

MONTGOMERY COUNTY ARCHIVES

**Guide to the Records of the
CHIEF ADMINISTRATIVE OFFICER
1962-1994**

Record Group 1: Executive Branch

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ADMINISTRATIVE HISTORY

Under the provisions of the Montgomery County Charter of 1948, both executive and legislative powers resided in the County Council, which appointed a County Manager to serve at the Council's discretion. However, the County Council-County Manager system was seen to be inadequate for the rapidly growing population of the County who were demanding more services and accountability from the local government. In 1970, a revised charter provided for a County Executive who would hold the same administrative and executive responsibilities and powers as a city mayor, including veto power over some Council actions. He would be responsible for administering all Montgomery County Government departments, while day-to-day operations would be supervised by a Chief Administrative Officer (CAO) appointed by the County Executive.

The CAO is the highest appointed official in Montgomery County Government and directs its day-to-day activities under the authority of the County Executive, to whom he is responsible for all planning, organizing, directing, coordinating, and budgeting functions. The CAO supervises all departments and offices of the Executive Branch, and is responsible for approval for all non-routine personnel actions and disbursement of funds, and transitions during change of administrations. The CAO also advises the County Executive on administrative matters and coordinates management review and decision-making regarding policies, programs, plans, budgets, legislation, regulations, and similar matters.

Working directly with the CAO are three Assistant Chief Administrative Officers, a Management and Public Policy Staff, a Community and Government Relations Office, and an Employee Relations section. Separately budgeted, staffed, and located are other offices which support the operating departments, such as the Personnel Office, Office of Budget and Research, Office of State Affairs, Management Information Services, and Office of Facilities Management and Services.

EXTENT

33 cubic feet: 31 records boxes, 7 letter-size Hollinger boxes

SCOPE AND CONTENT

The records cover the years 1962 to 1994 and comprise memoranda, reports, and correspondence documenting the general functions of the office as well as the activities of various CAOs in monitoring and planning the activities, policies, and organization of the departments and agencies that make up County government.

These materials have been arranged into eight series:

Series I: Robert W. Wilson

Subseries 1: Subject Files

Subseries 2: Departmental Files

Series II: General Department Files

Series III: Subject Files

Series IV: Chronological Files
Series V: Coded Issue Files
Series VI: Lewis T. Roberts
 Subseries 1: Subject Files
 Subseries 2: Department Files
Series VII: Signature Logs
Series VII: Monthly Reports to the CAO

SERIES DESCRIPTIONS

Series I: Robert W. Wilson, 1977-1983

(1 cubic foot)

Robert W. Wilson was appointed by the newly-elected County Executive Charles W. Gilchrist on December 8, 1978. As CAO he managed approximately 6,500 employees and an operating budget of nearly \$568 million. The records include memoranda, reports, and correspondence on such subjects as civil defense and emergency preparedness, community service centers, and various departmental issues.

The series is divided into two subseries, subject files and departmental files. Access to one folder is restricted as it contains confidential material relating to criminal and personnel matters.

Subseries 1: Subject Files, 1977-1982

(0.2 cubic feet)

These files, arranged alphabetically by subject, deal with specific issues, projects, and problems of concern to County government during Wilson's tenure as CAO.

Subseries 2: Departmental Files, 1977-1983

(0.8 cubic feet)

This subseries documents the functioning of County government, and various issues such as development, planning, collective bargaining, landlord/tenant affairs, and civil defense and emergency preparedness.

The files are arranged in alphabetical order by the name of the relevant County department, agency, commission, or office.

Series II: General Department Files, 1974-1987

(0.66 cubic feet)

This series covers the years 1975 to 1984 with the bulk of the records spanning 1979 to 1982, the term of County Executive Charles W. Gilchrist. The records are comprised of general departmental files and were used to monitor and plan the activities, policies, and organization of the CAO and various County departments. Included is an assortment of material from County departments, commissions, committees, boards, and official and unofficial advisory agencies. This group contains material relating to specific issues and projects handled by individual departments. The records also contain documentation of the actions and policies of state and

federal governments within the County. Most of the records consist of memoranda, reports, legislation, petitions, and complaints.

