community Partnerships and Volunteer Center in the Office of the County Executive	740,690	5.0
Shift: Grant Funds from Office of Community Partnerships	78,360	1.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	38,710	0.5
<b>FY12 CE Recommended</b>	<b>857,760</b>	<b>6.5</b>

### The Gilchrist Center for Cultural Diversity

The Charles W. Gilchrist Center for Cultural Diversity is a Welcome Center for newcomers in Montgomery County. At the Center, recent immigrants learn to speak English and prepare themselves to contribute to our economy and our community. The Center includes information and referral services, an Educational and Technology Lab, and is a "one stop shop" for services, community contacts cultural events, small business opportunities, and meeting space for nonprofit organizations serving diverse communities in Montgomery County. The Center involves the collaboration of the Department of Recreation, Public Libraries and other departments. Satellite Centers serve the Upcounty area in the Upcounty Regional Services Center and the Wheaton area in Wheaton Library. A pilot satellite was started in the Silver Spring Civic Building this year. In FY11, the Gilchrist Center was part of the Recreation Department budget. With the assistance of the Office of Community Partnerships, the Gilchrist Center is developing a broad network of public and private immigrant serving agencies and organizations.

<b>FY12 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>0</b>	<b>0.0</b>
Shift: Expenses for Gilchrist Center from Recreation	173,190	3.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	8,190	0.3
<b>FY12 CE Recommended</b>	<b>181,380</b>	<b>3.3</b>

### **Commission for Women**

The mission of the Commission for Women (CFW) is to facilitate women's fair and equal participation in our community through advocacy and education that results in the reduction of discrimination based on gender. The Commission for Women also strives to identify inequities in laws, policies, practices and procedures, and recommends and promotes remedies. In particular, the Commission for Women advises and educates the public and local, State, and Federal officials on issues of concern to women. Staff members support the work of the Commission by examining laws and policies and by identifying areas of discrimination. Staff conduct research; prepare reports; organize public events; develop testimony, correspondence, and publications; and serve on task forces and teams that determine County policy on newly emerging issues. Prior to FY12, this program was displayed under a separate Commission for Women department.

<b>FY12 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>0</b>	<b>0.0</b>
Shift: Expenses from Commission for Women	282,980	2.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	17,310	0.2
<b>FY12 CE Recommended</b>	<b>300,290</b>	<b>2.2</b>

### **Regional Representation and Community Assistance**

This program improves lives and strengthens communities by providing effective, timely liaison between Montgomery County and its residents. Program staff work with residents, community groups, businesses, regional Citizens Advisory Boards, and other public agencies to assess regional problems/issues and to determine solutions emphasizing cooperative efforts, including public-private partnerships.

Staff provide technical assistance, mediation services, and limited grants (as available) to address identified needs. They promote community empowerment through participatory processes and neutral forums for discussion. Regional Services Centers also provide information and referrals, and meeting rooms for community use.

The County has five Regional Services Centers: Bethesda-Chevy Chase, Eastern Montgomery, Mid-County, Silver Spring, and Upcounty. Prior to FY12, this program was displayed as a separate Regional Services Center department budget.

<b>FY12 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>0</b>	<b>0.0</b>
Shift: Expenses from Regional Services Centers	1,364,730	7.3
Shift: Grant Funds from Regional Services Centers	48,200	0.2
Add: One-time White Flint Urban District Planning	10,000	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-8,840	-0.4
<b>FY12 CE Recommended</b>	<b>1,414,090</b>	<b>7.1</b>

### **Human Rights**

The mission of the Office of Human Rights is to enforce antidiscrimination laws in housing, commercial real estate, employment, public accommodations and intimidation; enforce fair housing laws relating to access and treatment; address community conflict motivated by prejudice, intolerance, and bigotry; and promote and support the work of the Human Rights Commission and the Committee on Hate Violence.

In FY12, the Commission's authority will be modified to enforce only the discrimination laws that are unique to the County. The Commission will retain the authority to hear and decide matters involving areas of discrimination that are not within the jurisdiction of State and Federal agencies. The Office of Human Rights will continue to investigate and conciliate complaints over which the Commission will retain jurisdiction. The Commission will handle all complaints so that a person will retain the right to file a legal action in state court under state law. The Commission will refer those complaints over which the Commission will not retain jurisdiction to Federal or State agencies or advise that suit be filed.

Prior to FY12, this program was displayed under a separate Human Rights Commission department.

<b>FY12 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>0</b>	<b>0.0</b>
Shift: Expenses from Office of Human Rights	505,070	4.5
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	23,870	0.4
<b>FY12 CE Recommended</b>	<b>528,940</b>	<b>4.9</b>

## BUDGET SUMMARY

	<b>Actual FY10</b>	<b>Budget FY11</b>	<b>Estimated FY11</b>	<b>Recommended FY12</b>	<b>% Chg Bud/Rec</b>
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	2,246,910	—
Employee Benefits	0	0	0	602,360	—
<b>County General Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,849,270</b>	<b>—</b>
Operating Expenses	0	0	0	306,630	—
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,155,900</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	22	—
Part-Time	0	0	0	1	—
Workyears	0.0	0.0	0.0	22.8	—
<b>REVENUES</b>					
RSC Meeting Room Rentals	0	0	0	10,500	—
Commission For Women Fees	0	0	0	104,530	—
EEOC Reimbursement	0	0	0	184,000	—
<b>County General Fund Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>299,030</b>	<b>—</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	83,350	—
Employee Benefits	0	0	0	16,760	—
<b>Grant Fund MCG Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,110</b>	<b>—</b>
Operating Expenses	0	0	0	26,450	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>126,560</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	1	—
Part-Time	0	0	0	0	—
Workyears	0.0	0.0	0.0	1.2	—
<b>REVENUES</b>					
Northwest Park/Overview Weed & Seed	0	0	0	48,200	—
RSVP, Retired Senior Volunteer Program	0	0	0	78,360	—
<b>Grant Fund MCG Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>126,560</b>	<b>—</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,282,460</b>	<b>—</b>
<b>Total Full-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>—</b>
<b>Total Workyears</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>24.0</b>	<b>—</b>
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>425,590</b>	<b>—</b>

## FY12 RECOMMENDED CHANGES

	Expenditures	WYs
<b>COUNTY GENERAL FUND</b>		
<b>FY11 ORIGINAL APPROPRIATION</b>	<b>0</b>	<b>0.0</b>
<b>Changes (with service impacts)</b>		
Add: One-time White Flint Urban District Planning [Regional Representation and Community Assistance]	10,000	0.0
<b>Other Adjustments (with no service impacts)</b>		
Shift: Expenses from Regional Services Centers [Regional Representation and Community Assistance]	1,364,730	7.3
Shift: Expenses from Office of Community Partnerships and Volunteer Center in the Office of the County Executive [Community Partnerships]	740,690	5.0
Shift: Expenses from Office of Human Rights [Human Rights]	505,070	4.5
Shift: Expenses from Commission for Women [Commission for Women]	282,980	2.0
Shift: Expenses for Gilchrist Center from Recreation [The Gilchrist Center for Cultural Diversity]	173,190	3.0
Shift: Administrative Support	79,240	1.0
<b>FY12 RECOMMENDED:</b>	<b>3,155,900</b>	<b>22.8</b>
<b>GRANT FUND MCG</b>		
<b>FY11 ORIGINAL APPROPRIATION</b>	<b>0</b>	<b>0.0</b>
<b>Other Adjustments (with no service impacts)</b>		
Shift: Grant Funds from Office of Community Partnerships [Community Partnerships]	78,360	1.0
Shift: Grant Funds from Regional Services Centers [Regional Representation and Community Assistance]	48,200	0.2
<b>FY12 RECOMMENDED:</b>	<b>126,560</b>	<b>1.2</b>

## PROGRAM SUMMARY

Program Name	FY11 Approved		FY12 Recommended	
	Expenditures	WYs	Expenditures	WYs
Community Partnerships	0	0.0	857,760	6.5
The Gilchrist Center for Cultural Diversity	0	0.0	181,380	3.3
Commission for Women	0	0.0	300,290	2.2
Regional Representation and Community Assistance	0	0.0	1,414,090	7.1
Human Rights	0	0.0	528,940	4.9
<b>Total</b>	<b>0</b>	<b>0.0</b>	<b>3,282,460</b>	<b>24.0</b>

## FUTURE FISCAL IMPACTS

Title	CE REC.					
	FY12	FY13	FY14	(\$000's)		
	FY15	FY16	FY17			
<b>This table is intended to present significant future fiscal impacts of the department's programs.</b>						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY12 Recommended</b>	<b>3,156</b>	<b>3,156</b>	<b>3,156</b>	<b>3,156</b>	<b>3,156</b>	<b>3,156</b>
No inflation or compensation change is included in outyear projections.						
<b>[HRC] Motor Pool Rate Adjustment</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Subtotal Expenditures</b>	<b>3,156</b>	<b>3,160</b>	<b>3,160</b>	<b>3,160</b>	<b>3,160</b>	<b>3,160</b>

# ANNUALIZATION OF PERSONNEL COSTS AND WORKYEARS

	FY12 Recommended		FY13 Annualized	
	Expenditures	WYs	Expenditures	WYs
Shift: Grant Funds from Regional Services Centers [Regional Representation and Community Assistance]	21,750	0.2	0	0.0
<b>Total</b>	<b>21,750</b>	<b>0.2</b>	<b>0</b>	<b>0.0</b>

## QUESTIONS REGARDING THE OFFICE OF COMMUNITY ENGAGEMENT

- Who is the main contact person in the Executive branch to provide additional information and respond to questions regarding the Office? Fariba Kassiri, Assistant Chief Administrative Officer
- What are the goals for the office and the rationale for the reorganization? How was the decision made that this was the most rational way to accomplish the goals of these combined offices?

*Answer: The Office of Community Engagement represents the County Executive's effort to achieve substantial savings and to combine facilities, resources, and support staff while retaining staff expertise and experience, as well as core missions of the certain separate offices/entities involved. The functions of the Office of Commission for Women and the Office of Human Rights will be modified slightly to account for other services already offered by other government entities, and/or non-profits and community organizations. This single budgetary unit will preserve the main objectives of each office and provide greater efficiency and more flexibility in making resource adjustments. This shared-resources approach to the budget will strengthen the County's capacity to engage geographic, ethnic, and other communities in resolving problems and taking advantage of opportunities. The leadership within each of the offices under the Office of Community Engagement umbrella will continue to report to the Chief Administrative Officer. The residents of Montgomery County will benefit from the collaborative service model and collective efforts of the units within the Office of Community Engagement. This shared-resources model will result in ongoing savings estimated at \$2.8 million annually and a cumulative savings of nearly \$17.5 million over six years.*

*(See Attachments 1, 4, 5 & 6)*

### Questions Related to Structure and Organization

1. Since the Commission for Women (CFW) and the Office of Human Rights (HRC) are each an office in the Executive Branch that is not part of a department or principal office established under Code §1A-203(a), what is the basis for your conclusion that both CFW and HRC can be moved into a new Office of Community Engagement (OCE) without legislation or a Charter §217 reorganization plan?

*Answer: The County Executive has proposed to consolidate some of the functions currently being performed by the Office for the Commission for Women (CFW), the Office on the Commission for Human Rights (OHR), Community Partnerships, the five Regional Service Centers (RSC), and the Gilchrist Center under a single budget umbrella denominated as the Office of Community Engagement (OCE). Each of the component parts (CFW, OHR, RSC, OCP) of this new budget entity will continue to perform their current core responsibilities. The Office of Community Partnerships was created in the County Executive's Office (CEX) in 2007 from two separate offices, both of which had been in the CEX's Office – Office of Community Outreach and Volunteer Center.*

*Combining separate "offices", some created by law (CFW, OHR), and others created through the budget (RSC), under the umbrella of a single budget entity with a single appropriation does not require legislation or a reorganization plan under Charter § 217, because OCE will not become a department or a principal office.*

*There are current examples of offices created under the County Code being treated as a single budget entity with a single appropriation. For example, § 1A-201(a)(1) identifies the principal offices of the County Executive and the Chief Administrative Officer. Nevertheless, the Office for the County Executive and the Chief Administrative Officer are combined within a single budget entity (the Office of the County Executive) and share a single appropriation. Likewise, the Office of Procurement, which is established under § 2-64N, is included within the Department of General Services and shares a single appropriation with that Department.*

*Finally, the budget has been used to create entities for budgetary purposes even though those entities have not been created in County law. For example, the five RSCs are not created under County law— even though County law provides for the executive directors of the RSC's to be filled by non-merit positions (§ 2-26). The five RSC's have, for many years, been treated as a single budget entity, sharing a single appropriation.*

*(See Attachments 2 & 3)*

2. Would the OCE become a principal office of the Executive Branch or an office in the Executive Branch that is not part of a department or principal office established under Code §1A-203(a)? What is the basis for your conclusion that the OCE can be created without legislation or a Charter §217 reorganization plan?

