



**Committee GO**  
**Staff:** Robert H. Drummer, Senior Legislative Attorney  
**Purpose:** Final action – vote expected  
**Keywords:** #MoCoBusinessAdvancement

AGENDA ITEM #3B  
 May 19, 2020  
**Action**

**SUBJECT**

Bill 20-20, Administration – Office of the County Executive – Business Advancement Team - Established  
 Lead Sponsor: Council President Katz at the request of the County Executive

**EXPECTED ATTENDEES**

Jerome Fletcher, Assistant Chief Administrative Officer  
 Tina Benjamin, Special Projects Manager

**COUNCIL DECISION POINTS & COMMITTEE RECOMMENDATION**

Action – Roll call vote required

**DESCRIPTION/ISSUE**

Bill 20-20 would rename the existing Business Solutions Group as the Business Advancement Team and assign additional duties to the Business Advancement Team from the Department of Finance and the Community Engagement Cluster.

**SUMMARY OF KEY DISCUSSION POINTS**

Will the new Team be an effective place for local businesses to contact for help with their problems?  
 Should the Bill be expedited?

**This report contains:**

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Executive’s Answers to Councilmember Friedson’s Questions	©14

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**MEMORANDUM**

May 14, 2020

TO: County Council

FROM: Robert H. Drummer, Senior Legislative Attorney

SUBJECT: Bill 20-20, Administration – Office of the County Executive – Business Advancement Team - Established

PURPOSE: Action – Roll call vote required

Expected attendees:

Jerome Fletcher, Assistant Chief Administrative Officer  
Tina Benjamin, Special Projects Manager

Bill 20-20, Administration – Office of the County Executive – Business Advancement Team - Established, sponsored by Lead Sponsor Council President at the request of the County Executive, was introduced on April 14, 2020. The Council held a public hearing with one speaker on May 5 and a worksession on May 14.<sup>1</sup>

Bill 20-20 would rename the existing Business Solutions Group as the Business Advancement Team and assign additional duties to the Business Advancement Team from the Department of Finance and the Community Engagement Cluster. When the Department of Economic Development was abolished, the County's business support positions were scattered across several different departments and offices. This caused a lack of continuity in our business support services. Bill 20-20 is a minor reorganization in the Executive Branch that would not reduce or add positions to the County.

Bill 20-20 would consolidate business support services in the new Business Advancement Team by transferring 5 employees from Finance and 3 employees from the Community Engagement Cluster into the Team to join with the 2 employees in the Business Solutions Group. The Team would be part of the Office of the County Executive. It is our understanding that the Executive intends to designate Special Projects Manager, Tina Benjamin, as the leader of the Team.

OMB estimated that this Bill would not have a fiscal impact on the County because each of the positions that would be part of the new Team are already filled. See, ©8-9. OLO indicated that the Bill is likely to have some positive economic impact on the County's economy by creating a team for local businesses to contact with problems although the impact is impossible to estimate. See ©10.

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<sup>1</sup> #MoCoBusinessAdvancement

## **Public Hearing**

Dale Tibbitts, Special Assistant to the Executive, speaking on behalf of the Executive, supported the Bill to improve assistance to local businesses by consolidating functions assigned to Finance, the Community Engagement Cluster, and the Business Solutions Group by increasing efficiency.

## **Worksession**

The Council held a worksession on May 14. Special Projects Manager Tina Benjamin and Senior Legislative Attorney Robert Drummer participated in the discussion. The Council discussed the reorganization and the need to create a centralized team to help local businesses resolve problems. They also discussed the need to clarify the different roles of the new Team and the MCEDC. Ms. Benjamin requested the Bill be expedited, and the Council indicated support to do so.

## **Issues**

### **1. Would the Bill centralize the work currently performed by the Business Solutions Group in the Regional Services Centers?**

Last year, the Regional Services Centers (RSCs) received additional staffing from the Business Solutions Group to physically work at the RSCs in order to perform outreach in each regional community. Bill 20-20 would require these employees to report to a centralized Business Advancement Team manager, but it would not change the physical locations of the employees. See the Executive Branch Answers to Councilmember Friedson's Questions at ©15.

### **2. Where will the members of the Business Advancement Team report for work?**

The Bill does not dictate where the employees who make up the new Team will report. However, the Executive Branch told us that the former Business Solutions Group employees would remain in the Regional Services Centers and the other employees being transferred from Finance or the County Executive's Office would remain in their current office locations in Rockville. They may move to one location when available office space is free. See the Executive Branch Answers to Councilmember Friedson's Questions at ©15-16.

