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Maryland Military Department Testimony
Fiscal Year 2021 Operating Budget

Presented to
Senate Health and Human Services (HHS) Subcommittee
Senator Melony Griffith, Chair
February 7, 2020

House Public Safety and Administration (PSA) Subcommittee
Delegate Keith E. Haynes, Chair
January 29, 2020

Introduction:

The Maryland Military Department appreciates this opportunity to update the committee on the activities of the Department and to respond to the issues raised and recommendations contained in the operating budget analysis prepared by the Department of Legislative Services (DLS).

This document contains the following information:

1. Highlights of the Maryland Military Department's key accomplishments of the past year.
2. A discussion of the key issues affecting the Department, as discussed in the analysis prepared by the Department of Legislative Services (DLS).
3. The Department's response to the recommendations of the Department of Legislative Services

Key Accomplishments:

I am pleased to submit to the budget committees our key accomplishments in fiscal year 2019 for the Maryland Military Department. This summary incorporates the accomplishments of the Maryland Army National Guard, the Maryland Air National Guard, the Maryland Emergency Management Agency (MEMA) and the Maryland Defense Force (MDDF).

As members of the Military Department, we continue to serve and protect our communities, our state, and the nation. We continue to operate in a time of limited resources; however, our success is predicated upon our making the most of our talented personnel and the resources allotted to us. Our strength lies in our diversity and inclusion while maximizing the experience and skills of its leaders and members at all levels. Every member of the department must be given the opportunity and encouragement to achieve their full potential.

The Maryland National Guard continues to support today's overseas contingency operations. Our men and women serve in ongoing missions across the globe. In 2019, we continued our strong partnerships with Estonia and Bosnia and Herzegovina under the auspices of the State Partnership Program.

Additionally, while Hurricane Dorian severely impacted the Bahama Islands and North Carolina, we were prepared to respond to any impacts from the storm. At the Governor's direction we dispatched two UH-60 Blackhawk Helicopters to North Carolina under the provisions of the Emergency Management Assistance Compact. Onboard, were the highly trained Helicopter Aquatic Rescue Teams consisting of local first responders specializing in search and rescue operations. The team's quick response is most noteworthy and reflects great credit on the readiness of our Army National Guard.

The Department is a solid contributor to the economic strength of Maryland as our fiscal impact totaled \$338.5 million. The Department's ratio of federal dollars spent for each state dollar invested is nearly 25 to 1. We continue to provide employment and education opportunities to Marylanders while providing our citizens an opportunity to serve our state and our nation.

The Maryland Military Department remains a "relevant and ready" force prepared to serve the needs of our citizens. Thank you for your support, as we continue new chapters in our long and distinguished history.

Key Issues and Discussion:

- 1. OOC should comment on why these 5 additional positions are needed, their responsibilities, and provide any additional updates regarding the current status of filling these vacancies.**

DLS recommends that the committees add language deleting 2 positions from OOC's fiscal 2021 budget allowance. The funding associated with these positions should be reappropriated to provide targeted salary enhancements for various maintenance and skilled tradesmen positions in the department with the intention of filling long-term vacancies and improving employee retention. (DLS Analysis page 7):

Agency Response:

The OOCC requires nine staff members to achieve its mission. Please see the Personnel Overview (attachment #1); the five positions being questioned by DLS are highlighted in blue. We have been operating at full strength for most of the current fiscal year until a recent departure in December. The interview process to fill that position is nearly complete, and we expect to extend an offer within the next few days. This will bring the OOCC back to full strength.

Please see Personnel Responsibilities for Five Highlighted positions (attachment #2), which describes the job responsibilities for the five positions being questioned by DLS.

The OOCC is not seeking additional manpower. Since inception in early calendar 2017 (at the time of the declaration of the state of emergency related to heroin and opiates), the OOCC has operated predominantly with full-time, contractual employees. This approach to staffing was taken in order to put the office into operation as close to immediately as possible given the nature of the emergency. Such manner of operation was never intended to be a long-term personnel strategy.

The OOCC has experienced unusually high levels of turnover since its formation. Current management believes the high levels of turnover were caused by a number of factors, primarily reliance on contractual labor arrangements. Currently the management believes that filling all of the authorized PINs and eliminating the contracts that provided the manpower for those vacant PINs is the appropriate staffing strategy for the organization for the long run.