Answer: *The Office of Community Engagement would not become a principal office of the Executive Branch or an office in the Executive Branch that would need to be created under § 1A-203(a). The reason for this conclusion is explained in the response to question # 1.*

*Although it would be possible to create a new department by legislation for the Office of Community Engagement, such action would not be appropriate at this time for various reasons: (1) The concept of the Office of Community Engagement is mainly focused on cost savings and efficiencies; not changing the core mission of those offices. Using the concept of a single budgetary unit provides greater efficiency and more flexibility in making resources adjustments. (2) This office will strengthen the County's capacity to engage geographic, ethnic, and other communities in resolving problems and taking advantage of opportunities. It also ensures a greater level of coordination and collaboration between the affected offices and the communities they serve. (3) This approach maximizes the flexibility for future Executives and County Councils. We see this as a better approach so that some of the overlapping functions of the office can be fully evaluated and finally settled upon; and (4) creating a new principal office with an appointed department head during this time of budget austerity is not appropriate.*

*In the alternative, creating the Office of Community Engagement as a non-principal office under § 1A-203(a) creates difficulties as well, because OHR and CFW would lose their independent, stand alone status.*

*(See Attachments 1, 2, 5 & 6)*

3. Would the Director of OCE be a merit or non-merit employee? Have you determined who will serve as Director?

Answer: *There would not be a director of OCE. The existing directors of the four functions will continue to report to the Chief Administrative Officer. For the reasons already mentioned, it is not appropriate to create a new director for this office.*

4. If the Directors of CFW, HRC, the Office of Community Partnerships (OCP), and the Regional Service Centers are transferred to the new OCE, would they remain Directors? If so, what is your basis for concluding that this would not violate Charter §215, which requires the Executive to appoint a “single officer to head each department, principal office or agency of the Executive Branch.”

Answer: As explained, the directors for CFW, OHR, Office of Community Partnerships, and the RSC's will remain directors. This arrangement does not violate Charter § 215 because OCE is not a department or principal office of the Executive Branch of government.  
(See Attachments 2 & 3)

5. If 7 of the 8 will no longer be directors, is M1 the appropriate grade?

Answer: The knowledge, skills, and abilities required of the directors of the Office of Community Engagement will remain unchanged, therefore, the existing directors of those functions will continue to have similar job responsibilities and as in the past report to the Chief Administrative Officer.  
(See Attachments 7a, 7b & 7c)

6. Provide information on the positions in each of the offices in FY10 and FY11 and proposed positions for FY12 including abolished and transferred positions. A chart format would be helpful:

Note: Not all positions in the chart are full time.

	FY10	FY11	FY12
Regional Service Centers:	5 Directors (Manager I) 2 Manager II 5 Manager III 2 Program Manager I 1 Public Relations Specialist 1 Administrative Specialist II 6 Program Specialist II 5 Senior Executive Administrative Aides 4 Principal Administrative Aides 1 Planning Specialist III 1 Public Administrative Intern	5 Directors (Manager I) 5 Program Manager I 5 Senior Executive Administrative Aides 1 Public Relations Specialist 2 Program Specialist II	5 Directors (Manager I) 2 Program Specialist II* 2 Program Manager I
Office of Human Rights	1 Director (Manager I) 1 Administrative Specialist III 1 Principal Administrative Aide	1 Director (Manager I) 1 Administrative Specialist III 1 Information Technology Specialist I	1 Director (Manager I) 4 Investigator III** 1 Manager III***

	2 Program Manager I 2 Program Specialist I 2 Manager III 6 Investigator III 2 Office Services Coordinator 1 Program Manager II 1 Public Services Intern	2 Program Specialist I 2 Manager III 5 Investigator III 2 Office Services Coordinators 1 Program Manager II 1 Principal Administrative Aide 1 Public Services Intern	
OCP	1 Director (Manager I) 3 Community Outreach Managers 2 Program Manager I 1 Senior Executive Administrative Aide 2 Manager III 1 Program Specialist I 2 Office Services Coordinators 1 Principal Administrative Aide 1 Program Specialist I	1 Director (Manager I) 3 Community Outreach Managers 2 Program Manager I 1 Senior Executive Administrative Aide	1 Director (Manager I) 3 Community Outreach Managers 2 Program Manager I
CFW	1 Director (Manager I) 1 Manager III 1 Administrative Specialist III 1 Program Specialist I 4 Therapist II 1 Administrative Specialist I 1 Supervisory Therapist 1 Office Services Coordinator 1 Principal Administrative Aide	1 Director (Manager I) 1 Manager III 1 Administrative Specialist III 1 Program Specialist I 4 Therapist II	1 Director 1 Administrative Specialist I
Recreation	2 Program Specialist I Recreation Assistant (group position; 1.5 WYs) 1 Program Manager	2 Program Specialist I Recreation Assistant (group position; 1.5 WYs)	2 Program Specialist I Recreation Assistant (group position; 1.5 WYs)

\*1 grant funded position expires on 9/30/11

\*\*Abolish 2 positions on 12/30/11

\*\*\*Abolish on 11/1/11

1. How did you determine which positions to eliminate? What is the rationale for the differing magnitude of the reductions in different offices?

Answer:

*1) Focused on the core function/services provided by each office; 2) Identified functions/services that are unique to each office; 3) Determined the required resources to maintain the same level of service for those unique functions/services; 4) Identified similar functions/services across these offices; 5) Determined the level of resources needed for the Office of Community Engagement.  
(See Attachments 6, 7a, 7b & 7c)*

2. Where will the staff be located?

Answer: *Please refer to Attachment # 4.*

3. Are there any vacancies in the departments being consolidated or in the positions being transferred?

Answer: *The following vacant positions are being abolished:- Senior Executive Administrative Aide in Bethesda-Chevy Chase Regional Services Center; Senior Executive Administrative Aide in Office of Community Partnerships; and a Manager III in Human Rights.*

#### **Questions related to Services**

1. What services will no longer be provided?

Answer:

- *Counseling and training services previously provided by the Commission for Women*
- *Human rights investigations/compliance actions for discrimination cases that other federal or state entities also have legal authority to pursue.*

*(See Attachments 7a, 7b & 7c)*

2. What services will be provided by an office or department other than the Office of Community Engagement?

Answer:

- *The following RSC functions will be provided by other departments:*
  1. *The contract management and operational oversight of the Day Worker centers will be provided by HHS. RSCs will continue to assist HHS and other departments by identifying community needs/issues.*
  2. *Scheduling, building management, including contact management of the ice rink, for the Silver Spring Civic Building will be provided by CUPF.*
  3. *Planning and coordination responsibility of selected large events (4<sup>th</sup> of July Fireworks, Silver Spring Thanksgiving Parade) will be provided by Recreation.*
  4. *Directing the County's CIP Site Selection process will be provided by DGS. RSCs will continue to provide community contacts and assist DGS and other departments by identifying community needs/issues.*

5. *Space planning, leasing and building related issues, will be provided by DGS and DGS-area facilities managers. RSCs, similar to other department/offices will be the point of contact for DGS on these building/space related matters.*
6. *The Human Rights Commission functions related to Fair Housing will be provided by DHCA.*

3. What are the performance measures for the new office?

*Answer: Please refer to attachments 7a, 7b & 7c. We will work with CountyStat to reassess whether the existing performance measures for CFW, OHR, OCP, and RSCs are relevant or if additional or modified measures are more appropriate. We anticipate having new measures available by this fall.*

4. How will Regional Service Centers be staffed and what are the responsibilities of the remaining staff?

*Answer: Please refer to attachment 4*

5. Will the Latino Liaison currently located in the Office of Community Partnerships oversee programming for the Gilchrist Center?

*Answer: Yes.*

6. Please report on services provided by the Gilchrist Center for FY10 and FY11 to date. Please describe the programs, events, or classes that have been offered; identify the provider organization; and quantify the number of participants of each activity by delivery site.

*Answer: See Attachments 10 & 11*

7. What impact, if any, will the transfer of funding from the Department of Recreation have on the services offered through the Gilchrist Center?

*Answer: We expect that the transfer of the Gilchrist Center budget from Recreation will enhance service delivery since more coordinated Gilchrist Center and Regional Service Center services will complement each other in reaching all of our residents. The goal will be that there will be Gilchrist Center services offered in each of the Regional Service Centers and that the Gilchrist Center will assist in building the immigrant service provider and resident network in each region. Some small costs will now be absorbed by the Gilchrist Center such as phones, voice mail, and program management licenses. These will not have a negative impact on services.*

## Questions related to Facilities

1. Which facilities will no longer be used?

*Answer: Office of Community Partnerships space at 255 Hungerford Drive, the Commission For Women at 401 Hungerford Drive, and the Volunteer Center at 751 Twinbrook Parkway, Rockville MD 20851.*

2. Which offices are in leased space and which are in space owned by the County?

*Answer: The only impacted office currently located in leased space is the Office of Community Partnerships. All other offices are located in County-owned facilities. After the reorganization, this space will be reevaluated in conjunction with the Real Estate Office for other County needs.*

3. How will they provide oversight of community and other usage of facilities in the Regional Services Centers? (Correspondence to the Council has stated that occasionally evening events will grow beyond the scope agreed to with CUPF, and residents report that they sometimes grow out of control.)

*Answer: Oversight of community use in the Silver Spring Civic Building will transition fully to CUPF in the FY12 budget. This includes the transfer of the Program Manager I to work in coordination with CUPF's full-time facility scheduler and the allocation in CUPF's budget for contract security attendants, building services workers, and event supervisors. CUPF will continue to work closely with RSC directors in the Office of Community Engagement to ensure priority placement of their mission based programs, enabling regional center directors to more fully focus on their primary mission.*

*Since the opening of the Civic Building, CUPF, with oversight by the Interagency Coordinating Board (ICB), has continually refined building use guidelines in response to the unique nature of the center. In moving forward, CUPF will be able to ensure continuity of service through consistent application of the guidelines and fees. This change will facilitate greater accountability in regards to scheduling support staff (such as security, building services workers, event supervisors, etc.), ensuring appropriate use, and resolving issues.*

*Whereas there has been some confusion in the past among community users as to who to go to (RSC director, building manager, CUPF scheduler), this change would make the distinction more clear with all inquiries referred to CUPF. In addition, all mission-related programs for RSCs would be carefully tracked.*

*From the start, there have been differing perspectives about the purpose, goals, fees and uses of the building. With the ICB establishing polices and CUPF making day-to-day decisions about community use, we can support equitable access for the County's users.*

*CUPF is in a better position than it was a year ago to identify events that may require additional supervision, clean-up and security. Additional strategies are in place to address issues that have been brought to CUPF's attention. CUPF is implementing earlier closing times, more specific guidelines for service of alcohol, wristbands and ticketing for group size management, conditions for re-entry into events, etc. CUPF staff is working with the Police and DGS to make sure all events are successful while protecting the County's property and minimizing noise and disruption around the building and surrounding area.*

*With CUPF's "24/7" posting of facility schedules, local police, County security, and other stakeholders have immediate access to real-time information on what is scheduled in facilities. This coordinated effort is in place to balance the expectations of the community with the needs of the primary tenant.*

4. Has there been any consideration of moving other County services and/or staff to Regional Services Centers?

*Answer: Not at this point. However, we may consider this as we determine if there is available space left in RSCs. The RSCs currently provide a "flex office" for other departments/agencies to use in the region as needed in order to better serve residents.*

**Office of Community Engagement  
Personnel and Operating Cost Savings\***

Department	SAVINGS		
	Personnel Costs	Operating Costs	Total
<b>RSCs</b>			
Decrease Operating Costs		-82,930	
Decrease Personnel Costs	-663,400		
<b>TOTAL SAVINGS</b>			<b>-746,330</b>
<b>Human Rights</b>			
Decrease Operating Costs		-128,230	
Decrease Personnel Costs	-1,143,250		
<b>TOTAL SAVINGS</b>			<b>-1,271,480</b>
<b>Commission for Women</b>			
Decrease Operating Costs		-63,650	
Decrease Personnel Costs	-522,980		
<b>TOTAL SAVINGS</b>			<b>-586,630</b>
<b>Community Partnership</b>			
Decrease Operating Costs		-35,000	
Decrease Personnel Costs	-84,070		
<b>TOTAL SAVINGS</b>			<b>-119,070</b>
<b>Recreation/Gilchrist Center</b>			
Shift Personnel Costs			
Shift Operating Costs			
<b>TOTAL SAVINGS</b>			<b>0</b>
<b>Other Savings</b>			
Shift Civic Bldg Security from RSC to CUPF		-36,400	
Shift Civic Bldg Scheduler from RSC to CUPF	-32,660		
<b>TOTAL SAVINGS</b>			<b>-69,060</b>
<b>TOTAL SAVINGS by character</b>	<b>-2,446,360</b>	<b>-346,210</b>	
<b>TOTAL SAVINGS</b>			<b>-2,792,570</b>

**Montgomery County Government\*****Principal Departments/Offices - County Code Section 1A-201**

- 1 County Executive
- 2 Chief Administrative Officer
- 3 Consumer Protection
- 4 Correction and Rehabilitation
- 5 County Attorney
- 6 Economic Development
- 7 Environmental Protection
- 8 Finance
- 9 Fire and Rescue Services
- 10 General Services
- 11 Health and Human Services
- 12 Housing and Community Affairs
- 13 Human Resources
- 14 Intergovernmental Relations
- 15 Liquor Control
- 16 Management and Budget
- 17 Permitting Services
- 18 Police
- 19 Public Information
- 20 Public Libraries
- 21 Recreation
- 22 Technology Services
- 23 Transportation

Supervision of departments and principal offices – Section 1A-202

- (a) Each department and principal office is under the immediate direction of the head of the department or principal offices including any department or office employee holding a position in the Executive Branch designated by law as a non-merit position.
- (b) Departments and principal offices are also subject to the general supervision of the County Executive and the Chief Administrative Officer.
- (c) Heads of departments and principal offices appoint the merit system employees of the departments and principal offices.