The series is arranged alphabetically by department, commission, committee, board, or agency, with specific subject files following the appropriate governmental division. Access to three files is restricted as they contain confidential information subject to protection by privacy law.

Series III: Subject Files, 1968-1972

(1.33 cubic feet)

The bulk of this series is composed of inter-governmental memoranda and correspondence to and from the Chief Administrative Officers, particularly Elisha Freeman, and includes correspondence to and from County Executive James P. Gleason and the Deputy CAOs. This series consists of a limited sampling of the complaint letters received from 1968 to 1972. Selection was based on documenting the social conditions particular to the late 1960s and early 1970s, especially the counter-culture and anti-war demonstrations of the period. The bulk of the documents cover 1971 and 1972.

The letters and memoranda were originally filed by one of three criteria: sender, recipient, and content, with no apparent consistency in organization. The folders are now arranged chronologically and then alphabetically by subject or agency title. Documents within a folder containing more than one subject have been individually noted on the upper left-hand corner. Access to two folders is restricted because their contents are subject to protection by privacy law.

Series IV: Chronological Files, 1972-1994

(11.2 cubic feet)

This series consists of the chronological reading file maintained for the CAO from the years 1972 to 1994. The files contain outgoing as well as some of the incoming correspondence, which is frequently accompanied by enclosures and supporting documents, including chronologies, appointments, reports, minutes and agendas, newsletters, brochures, bulletins, press releases, executive orders, agreements, contracts, statements, maps, questionnaires, notes, tables, regulations, clippings, and articles. There is a gap in the records from August 1990 to December 1991.

The CAOs whose activities are documented here include William Hussman, Robert W. Wilson, and Lewis T. Roberts. All served as assistant or deputy CAO prior to their elevation, and materials relating to their earlier tenures can be found in the records of the Assistant CAO and the County Executive.

The records themselves contain both routine and substantive materials, and document the day to day administration of County government. Some of the more significant topics and concerns addressed in these files are listed here for reference.

Environmental impacts, including the 1977 water crisis and the energy problems of the 1970s,

stormwater and solid waste disposal and management, the Rock Run Advanced Wastewater Treatment facility, snow removal strategies and reports of same, the Georgian Woods Fire, resource conservation and recovery, and animal control.

The growth of the County and its impact on the delivery of services, including community renewal and development projects, the Silver Spring revitalization, the development of downtown Rockville and the building of a new government center there, cable TV, mass transit and the extension of the Metro system, the establishment of the Shady Grove Life Science Center, the inter-county connector, economic development and the recruitment of business, master plans, and zoning.

Miscellaneous administrative concerns, such as various government reorganizations, several budget crises, minority hiring and compliance with affirmative action, emergency planning, relations with the police and volunteer fire departments, automation of office functions, collective bargaining agreements, reuse of closed schools, the 1992 reorganization of the Department of Health and Human Services, promulgation of administrative policies and procedures, and the donation of the Darnall Farm to the County in 1978.

The records also contain material relating to the 1977 start up of the *Montgomery County Register* and of *Overtimes*, the newsletter for County employees, and to the 1980 establishment of the Office of Management and Budget. Detailed descriptions of many County programs and projects can be found in the departmental requests for budgetary change and claims for outside-the-budget expenses. Extensive exchanges of concerns and information between the CAO and department heads are also documented in these files.

Folders in this series are in chronological order, while the materials within each folder are arranged in reverse chronological order in order to approximate the original arrangement. Two folders of restricted materials are located at the end of the series. Access to these items is denied because they contain confidential information relating to personnel, criminal, juvenile, and grand jury matters. Records in this series located in the Audiovisual RG 19 are:

- August 1983, n.d.
- August 1988
- March 1989
- May 1989
- May-June 1994

Series V: Coded Issue Files, 1975-1992
(4.33 cubic feet)

This series consists of numbered issue files maintained by the CAO during the late 1970s through the early 1990s relating to significant topics, controversial subjects, or administrative procedures for which the office was responsible. Records include correspondence, reports, notes, minutes and agendas, clippings, statements, petitions, copies of legislative bills, maps, charts,

questionnaires, agreements, brochures, position descriptions, chronologies, press releases, legal briefs, overheads, and computer printouts.