It has become clear that the heroin and opioid crisis is not a short-term issue. We expect that the OOCC will need to continue its work for at least a decade. It has also become clear that polysubstance use (which is the use of multiple drugs simultaneously) is becoming the predominant mode of drug misuse in Maryland. We are finding that opioids are now the primary causal factor in overdoses and fatalities involving every other class of substance, including alcohol, cocaine, methamphetamine, and benzodiazepines. Substance misuse will continue to be a major public health challenge for many years to come. Accordingly, the OOCC will need to continue in its work for the foreseeable future; relying on contractual employees is not a sound long term business practice.

Based on this, the Department does not concur with the DLS recommendation to re-appropriate two positions: while the DLS recommendation is well-intentioned, the OOCC has been working to fill its PIN'd positions while eliminating the contract positions associated with those PINs. Concurrently the Department has been aggressively seeking solutions in concert with DBM and DGS to improve recruitment and retention of skilled trade workers for which the elimination of the OOCC positions was intended to improve trade salaries.

- 2. The Military Department should comment on the impact that the low number of facilities in functional status has on the operations of the Army National Guard, the role that vacancies for skilled tradesmen positions has played in maintaining National Guard facilities, and what can be done to improve hiring and retention for these positions. (DLS Analysis page 12):**

Agency Response:

The Military Department Human Resources Director has been working with DBM's Classification and Salary Division to address the recruitment of skilled trade positions which has been an issue state wide. We are in the process of reclassifying our skilled and semi-skilled trade positions, such as Plumbers, Electricians and Carpenters to the Maintenance Chief, Non-Licensed Classification series. Six reclassifications have been completed and allowed us to increase the grade of these positions by 1 or 2 grades. This will significantly increase the number of potential candidates while improving retention of existing employees. It will also allow us to consolidate our recruitment efforts and place more qualified candidates from certification lists into vacant positions. This, along with the restructuring of our Installation department, will allow us to pool and move personnel resources from installation to installation, significantly improving our ability to service and maintain our facilities in a much more efficient manner.

DLS RECOMMENDED ACTIONS:

- 1. Adopt the following narrative:**

Improving the Functionality of Army National Guard Facilities: It is the intent of the budget committees that the Army National Guard maintenance funding dedicated to improving facility functionality, as identified by the Military Department's Managing for Results performance measure, be more easily identifiable in the agency's budget. It is the intent of the committees that the Military Department, in coordination with the Department of Budget and Management (DBM), begin to budget funds within the new subprogram for maintenance expenses specifically dedicated to improving the functionality of the Army National Guard facilities beginning with the fiscal 2022 budget.

Information Request

Army National Guard maintenance funding dedicated to improving facility functionality

Authors: Military Department, DBM

Due Date: With the submission of the fiscal 2022 budget

Agency Response:

The Department **concurs** with the DLS recommendation.

2. Add the following language to the general fund appropriation: , provided that 2 regular positions shall be reduced from this budget, and that \$105,849 of funding associated with these positions may not be expended for that purpose but instead may be used only for the purpose of providing targeted salary enhancements to skilled tradesmen positions in order to reduce vacancy rates in the Army Maintenance and Operations program of the Military Department. Funds not expended for this restricted purpose may not be transferred by budget amendment or otherwise to any other purpose and shall revert to the General Fund.

Explanation: This language is intended to reduce the high vacancy rates of skilled tradesmen positions within the Military Department by improving salaries. The department cites uncompetitive salaries as a reason for difficulties with employee retention that has subsequently resulted in difficulties in maintaining an adequate number of facilities in functional status. Funding for these salary improvements will be sourced from the savings generated by the reduction of 2 regular positions in the Opioid Operational Command Center.

Agency Response:

The Department **non-concurs** with the DLS recommendation. The DLS recommendation is well-intentioned, the OCCC has been working to fill its PIN'd positions while eliminating the contract positions associated with those PINs. Concurrently the Department has been aggressively seeking solutions in concert with DBM and DGS to improve recruitment and retention of skilled trade workers for which the elimination of the OCCC positions was intended to improve trade salaries.

3. Adopt the following narrative:

Opioid Crisis Fund: The budget committees request quarterly reports for fiscal 2021 on the funding plan for the funds contained in the Opioid Crisis Fund (OCF) from the Opioid Operational Command Center (OCCC) as well as the Maryland Department of Health (MDH). These reports are to include the spending plan for these funds, including the fund source for D50H01 – Military Department Analysis of the FY 2021 Maryland Executive Budget, 2020 each line item, as well as any changes to the spending plan and any performance metrics that have been gathered by OCCC from programs receiving this funding.