**Non-Principal Offices - County Code Section 1A-203**

- 1 Office of the Commission for Women
- 2 Office of Community Use of Public Facilities
- 3 Office of Emergency Management and Homeland Security
- 4 Office of Human Rights

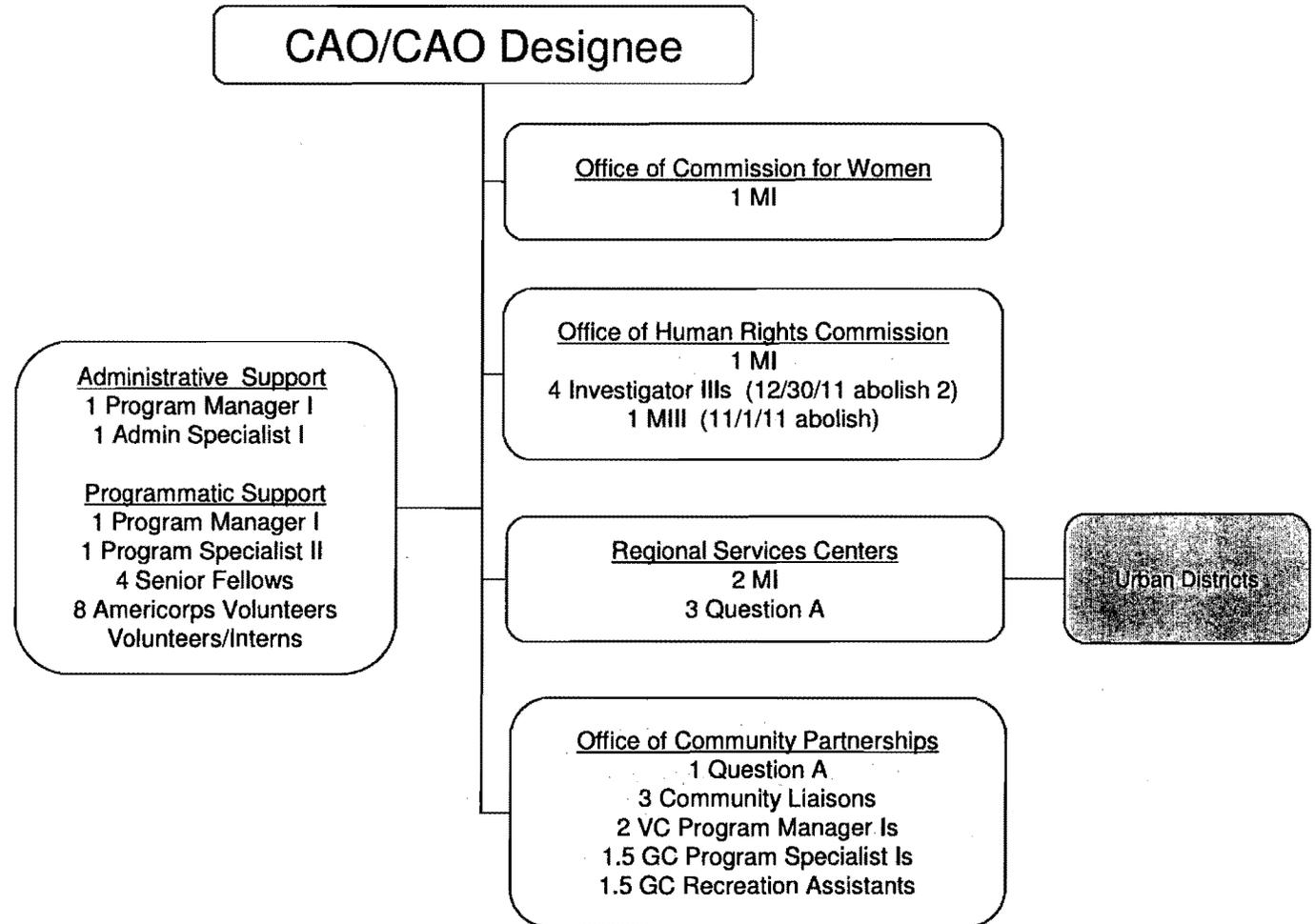
Supervision of offices and appointment of heads – Section 1A-204

Each office established under section 1A-203(a) is under the supervision of an Executive Director who is appointed by the Chief Administrative Officer. Each Executive Director is a merit system employee.

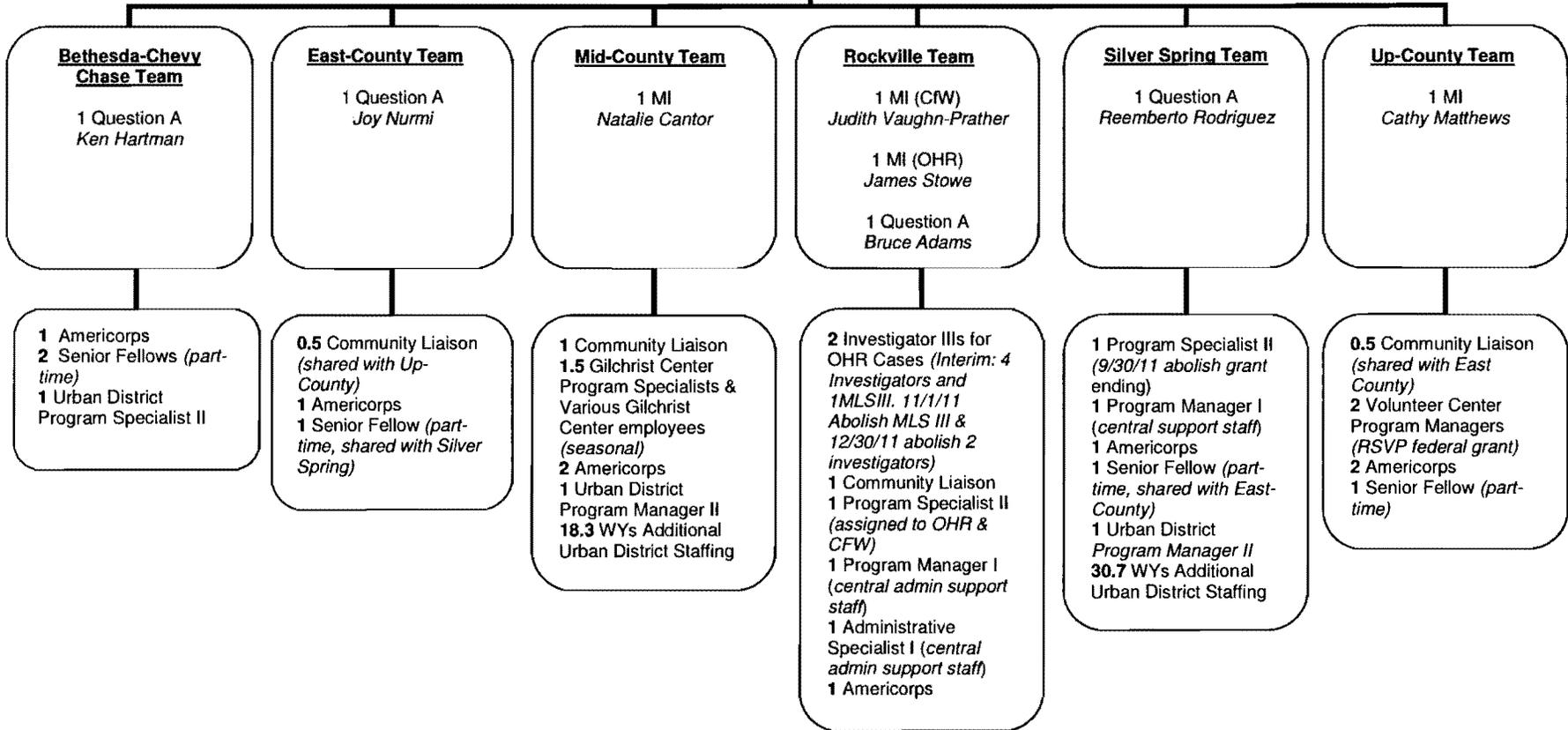
**Other Budget Units**

- 1 Board of Investment Trustees
- 2 Regional Services Centers

## Office of Community Engagement Functional Organization Chart\*



**Office of Community Engagement – Staff Distribution\***



## Office of Community Engagement - Personnel Complement and Operating Budget

General Fund - Personnel Complement						
Current Job Title	Grade	FT	PT	WY	Total Cost	Notes
RSC Directors	MI	5		5.0	\$ 930,580	RSC Directors (5); shift to OCE
Other Directors	MI	3		3.0	\$ 561,720	Other Directors (CFW, OHR, OCP); shift to OCE
Program Manager II	25	0		0.3	\$ 40,790	Position in Wheaton Urban District; 0.7 WYs charged there
Program Specialist II	21	1		1.0	\$ 79,240	Position in RSC; shift to OCE as support staff for new office
Program Manager I	23	3		3.0	\$ 317,460	Positions in RSC and Volunteer Center; shift 2 to OCE as support staff for new office, and 1 position as staff to Volunteer Center
Community Outreach Manager	28	3		3.0	\$ 379,850	Positions in OCP; shift to OCE
OCP Multilingual Pay					\$ 11,630	Shift to new Office
Program Specialist I	18	1	1	1.5	\$ 103,010	Positions in Recreation; shift to OCE as Gilchrist staff
Recreation Assistant	S6			1.5	\$ 35,090	Now in Rec. - shift to OCE as Gilchrist staff
Gilchrist Center Multilingual Pay					\$ 3,860	Shift to new Office
Administrative Specialist I	18	1		1.0	\$ 68,890	Position in CFW; shift to OCE as support staff for new office
Investigator III	25	4		3.0	\$ 274,720	Positions in OHR; shift to OCE and then abolish 2 on 12/30/11.
Manager III	MIII	1		0.3	\$ 42,430	Position in OHR; shift to OCE, then abolish on 11/1/11
<b>Subtotal Personnel Complement</b>		<b>22</b>	<b>1</b>	<b>22.6</b>	<b>\$ 2,849,270</b>	

General Fund - Operating Expenses	
	Total Cost
White Flint Urban District planning (one-time)	\$ 10,000
Gilchrist Center (from Recreation)	\$ 31,230
Services and Contracts (incl. events)	\$ 122,270
Communications	\$ 20,000
Printing	\$ 38,670
Mail	\$ 12,890
Travel	\$ 2,000
Copiers	\$ 18,000
Office Supplies	\$ 51,570
<b>Subtotal Operating Expenses</b>	<b>\$ 306,630</b>

<b>TOTAL (General Fund Personnel and Operating)</b>	<b>\$ 3,155,900</b>
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**\*County Executive's Recommended FY12 Budget**

**Office of Community Engagement - Personnel Complement and Operating Budget**

**Grant Fund - Personnel Complement**

Current Job Title	Job Class	Grade	FT	PT	WY	Total Cost	Notes
Program Specialist II	00836	21	1		0.2	\$ 14,070	expiration of grant, abolish on 9/30/11
Program Manager I	000834	23	1		1	\$ 78,360	Position in Volunteer Center; shift to OCE
<b>Subtotal PC</b>			<b>2</b>		<b>1.2</b>	<b>\$ 92,430</b>	

<b>RSC Grant Fund - Operating Expenses</b>	
<b>Subtotal OE</b>	<b>\$ 34,130</b>

<b>TOTAL (Grant Personnel &amp; Operating)</b>	<b>\$ 126,560</b>
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<b>GRAND TOTAL (General Fund and Grant Fund)</b>	<b>\$ 3,282,460</b>
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**Office of Community Engagement**  
**Shared Resources\***

**Core Administrative Functions:**

- Budget monitoring and preparation
- Personnel actions
- Procurement/Purchasing
- Managing financial records (P-card activities, contract invoices, accounts payable, accounts receivable)
- Contacts/Grants administration/MOUs
- Human Relations issues (training, recruitment, labor relations, grievances, performance management)
- IT support

