

Introduced 2/1/16  
Public Hearing 2/16/16  
Council Action 3/7/16  
Executive Action \_\_\_\_\_  
Effective Date \_\_\_\_\_

### County Council Of Howard County, Maryland

2016 Legislative Session

Legislative Day No. 2

Bill No. 11 -2016

Introduced by: The Chairperson at the request of the County Executive

AN ACT reorganizing the Executive Branch of County Government pursuant to Section 403 of the Howard County Charter; removing the Office of Transportation within the Department of County Administration and transferring that function to the Department of Planning and Zoning; removing certain positions from the list of positions appointed by the Chief Administrative Officer, clarifying certain duties; making certain technical corrections; and generally relating to the Executive Branch of County Government.

Introduced and read first time February 1, 2016. Ordered posted and hearing scheduled.

By order Jessica Feldmark  
Jessica Feldmark, Administrator

Having been posted and notice of time & place of hearing & title of Bill having been published according to Charter, the Bill was read for a second time at a public hearing on February 16, 2016.

By order Jessica Feldmark  
Jessica Feldmark, Administrator

This Bill was read the third time on March 7, 2016 and Passed       , Passed with amendments       , Failed       , was withdrawn

By order Jessica Feldmark  
Jessica Feldmark, Administrator

Sealed with the County Seal and presented to the County Executive for approval this \_\_\_\_\_ day of \_\_\_\_\_, 2016 at \_\_\_\_\_ a.m./p.m.

By order \_\_\_\_\_  
Jessica Feldmark, Administrator

Approved/Vetoed by the County Executive \_\_\_\_\_, 2016

\_\_\_\_\_  
Allan H. Kittleman, County Executive

NOTE: [[text in brackets]] indicates deletions from existing law; TEXT IN SMALL CAPITALS indicates additions to existing law; ~~Strike-out~~ indicates material deleted by amendment; Underlining indicates material added by amendment.

1 **Section 1. Be It Enacted by the County Council of Howard County, Maryland, that the**  
2 **Howard County Code is amended as follows:**  
3 *By amending:*  
4 *Title 1- Human Resources*  
5 *Section 1.306 "Executive Exempt"*  
6 *paragraph (3) of subsection (b)*  
7  
8 *By amending:*  
9 *Title 6 – County Executive and the Executive Branch*  
10 *Section 6.201 "Department of County Administration"*  
11  
12 *By repealing:*  
13 *Title 6 – County Executive and the Executive Branch*  
14 *Section 6.408 "Office of Transportation"*  
15  
16 *By renumbering:*  
17 *Title 16 – Planning, Zoning and Subdivisions and Land Development Regulations*  
18 *Section 16.801 "The Department of Planning and Zoning"*  
19 *paragraph (13) of subsection (c) to be paragraph (14)*  
20  
21 *By adding:*  
22 *Title 16 – Planning, Zoning and Subdivisions and Land Development Regulations*  
23 *Section 16.801 "The Department of Planning and Zoning"*  
24 *Paragraph (13) to subsection (c)*  
25  
26 *By amending:*  
27 *Title 21 - Traffic Control and Transportation*  
28 *Section 21.502 "Public Transportation Board"*  
29 *Subsection (d)*  
30  
31 *By amending Title 28 - Downtown Columbia*

1                    *Section 28.107 "Duties"*

2

3                                    **Title 1. Human Resources**

4

5    **Subtitle 3. Pay Plan.**

6

7                    **Section 1.306. Executive exempt.**

8

9                    (b) *Appointing Authorities.* Appointing authorities for executive exempt employees are  
10 as provided in this subsection.

11

12                    (3)    *Chief Administrative Officer.* The Chief Administrative Officer, with the  
13 approval of the County Executive, is the appointing authority for the  
14 following positions:

15

16                    Administrative Assistant, serving as the Secretary to the Chief  
17 Administrative Officer;

18

19                    Administrator of the Office of Community Sustainability;

20

21                    [[Administrator of the Office of Transportation;]]

22

23                    Executive Assistant I, serving as the Assistant to the Chief Administrative  
24 Officer;

25

26                    Executive Assistant II, Assistant to the Chief Administrative Officer;

27

28                    Budget Administrator;

29

30                    Deputy Chief Administrative Officer;

31

32                    Human Services Manager I, serving as the Workforce Development  
33 Administrator;

34

35                    Human Resources Administrator;

36

37                    Human Services Manager II, serving as the Human Rights Administrator;

38

39                    Labor Relations Coordinator; and

40

41                    Public Information Administrator.

42

43                                    **Title 6. County Executive and the Executive Branch.**