### **3. Will the job duties of the employees being transferred into the new Business Advancement Team be changed?**

The Executive Branch has told us that the job duties for the 5 employees coming from Finance and the 3 employees coming from the Community Engagement Cluster would not change under the new Team.<sup>2</sup> In addition, the Executive plans to place Special Projects Manager Tina Benjamin in charge of the new Team. Although the Bill does not create a new Assistant Manager position, the Executive plans to create this position and fill it with an existing employee. This

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<sup>2</sup> Ms. Benjamin told the Council that one of the positions coming from the Community Engagement Cluster is currently vacant due to a recent retirement.

could ultimately require filling a vacant position. See the Executive Branch Answers to Councilmember Friedson’s Questions at ©16.

**4. Are all the positions designated for the new Team currently filled?**

The Bill does not create or abolish any new positions. Each of the 8 positions that would be transferred from Finance or the Community Engagement Cluster are currently filled. See the Executive Branch Answers to Councilmember Friedson’s Questions at ©16.

**5. Should Bill 20-20 be expedited?**

The Executive did not submit Bill 20-20 for introduction as an expedited bill. Since the Bill is tentatively scheduled for Council action on May 19, the earliest it could take effect is 90 days later or on August 18. If the Council decides to enact Bill 20-20 and the Executive wants it to take effect sooner, the Bill must be converted to an expedited bill and receive at least 6 votes.

Ms. Benjamin requested that the Bill be expedited during the Council worksession. The Council indicated support to expedite the Bill. See lines 59-62 of the Bill at ©4.

**6. Technical Amendment.**

The Bill, as introduced, mistakenly included a long title indicating that some of the transferred employees would be coming from the County Executive’s Office. In fact, these employees are currently part of the Community Engagement Cluster. The long title on the Bill had been modified to correct this mistake. See the first page of the Bill at ©1.

This packet contains:	<u>Circle #</u>
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Expedited Bill No. 20-20  
Concerning: Administration – Office of  
the County Executive – Business  
Advancement Team - Established  
Revised: 5-14-2020 Draft No. 4  
Introduced: April 14, 2020  
Expires: October 14, 2021  
Enacted: [date]  
Executive: [date signed]  
Effective: [date takes effect]  
Sunset Date: None  
Ch. [#], Laws of Mont. Co. [year]

## COUNTY COUNCIL FOR MONTGOMERY COUNTY, MARYLAND

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Lead Sponsor: Council President at the Request of the County Executive

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**AN EXPEDITED ACT** to:

- (1) rename the existing Business Solutions Group as the Business Advancement Team;
- (2) assign additional duties to the Business Advancement Team from the Department of Finance and the [[Office of the County Executive]] Community Engagement Cluster; and
- (3) generally amend the law governing the Office of the County Executive.

By amending

Montgomery County Code  
Chapter 2, Administration  
Sections 2-25B

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

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

1           **Sec 1. Section 2-25B is amended as follows:**

2   **Sec. 2-25B. [Business Solutions Group] Business Advancement Team.**

3           (a)   Definitions. As used in this Section:

4                   [*Group*] Team means the [Business Solutions Group] Business  
5                   Advancement Team.

6                   *Navigator* means the Small Business Navigator designated by the  
7                   Executive under subsection (c).

8                   *Small business* means a privately owned business that meets the  
9                   requirements of Section 11B-65(a).

10           (b)   *Establishment of [Group] Team*. The Executive must create and  
11                   administer a Business [Solutions Group] Advancement Team that  
12                   includes a Small Business Navigator. The [Group] Team must be part of  
13                   the Office of the County Executive.