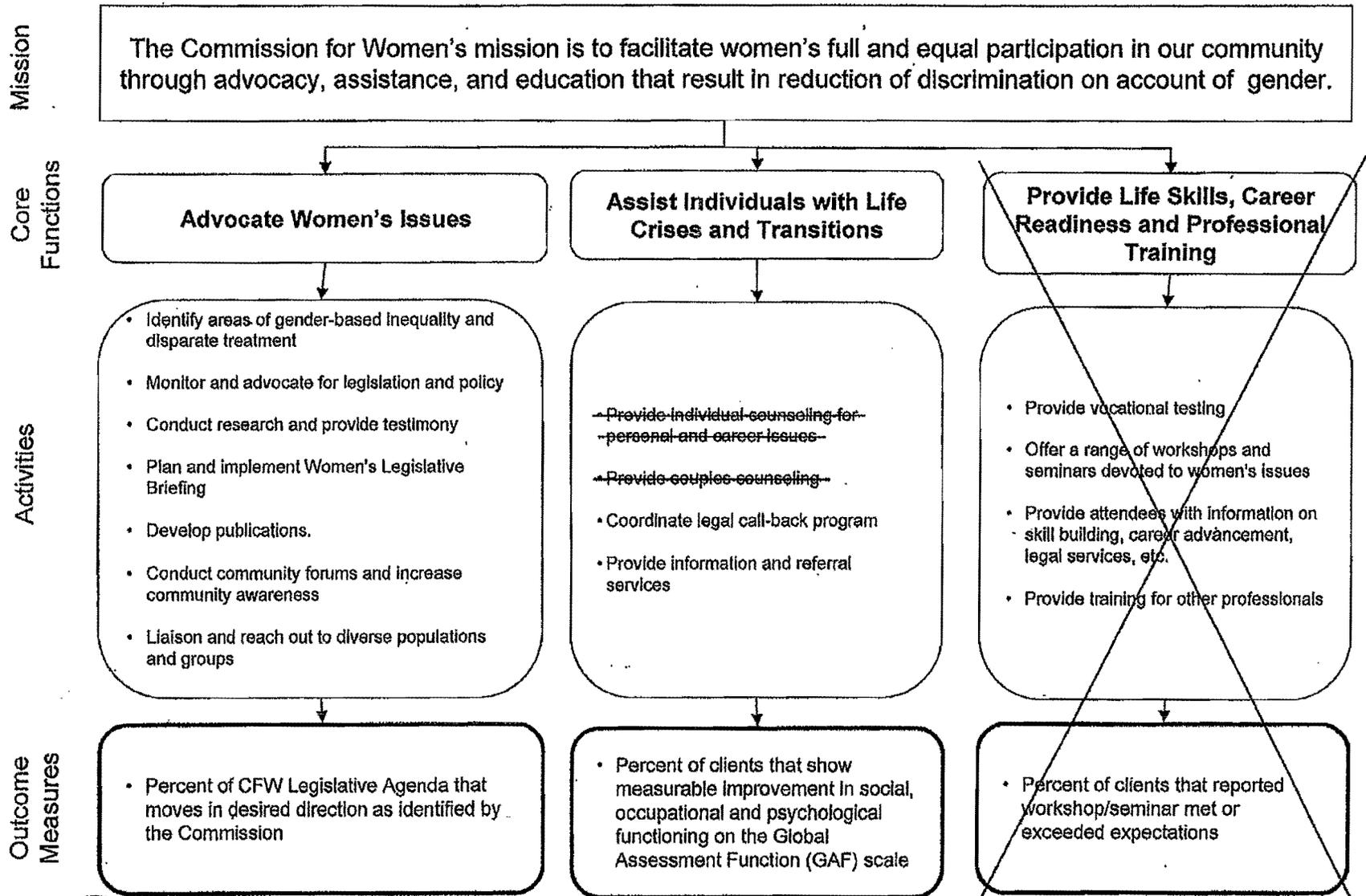
**Other Administrative Functions:**

- Webpage maintenance
- Listserve maintenance
- Newsletters
- Posting agendas/minutes of Boards/Committees/Commissions
- Database maintenance (Community leaders, advocacy groups, community associations, ethnic groups, businesses, apartment managers, non-profits, faith organizations, schools)
- Targeted Information dissemination
- Interview/selection process for BCC and advisory board members
- Advisory Boards, Committees and Commissions' annual reports

**Community Focused Functions:**

- Community outreach
- Community events (e.g. MLK Day, Women's Legislative Briefing, Human Rights Hall of Fame Biennial Celebration)
- Community partnerships
- Advisory Boards, Committees and Commissions

# Overview of the Commission for Women

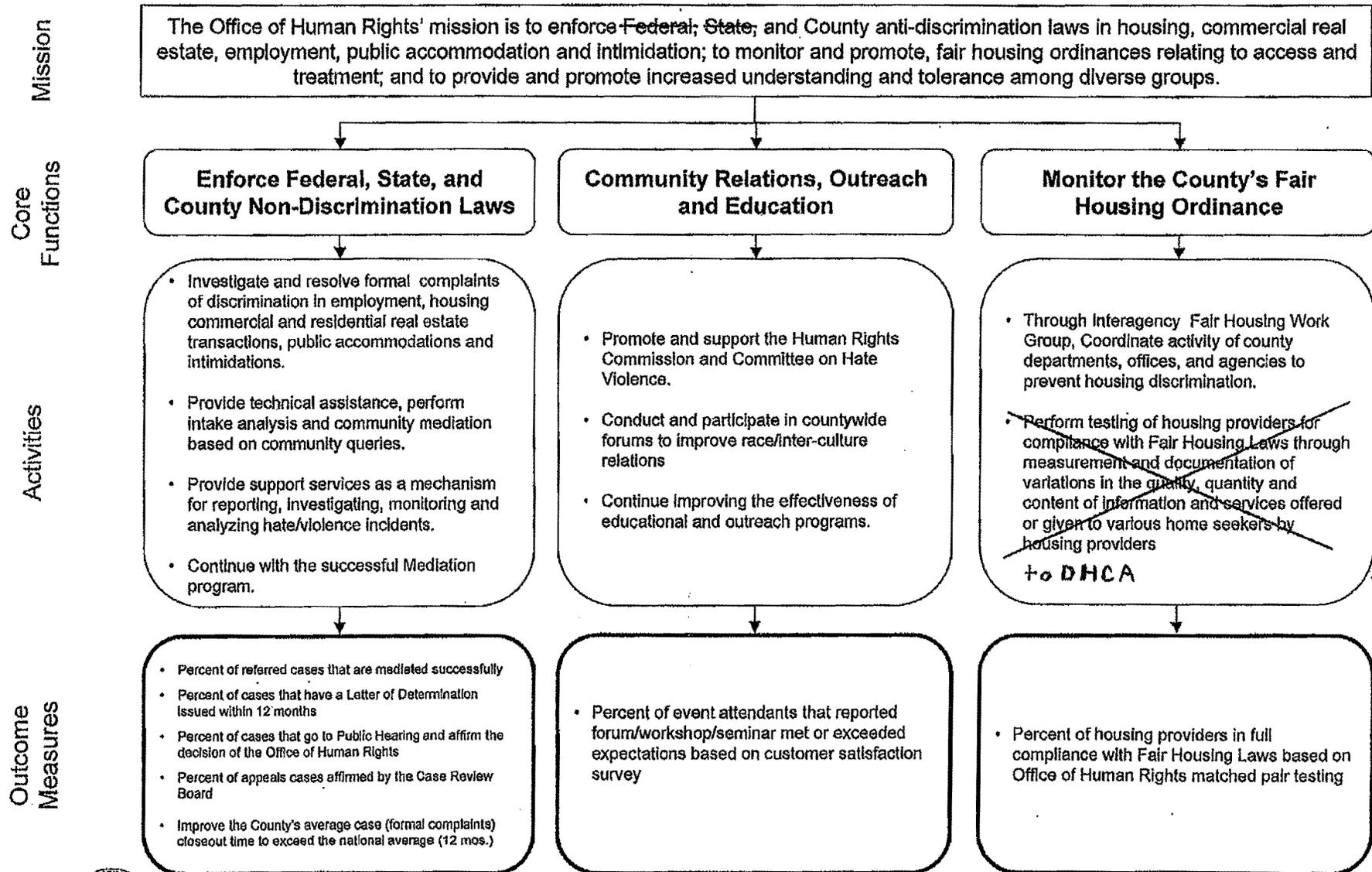


As of 1/18/2010

CountyStat

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# Overview of the Office of Human Rights

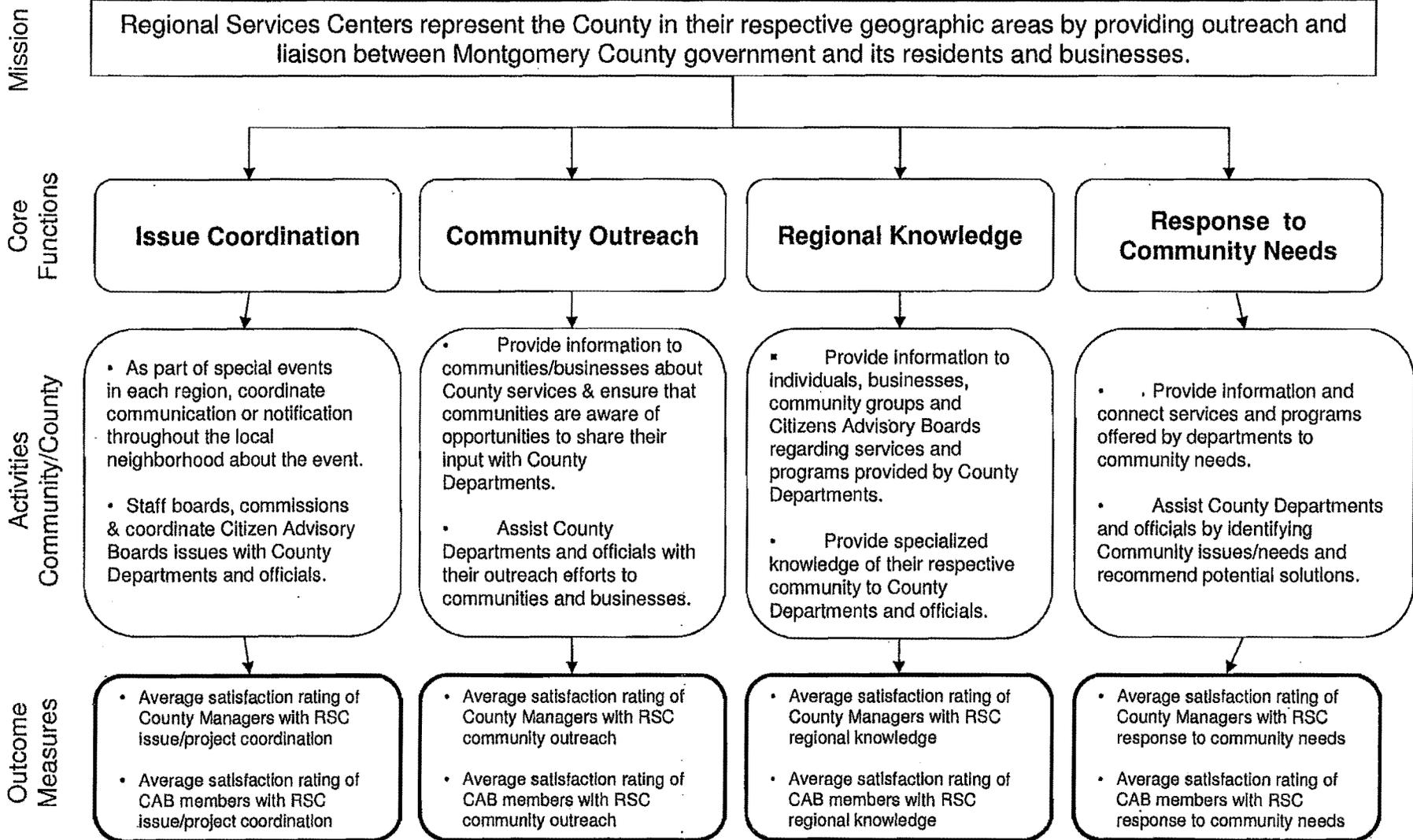


As of 11/18/2010

CountyStat

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# Overview of the Regional Service Centers



As of 11/18/2010

CountyStat

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**Referral Resources for CFW Counseling and Career Center Clients**  
**3/14/2011**

**Affiliated Community Counselors, Inc.**

50 West Montgomery Avenue, Suite 110

Rockville, MD 20850

301-251-8965

[accirockville@gmail.com](mailto:accirockville@gmail.com)

<http://www.accirockville.org/>

A not-for-profit mental health clinic providing individual, couple, family and group counseling and therapy for adults, adolescents, and children. ACCI has served the Rockville area for more than 25 years.

**Jewish Social Service Agency**

Rockville Office

301-881-3700

Gaithersburg Office

301-990-6880

Silver Spring Office

301-587-9666

<http://www.jssa.org/>

Provides individual and group therapy, support groups, and vocational services.

**Child Center and Adult Services**

301-978-9750

<http://www.ccasounseling.org/>

Provides psychological evaluations, counseling and therapy for families and children.

**Family Services Agency, Inc.**

301-840-3200

<http://www.familyservicesagency.org/>

Offers individual, marital, family, child, adolescent and group therapy.

**Washington Pastoral Counseling Services**

301-681-3201

<http://www.wpcs.org/>

Provides professional counseling for individuals, couples and families.

**Montgomery Works**

Wheaton Office

301-946-1806

Germantown Office

240-777-2050

[http://www.montgomeryworks.com/workshops\\_training.asp](http://www.montgomeryworks.com/workshops_training.asp)

<http://www.montgomeryworks.com/calendar.asp>

[http://montgomeryworks.org/upcoming\\_events.asp](http://montgomeryworks.org/upcoming_events.asp)

Workshops and training are provided on topics such as job hunting, career development, and computer training. The the links above show information for the calendar of events for trainings for March and April at the Germantown and Wheaton location. MontgomeryWorks programs change monthly depending on need, availability of trainers, and space.

**Maryland Department of Labor, Licensing and Regulation  
Professional Outplacement Assistance Center (POAC)**

410-290-2600

<http://www.dllr.state.md.us/poac/>

Provides career assistance for individuals who are in the professional, technical and managerial occupations.

**Rockville Women's Business Center**

301-315-8096

<http://www.rockvillewbc.org/training.html>

Offers workshops and individual coaching for women interested in starting a business

**CASA of Maryland: Center for Employment and Leadership**

Takoma Park

301-431-3479

Silver Spring

401-431-4185

Germantown

240-777-3499

[http://www.casademaryland.org/index.php?option=com\\_content&task=view&id=23&Itemid=74](http://www.casademaryland.org/index.php?option=com_content&task=view&id=23&Itemid=74)

Serves low-income Latino and African immigrants with life skills and training for employment. Works with employers to promote employment opportunities

**National Family Resiliency Center**

301-610-5666

<http://www.divorceabc.com/>

Offers educational seminars, workshop and mediation services for divorcing families as well as individual, group and family counseling.