44

45    **Subtitle 2. Administrative Departments and Offices.**

46

47                    **Section 6.201. Department of County Administration.**

48

- 1 (a) *Department of County Administration*: There is a Department of County  
2 Administration. The qualifications of its director and the nature of its duties and  
3 responsibilities are set forth in subtitle 4, "Department of County Administration," of title  
4 6, "County Executive and the Executive Branch," of the Howard County Code.
- 5 (b) *Office of Budget*: There is an Office of Budget. The qualifications of its administrator  
6 and the nature of its duties and responsibilities are set forth in section 22.400A, "Office of  
7 Budget," of subtitle 4, "Budget Procedures," of title 22, "General Provisions, Penalties,  
8 etc.," of the Howard County Code.
- 9 (c) *Office of Human Rights*: There is an Office of Human Rights. The qualifications of  
10 its administrator and the nature of its duties and responsibilities are set forth in Subtitle 2,  
11 "Human Rights," of Title 12, "Health and Human Services," of the Howard County Code.
- 12 (d) *Office of Central Services*: There is an Office of Central Services. The qualifications  
13 of its administrator and the nature of its duties and responsibilities are set forth in Subtitle  
14 4, "Department of County Administration" of Title 6, "County Executive and the  
15 Executive Branch" of the Howard County Code.
- 16 (e) *Office of Human Resources*: There is an Office of Human Resources. The  
17 qualifications of its administrator and the nature of its duties and responsibilities are set  
18 forth in Subtitle 1, "Human Resources Administration" of Title 1 "Human Resources," of  
19 the Howard County Code.
- 20 (f) *Office of Public Information*: There is an Office of Public Information. The  
21 qualifications of its administrator and the nature of its duties and responsibilities are set  
22 forth in Subtitle 4, "Department of County Administration," of [this] Title-6, "County  
23 Executive and the Executive Branch," of the Howard County Code.
- 24 (g) *Office of Purchasing*: There is an Office of Purchasing. The qualifications of its  
25 administrator and the nature of its duties and responsibilities are set forth in Subtitle 4,  
26 "Department of County Administration," of [this] Title 6, "County Executive and the  
27 Executive Branch," of the Howard County Code.
- 28 (h) *Office of Community Sustainability*. There is an Office of Community  
29 Sustainability. The qualifications of its Administrator and the nature of its duties and  
30 responsibilities are set forth in Subtitle 4, "Department of County Administration" of this  
31 Title of the Howard County Code.

1 ~~[[i) Office of Transportation. There is an Office of Transportation. The qualifications of~~  
2 ~~its Administrator and the nature of its duties and responsibilities are set forth in Subtitle~~  
3 ~~4, “Department of County Administration” of this Title of the Howard County Code.]]~~

4 ~~[[j]]i) Office of Workforce Development. There is an Office of Workforce Development.~~  
5 ~~The qualifications of its Administrator and the nature of its duties and responsibilities are~~  
6 ~~set forth in Subtitle 4, “Department of County Administration” of this Title of the~~  
7 ~~Howard County Code.~~

8  
9 **Title 16. Planning, zoning and subdivisions and land development regulations.**

10 **Subtitle 8. Department of Planning and Zoning.**

11  
12 **Section 16.801. The Department of Planning and Zoning.**

13 (c) *Duties and Responsibilities.* The Department of Planning and Zoning shall  
14 comprehensively plan for the growth and development of the County, including but not  
15 limited to the functions set forth in this subsection.