14           (c)   *Small Business Navigator*. The Executive must designate an employee  
15                   as the Small Business Navigator. Among other duties, the Navigator  
16                   must:

17                   (1)   advise the Executive, the Council, the Chief Administrative  
18                   Officer, County Department heads, the Planning Board, and any  
19                   other appropriate government agency, of any action needed to  
20                   assist small businesses to comply with County requirements and  
21                   regulations;

22                   (2)   promote communications between a small business and each  
23                   County department or agency that the small business must  
24                   interact with;

25                   (3)   develop and maintain a database of information necessary for a  
26                   small business to comply with County requirements and  
27                   regulations;

- 28 (4) advise small businesses on how to comply with County  
 29 requirements and regulations; and
- 30 (5) identify changes to regulations and requirements that would  
 31 improve turnaround, eliminate duplication, resolve conflicts in  
 32 authority, and eliminate unnecessary regulations and  
 33 requirements.
- 34 (d) *Additional duties for the [Group] Team*. In addition to the duties of the  
 35 Small Business Navigator described in subsection (c), the [Group]  
 36 Team must:
- 37 (1) provide constituent services for businesses operating in the  
 38 County or planning to operate in the County, including:
- 39 (A) communicating about new and revised County laws and  
 40 regulations affecting County businesses;
- 41 (B) outreach;
- 42 (C) providing publications on County policies;
- 43 (D) operating workshops and conferences; [and]
- 44 (E) convening targeted business events; [and]
- 45 (F) providing oversight and leadership on business programs  
 46 including:
- 47 (i) incubator management;
- 48 (ii) economic development incentives and financing  
 49 programs;
- 50 (iii) business development projects; and
- 51 (iv) other business-related special initiatives;
- 52 (2) serve as a point of contact for County businesses seeking to  
 53 comply with County requirements and regulations; and

54 (3) assist County businesses to interact with other State, County, and  
55 local government agencies.

56 (e) *Reports.* On or before September 15 of each year, the Executive must  
57 report to the Council on the activities and recommendations of the  
58 [Group] Team.

59 **Sec. 2. Expedited Effective Date.**

60 The Council declares that this legislation is necessary for the immediate  
61 protection of the public interest. This Act takes effect on the date on which it  
62 becomes law.



## LEGISLATIVE REQUEST REPORT

Bill 20-20

*Administration – Office of the County Executive – Business Advancement Team – Established*

**DESCRIPTION:** This Bill renames the existing Business Solutions Group as the Business Advancement Team and assigns additional duties to the Team.

**PROBLEM:** When the Department of Economic Development was abolished, our business support positions were scattered across several different departments and offices. This means that there has been a lack of continuity in our business support services.

**GOALS AND OBJECTIVES:** This effort will bring the totality of our resources together with a strategic focus to coordinate delivery of County services in support of business development and related projects.

**COORDINATION:** Office of the Chief Administrative Officer

**FISCAL IMPACT:** Office of Management and Budget

**ECONOMIC IMPACT:** Office of Legislative Oversight

**EVALUATION:**

**EXPERIENCE ELSEWHERE:** Unknown

**SOURCES OF INFORMATION:** Fariba Kassiri  
Deputy Assistant Chief Administrative Officer

**APPLICATION WITHIN MUNICIPALITIES:** NA

**PENALTIES:** None.

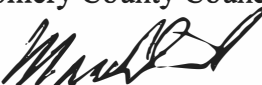


OFFICE OF THE COUNTY EXECUTIVE  
ROCKVILLE, MARYLAND 20850

Marc Elrich  
County Executive

MEMORANDUM

March 31, 2020

TO: Sidney Katz, President, Montgomery County Council  
FROM: Marc Elrich, County Executive   
RE: **Proposed Legislation: Business Advancement Team**

I am transmitting for Council introduction, the attached legislation which would rename the existing Business Solutions Group to the Business Advancement Team, assign additional duties to the Business Advancement Team and rename the non-merit position of Special Projects Manager to the Business Advancement Manager.

The additional resources that will be transferred to the Business Advancement Team will strengthen the array of business services provided by the County government. When the Department of Economic Development was abolished, our business support positions were scattered across several different departments and offices. This effort will bring the totality of our resources together with a strategic focus to coordinate delivery of County services in support of business development and related projects. The Business Advancement Team will partner with the Montgomery County Economic Development Corporation, Worksource Montgomery and related private business and non-profit organizations throughout the community to advance the County's Economic Development Mission and goals.

The benefits of this structure are numerous and include:

- More efficient deployment of County resources;
- A more visible point of entry within the government for the business community;
- Increased coordination with outside business development entities, which will help to ensure more success as the County jointly pursues its economic development objectives; and
- More effective and efficient use of County and State programs/resources that are available to serve Montgomery County companies.

As a part of this proposal, four positions will move from Finance and three positions from CEC will move to the CEX budget and become part of this new unit. These seven positions will continue to work from their current office locations.