Information Request: OCF quarterly reports

Authors: OCCC, MDH

Due Dates: September 30, 2020, December 31, 2020, March 31, 2021 and June 30, 2021

Agency Response:

The Department **concurs** with the DLS recommendation.

OPIOID OPERATIONAL COMMAND CENTER
Personnel Overview

	POSITION	STAFF MEMBER	INCEPTION OF OCCC	HISTORY	CURRENT
(1)	Executive Director	Schuh, Steve	MDH PIN	Moved PIN #017988 over to MEMA	Same.
(2)	Director of Communications & Legislative Affairs	Owen, Andy	MDH PIN	Moved PIN #060535 over to MEMA	Same.
(3)	Program Specialist	Coury, Michael	MDH PIN	Moved PIN #023277 over to MEMA	Interviews have been completed for this position. Offer made and accepted. Michael Coury starts 01/29/2020.
(4)	Deputy Director & Chief of Staff	Rickard, Robin	Started as a MEMA contract with UMD Center for Health & Homeland Security	Reclassified DPSCS PIN #89284 from Correctional Officer I to Program Manager Senior I	Completing paperwork to move over to special PIN.
(5)	State Partner Coordinator & Director of Planning	Gibson, Marianne	Started as a MEMA contract with UMD Center for Health & Homeland Security	Reclassified DPSCS PIN #89287 from Correctional Officer I to Program Manager II	Moved over to special PIN 12/04/19.
(6)	OIT Coordinator	TBD	Started as a MEMA contract with UMD Center for Health & Homeland Security	Reclassified DPSCS PIN #089286 from Correctional Officer I to Administrator V	Interviews have been completed for this position. To fill vacant position after former employee retired on 12/19/19. Will make an offer week of February 2, 2020.
(7)	Executive Assistant & Office Manager	Cahn, Brandi	Started as a MEMA contract	Reclassified DPSCS PIN #089285 from Correctional Officer I to Administrator II	Completing paperwork to post for this position.
(8)	Grants Manager	Cutair, Khalil	Started as a MEMA contract	Reclassified DPSCS PIN #067912 from Correctional Officer II to Administrator II	Interviews have been completed for this position. Will make offer week of January 26, 2020.
(9)	Director of Finance	Holmes, Danielle	Started as a MEMA contract	This position will stay contractual	Same.

OPIOID OPERATIONAL COMMAND CENTER
Personnel Responsibilities for Five Highlighted Positions

POSITION	RESPONSIBILITIES
(1) Deputy Director & Chief of Staff	<p>Provide strong program management, relationship building, and cohesive overall program vision and oversight (including management of program / project activities, timelines, deliverables, and budget), including but not limited to the following activities:</p> <ul style="list-style-type: none"> ● Represent the Governor when Executive Director is unavailable due to conflict of schedule ● Oversee and manage program timelines and deliverables ● Hold program staff accountable for deliverables and timelines; instill appropriate sense of urgency ● General Chief of Staff duties such as performance evaluations, timesheet approval, MS22 updates, etc. ● Oversight and coordination of all day-to-day operations ● Lead the long-term strategic organizational plan development, including but not limited to all OOC State Partner agencies and 24 local Opioid Intervention Teams ● Lead the coordination of decision-making, consensus building, and implementation process for aligned statewide strategies and objectives ● Develop, analyze, and manage program performance measurement indicators as an
(2) State Partner Coordinator & Director of Planning	<p>Provide high-level planning and policy development guidance related to the OOC Strategic Vision/ Plan; Oversee activities of the Operational Planning Section for report back to OOC Executive Director and Deputy Director; direct responsibility for State partner activity and coordination with local OIT Coordinator. Consistent statewide coordination and reporting aligned with the Inter-Agency Opioid Coordination Plan, including but not limited to the following activities:</p> <ul style="list-style-type: none"> ● Serve as primary contact with State Partners relative to overall programmatic activities and planning efforts ● Oversee a team of State Partners from 24 state agencies and state-level associations, including direct coordination with operational staff and agency leadership, evaluating and pursuing new initiatives, and ensuring effective program implementation and performance measurement ● Pursue and develop relationships with non-government and community response partners including non-profits, faith-based organizations, private sector entities, and community organizations ● Lead and support cross-agency State coordination and collaboration to share knowledge, strengthen communication, and foster relationship building, including providing meeting facilitation, logistical support and assistance in planning workshops, meetings, educational events, and preparedness training exercises ● Develop and implement opioid-related preparedness and response planning / guidance as needed to ensure coordination with State partners necessary to successfully complete the plan ● Support efforts to overcome challenges and close gaps as identified by State partners ● Facilitate the provision of technical assistance to State partners ● Disseminate, collect, analyze, and prepare State partner progress reports for program leadership and communication