16 (13) *TRANSPORTATION.* THE DEPARTMENT OF PLANNING AND ZONING SHALL  
17 PROMOTE AND ENHANCE THE COUNTY’S TRANSPORTATION AND TRANSIT  
18 OPERATIONS BY PERFORMING THE FOLLOWING FUNCTIONS:

- 19 (I) COORDINATING THE ACQUISITION, MANAGEMENT, FUNDING, AND  
20 OPERATION OF TRANSIT SERVICES OF A MULTIJURISDICTIONAL  
21 TRANSPORTATION ENTITY;
- 22 (II) DEVELOPING AND MANAGING TRANSPORTATION ALTERNATIVES TO  
23 SINGLE OCCUPANCY VEHICLES;
- 24 (III) DEVELOPING AND INSTITUTING POLICIES AND PROCEDURES FOR  
25 TRANSPORTATION IN THE COUNTY AND REGION;
- 26 (IV) OVERSEEING AND PROVIDING SUPPORT FOR THE PUBLIC  
27 TRANSPORTATION BOARD;
- 28 (V) ESTABLISHING AND MAINTAINING OFFICIAL AND INFORMAL  
29 ASSOCIATIONS WITH VARIOUS FEDERAL, STATE, AND LOCAL  
30 OFFICIALS AND PROFESSIONALS TO FACILITATE AND PROMOTE THE  
31 COUNTY’S TRANSPORTATION GOALS AND OBJECTIVES; AND

1 (VI) REPRESENTING AND PROVIDING ADVICE TO THE COUNTY  
2 EXECUTIVE ON TRANSIT AND TRANSPORTATION ISSUES.

3 (14[[13]]) *Other duties and responsibilities.* The Director of Planning and Zoning  
4 may assign any administrative and/or supervisory duties and  
5 responsibilities to the Deputy Director of Planning and Zoning. The  
6 Department of Planning and Zoning is responsible for other functions  
7 prescribed by directive of the County Executive or by law.  
8

9 **Title 21. Traffic Control and Transportation.**

10 **Subtitle 5. Public Transportation.**

11  
12 **Section 21.502. Public Transportation Board.**

13 (d) *Executive Secretary.* The [[Transportation Coordinator or the Coordinator's]]  
14 DIRECTOR OF THE DEPARTMENT OF PLANNING AND ZONING OR THE DIRECTOR'S  
15 designee shall serve as Executive Secretary to the Board and shall attend all meetings.  
16

17 **Title 28. Downtown Columbia.**

18 **Subtitle 1. Downtown Columbia Partnership.**

19  
20 **Section 28.107. Duties.**

21 The Downtown Columbia Partnership shall:

- 22 (1) Fulfill the responsibilities assigned to it by the Downtown Columbia Plan,  
23 including the responsibilities assigned to it by the CEPPAS;  
24 (2) Market the District as a vibrant, economically robust, and desirable place to live,  
25 work, and play;  
26 (3) Beautify the District and maintain open spaces and amenity areas including the  
27 pathways required by CEPPA 12 and CEPPA 18;  
28 (4) Contract with the Downtown Columbia Housing Foundation as described in this  
29 title to provide affordable housing assistance as an amenity within the District in  
30 accordance with the Downtown Columbia Plan, the Downtown CEPPA  
31 Implementation Chart and section 28.116 of this title;

- 1 (5) Utilize at least 50 percent of the revenue collected pursuant to CEPPA 25 for the  
2 implementation of transportation initiatives in the shuttle feasibility study or other  
3 direct transit services within the district;
- 4 (6) Facilitate the implementation of the community framework for environmental  
5 sustainability in accordance with the environmental sustainability program as  
6 described in the Downtown Columbia Plan;
- 7 (7) Coordinate with the Columbia Association, the County, property owners, and  
8 others for programming spaces that are intended for public use in the District;
- 9 (8) Promote and contract with the County [[Office of Transportation]] DEPARTMENT  
10 OF PLANNING AND ZONING to implement the Transportation Demand Management  
11 Plan in accordance with the Downtown Columbia Plan; and
- 12 (9) Promote public safety and provide security patrols.

13

14 ***Section 2. And Be It Further Enacted by the County Council of Howard County,***  
15 ***Maryland, that this Act shall become effective 61 days after its enactment.***

BY THE COUNCIL

This Bill, having been approved by the Executive and returned to the Council, stands enacted on \_\_\_\_\_, 2016.

\_\_\_\_\_  
Jessica Feldmark, Administrator to the County Council

BY THE COUNCIL

This Bill, having been passed by the yeas and nays of two-thirds of the members of the Council notwithstanding the objections of the Executive, stands enacted on \_\_\_\_\_, 2016.

\_\_\_\_\_  
Jessica Feldmark, Administrator to the County Council

BY THE COUNCIL

This Bill, having received neither the approval nor the disapproval of the Executive within ten days of its presentation, stands enacted on \_\_\_\_\_, 2016.