Proposed Bill: Business Advancement Team  
March 31, 2020  
Page 2 of 2

Also attached is a legislative request report and a Fiscal Impact Statement. I look forward to the Council's approval of this bill.

cc: Marc Hansen, County Attorney  
Dale Tibbitts, Special Assistant

**Fiscal Impact Statement**  
**Bill XX-20, Administration - Business Advancement Team**

**1. Legislative Summary**

This legislation would rename the existing Business Solutions Group as the Business Advancement Team and assign additional duties to the Business Advancement Team that were previously implemented in the Department of Finance and the Office of the County Executive. The purpose of this legislation is to bring the totality of the County's resources together with a strategic focus to coordinate delivery of County services in support of business development and related projects.

**2. An estimate of changes in County revenues and expenditures regardless of whether the revenues or expenditures are assumed in the recommended or approved budget. Includes source of information, assumptions, and methodologies used.**

This Bill does not impact County revenues and would have minimal impact on expenditures related to updating publications and materials to reflect the proposed changes. These costs can be absorbed within current appropriation. To be more efficiently and effectively serving the County's business community, this legislation allows realignment of existing staff from the Office of County Executive and Department of Finance to the new Business Advancement Team.

**3. Revenue and expenditure estimates covering at least the next 6 fiscal years.**

Per Question #2, this Bill does not impact County revenues and expenditures over the next six years.

**4. An actuarial analysis through the entire amortization period for each bill that would affect retiree pension or group insurance costs.**

Not applicable.

**5. An estimate of expenditures related to County's information technology (IT) systems, including Enterprise Resource Planning (ERP) systems.**

Staff time required will be minimal and can be accommodated by current staff.

**6. Later actions that may affect future revenue and expenditures if the bill authorizes future spending.**

Not applicable.

**7. An estimate of the staff time needed to implement the bill.**

Not applicable.

**8. An explanation of how the addition of new staff responsibilities would affect other duties.**

Not applicable.

**9. An estimate of costs when an additional appropriation is needed.**

Not applicable.

**10. A description of any variable that could affect revenue and cost estimates.**

Not applicable.

**11. Ranges of revenue or expenditures that are uncertain or difficult to project.**

Not applicable.

**12. If a bill is likely to have no fiscal impact, why that is the case.**


This Bill is making structural and name changes and will have minimal fiscal impact on the County if enacted.

**13. Other fiscal impacts or comments.**

Not applicable.

**14. The following contributed to and concurred with this analysis:**

Jerome Fletcher, Assistant Chief Administrative Officer, County Executive's Office  
Pofen Salem, Office of Management and Budget

  
\_\_\_\_\_  
Richard S. Madaleno, Director  
Office of Management and Budget

  
\_\_\_\_\_  
Date

# Economic Impact Statement

Office of Legislative Oversight

## Bill 20-20

## Administration – Office of the County Executive – Business Advancement Team – Established

### SUMMARY

The Office of Legislative Oversight (OLO) believes Bill 20-20 would likely have a positive impact on the Montgomery County economy. However, the magnitude of this impact cannot be anticipated.

### BACKGROUND

In 2015, the County abolished the Department of Economic Development and transferred its duties across several different departments and offices.<sup>1</sup> This administrative restructuring has “caused a lack of continuity” in the County’s business support services.<sup>2</sup> At the request of the County Executive, the Council introduced Bill 20-20 on April 14, 2020. According to the County Executive, Bill 20-20 would “bring the totality of [County] resources together with a strategic focus to coordinate delivery of County services in support of business development and related projects.”<sup>3</sup> The bill would attempt to improve the County’s business support services by consolidating these services under the newly named Business Advancement Team, which would include a position called “Small Business Navigator.”<sup>4</sup>

The Business Advancement Team and Small Business Navigator would serve as the interface between small businesses and the County. The duties of the Small Business Navigator would include: advising County leadership on how to support small business compliance with County regulations<sup>5</sup>; advising businesses, as well as creating a database with information, on how to comply with these regulations; and identifying changes to these regulations to “improve turnaround, eliminate duplication, resolve conflicts in authority, and eliminate unnecessary regulations.”<sup>6</sup> The Team would be responsible for the following duties: providing a wide-range of constituent services for businesses operating or

<sup>1</sup> Robert H. Drummer, Senior Legislative Attorney, to County Council, Memorandum, June 26, 2015, Montgomery County Council, Maryland.