**Washington Metropolitan Oasis**

301-469-6800

<http://www.oasisnet.org/Cities/WashingtonDCarea.aspx>

An adult educational center for those 55 and over offering classes and discussion groups.

**Montgomery College**

240-567-5188

<http://www.montgomerycollege.edu/wdce/ce/careerworkskills.html>

Provides training for retirement planning, financial planning and investment as well as workforce and continuing education courses in business, language skills, technical education, health sciences, art and design.

**Conflict Resolution Center of Montgomery County**

301-942-7700

<http://www.crcmc.org/whatweoffer/training.html>

Offers mediation services to address conflict issues in the workplace, family, neighborhoods, etc.

**Spanish Catholic Center**

301-740-2523

<http://www.catholiccharitiesdc.org/page.aspx?pid=357>

Provides social services, job, and legal assistance for the Spanish speaking population.

**Families Foremost Center (FFC)**

**Mental Health Association of Montgomery County**

1109 Spring Street, Suite 300 in Silver Spring

(301) 585-3424

<http://www.mhamc.org/html/pages/services/index.html>

Provides free, comprehensive services for pregnant women and parents with young children (less than four years of age). Services include: adult education (ABE/GED/ESOL) classes, in-home intervention services, parent education classes, computer literacy classes, health education classes, employment readiness classes, developmental infant and toddler programs, parent-child activities, family literacy activities, Reading is Fundamental, peer support and case management.

**Montgomery County Department of Economic Development**

240-777-2000

[http://www.montgomerycountymd.gov/dedtml.asp?url=/content/ded/tech\\_transfer/bew\\_resources.asp](http://www.montgomerycountymd.gov/dedtml.asp?url=/content/ded/tech_transfer/bew_resources.asp)

Administers networking groups for female business owners as well as a woman owned business certification program. The website provides links to other resources for female entrepreneurs.

**Montgomery County Department of Health and Human Services**

Behavioral Health and Crisis Services

240-777-1770

[http://www.montgomerycountymd.gov/hhstmpl.asp?url=/content/hhs/bhcs/mhs\\_as.asp](http://www.montgomerycountymd.gov/hhstmpl.asp?url=/content/hhs/bhcs/mhs_as.asp)

Offers referrals for mental health and substance abuse services for eligible individuals. Provides assistant to victims of domestic violence through advocacy and counseling.

**Tess Community Center**

301-565-7675

<http://www.montgomerycountymd.gov/hhstmpl.asp?url=/content/hhs/offices/tess.asp>

In collaboration with HHS, Mary Center & Impact Silver Spring, bilingual Community Connectors meet with residents in the TESS office and in the community, providing information, resources and assistance to families and individuals. Free legal advice is provided to low-income families at a walk-in clinic on the 1<sup>st</sup> and 3<sup>rd</sup> Wednesday of each month.

**SUMMARY OF  
MONTGOMERY COUNTY OFFICE OF HUMAN RIGHTS  
COMBINED CASE STATUS REPORT AS OF 03/15/2011**

Average Number of New Cases Filed: 200/year      Average Number of Cases Closed: TBD

- 428 Total number of existing/pending cases (2002 to 3/15/2011)
- 173 Total number of existing/pending cases that are within MC-OHR's jurisdiction, but not eligible to go to EEOC or MD-HRC or cases for which complainant cannot file in Circuit Court after January 1, 2012.
- 122 Total number of existing/pending cases that are within MC-OHR's jurisdiction after removing cases barred by statute of limitations at EEOC and MD-HRC (approx. 28% of the total number of pending cases.)
- 133 Total number of existing/pending cases that are within MC-OHR's jurisdiction, and eligible to go to MC-OHR or EEOC

**Case Status:**

- 19 Intake pending receipt of signed complaint ~ (if/when signed, will be assigned to investigators)
- 23 Assigned to Investigation—currently in Mediation Process ~ (work to be completed by mediators)
- 163 Investigation in Progress ~ (work to be completed by investigators)
- 97 Cases in Management Review ~ (work to be completed by Compliance Manger)
- 57 In Management Post Determination Process ~ (work to be completed by Compliance Director)
- 41 In Management Referral, Conciliation, Case Review Board, or Hearing (CCH) ~ (work to be completed by Director)
- 28 In Special Review & Analysis in connection with CCH ~ (work to be completed by Director and/or Investigators)

**Cases Type:**

- 334 Employment (78%)
- 53 Housing (12%)  
Total number of pending cases filed by the Human Rights Commission on the basis of housing testing: 6 (1.4%)
- 21 Public Accommodation (5%)
- 20 Intimidation (5%)

MC-OHR Existing Pending Cases Case Type & Year Filed	N/A	prior to 2002	2003	2004	2005	2006	2007	2008	2009	2010	2011 (as of 3/15/2011)	Total
Employment	8	4	1	3	7	4	16	54	89	129	19	334
Intimidation										20		20
Public Accommodation			1			1	4	2	3	8	2	21
Real Estate/Housing		2			2		2	4	16	26	1	53
<b>Total</b>	<b>8</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>9</b>	<b>5</b>	<b>22</b>	<b>60</b>	<b>108</b>	<b>185</b>	<b>22</b>	<b>428</b>

**\$57,000** Revenue from EEOC contracts (for FY12)  
**\$337,500** Proceeds to the complainants from Conciliations and Mediation Settlements

Other Examples MD-HRC 2010 annual report: <http://www.mchr.state.md.us/AnnualReports.html>  
 Howard County 2010 annual report: [http://www.co.ho.md.us/HR/HR\\_HomePage.htm](http://www.co.ho.md.us/HR/HR_HomePage.htm)

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**Gilchrist Center**

**1. Please describe the programs, events, or classes that have been offered.**

**Please see attached class roster for a sample of the classes being offered in the Spring 2011 session. It describes each class, who teaches the class, and location.**

**In a typical session, the Gilchrist Center offers the following number and types of classes at the various locations.**

- ESOL Classes (all levels)
  - Registration-based: 20 classes
  - Walk-in, on-going: 14 classes
- Citizenship- 8 classes
- Spanish Literacy- 1 class
- Spanish as a 2nd language- 7 classes
- Computers-11 classes
- Pro Bono Legal Clinic- 4 legal clinics/month

**2. Identify Provider Organizations Offering Programs at the Gilchrist Center locations**

Gilchrist Center classes are offered either by Gilchrist Center volunteers or by community Partners. The following are the partners that offered classes at Gilchrist Center locations in the Winter 2011 session as an example. This varies by session but these are the consistent partners.

**Provider organizations include:**

- Montgomery College (ESOL)
- Catholic Charities (ESOL)
- Literacy Council (ESOL)
- Montgomery County Bar Foundation-Pro-bono legal clinics
- Baltimore City Community College- Citizenship
- Community Action Agency (HHS – the tax program)
- African Women Council
- Arthur Lewis Go Club

**3. Quantify the Number of participants per site**

**Fiscal Year 10 Data (prior to move of the Center)**

<u>Locations</u>	<u>Number of participant contacts</u>
Elkin Street location	10,532
Mid County RSC	73
UpCounty RSC	378

Wheaton Library 220

**Number of classes/programs per delivery site for FY11 (number of participants per site for FY11 not yet available)**

<u>Locations</u>	<u>Number of programs being offered</u>
Mid County Regional Service Center	36
Upcounty Regional Service Center	10
Wheaton Library (1 <sup>st</sup> floor)	35
Silver Spring Civic Building	2
Other offsite programming	3

#### 4. Services Offered through December of FY 11

<b>Type of Services</b>	<b># of participant contacts</b>
Information and referral (in person and over the phone)	1,982
# of sites *	4
# participants** in volunteer run, on going programs	5,423
# participants** in partner run programs	325

\* The Gilchrist Center sites include:

Mid County Regional Service Center (2<sup>nd</sup> floor)

Wheaton Library (1<sup>st</sup> floor)

Upcounty Regional Service Center

Silver Spring Civic Building

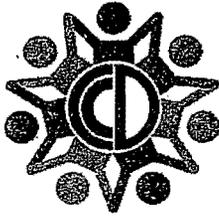
\*\* please note that these are participant contacts. Each time a resident comes to a class or program, it is counted as one contact.

## Fiscal Year 2010

## Number of Gilchrist Center participants of each activity by delivery site for FY10

Classes by location FY10	# participant contacts
<b>Elkton Street</b>	<b>10532</b>
ESOL B	1836
ESOL I	946
ESOL A	456
Eng Conversation - B	1398
Eng Conversation - I	2237
Eng Conversation - A	36
Eng Grammar	67
Spanish Literacy	632
Spanish Conversation	245
Pro Bono	636
Citizenship (BCCC; Amharic)	672
Tax Prep Clinic (CTA)	223
Counseling (ASTT)	173
Go Club	219
Money Matters (JVS)	23
Health/Nutrition Seminar	26
Special Events	692
Training/meeting - volunteers	15
<b>Mid-County RSC</b>	<b>73</b>
Eng Conversation - I	67
Eng Conversation - A	6
<b>Upcounty</b>	<b>1104</b>
UP Pro Bono	599
UP Citizenship (BCCC)	432
UP American Idioms	133
<b>Wheaton Library</b>	<b>670</b>
WL-ESOL B	18
WL-ESOL I	18
WL-ESOL A	5
WL-Eng Conversation B	193
WL-Eng Conversation I	265
WL-Eng Grammar I	10
WL-Spanish Literacy	15
WL-Spanish Conversation Club	126
WL-Pro Bono	15
WL-Go Club	5

Updated: March 2011



MONTGOMERY COUNTY  
*Charles W. Gilchrist*  
 Center for Cultural Diversity

**SPRING**  
**2011**

**Mid-County RSC Site**  
 2424 Reddie Drive · Wheaton  
 Tel: (240)777-4940

**ENGLISH AS A SECOND LANGUAGE (ESL)**  
 (Beginning & Intermediate)

The orientation (testing and placement) will be held at the Gilchrist Center at Mid-County RSC on April 12, 1pm and 5pm, and April 16, 10am. The course is free. *Must bring \$25 textbook fee to orientation.*

by Gilchrist Center

**ENGLISH CONVERSATION**

Improve your English conversation skills! All conversation classes welcome drop-ins, are admitted first-come, first-served, until full. Free.

**Intermediate**

- Monday 2:00-3:30pm
- Tuesday 1:30-3:00pm
- Wednesday 1:30-3:00pm
- Thursday 1:30-3:00 pm

**Advanced**

- Thursdays 3:30-5:00 pm

by Gilchrist Center

**BASIC COMPUTERS I for Absolute Beginners**

Learn computer fundamentals, MS Windows, MS Word, Internet and Email in this 8-week course.

Registration will start at Gilchrist Center at Mid-County RSC on April 14 at 1pm for weekday daytime classes, 5 pm for weekday evening classes and April 16 at 10 am for Saturday classes. Registration will be accepted during office hours until full. First-come, first-served; space limited. Registration fee: \$15 for county residents; \$30 for non-residents.

by Gilchrist Center

**BASIC COMPUTERS II for Beginners (updated!)**

Learn more MS Word, other MS applications and basics of social networking websites such as Facebook.

Registration will start at Gilchrist Center at Mid-County RSC on April 14 at 1pm for weekday daytime classes, 5 pm for weekday evening classes and April 16 at 10 am for Saturday classes. Registration will be accepted during office hours until full. First-come, first-served; space limited. Registration fee: \$15 for county residents; \$30 for non-residents.

by Gilchrist Center

**CITIZENSHIP PREPARATION**

**In Amharic:** Tuesdays, 3:00-5:00 pm, starting April 5

Study to become a U.S. citizen. Call (410)580-2756 for more information.

by Baltimore City Community College

**SPANISH 101 FUN FOR EVERYONE**

Join this 8-week class to learn basic Spanish language.

- Class A[308481]: Tuesdays, 5:30-7:00pm, starts 4/26/11
- Class B[308482]: Saturdays, 11:30-1:00pm, starts 4/30/11

Registration is available online at [montgomerycountymd.gov/rec](http://montgomerycountymd.gov/rec) and in person, starting April 4. Registration fee: \$25 for County residents; \$40 for non residents. Fees are not refundable.

by Gilchrist Center

**SPANISH 102 MORE FUN FOR EVERYONE**

Expand your Spanish language through this 8-week class.