\_\_\_\_\_  
Jessica Feldmark, Administrator to the County Council

BY THE COUNCIL

This Bill, not having been considered on final reading within the time required by Charter, stands failed for want of consideration on \_\_\_\_\_, 2016.

\_\_\_\_\_  
Jessica Feldmark, Administrator to the County Council

BY THE COUNCIL

This Bill, having been disapproved by the Executive and having failed on passage upon consideration by the Council stands failed on \_\_\_\_\_, 2016.

\_\_\_\_\_  
Jessica Feldmark, Administrator to the County Council

BY THE COUNCIL

This Bill, the withdrawal of which received a vote of two-thirds (2/3) of the members of the Council, is withdrawn from further consideration on March 7, 2016.

  
\_\_\_\_\_  
Jessica Feldmark, Administrator to the County Council



**FILE COPY**




**Howard County**  
*Internal Memorandum*

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**Subject:** Council Bill No. 11-2016

**To:** Dr. Calvin Ball,  
County Council Chair

**From:** Lonnie R. Robbins  
Chief Administrative Officer 

**Date:** February 11, 2016

The Administration requests that Council Bill No. 11-2016 be withdrawn at the Council's next legislative session.

If you have any questions about this matter, please feel free to contact Jennifer Sager, the Legislative Coordinator, at extension 2164. Thank you.

cc: Jessica Feldmark  
Gary W. Kuc



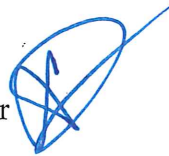
# Howard County

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Subject: Testimony on Council Bill No. 11-2016, reorganizing the Executive Branch of Government related to the Office of Transportation

To: Dr. Calvin Ball, Council Chairperson

From: Lonnie R. Robbins, County Administrator



Date: February 8, 2016

The above-referenced Council Bill reorganizes County Government pursuant to Section 403 of the Howard County Charter. The Bill removes the Office of Transportation from the Department of County Administration and transfers those functions to the Department of Planning and Zoning (DPZ). It clarifies the duty of DPZ with regard to Transportation functions.

As stated in the County Executive's correspondence of December 22, 2015, this legislation follows the observations made by the Executive's Transition Committee. The Committee found, and the experience over the last year has demonstrated, a shifting focus from public transit and roads to a greater emphasis on pathways, sidewalks, and other transportation-related elements within the Office of Transportation. As the Regional Transportation Agency ("the RTA") of Central Maryland continues to evolve and develop its public transit services, the future need of personnel resources from the County for oversight will decrease compared to the amount of personnel resources that was needed to establish the RTA. By moving the transportation function back to DPZ, transportation will be better integrated into comprehensive and community planning as well as the planning review process. The operations of the Regional Transportation Agency are managed by an outside contractor, thus reducing the need to focus County resources towards this effort.

Overall, the Administration remains committed to creating an environment for all of the citizens of Howard County that provides several transportation options, including driving, biking, walking, or taking public transit, and we believe that this reorganization will put the County on the right path to achieve that goal. We also believe that this reorganization will better integrate transportation planning with transportation services.

#### Fiscal Impact

There will be minimal fiscal impact to this proposal as staff currently assigned to the Office of Transportation will be reassigned to DPZ.

Attachment



HOWARD COUNTY OFFICE OF COUNTY EXECUTIVE  
3430 Court House Drive ■ Ellicott City, Maryland 21043 ■ 410-313-2013

Allan H. Kittleman  
Howard County Executive  
akittleman@howardcountymd.gov

www.howardcountymd.gov  
FAX 410-313-3051  
TDD 410-313-2323

December 22, 2015

The Honorable Dr. Calvin Ball, Chairperson  
Howard County Council  
3430 Courthouse Drive  
Ellicott City, MD 21043

Dear Chairperson Ball:

I am submitting this reorganization plan to the County Council in accordance with Section 403 of the Howard County Charter.

Charter Requirements

Section 403 of the Howard County Charter requires the County Executive to submit to the County Council, "a detailed explanation of the reasons for reorganization and an evaluation of the financial impacts. For purposes of this Section, 'reorganization' shall mean any change which prescribes, alters or defines functions and responsibilities and advocates, reallocates, expands or deletes powers of various departments, agencies, boards and other bodies of the Executive Branch."