<sup>2</sup> Robert H. Drummer, Senior Legislative Attorney, to County Council, Memorandum, April 9, 2020, Montgomery County Council, Maryland.

<sup>3</sup> Marc Elrich, County Executive, to Sidney Katz, President, Montgomery County Council, Memorandum, March 31, 2020, Office of the County Executive, Montgomery County, Maryland.

<sup>4</sup> Drummer, April 9, 2020 Memorandum.

<sup>5</sup> For an overview of County business regulations, see [Montgomerycountymd.gov, Business Regulations & Laws, Montgomery County Government, Maryland, https://www.montgomerycountymd.gov/Biz-Resources/Regulatory-Environment.html](https://www.montgomerycountymd.gov/Biz-Resources/Regulatory-Environment.html) (accessed April 27, 2020).

<sup>6</sup> Where Bill 20-20 refers to “requirements and regulations,” this statement uses “regulations” as shorthand. Montgomery County Council, Bill No. 20-20 Administration – Office of the County Executive – Business Advancement Team – Established, Montgomery County, Maryland, 2-3.

# Economic Impact Statement

## Office of Legislative Oversight

planning to operate in the County; serving as a “point of contact” for businesses; and facilitating business interaction with other State, County, and local government agencies.<sup>7</sup>

### INFORMATION, ASSUMPTIONS and METHODOLOGIES

No methodologies were used in this statement. The assumptions underlying the claims made in the subsequent sections are based on the judgment of OLO staff. The primary assumptions made in this statement are the following: First, consolidating business support services within the Business Advancement Team would improve the quality of these services to businesses operating in the County. Second, the Small Business Navigator would identify redundant or unnecessary business regulations, which would facilitate regulatory reform.

### VARIABLES

The primary variables that would affect the economic impact of Bill 20-20 are the following:

- Ease of regulatory compliance—the time, cost, and number of procedures to comply with County business regulations<sup>8</sup>
- Ease of starting a business—the time, cost, and number of procedures required by the County to start a business

### IMPACTS

#### Businesses, Non-Profits, Other Private Organizations

Workforce, operating costs, property values, capital investment, taxation policy, economic development, competitiveness, etc.

OLO believes that Bill 20-20 could have a positive impact on private organizations in the County. By improving the quality of business support services, the Business Advancement Team could decrease the time it takes entrepreneurs to start a business and business owners to comply with County regulations. This time-saving effect should be strongest for small businesses, which lack compliance officers and other resources that large firms use to efficiently and effectively comply with outside regulatory requirements. Moreover, by identifying redundant or unnecessary regulations that small businesses face, the Small Business Navigator could facilitate regulatory reforms that lower the costs of complying with business regulations and starting a business.

It is impossible for OLO to guarantee, much less estimate the magnitude of, these potential time-savings and cost-savings. However, there is theoretical reason to believe that these *potential* savings, if sufficiently large, would have an impact on the Council’s priority indicators. Any financial savings, of course,

<sup>7</sup> Ibid, 3.

<sup>8</sup> The ease of compliance and starting-a-business variables are based on the World Bank’s Doing Business Index. See [Doingbusiness.org](https://www.doingbusiness.org), Starting a Business Methodology, The World Bank, <https://www.doingbusiness.org/en/methodology/starting-a-business> (accessed on April 28, 2020). |

# Economic Impact Statement

## Office of Legislative Oversight

would allow small business owners to offset operating and employment costs, and to increase capital investments. Improving the ease of starting a business and regulatory compliance for small businesses could lead to gains in economic development and the County's competitiveness relative to other jurisdictions in the Washington D.C. metropolitan region. Moreover, it is possible that some taxes on businesses could be eliminated if regulatory reform occurs as a result of what the Small Business Navigator finds. However, OLO sees no clear connection between Bill 20-20 and property values.

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### Residents

Employment, property values, taxes paid, etc.

As previously stated, OLO cannot guarantee, much less estimate the magnitude of, the time-savings and cost-savings that Bill 20-20 could potentially generate for small businesses. If sufficiently large, these savings could generate employment gains for County residents, which would increase taxes paid. However, OLO sees no connection between Bill 20-20 and property values for County residents.

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### WORKS CITED

Doingbusiness.org. Starting a Business Methodology. The World Bank, <https://www.doingbusiness.org/en/methodology/starting-a-business>.