- Class D[308486]: Tuesdays, 2:00-3:30pm, starts 4/26/11
- Class E[308487]: Thursdays, 5:00-6:30pm, starts 4/28/11

Registration is available online at [montgomerycountymd.gov/rec](http://montgomerycountymd.gov/rec) and in person, starting April 4. Registration fee: \$25 for County residents; \$40 for non residents. Fees are not refundable.

by Gilchrist Center

**ALFABETIZACION EN ESPAÑOL (new location)**

Martes/Miércoles/Jueves, de 6:30-8:00pm

Para registrarse como nuevo estudiante, asista a la clase para recibir más información. El curso es gratuito. Para personas de habla hispana.

by Gilchrist Center

**Wheaton Library Site**  
 11701 Georgia Avenue · Wheaton  
 Tel: (240)777-4940/4950

**ENGLISH AS A SECOND LANGUAGE**

(Beginning & Intermediate)

The orientation (testing and placement) will be held at the Gilchrist Center at Mid-County RSC on April 12, 1pm and 5pm, and April 16, 10am. The course is free. *Must bring \$25 textbook fee to orientation.*

by Gilchrist Center

**ENGLISH CONVERSATION**

Improve your English conversation skills! All conversation classes welcome drop-ins, are admitted first-come, first-served, until full. Free.

by Gilchrist Center

**Intermediate**

- Tuesday 10:00am-12:00pm
- Saturday 12:00pm-1:30pm

**SATURDAY ENGLISH**

Saturdays, 10:15 am-12:00 pm (ongoing)

Classes for Beginning, Intermediate & Advanced levels. First-come, first-served, until full. Drop-ins welcome. Free.

by Gilchrist Center

**ENGLISH GRAMMAR (Intermediate)**

Thursdays, 5:00-6:30pm (ongoing). Learn proper ways to use verbs, nouns, etc. No registration required. First-come, first-served, until full. Drop-ins welcome. Free.

by Gilchrist Center

## Wheaton Library Site (cont'd)

### CITIZENSHIP PREPARATION

**CLASS 1:** Saturdays, 12:00-2:00pm, starting April 2

**CLASS 2:** Saturdays, 2:00-4:00pm, starting April 2

Prepare for U.S. citizenship. Call (410)580-2756 for more information.

*by Baltimore City Community College*

**CLASS 3:** Tuesdays, 6:00-8:00pm, starting April 26

Call (240)777-4950 for more information.

*by Gilchrist Center*

### FREE CITIZENSHIP HELP

Need help with citizenship application (N-400) and interview? Call (240)777-4950 for more information or to make an appointment. Walk-ins are welcome on Saturdays.

*by Gilchrist Center*

### SPANISH 101 FUN FOR EVERYONE

Join this 8-week class to learn basic Spanish language.

- **Class C[308483]:** Saturdays, 12:00-1:30pm, starts 4/30/11  
Registration is available online at [montgomerycountymd.gov/rec](http://montgomerycountymd.gov/rec) and in person, starting April 4. Registration fee: \$25 for County residents; \$40 for non residents. Fees are not refundable.

*by Gilchrist Center*

### "GO" CLUB

Tuesdays, 6:00-8:00pm (ongoing)

Learn and play this ancient Asian strategy game!

Aprenda y juegue este juego antiguo de estrategia.

*by Arthur Lewis Go Club*

### PRO BONO LEGAL CLINIC

2nd and 4th Wednesdays of each month, 5:30-8:30pm

Obtain free legal advice on civil cases. Must be a Montgomery County resident. Intake starts at 5:30pm. First-come, first-served, until full. Call (301)424-7651/52/33 for more information.

*Montgomery County Bar Foundation*

### ¡HABLEMOS!

Improve your Spanish through this weekly Spanish conversation club! Drop-ins welcome.

- **Saturday Class:** 1:30-3:00pm (ongoing)
- **Tuesday Class:** 4:30-6:00 pm, starting April 26 (ongoing)

*by Gilchrist Center*

## Silver Spring Civic Building Site One Veteran's Place Silver Spring Tel: (240)777-5303

### ENGLISH CONVERSATION

Saturdays, 10:00am-12:00pm (ongoing)

Drop-ins welcome. For more information call (240)777-5303. Free.

*by Gilchrist Center*

### MOVIES WITH MEANING

Monthly Friday night movie showing with discussions facilitated by community members. Dates and times to be announced.

For more information call (240)777-5303.

*by Gilchrist Center*

## Upcounty RSC

12900 Middlebrook Rd Germantown

Tel: (240)777-6950

### BEGINNING ENGLISH I & II

Mondays & Wednesdays, 6:30-8:30pm, starting April 4

To register and for more information call (301)740-2523.

\$30 textbook fee.

*by Spanish Catholic Center*

### INTERMEDIATE ENGLISH

Thursdays, 6:30-8:30pm, starting April 14 (8 weeks)

The orientation (testing and placement) will be held at the Gilchrist Center at Upcounty RSC on April 5, 3:00-7:00pm. The course is free. *Must bring \$25 textbook fee to orientation.*

*by Gilchrist Center*

### ENGLISH CONVERSATION (ADVANCED)

Tuesdays, 1:00-3:00pm, starting April 12 (8 weeks)

The orientation (testing and placement) will be held at the Gilchrist Center at Upcounty RSC on April 5, 3:00-7:00pm. The course is free. *Must bring \$25 textbook fee to orientation.*

*by Gilchrist Center*

### EASY DOES IT! AMERICAN IDIOMS CLASS

Fridays, 12:30-2:00pm (ongoing)

Learn how to speak American English.

*Advanced English level required.*

*by Gilchrist Center*

### CITIZENSHIP PREPARATION

Prepare for U.S. citizenship. Free classes.

- **CLASS 1:** Tuesdays, 6:00-8:00pm, starting April 5

Call (410)580-2756 for more information.

*by Baltimore City Community College*

- **CLASS 2:** Thursdays, 6:00-8:00pm, starting April 7

Call 240-777-6950 to register.

*by Gilchrist Center*

### FREE CITIZENSHIP HELP

Need help with citizenship application? For more information and to make an appointment, please contact Patty at (240)777-6950 and/or [patricia.larson@montgomerycountymd.gov](mailto:patricia.larson@montgomerycountymd.gov).

*by Gilchrist Center*

### PRO BONO LEGAL CLINIC

2nd and 4th Tuesdays of each month, 6:00-8:30pm

Obtain free legal advice on civil cases. Must be Montgomery County resident. Intake starts at 6:00pm. First-come, first-served, until full. For more information call (301)424-7651/52/33.

*by Montgomery County Bar Foundation*

### FRANÇAIS POUR TOUS

Wednesdays, 6:00-7:00pm, starting April 13

Improve your French through a weekly conversation club.

*by Gilchrist Center*



**The Gilchrist Center will be CLOSED:**

April 18 - 24: Spring Break

May 28 - 30: Memorial Day



## OFFICE OF COMMUNITY ENGAGEMENT FOLLOW-UP QUESTIONS AND ANSWERS

### 1. Functions of each office:

- The answers to the questions I sent earlier did not include a description of the functions of the Office of Community Partnerships.  
*Please see Attachment A.*
- Clarify how the services provided by the 5 Regional Service Center differ.  
*Please see Attachment B.*
- What services are housing in each of the 5 Regional Service Centers that are not provided by RSC staff?

#### BCC Regional Services Center (BCCRSC)

*Bethesda-Chevy Chase Regional Services Center is housed here.*

*Bethesda Urban District Manager is housed here.*

*Non-profit - Senior Vital Living Center.*

*Non-profit - Wonders Child Care Center.*

*Non-profit Partnerships at BCCRSC (These non-profits serve BCC residents at the BCCRSC, but do not have dedicated office space): computer rehab and classes for seniors through volunteers, continuing education classes for seniors via partnership with Washington Oasis, senior exercise classes via partnership with Suburban Hospital.*

#### East County Regional Services Center (ECRSC)

*East County Regional Services Center is housed here.*

*Health and Human Services (HHS) - People's Community Wellness Clinic – primary health care for low-income uninsured residents.*

*HHS Contractor - Mobile Med – acute healthcare for low-income uninsured residents.*

*HHS - One Staff person housed in RSC office space from the African American Health Initiative.*

*Police - East County Police Substation.*

*Non-profit Partnerships at ECRSC (These non-profits serve East County residents regularly at the ECRSC, but do not have dedicated office space): AARP Free Tax Preparation; Pro Bono legal Clinic; Montgomery College Spanish classes; Maryland procurement Technical Assistance program for Small Businesses; HIV Prevention and Counseling (GapBuster Learning Center); ESOL classes by the Literacy Council of Montgomery County; Manna Food; and the Small Business Development Center for small business counseling*

Silver Spring Civic Center Building (SSCB)

*Silver Spring Regional Services Center (SSRSC) and the Silver Spring Urban district (SSUD) are housed in the SSCB.*

*Community Use of Public Facilities (CUPF) scheduler is housed in the SSCB. In FY12, a Building Manager and one additional building space related person will be housed in the SSCB.*

*Department of General Services (DGS) – SSCB building maintenance staff  
Office of Community Partnerships (OCP) – An AmeriCorps intern shared by OCP and the SSRSC.*

*Round House Theatre uses the basement level of the Silver Spring Civic Building (with a separate entrance) for their consolidated administrative offices, some rehearsals, and classes.*

*There are no direct service providers in the facility.*

Mid-County Regional Services Center (MCRSC)

*Mid-county Regional Services Center is housed here.*

*Wheaton Urban District is housed here.*

*DGS – Wheaton Redevelopment.*

*HHS – Community Action Agency.*

*HHS – Women's Cancer Control Program.*

*HHS – Adult Behavioral Health.*

*Department of Recreation (REC) - Gilchrist Center (FY12, part of OCE).*

*HHS Contractor - Proyecto Salud.*

*Non-profit - Mid-County United Ministries.*

*Non-profit - Conflict Resolution Center.*

Upcounty Regional Services Center (UCRSC)

*Upcounty Regional Services Center is housed here.*

*Department of Economic Development (DED) - Montgomery Works.*

*DGS/Facilities Division – Area Property Manager.*

*OCP - Gilchrist Center.*

*Community Use of Public Facilities.*

*Health & Human Services*

*Services Eligibility Unit; Income Support Programs; Public Health; Housing Stabilization Services; Emergency Services; Child Welfare; Dental program*

*Office of Human Resources – County Employees' training rooms.*

*Department of Housing and Community Affairs (DHCA) contractor - Foreclosure Assistance Counseling (HIP contract with DHCA).*

*Non-profit - Peppertree Childrens Center.*

*HHS Contractor - GUIDE Youth Services.*

*MCPS - Training and Organizational Development.*

*MCPS - Transportation Division.*

2. I am still not sure how we will articulate in my staff memo the benefits of OCE that could not otherwise happen with the existing structure, particularly with regards to collaboration so it would be helpful to have you put something in writing.

*Please see Attachment C for the County Code definitions of the County's "Principal Departments/Offices" and "Non-Principal Offices". The County Executive's main goal is to achieve the following objectives without eliminating or creating a new Principal or Non-Principal Office. The proposed Office of Community Engagement fulfills County Executive's following policy, budgetary and operational objectives.*

**County Executive Objectives to Achieve:**

1. *Produce Long-Term Savings ~ \$2.8M*
  2. *Increase collaboration and partnerships among County departments and offices.*
  3. *Create a better organized community outreach approach in order to have a more effective and efficient response to population and demographic changes.*
  4. *Create a more unified and comprehensive approach for engaging the community in order to maximize the use of County and community resources to address community/residents' needs.*
  5. *Reduce the budget impacts to community, by focusing on community/residents' needs and target resource reductions where it would have the least negative impact to County residents, from both the "size" and "vulnerability" perspectives.*
  6. *Maintain the stand-alone and non-principal office status of "Office of Human Rights."*
  7. *Maintain the stand-alone and non-principal office status of "Commission for Women."*
  8. *Maintain and require the same level of competency, knowledge, and skill-sets required for each of the lead positions in these impacted units.*
3. How could the Council be assured that resources would not be shifted among functions in a way that would be inconsistent with the Council's priorities?

*As in the past, we will work collaboratively with the County Council on all resource/budget related matters/needs. Please note that the functions provided by the OHR and CFW are in the County Code, therefore reducing and/or shifting of their dedicated staff resources (as submitted in FY12 budget) away from these offices will not be possible.*

4. What specific steps will you take to ensure the MOU is followed and to improve communication between OCE and Council offices?
  - a) *Add a Council specific "performance exception" goal to FY12 Performance Plan of the following directors: Ken Hartman, Joy Nurmi, Natalie Cantor, Reemberto Rodriguez, Cathy Matthews, and Bruce Adams.*
  - b) *By June 30<sup>th</sup> of each year, prior to finalizing the past performance reviews and the next year's performance expectations, seek Council members' input/comments for inclusion in final ratings and next year's performance expectations.*
  - c) *Offer a quarterly update meeting of all RSC directors and Bruce Adams with the Council designees and/or with Council members.*
  - d) *On a yearly basis, the CAO, or on his behalf, a designated ACAO, will meet one-on-one with Council Members and/or their designee to discuss issues and, if needed, amend/modify the MOU.*

5. Which events will the County offer or support in FY12 and which office will be responsible? What is the cost of each event?

*Please see Attachment D.*

6. Can you explain why HRC still has 47 pending cases that were filed before 2008, including 6 cases filed before 2002?

*Forty-one of these cases are cases where (1) the OHR's Director's determination is being reviewed by the Human Rights Commission (which may involve an administrative hearing) or (2) the Human Rights Commission's decision is on appeal to Circuit Court. Until the Commission issues its decision and any appeals are concluded, the case is shown as "pending" by OHR, even though OHR's work on the case is done.*

*The remaining 6 cases that are more than 3 years old are outside of the expected inventory life span but can be explained by lack of tracking and transition during periods of significant staff turnover.*

7. What % of cases over the last 5 years has the Office of Human Rights investigation found no reasonable cause? Please break this down by type of case.

*Consistent with the numbers from EEOC, a significant percentage of MCOHR cases are resolved without finding a violation of the anti-discrimination laws. As indicated on EEOC website, based on total number of 73,058 cases received last year, 3,794 or 5% resulted in a probable cause finding. Also 7,024 EEOC cases resulted in a settlement (amicable resolution where there may or may not have been some exposure in litigation).*

8. How many cases has the Human Rights Commission decided after a hearing each year for the past 5 years? How many of these cases were heard by the Hearing Examiners? Please break these statistics down by type of case.