The Executive Reorganization Plan must be submitted to the Council at least 120 days prior to submission of the next current expense budget, and the legislation implementing the Plan must be introduced within 60 days of submission of the Plan to the Council.

The proposal to be submitted to the County Council will pertain to the reorganization of the Office of Transportation ("OT"), the Department of Housing and Community Development ("DHCD") and the Department of Citizen Services ("DCS").

## Summary of Proposed Plans

These recommendations for reorganization are based on extensive work conducted by County residents on the transition team as well as a work group of community members and DCS and DHCD administrators. The work group conducted a comprehensive review of services we currently provide and the constituencies we serve. Their work will help to create a more robust department that will better meet the needs of our citizens, particularly as we look at a growing aging population, a large number of residents who are veterans, and children and families who need support.

### Office of Transportation

- Assign duties and function of the OT to the Department of Planning and Zoning (“DPZ”).
- There is minimal fiscal impact to this proposal as an equivalent number of staff will be reassigned to DPZ.

### Department of Housing and Community Development

- Separate the programs, functions, and personnel of the Howard County Housing Commission (“Commission”) from DHCD.
- Transfer statutory programs and grants management to the Department of Citizen Services.
- As addressed in the discussion below, there is minimal fiscal impact to this proposal.

### Department of Citizen Services

- Create an Office of Housing and Community Partnerships to include the following functions: grants management, housing opportunities, coordinated system of homeless services, community partnerships, and the multi-service center.
- Create a function within DCS that would be charged with providing support services for veterans.
- As addressed in the discussion below, there is minimal fiscal impact to this proposal.

## Office of Transportation

### Background:

The OT currently exists within the Department of County Administration and is charged with promoting and enhancing the County’s transportation and transit operations. Prior to 2011, the Office’s functions had been within the Department of Planning and Zoning.

The proposed plan will transfer those functions to DPZ. In its work, my transition committee found that there was a shifting “focus from public transportation and roads to place more emphasis on pathways, sidewalks, and other transportation elements.” The transition committee concluded that transportation planning needed to have a larger role. By placing the Office under the DPZ, the Office can be better integrated in the planning review process. As we look forward to redevelopment of Downtown Columbia and the revitalization of our aging Village Centers, building a sustainable transportation network will be critical. The OT has recently completed work on a Bicycle Master Plan and is working to finalize an update of the Pedestrian Master Plan. As we explore improving bicycle and pedestrian facilities, developing a potential future transit center, and look toward integrating our existing system with other regional systems, we will need seamless integration of transportation planning with plans for development and redevelopment.

The operations of the Regional Transportation Agency (“RTA”) are largely managed by an outside contractor with oversight from the County and the fellow member jurisdictions, thus eliminating the need to contribute a large amount of personnel resources towards this effort. Improving our current bus system is still an important objective of the administration, but I am confident that this can still be addressed by the Office acting in a supervisory role over the RTA.

#### Reorganization Synopsis:

This Reorganization Plan transfers the OT to the DPZ. Staff currently existing in the OT will remain and, therefore, there is minimal fiscal impact to the County.

#### Department of Housing and Community Development

##### Background:

The DHCD works to provide affordable housing opportunities for low and moderate income residents of Howard County. The DHCD administers a range of Federal, State, and County funded programs providing opportunities for affordable home ownership, loans and grants for special needs housing programs, rental assistance, community facilities and programs. The DHCD also provides loans for settlement and down payment assistance, assists in home ownership preparedness, operates the Community Development Block Grant, Community Legacy and the HOME program.

The Commission, an independent State chartered Public Housing Authority, began in 1990. Its Board of Commissioners consists of seven members appointed by the County Executive and approved by the County Council. The Commission develops and manages housing resources for

low and moderate income residents of Howard County. The Commission also owns and manages 1,700 residential properties (850 market-rate and 850 affordable housing units), maintains these properties, develops affordable housing opportunities for the citizens of Howard County through partnerships with developers or land acquisition for development and operates the Housing Choice Voucher Program.