Drummer, Robert H., Senior Legislative Attorney, to County Council. Memorandum. June 26, 2015. Montgomery County Council, Maryland.

Drummer, Robert H., Senior Legislative Attorney, to County Council. Memorandum. April 9, 2020. Montgomery County Council, Maryland.

Elrich, Marc, County Executive, to Sidney Katz, President, Montgomery County Council. Memorandum. March 31, 2020. Office of the County Executive. Montgomery County, Maryland.

Montgomery County Council. Bill No. 20-20 Administration – Office of the County Executive – Business Administration Team – Established. Montgomery County, Maryland.

Montgomerycountymd.gov. Business Regulations & Laws. Montgomery County Government, Maryland, <https://www.montgomerycountymd.gov/Biz-Resources/Regulatory-Environment.html>.

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### CAVEATS

Two caveats to the economic analysis performed here should be noted. First, predicting the economic impacts of legislation is a challenging analytical endeavor due to data limitations, the multitude of causes of economic outcomes, economic shocks, uncertainty, and other factors. Second, the analysis performed here is intended to *inform* the legislative process, not



# Economic Impact Statement

Office of Legislative Oversight

determine whether the Council should enact legislation. Thus, any conclusion made in this statement does not represent OLO's endorsement of, or objection to, the bill under consideration.

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## CONTRIBUTIONS

This economic impact statement was drafted by Stephen Roblin (OLO).

## Response to Questions from Councilmember Friedson

May 5, 2020

### Office of Labor Relations:

1. Are all the positions from HR proposed to move into the Office of Labor Relations encumbered?

**Yes**

Are they currently performing the same labor relations functions they will be under the new management structure? **Yes**

2. Is there a reason why this action didn't occur following the Council's approval of the Chief Labor Relations Officer position and is now being introduced as emergency legislation? What significant public interest is being served by bypassing standard legislative processes to enact as emergency legislation?

**There may have been a misunderstanding – it was not intended to be expedited legislation. As far as why this action didn't take place following the creation of the Chief Labor Relations Officer last year, it was because we decided to wait and submit this bill as part of the budget process.**

3. What role did the Chief Labor Relations Officer play in this year's bargaining process and specifically what about the current structure inhibited his ability to serve the public interest and/or the county government?

**The Chief Labor Relations Officer is the voice of the County in all labor relations matters and is responsible for managing and coordinating collective bargaining with the various unions. In this year's bargaining cycle, the Chief Labor Relations Officer directly negotiated agreements with MCGEO and the FOP, which included adopting a more collaborative negotiation process called interest-based bargaining for the first time in County history. He also provided guidance on the County's negotiation strategy and authority to the lead negotiator in the negotiations with the IAFF. Currently, the Chief Labor Relations Officer has a staff of employees who are responsible for implementing the County's labor relations policies and assisting in the development and negotiation of the County's bargaining positions. These employees are currently situated in the Office of Human Resources, whereas the Chief Labor Relations Officer sits within the Office of the County Executive. The creation of the Office of Labor Relations harmonizes the internal organizational structure. The establishment of the Office of Labor Relations also demonstrates the County's commitment to strengthen the relationship with the unions. This was one of the very reasons the Chief Labor Relations Officer position was created, and this legislation supports that aim.**

4. Are there plans to make any changes to the roles/responsibilities/position descriptions that are proposed to be moved under the Chief Labor Relations Officer?

**Generally, the roles, responsibilities and position descriptions have remained the same. However, there is the possibility that certain position titles will be modified from HR Specialist to Labor Specialist to reflect the relocation of the position from the Office of Human Resources to Office of Labor Relations. The classification and compensation associated with the positions remain unchanged and the Chief Labor Relations Officer anticipates that the position descriptions will have few substantive changes. The Chief Labor Relations Officer has implemented a new internal structure to divide the responsibilities of the Office in a more efficient manner between collective bargaining/collaborative program and contract management/grievances/employee relations.**

If so, who will the Chief Labor Relations Officer oversee those changes, and when should we expect them to occur?

**The internal re-organization has already been implemented. The position title modifications will be coordinated with the Office of Human Resources. The Chief Labor Relations Officer anticipates any changes will be completed during the next fiscal year.**

#### **Business Advancement Team:**

5. Last year's reorganization was focused on the RSC's being better utilized to more proactively serve local businesses. It was predicated, based on my understanding, on the idea that the RSC staffs were already doing much of this work, had been understaffed following the Great Recession, and were better equipped to do outreach to local businesses because they were in the community rather than in the EOB. This approach appears to be a departure from that effort. Could you explain the change in direction/approach or if the two approaches are, in fact, philosophically aligned?