*At present, there are 24 cases pending or in review by the HRC or through a public hearing. In addition, 10 cases are in line for conciliation - the stage before the hearing - most of which will go to public hearing.*

*With respect to cases in the last 5 years, the OHR's case management system cannot provide the precise statistical breakdown sought by this question. OHR could generate the information through a case by case file review for the last 5 years, but the time required for such a review would be extensive. But it is safe to say that, in the past 5 years, approximately 12 cases have been reviewed through the Commission and/or the hearing examiner.*

## Attachment A

### Office of Community Partnerships – Core Functions

**Mission:** The mission of the Office of Community Partnerships is to strengthen relationships between government and the residents it serves, with special focus on underserved and emerging communities and our neighbors in need. The OCP serves as a bridge builder between the County government and community organizations serving the residents of Montgomery County, working across the barriers of race, ethnicity, income, and religion that too often diminish communities. OCP's mission is to carry out the County's commitment to build a larger policy table with participation by a more diverse range and greater number of residents.

#### **Core Function #1: Issue Coordination**

##### **Engage & Empower Ethnic Communities**

###### **Activities:**

- Inform, engage, and empower ethnic communities through e-communications and outreach.
- Lead effort to strengthen network of welcoming services of Gilchrist Center
- Lead County's language access program.
- Support development of a more culturally competent County government.
- Staff County Executive's ethnic advisory groups and Committee for Ethnic Affairs.
- Support World of Montgomery Festival, Montgomery County Sister Cities program, and County's ethnic heritage events and programs.

###### **Outcome Measure:**

- Broaden participation of ethnic communities in civic life of the County

#### **Core Function #2: Strengthen Capacity of Nonprofit Sector and Faith Community**

###### **Activities:**

- Partner with Nonprofit Montgomery to promote collaboration of County government with nonprofit sector and to strengthen nonprofit sector
- Work with Community Foundation's Nonprofit Advancement Fund to strengthen the capacity of ethnic serving nonprofits
- Work to strengthen capacity of faith community to serve our neighbors in need
- Promote volunteerism and community service
- Partner with Corporate Volunteer Council, Companies for Causes, and others to strengthen nonprofit sector

###### **Outcome Measures:**

- Increase number of residents in need served by nonprofit and faith organizations

**Core Function #3: *Strengthen County's Culture of Giving and Serving***

**Activities:**

- Connect individuals and organizations to volunteer opportunities through 1-800 data base.
- Support Student Service Learning program for MCPS students.
- RSVP program and Senior Fellow collaborate to promote civic engagement of Seniors.
- Promote Days of Service (MLK Day, Earth Month, Community Service Day).
- Partner with Community Foundation, Corporate Volunteer Council, Companies for Causes, Nonprofit Montgomery, and others to strengthen culture of giving and serving.
- Lead County's annual Employee Giving Campaign.

**Outcome Measure:**

- Increase number of volunteers and measurable impact of community service.

### Regional Services Centers – Core Functions

#### Core Function #1: Issue Coordination

Manage communication with stakeholder groups/participate in internal policy making:

##### BCC

- Urban District Noise Bill
- Restaurant windows regulation
- White Flint development/public amenities plan

##### East County

- Bus shelter illumination coordination with DOT/Clear Channel
- Urban District Noise Bill
- Code Enforcement Bills
- Dances for Profit/Go Gos

##### Silver Spring

- Urban District Noise Bill
- Restaurant windows regulation
- Completion of Silver Spring Redevelopment Plan
- Development of Long Branch Sector Plan and the Langley Park Sector Plan
- Various 'edge issues' with DC and Prince George County

##### Upcounty

- Noise bill
- Code enforcement legislation
- Restaurant windows regulation
- Great Seneca Science Corridor Plan
- Smart Growth Initiative Implementation Group (Webb Tract, County Service Park, etc.)
- Germantown Employment Sector Plan
- Shady Grove Sector Plan
- Clarksburg Infrastructure Working Group
- Airstrip in Ag Reserve
- Budget forums
- Independence Day celebration

**Develop and manage strategic approaches to address community concerns (partnerships, meetings, action plans, news releases, etc.) and monitor issue to resolution**

Upcounty

- North County Depot project – Clarksburg community, DGS, DEP, DOT, OMB, Planning
- Clinic protests – Police, Executive Terrace Business Association
- Zoroastrian Temple – Boyds Civic Association
- JSS Hindu Temple – Laytonsville community, Planning, DEP, DPS
- Global Mission Church – Planning, Frederick County
- Black Hill Trail Renovation Project – Parks, Waters Landing Association
- Jack Schore Tennis Facility – DPS, SoccerPlex, Parks
- Clarksburg parking issues – community, FRS, Planning, CAO
- Southlake/Horizon Run Community-building Project – CE, DHCA, Police, DOT

East County

- IDA Sector Meeting Partnership between ECRSC and Third District police – Bi-monthly crime trends/prevention meetings with residents, apartment managers, and businesses.
- Burtonsville Revitalization – Giant lease/Burtonsville Crossing vacancies.
- Create non-profit partnerships at East County Regional Services Center to provide free services to East County residents:
  - Tax preparation.
  - ESOL Classes.
  - HIV Prevention, testing and counseling.
  - Pro Bono Legal Clinic.
  - Manna Food.
  - Mobile Med.
  - Small Business Development Center – free counseling for federal contracts.
  - Spanish Classes.
  - Street Outreach Network.
  - WeGreen environmental education.

**Design public relations efforts tailored to the type of event and the participants attending.**

Mid-County

- E-mails, web and utilization of established networks.
- Identify and prepare issue areas for Advisory Board(s); do preliminary research and arrange subject matter experts.

**Lead discussions/negotiations concerning future public amenities and programs:**

BCC

- Trillium – artist studio agreements
- White Flint Urban District
- Bethesda Metro arts project

East County

- Burtonsville Giant/Burtonsville Crossing
- Third District Police Station
- Station 37 – new Calverton Fire Station
- Pedestrian Safety improvements in Fairland, Burtonsville, Cloverly
- Negotiate with Adventist re: free site for Fire Station in Calverton area

Silver Spring

- (Soon to be) old library site
- (Soon to be) old 3rd Police Precinct building
- Progress Place (homeless services) relocation
- Fillmore
- Transit Station
- New Library

**Enhance/build partnerships by participating in local boards and committees (Participation may include, among other tasks, helping determine agenda and invitees, manage new member recruitment process, and provide policy guidance for decision making process):**

BCC

- WMCCAB
- Bethesda Green – Board members
- Glen Echo Partnership – Board Member
- Woodmont Triangle Action Group
- White Flint Steering Committee
- Bethesda A & E Board
- Bethesda Transportation Solutions
- North Bethesda TMD
- Friendship Heights TMD
- BCC Chamber of Commerce
- Potomac Chamber of Commerce
- Rockville Chamber of Commerce

Silver Spring

- Silver Spring Citizens Advisory Board (SSCAB)
- Urban District Advisory Committee
- Arts & Entertainment Advisory Committee
- Neighborhood Committee of SSCAB
- Commercial and Economic Development Committee of SSCAB
- Transportation and Pedestrian Safety Committee of SSCAB
- Silver Spring Transportation Management District
- Chamber of Commerce Government Relations Committee
- Silver Spring Town Center Inc Board of Directors
- Silver Spring Green Advisory Group
- Silver Spring Senior Village Start-Up Group
- Silver Spring Apartment Managers Start-Up Group
- Weed & Seed Advisory Group
- Countywide Pedestrian Safety Committee
- Downcounty Latino Group

Upcounty

- Upcounty Citizens Advisory Board
- Board of Trustees, BlackRock Center for the Arts
- Gaithersburg-Germantown Chamber of Commerce
- Poolesville Area Chamber of Commerce
- Clarksburg Chamber of Commerce
- Gaithersburg City's Senior Center Task Force

East County

- East County Citizens Advisory Board
- East County Youth Advisory Board
- Silver Spring Chamber of Commerce
- East County Apartment Managers Group

**Core Function #2: Community Outreach**

**Maintain close and regular communication with Community leaders:**

BCC

- Direct communication.
- Participation in stakeholder meetings.
- Email blasts to stakeholder leaders for urgent/timely information – Partner with police.
- Twice weekly electronic newsletter to 2000 subscribers.
- Twice monthly “open houses” with members of the community.

East County

- Bi-monthly electronic newsletter to 3300 East County residents.
- Weekly Crime Reports/Alerts to 800 East County residents.
- IDA Sector Meeting Partnership with Third District police – Meetings and Crime Prevention.
- Bi-annual Apartment Manager meetings to connect them with County Departments.
- Attending Civic Association Meetings.
- Participation in stakeholder meetings: Labquest/SS Chamber.
- Leadership Forums with Community/Faith/Business Leaders/Business owners.

Mid-County

- Monitor policy/legislative changes which may affect communities and groups; notify those stakeholders and advise them how/when to advocate effectively.
- Strategize with departments as to whom they need to reach out; how to reach out; when to reach out and who are absolutely “critical players.”

Silver Spring

- Extensive formal and informal direct communication
- Participation in ad-hoc meetings and gatherings
- Review and send pertinent e-blasts to focus customer base
- Informal once a month gathering with members of the community

Upcounty

- Direct communication
- Participation in stakeholder meetings
- Email blasts to stakeholder leaders for urgent/timely information

**Assist Departments with outreach:**

BCC

- Assist with targeted emails.
- Facilitate public meetings.
- Direct communication with stakeholders.
- Examples: Facilitated Bradley Boulevard sidewalk meeting. Restaurant window regulations meeting with HHS.

East County

- Assist with targeted emails.
- Advertise Department (library, recreation, DEP, etc.) and Park & Planning meetings/activities/programs via newsletter and special notices to 3,300 East County residents.
- Facilitate public meetings.
- Direct communication with stakeholders.
- Examples: Third District Police Station siting/Burtonsville Revitalization.

Silver Spring

- Strategize regarding efficient and effective outreach.
- Assist with targeted e-mails.
- Help facilitate public meetings.
- Direct communications with stakeholders.

Upcounty

(Darnestown crime, facility site selection process, Healthy Montgomery focus groups, North Potomac Recreation Center, Montgomery Village transit hub, Animal Shelter site selection, Mid-County Corridor Study, Corridor Cities Transitway, master plan reviews, etc.) with:

- Targeted emails.
- Facilitate public meetings.
- Direct communications with stakeholders.
- Arrange small meetings of key stakeholders with department representatives.

**Core Function #3: Regional Knowledge**

**Expert knowledge and familiarity of local communities, leaders and issues:**

BCC

Extensive work with departments -- DOT, DGS, Corrections, Police, Recreation and others on regional needs and issues.

Upcounty

Extensive work with departments and agencies (DOT, DGS, DHCA, DEP, Planning, Parks, Recreation, Collaboration Council, Police, FRS, Corrections, MCPS, CAO):

- Facility site selection (Travilah fire station, 6D station, 5D station renovation, North County Depot).
- Collaboration Council – Clemente Afterschool Program.
- Code enforcement legislation.
- Allegheny Power's PATH project.
- Relocation of Clarksburg school bus depot.
- Skate parks in Germantown and Damascus.
- Extensive work with Citizen Advisory Board and other local committees on local issues and resolution of community concerns.

East County

- Assist Park & Planning with outreach/issue identification on East County Science Center Master Plan and Burtonsville Neighborhood Plan.
- Assist Recreation Department in identifying community members for Art Advisory Board for new Recreation Center.

Mid-County

- Serve as an “early warning system” to county colleagues based on understanding community/group issue areas and leadership styles as to whether policies and programs fall short or need to be re-tooled; recommend policy and/or legislative changes.
- Through many scheduled and unscheduled meetings each week with individuals and groups provide up-to-date information pertinent to the group’s needs. Many groups have me on their monthly agendas to perform this function.

Silver Spring

- Provide expert knowledge to county agencies, potential developers, and community.
- Work extensively with department on local impact of their work.
- Broker and negotiate resolution to many issues before they become impediments.

Upcounty

Maintain expert knowledge of region and community dynamics to assist community; and mediate disputes:

- SoccerPlex /Schore Tennis.
- Montgomery Countryside Alliance.
- DHCA’s Germantown Neighborhood Focused Assistance Program.
- Recreation facility planning.
- Seneca Cluster Community Partnership/Police.
- JSS Spiritual Mission Temple project / Laytonsville community.
- Zoroastrian Temple project / Boyds Civic Association.
- Giant Food expansion project.
- Wegman development project.

**Core Function #4: Response to Community Needs/Concerns**

**Extensive coordination and referral of stakeholder issues and concerns to County agencies for resolution.**

BCC

- Chevy Chase West Traffic concerns.
- Randolph Hills housing code issues.
- Bethesda Metro task force.

East County

- Burtonsville Revitalization.
- Lighting in Briggs Chaney.
- Castle Boulevard area.
- Community concerns following Castle Boulevard murder.

Silver Spring

- Provide hands on, on the ground resolution to countless issues ranging from complicated resident concerns to business owners inquires.