Reorganization Synopsis:

**A. Separate the Housing Commission from the Department of Housing and Community Development.**

The purpose of the Housing Commission is to build and manage diverse housing units for low- and moderate-income families. It is already a separate public authority created pursuant to the provisions of Subtitle 13 of Title XIII of the Howard County Code, with the County Executive appointing the members to the Commission, with approval of the County Council. Under this Plan, the Commission will be a mostly separate entity from County government. The only links that will remain to County government include the appointment of Commission members and any other connections required by State Law. Separated in all other aspects, the Commission should be able to develop more units that are affordable using enhanced financing methods and more expedient processes.

The separation will strengthen both entities and eliminate the need to resolve the potential for or the perception that conflicts of interest exists when the Commission and DHCD are both parties to an agreement or project. The separation will also eliminate the public confusion surrounding the role of the Commission and DHCD.

The Commission currently pays for and manages 30 positions housed within the DHCD. There are eight positions in the Grants Management and Housing Opportunities (i.e., homeownership programs) divisions which directly serve County Government and these positions will be retained within County Government. There is minimal fiscal impact as the Commission currently pays 100% of the salary and benefits for Commission-function positions. Given the smaller number of employees remaining, the Grants Management and Housing Opportunities divisions would be moved into the reorganized Department of Citizens Services as a separate Office. This reorganized DCS will be able to provide a wide range of human services to our residents under one umbrella, continuing to work towards our goals of reducing homelessness and fostering self-sufficiency.

**B. Transfer all Department of Housing and Community Development statutory programs to the Department of Citizen Services; move the Grants Management**

**Division and Housing Opportunities Division to a new Office of Housing within DCS.**

Services related to the housing needs of low to moderate income families will be better met through the reorganized Department of Citizen Services where a “no wrong door” approach will ensure that our residents receive comprehensive, sustainable support. There should be minimal, if any, impact on the General Fund, as the housing positions are already funded and there are administrative positions with the existing DCS organization.

Department of Citizen Services

**Background:**

As the County’s human service agency, the Department of Citizen Services touches the lives of County residents across their lifespan. The department provides services to children and youth, their parents and guardians, persons with disabilities, family caregivers and older adults. The department plays a significant role in oversight, training and monitoring of early care and education and assisted living providers, and organizations seeking information to comply with the Americans with Disabilities Act. It also mediates, investigates and resolves consumer complaints and provides support for individuals in crisis and the non-profits who serve them. The DCS is comprised of the Office of Children’s Services, Office of Consumer Affairs and the Office on Aging. Other components of the Department include: Disabilities Services and ADA Compliance, the Community Service Partnerships program (which provides County funding to nonprofit human services agencies), Homeless Services and specific emergency management responsibilities.

**Reorganization Synopsis:**


- A. Related to the reorganization of DHCD, create an Office of Housing and Community Partnerships which will include the following divisions:**
  - 1. Grants Management**
  - 2. Housing Opportunities**
  - 3. Homeless Services**
  - 4. Community Partnerships**
  
- B. Create a function within DCS that would be charged with providing support services for veterans.**



The County must recognize the need to serve the veteran population in the County. This function will help veterans access the federal and state benefits they have earned and to connect them to the various County departments and community partnership programs that meet their needs. Carroll County is one of the neighboring counties that has such a program and has offered to act as advisor and mentor in starting up this function in Howard County. There are currently about 20,000 veterans in Howard County (7% of the population). There is minimal fiscal impact related to this creation.

I look forward to working with you and the other Councilmembers on these important matters.

Sincerely,

A handwritten signature in black ink, appearing to read "Allan H. Kittleman", with a long horizontal flourish extending to the right.

Allan H. Kittleman

County Executive

cc: County Councilmembers  
Jessica Feldmark



# Howard County

---

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From: Lonnie R. Robbins, County Administrator

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Fiscal Impact

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The proposal to be submitted to the County Council will pertain to the reorganization of the Office of Transportation ("OT"), the Department of Housing and Community Development ("DHCD") and the Department of Citizen Services ("DCS").

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#### Office of Transportation

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The operations of the Regional Transportation Agency ("RTA") are largely managed by an outside contractor with oversight from the County and the fellow member jurisdictions, thus eliminating the need to contribute a large amount of personnel resources towards this effort. Improving our current bus system is still an important objective of the administration, but I am confident that this can still be addressed by the Office acting in a supervisory role over the RTA.