**Last year, the RSC Directors received the additional staffing of the Business Solutions Group (BSG) to work physically at their locations. The BSG served as an onsite presence since the BSG provides community services including outreach to local businesses. This does not change with the Business Advancement Team (BAT). This change enhances the BSG in two distinct ways. First, it allows them to have one distinct leadership figure and structure, as the Manager of the Business Advancement Team will oversee the BSG. Secondly, it allows them to work closer staff members who share the same or similar focus on small and local business support and programming. There is not a change in approach. The team that was physically relocated to the RSCs will remain there; these two approaches are philosophically aligned.**

6. Where will the Business Advancement Team report for work on regular business days (once we are back to a normal work environment)?

**The Business Advancement Team will be located in two places. The Business Solution Group will remain at their respective RSCs to continue providing direct services to those in the community in various parts of the County. The other staff in the EOB will remain in their current space in the CEX and finance offices until a space that is large enough to co-locate everyone together is identified. If telework is increased based on the COVID-19 crisis, then it is**

**possible office space may be freed up. Until then, we will use technology and communication to ensure the team stays connected.**

7. For the positions from Finance, were the Conference Center, EDF and Incubator positions doing similar roles in Finance and are just being moved to CEX to perform those functions as part of this new team? Or are the roles changing? Please explain.

**These roles are staying the same. This realignment is a chance to bring pre-existing small/local business and economic development roles closer together under the same leadership to better coordinate among those with similar professional portfolios.**

8. Are there any changes to the roles and responsibilities being transferred from the Community Engagement Cluster? **No**

9. What is the reporting structure of the Team?

**This team will report to the Business Advancement Team Manager, who will be Tina Benjamin. There will also be oversight of the Business Advancement Team from Assistant Chief Administrative Officer, Jerome Fletcher.**

Only the duties of the Small business Navigator are specifically delineated. Is there a reason why other positions aren't similarly prescribed in the legislation?

**The original legislation only outlined the duties of the Small Business Navigator. This legislation builds off the legislation that created the Small Business Navigator and the other roles. This approach was taken, after close coordination with Mr. Drummer and the County Attorney, to codify creation of this new unit within Office of the County Executive and clarify other roles. I am sure, Mr. Drummer and Mr. Hansen can explain further.**

Does anyone report to the Small Business Navigator or are those responsibilities exclusively tied to that position? **No one reports to the Small Business Navigator.**

10. Are all positions expected to be part of this Team encumbered? **Yes**

11. My understanding was that a deputy was to be named. Has that candidate been identified? Is that a new position or someone moving in from an existing position?

**There will be an Assistant Manager role that will be filled from someone in an existing County position in order to not create a need for new funding for a new FTE.**

12. My understanding was that the Master Plan Coordinator(s) was to be part of this group. Perhaps I missed it but didn't see those functions as part of the responsibilities of the office. If I didn't miss it, is there a change expected to those functions/roles as are currently being performed?

**The Master Plan Coordinator(s) will not be a direct part of this group. It was decided that those duties did not closely align with the members of the Business Advancement Team. However the Business Advancement Team will work closely with the Master Plan Coordinators on all relevant issues. There is no expected change in those functions/roles currently being performed.**

13. For the following on Lines 30-32, C(5) will there be a regular report published?

**This particular task is an ongoing function of the Small Business Navigator. The BAT can identify specific actions taken in regard to changes in regulations and requirements in its Annual Report, due on September 15<sup>th</sup> of each year.**

*“identify changes to regulations and requirements that would improve turnaround, eliminate duplication, resolve conflicts in authority, and eliminate unnecessary regulations and requirements”*

14. On line 45, what does “providing leadership and oversight of business programs” mean from a day-to-day perspective?

**It means enhanced communication and coordination of the various staff and programs. There will be one central figure to ensure information is shared and assignments are not missed and more likely to fall through the cracks without a central office structure.**

**Director of Strategic Partnerships:**

15. Is this position currently filled? **No** If not, who is carrying out the duties of overseeing the Criminal Justice Coordinating Committee? **Assistant Chief Administrative Officer Caroline Sturgis**

16. How does this role differ from those currently being performed by a Special Assistant? Is there a plan to change the roles and responsibilities for that existing role?