- (3) Opioid Intervention Team Coordinator
- Responsible for supporting coordination of local Opioid Intervention Team (OIT) partners to improve and enhance opioid-related efforts in their communities; direct report to Executive Director and Deputy Director. Effective management and support of local jurisdiction coordination bodies (OITs), including but not limited to the following activities:
- Serve as primary contact with local partners relative to overall programmatic activities and planning efforts
 - Oversee 24 statewide Opioid Intervention Teams (OITs), including direct coordination with 24 Health Officers and 26 Emergency Managers in all 23 Maryland Counties and the City of Baltimore, as well as engagement with OIT partners from law enforcement, social services, education, criminal justice, EMS, hospitals, and other local jurisdiction entities
 - Oversee statewide OIT efforts to develop relationships with non-government and community response partners including non-profits, faith-based organizations, private sector entities, and community organizations
 - Assist local partners in meeting OIT grant submission goals and objectives and the overall state goals
 - Conduct regional meetings, preparedness education and training opportunities with OIT partners
 - Support efforts to overcome challenges and close gaps
 - Facilitate the provision of technical assistance to partners
 - Disseminate, collect, analyze, and prepare OIT Situation Reports for program leadership and communication

- (4) Executive Assistant & Office Manager
- Provide high-functioning administrative and secretarial support allowing the Executive Director and Deputy Director to focus on OOCC vision and mission, including but not limited to:
- Provide day-to-day administrative support functions to the OOCC Executive Director and Deputy Director
 - Coordinate and maintain the ED's calendar and OOCC calendar of events
 - Establish and oversee administrative policies, procedures, and regulations
 - Establish, organize and maintain electronic and paper office files of the ED
 - Contact and coordinate with partners as needed / directed to facilitate meeting coordination, including but not limited to sending out invitations, keeping track of meeting attendance, distributing meeting agenda, setting up conference call lines, and arranging for any needed printed materials.
 - Compose and conduct correspondence activities on behalf of ED and OOCC Program CEO as needed/directed.
 - Assist in copying, certifying and distributing and/or mailing documents, creating draft to final correspondence, memos, letters, spreadsheets and forms for ED.
 - Type reports and documents, create and maintain spreadsheets and word documents, proofread reports to verify accuracy.
 - Attend meetings at the request of the executive or senior management, take minutes and report back as necessary.
 - Under guidance of the ED, coordinate and prepare materials for Inter-Agency Heroin and Opioid Coordinating Council meetings and work sessions including arranging meeting rooms, refreshments, and BOC packet preparation. Ensure distribution of notices to all partners.
 - Work independently and/or with a team on special and nonrecurring and ongoing projects at the request of the ED, which may include: planning and coordinating multiple presentations, disseminating information, and organizing statewide events throughout the year.

(5) Grants Manager

Works with the Director of Finance and other staff members to ensure coordination of and compliance with all fiscal and program requirements. Performs duties related to monitoring the performance and progress of the OOCC as well as other federal grant programs for which assistance may be required including but not limited to:

- Coordination of all administrative requirements with the OOCC grant life cycle from application to close out.
- Supports the MEMA grant's Branch Manager and the OOCC Finance Director in developing and implementing the portion of the agency budget underwritten by OOCC funds.
- Advises/assists OOCC sub-recipients on OOCC program management to include match requirements (if applicable and Grants Management System (GMS) data entry (if applicable).
- Develop and maintain program databases, coordinates program information flow and reviews field reports/requests for completeness and sufficiency.
- Compiles and organizes data, conducts statistical analysis, and prepares recommendations/reports with supporting charts on OOCC state and local programs.
- Responds to special grant reporting requirements and inquiries from Governor and Legislative staffs.
- Supports completion of state grant reporting requirements.
- Completes accounting analysis and reviews
- Verifies on an as needed basis the accuracy and completeness of all OOCC awards and expenditure records.
- Prepares reports that are used to support budget development and execution.
- Reviews financial documents for completeness and accuracy.
- Reconciles with local jurisdictions and state agencies equipment receipt/payment of program purchases with agency databases.