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##### Background:

The DHCD works to provide affordable housing opportunities for low and moderate income residents of Howard County. The DHCD administers a range of Federal, State, and County funded programs providing opportunities for affordable home ownership, loans and grants for special needs housing programs, rental assistance, community facilities and programs. The DHCD also provides loans for settlement and down payment assistance, assists in home ownership preparedness, operates the Community Development Block Grant, Community Legacy and the HOME program.

The Commission, an independent State chartered Public Housing Authority, began in 1990. Its Board of Commissioners consists of seven members appointed by the County Executive and approved by the County Council. The Commission develops and manages housing resources for

low and moderate income residents of Howard County. The Commission also owns and manages 1,700 residential properties (850 market-rate and 850 affordable housing units), maintains these properties, develops affordable housing opportunities for the citizens of Howard County through partnerships with developers or land acquisition for development and operates the Housing Choice Voucher Program.

Reorganization Synopsis:

**A. Separate the Housing Commission from the Department of Housing and Community Development.**

The purpose of the Housing Commission is to build and manage diverse housing units for low- and moderate-income families. It is already a separate public authority created pursuant to the provisions of Subtitle 13 of Title XIII of the Howard County Code, with the County Executive appointing the members to the Commission, with approval of the County Council. Under this Plan, the Commission will be a mostly separate entity from County government. The only links that will remain to County government include the appointment of Commission members and any other connections required by State Law. Separated in all other aspects, the Commission should be able to develop more units that are affordable using enhanced financing methods and more expedient processes.

The separation will strengthen both entities and eliminate the need to resolve the potential for or the perception that conflicts of interest exists when the Commission and DHCD are both parties to an agreement or project. The separation will also eliminate the public confusion surrounding the role of the Commission and DHCD.

The Commission currently pays for and manages 30 positions housed within the DHCD. There are eight positions in the Grants Management and Housing Opportunities (i.e., homeownership programs) divisions which directly serve County Government and these positions will be retained within County Government. There is minimal fiscal impact as the Commission currently pays 100% of the salary and benefits for Commission-function positions. Given the smaller number of employees remaining, the Grants Management and Housing Opportunities divisions would be moved into the reorganized Department of Citizens Services as a separate Office. This reorganized DCS will be able to provide a wide range of human services to our residents under one umbrella, continuing to work towards our goals of reducing homelessness and fostering self-sufficiency.

**B. Transfer all Department of Housing and Community Development statutory programs to the Department of Citizen Services; move the Grants Management**

**Division and Housing Opportunities Division to a new Office of Housing within DCS.**

Services related to the housing needs of low to moderate income families will be better met through the reorganized Department of Citizen Services where a "no wrong door" approach will ensure that our residents receive comprehensive, sustainable support. There should be minimal, if any, impact on the General Fund, as the housing positions are already funded and there are administrative positions with the existing DCS organization.

Department of Citizen Services

**Background:**

As the County's human service agency, the Department of Citizen Services touches the lives of County residents across their lifespan. The department provides services to children and youth, their parents and guardians, persons with disabilities, family caregivers and older adults. The department plays a significant role in oversight, training and monitoring of early care and education and assisted living providers, and organizations seeking information to comply with the Americans with Disabilities Act. It also mediates, investigates and resolves consumer complaints and provides support for individuals in crisis and the non-profits who serve them. The DCS is comprised of the Office of Children's Services, Office of Consumer Affairs and the Office on Aging. Other components of the Department include: Disabilities Services and ADA Compliance, the Community Service Partnerships program (which provides County funding to nonprofit human services agencies), Homeless Services and specific emergency management responsibilities.

**Reorganization Synopsis:**


- A. Related to the reorganization of DHCD, create an Office of Housing and Community Partnerships which will include the following divisions:
  - 1. Grants Management**
  - 2. Housing Opportunities**
  - 3. Homeless Services**
  - 4. Community Partnerships****
  
- B. Create a function within DCS that would be charged with providing support services for veterans.**



The County must recognize the need to serve the veteran population in the County. This function will help veterans access the federal and state benefits they have earned and to connect them to the various County departments and community partnership programs that meet their needs. Carroll County is one of the neighboring counties that has such a program and has offered to act as advisor and mentor in starting up this function in Howard County. There are currently about 20,000 veterans in Howard County (7% of the population). There is minimal fiscal impact related to this creation.

I look forward to working with you and the other Councilmembers on these important matters.

Sincerely,



Allan H. Kittleman

County Executive

cc: County Councilmembers  
Jessica Feldmark