Upcounty

Identification of potential issues, extensive coordination of resources, public I&R, and referral of stakeholder concerns:

- Interim Gaithersburg Library – brokered partnership of Public Libraries and Lakeforest Mall.
- Foreclosure counseling – extensive coordination with Housing Initiative Partnership and DHCA.
- Montgomery Works – initiated and coordinated move from Lakeforest Mall to URSC.
- Initiated and managed skate park project in Germantown, and assisted Police with one in Damascus.
- Town of Poolesville on recreation center project.
- Develop strategy for Keep Germantown Moving community-engagement plan.
- Facilitate community education and coordination for potential “Villages.”

East County

Create partnerships at East County Regional Services Center to provide free services to EC residents:

- Tax preparation.
- ESOL Classes.
- HIV Prevention, testing and counseling.
- Pro Bono Legal Clinic.
- Manna Food.
- Mobile Med.
- Small Business Development Center – free counseling for federal contracts.
- Spanish Classes.
- Street Outreach Network.
- WeGreen environmental education.

Work with East County Citizens Advisory Board regarding concerns:

- Burtonsville Revitalization/Vacancies in Burtonsville Crossing.
- Dino Drive Safety Issues.
- Code Enforcement problems in neighborhoods.
- Religious Institutions in residential areas.
- Pedestrian Safety.
- IDA Sector Public safety meetings with police and community members.

**OTHER**

BCC

Manage BCCRSC as “Civic Space” – coordinate needs of users, establish and nurture partnerships for services, promote space.

Manage Bethesda Urban District through partnerships with local stakeholders, organizations, and county agencies.

Establish and maintain partnerships for emerging community needs. Examples: facilitate creation of “Villages.” Work with community leaders to build stakeholder association “capacity.”

Work with Partners on special projects: example Bethesda homeless meters, WiFi at Glen Echo Park.

Mediate disputes between community groups: example Glen Echo Park and Adventure Theatre.

East County

Work with Partners on special projects, such as the Roadside Solicitation Task Force.

Silver Spring

Policy Guidance to Silver Spring Civic Building and Veterans Plaza, including but not being limited to:

- Negotiate agreements, contracts, and MOUs for the functioning of the facility.
- Provide on-site policy resolution to issues related to operations and management.
- Coordinate major events with critical partners.
- Ensure the facility meets its mission as a spark for community engagement.

Upcounty

Manage Upcounty RSC as civic space – promote small events, promote and coordinate inter-agency relations among tenant agencies, establish partnerships among service groups.

**Montgomery County Government\*****Principal Departments/Offices - County Code Section 1A-201**

- 1 County Executive
- 2 Chief Administrative Officer
- 3 Consumer Protection
- 4 Correction and Rehabilitation
- 5 County Attorney
- 6 Economic Development
- 7 Environmental Protection
- 8 Finance
- 9 Fire and Rescue Services
- 10 General Services
- 11 Health and Human Services
- 12 Housing and Community Affairs
- 13 Human Resources
- 14 Intergovernmental Relations
- 15 Liquor Control
- 16 Management and Budget
- 17 Permitting Services
- 18 Police
- 19 Public Information
- 20 Public Libraries
- 21 Recreation
- 22 Technology Services
- 23 Transportation

## Supervision of departments and principal offices – Section 1A-202

- (a) Each department and principal office is under the immediate direction of the head of the department or principal offices including any department or office employee holding a position in the Executive Branch designated by law as a non-merit position.
- (b) Departments and principal offices are also subject to the general supervision of the County Executive and the Chief Administrative Officer.
- (c) Heads of departments and principal offices appoint the merit system employees of the departments and principal offices.

**Non-Principal Offices - County Code Section 1A-203**

- 1 Office of the Commission for Women
- 2 Office of Community Use of Public Facilities
- 3 Office of Emergency Management and Homeland Security
- 4 Office of Human Rights

## Supervision of offices and appointment of heads – Section 1A-204

Each office established under section 1A-203(a) is under the supervision of an Executive Director who is appointed by the Chief Administrative Officer. Each Executive Director is a merit system employee.

**Other Budget Units**

- 1 Board of Investment Trustees
- 2 Regional Services Centers

## RSCs/OCP/CFW/Human Rights/Recreation Events

## Attachment D

Community Events	RSC BCC*	RSC EC	RSC MC	RSC SS	RSC UC	OCP	CFW	Human Rights	Recreation	Gilchrist Center	FY 11 Budget	Proposed FY12 Budget	Source of Funds	Comments
Community Service Day						X					\$5,000/ CEX	\$5,000/OCE budget	General Fund	funding augmented by private sector donations
Biennial Human Rights Hall of Fame								X			\$0/ OHR	\$7,570/OCE Budget	General Fund	Held every other year
Human Rights Youth Camp								X			\$TBD / OHR	OCE Budget	General Fund	Spring and Fall of each year
Independence Day Celebration					X				FY12		\$50,570 / RSC	OCE Budget	General Fund	RSC FY11; Recreation FY12
Independence Day Celebration			X						FY12		\$48,600/ RSC	W-UD & GF	General Fund	RSC FY11; Recreation FY12
Jazz Festival				X					FY12		\$110,000 / SS-UD	\$100,000 / Recreation (SSUD funds)	SS-UD	RSC FY11; Recreation FY12; funding augmented by private sector donations
MLK Day of Service & Celebration						X					\$2,500 / CEX	\$2,500/OCE budget	General Fund	funding augmented by private sector donations
One Stop Fair Housing Seminar								X			\$TBD	OCE budget	TBD	Spring and Fall
Summer Concerts (Mid-County)			X						FY12		\$30,000 / W-UD	\$30,000 / W-UD	W-UD	In partnership w/DHCA
Swing Summer Concert Series				X					FY12		\$30,000 / SSUD	\$15,000 / Contribution from Discovery Communications	SS-UD Budget	funding augmented by private sector donations
Taste of Wheaton			X						FY12		\$50,000 / W-UD	\$50,000 / W-UD	W-UD	RSC FY11; Recreation FY12
Thanksgiving Day Parade				X					FY12		\$40,000/ SSUD	\$45,000/ SSUD	SS Urban District	
Women's Legislative Briefing							X				\$0 / CFW	OCE budget	General Fund	Solicit sponsorships and charge attendee fees

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## RSCs/OCP/CFW/Human Rights/Recreation Events

## Attachment D

Community Events	RSC BCC*	RSC EC	RSC MC	RSC SS	RSC UC	OCP	CFW	Human Rights	Recreation	Gilchrist Center	FY 11 Budget	Proposed FY12 Budget	Source of Funds	Comments
World of Montgomery Festival						X					\$2,500 / CEX	\$2,500/OCE budget	General Fund	funding augmented by private sector donations

\* BCC RSC does not organize events. However, BCC RSC is involved in many community activities through partnerships.

**RSCs/OHR/CFW/OCP organizes the following events through partnerships of varying degrees:**

- Arab American Heritage Month
- Asian Pacific American Heritage Month
- Black History Month
- Hispanic/Latino Heritage Month
- Native American Heritage Month
- SILVERDOCS
- National Night Out
- Magical Montgomery
- Historical Foundation Annual Event
- 1st Night Celebration
- Civil Rights Educational Civil Rights Tour
- Black History Conversations with Montgomery County Libraries, Lincoln Park Foundation
- Fenton Street Market
- Silver Spring and Mid-County Farmer's Markets
- Juneteenth Celebration
- Community Forums

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ROCKVILLE, MARYLAND

**Memorandum of Understanding  
Between the Montgomery County Executive  
And the County Council**

**Issue**

Relationship between Regional Services Center Directors and the Montgomery County Council.

**Background**

Regional Services Center Directors have traditionally been merit system employees working in the Executive branch of the Montgomery County government. The enactment of Expedited Bill 6-07 will convert these positions to non-merit appointments made by the County Executive and confirmed by the County Council.

The County Executive and County Council recognize the unique nature of the relationships that these positions must maintain with County Council members in order to coordinate/facilitate public services in specific geographical regions of the County. In addition, Regional Service Center Citizens Advisory Boards are responsible for advising both the Executive and the County Council.

Despite the conversion of these positions to non-merit status as a result of Expedited Bill 6-07, the County Executive and County Council desire and intend that these positions will continue to maintain the same cooperative and collaborative relationships with the County Council as existed when the positions had merit status.

**Compact**

The County Executive and Council agree that Regional Services Center Directors will:

1. maintain open communication and responsiveness to County Council inquiries;
2. be responsive to County Council requests which enhance and support their regional work programs;
3. maintain a mutually responsive relationship with County Council members by regularly informing and interacting with each other to help resolve community problems and address needs in regional service areas;
4. advise County Council members on the status and impact of public policies affecting the regional service areas;

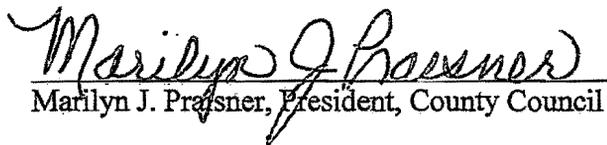
5. recognize the unique relationship between the Regional Service Directors and the District Council members who represent the regions and continue to include Councilmember representatives on interagency/intergovernmental task forces or committees for the siting of public facilities; and,
6. keep County Council members updated on the activities of the Citizen Advisory Board (CAB) by providing agendas and minutes to CAB meetings.
7. Continue to include an opportunity for Councilmember comments during CAB meetings.
8. Recognize that the CABs, by their charter, are required to report to both the County Executive and the County Council.
9. Accommodate Councilmember requests for space to hold meetings/drop in sessions at Regional Service Centers.

**Duration**

This agreement will become effective on the date of the enactment of Expedited Bill 6-07 and will remain in effect until modified or terminated, in writing, by both parties. The County Executive and the County Council recognize that this is a working agreement that may need to be modified as conditions change. Both parties agree to review this agreement periodically and modify it as needed.

**Agreed**

  
 \_\_\_\_\_  
 Isiah Leggett, County Executive

  
 \_\_\_\_\_  
 Marilyn J. Prajsner, President, County Council

5/31/07  
 Date

5/24/07  
 Date

## Anti-Discrimination Provisions in Federal, State, and Montgomery County Law

Protected Group	Federal <sup>1</sup>	State <sup>2</sup>	County <sup>3</sup>
Age	✓	✓	✓
Disability	✓	✓	✓
Genetic Information	✓	✓	✓
National Origin	✓	✓	✓
Race	✓	✓	✓
Color	✓	✓	✓
Religion	✓	✓	✓
Sex	✓	✓	✓
Marital Status		✓	✓
Sexual Orientation		✓	✓
Presence of Children			✓
Family Responsibilities			✓
Source of Income			✓
Gender Identity			✓
Ancestry			✓

<sup>1</sup> Title VII of the Civil Rights Act of 1964 covers employers with 15 or more employees.

<sup>2</sup> The Maryland employment discrimination law covers employees with 15 or more employees.

<sup>3</sup> The County Human Rights law covers all County employers with any number of employees.

GO/HHS COMMITTEE #3  
April 27, 2011

**ADDENDUM**

**MEMORANDUM**

April 26, 2011

TO: Government Operations and Fiscal Policy Committee  
Health and Human Services Committee

VIA: Marlene Michaelson, Senior Legislative Analyst

FROM: Linda McMillan, Senior Legislative Analyst 

SUBJECT: **Request for further discussion of shift of contracts for Shady Grove and Wheaton Workers Centers from Regional Service Centers to the Department of Health and Human Services**

On April 7<sup>th</sup>, the HHS Committee reviewed the operating budget for the Department of Health and Human Services' Office of Community Affairs. As a part of the Executive's FY12 Recommended Budget, he recommends that the administration and monitoring of the contracts for the Shady Grove and Wheaton Workers Center be shifted from the Regional Service Centers to the Department of Health and Human Services. Council staff provided the following:

***1. Shady Grove and Wheaton Workers Centers***  
***\$312,160***

The FY11 budget includes \$346,840 in the budget for the Regional Service Centers for two \$173,420 non-competitive contracts to CASA de Maryland, Inc. for the operation of the Shady Grove Temporary Worker Center and the Wheaton Temporary Worker Center. For FY12, the Executive has recommended that these contracts be administered by the Department of Health and Human Services and reduced by 10% each for total funding of \$312,160. DHHS currently manages the contract for services at the Silver Spring workers center.

These contracts could logically be assigned to the Department of Economic Development as a part of workforce program, to the Office of Community Engagement

which is proposed to house the Regional Service Centers, or the Department of Health and Human Services as they manage the contract for the Silver Spring Center. Council staff is concerned, however, that DHHS has been asked to take on this responsibility with no additional contract monitoring resources.

At the meeting, OMB clarified that in FY11, \$12,000 of the \$173,420 for each workers center was approved as a Community Grant. The grant amount was removed to provide a FY12 base of \$161,420 which was then reduced \$156,080 (4.6%) for budgetary reasons. DHHS also noted that the Silver Spring Center has a broader array of social services than do the Wheaton and Shady Grove Centers.

Council staff suggested that the HHS Committee approve this shift if they were assured that DHHS had adequate contract monitoring resources and that, since the contracts were being shifted from the Regional Service Centers, the HHS Committee might want to discuss this issue further at their joint GO/HHS session on the Office of Community Engagement. **The HHS Committee agreed that they would like to discuss this issue further at the joint GO/HHS Committee meeting so that it can be considered in the context of the staffing resources in the Office of Community Engagement (which is proposed to include the Regional Services Centers). The HHS Committee also expressed an interest in understanding whether these contracts should be administered with other workforce contracts and noted that the increased contract resources that the Executive has proposed to offset the elimination of the Conservation Corp will be administered by the Department of Economic Development.**