**As you know, a Special Assistant currently is a liaison to the Council as well as the person responsible for all boards, committees, and commissions and is also the executive contact on the public safety towers, as well as numerous other projects. Because the responsibilities for the executive director of the CJCC did not constitute full-time work, the former executive director also handled numerous encounters and issues for the public in a variety of areas. Those responsibilities and functions have been added to the duties of the Special Assistant so that they can be managed more coherently. In addition, the Special Assistants work with the Correspondence Manager to understand existing issues and resolve them as needed.**

17. How does this new role “Director of Strategic Partnerships” differ from the Special Assistant role?

**Please see above and below.**

18. If the position is not needed and the duties can be easily absorbed by an existing position, why isn't the position being eliminated as part of the CE's restructuring plan to “right size” county government? How does this action comply with the Council's expressed intent for a continuity of services approach to the budget?

**The position as it was previously structured did not make full use of existing resources; it was too narrowly focused and as discussed above, the Executive Director ended up handling other issues that are better addressed by Special Assistants and others. In terms of “continuity of services”, this is an existing position, it is being put to better use. We think this position can**

**be helpful in being more responsive to the community and council. The Director of Strategic Partnerships will be focused on engaging with the Council, helping coordinate responses and communication in a timely manner. The Director will also be in regular contact with community partners so that we understand the needs and actions and respond efficiently and effectively.**

**Chief Digital Officer:**

**Soon, we will be submitting the formal legislative package for the Chief Digital Officer. When we send the package, we will also send comprehensive answers to these questions. Thank you.**

19. Please explain the rationale for this move. Last year, we were asked – on an emergency basis, as well – to create this position, specifically in the CEX, in order to elevate the issues of data security and other strategic technology issues outside the day-to-day technological capacity for which the Director of Technology Services is focused on a daily basis.
20. Please explain, after not filling the position for a year, what caused the change and why, and how the needs identified last year which required emergency legislation will be better served with this completely different approach.

**Civilian Asst. Chief of Police:**

21. I didn't see this on your chart but was under the impression it was part of this package. Could you please confirm?

**No, this item has not been submitted to the Council yet as the executive regulation for the position description was posted in the April register and closed on April 30th. The item will be submitted to Council later this week.**

22. Is this a new position? Repurposing of an existing position? If repurposing of an existing position, does it impact policing/eliminate a sworn officer from the department? If new, how is it revenue neutral?

**This is a new position; the funding will be supported by abolishing a vacant Police Captain position. The Civilian Assistant Chief will oversee a newly created bureau within the Department, the Community Relations Bureau. When this bureau is created, several currently existing divisions will be transferred into this bureau to increase oversight and limit span of control to ensure quality of services. The current plan is to transfer the Community Engagement Division, Policy and Planning Division, and the Public Information Office into this new bureau. In addition, the Police Department is planning to merge the School Resource Officer program into the Community Engagement Division. Finally, this Assistant Chief would research and implement evidence-based policing models through the entire department via the Policy and Planning Division. By taking these programs from existing bureaus, it will reduce the span of control for three of the current bureau Chiefs. However, the actual reduction in span of control for each of the bureaus would be minor, because the transferred**

**divisions are relatively small in comparison to others in the department. A vacant Police Captain position is being abolished to ensure that the creation of the fifth Assistant Chief (Civilian) position will be close to cost neutral. The average cost of a Police Captain (Midpoint salary = \$129,765) is roughly equivalent to the cost of a new Civilian Assistant Chief assuming a mid-point hire (Midpoint salary = \$157,505). Given the minor variance and unknown hiring salary this action is not expected to have a material impact on County expenditures.**

23. Do we have a position description? **Yes. It will be submitted with the legislation.**

What professional background will be required?

**The position requires at least 7 years of progressively responsible leadership experience, of which 5 years were in a management level capacity. Work in police/law enforcement environment is preferred. The educational requirement is a Bachelor's Degree in public administration, public policy, business administration, criminal justice, law or related field from an accredited college or university. An equivalent combination of education and experience may be substituted.**

Will the Chief select the individual or will the CE/CAO?

**The Chief will nominate the individual, the CE will select the final candidate, and the Council will approve and confirm the individual.**