Material in the files relates to such topics as the Takoma-East Silver Spring (TESS) community and plans for its revitalization in general and the Sligo Branview Community Association in particular; efforts to improve services and productivity in County government; a legal analysis of Montgomery County's Minority/Female/Disabled Contracting Program (#1207); the Public Service Training Academy (PSTA) at Shady Grove and its use by the University of Maryland and the Police, Fire/Rescue, Corrections and Rehabilitation, and Personnel Departments; site selection for the Fairland Library and Recreation Center; the reuse of closed schools; citizen complaints; and Pathway House, a halfway house in Gaithersburg for women with alcohol addiction.

The records also include studies performed for the County by the International City Management Association on the improvement of the administration and management of County government. Many of the files document the relationship between the County Executive and various departments and agencies, the administration of County government, and personnel management. Significant attention is devoted to employee relations, and the development and implementation of policies and procedures. These records include a task force report on the Quantitative Evaluation System (QES) for employee evaluations, pay for performance for management (in the Management Agenda file), and contract negotiations with labor unions on behalf of County employees.

These files are arranged in numerical order, and there may be a gap between the earlier records, from the administration of Charles Gilchrist, and the later records generated during County Executive Sidney Kramer's tenure.

Two folders are restricted because they contain confidential information related to employment. Records in this series located in the Audiovisual RG 19 are:

- 1014.3: Rabbi Tzvi Porath, 1989
- 4507.7a: DFS School Reuse: Leland Jr. High School Official Documents, 1986
- 4702: Radio Tower at Beallsville, 1990

Series VI: Lewis T. Roberts, 1962-1987
(14 cubic feet)

Lewis T. Roberts was appointed CAO in July 1983, and served until the early 1990s. The series is divided into two subseries, Subject Files and Department Files.

Subseries 1: Subject Files, 1962-1987
(6.33 cubic feet)

This subseries consists primarily of files assembled during the years Roberts served as Assistant CAO, with bulk dates from 1973 to 1980, and a few folders that were apparently transferred from the files of Deputy CAO Robert Passmore. Records include

correspondence, reports and studies, minutes and agendas, maps, statements and testimony, press releases, notes, charts and graphs, lists, tables, agreements, booklets, legislative bills, magnetic disks, clippings, resumes, and appointments. The records document the establishment of the Economic Advisory Board by County Executive James Gleason in October 1976, and the process of producing *A Grateful Remembrance*, a history of Montgomery County written by Richard K. MacMaster and Ray Eldon Hiebert for the Bicentennial Celebration of 1976.

The files also contain a trial issue of the Montgomery County Register from November 1977, which includes executive orders and regulations, and other actions of County government; notices; and a directory of County officials. Roberts was a member of and later headed the Contract Review Committee, and records of its meetings and activities are included here.

The files also contain the records of the Blue Ribbon Committee on the Planning Process established by County Executive Charles Gilchrist. The committee had a mandate to re-examine the basic planning document of the County, the Regional District Act of 1927, in order to study the land use and development planning process, to suggest means of coordinating and balancing power, and to provide advice on increasing efficiency in planning implementation and the development of the County. The folder entitled "Principal Office Correspondence" contains the report and supporting material from the task force assigned to study the policy-making functions of County departments. Records of several department head retreats held in the mid-1980s at Dayspring, Strathmore, and Woodlawn are included in the files.

Other significant topics include Metro construction and funding, the County bus system, the development of a management reporting system, and extensive material relating to employee matters, such as salary, grievances, policies and procedures, retirement, and other benefits. The files also document the energy crises of the 1970s, the water crisis of July 1977 caused by a fire at the Washington Suburban Sanitary Commission plant, and the County's response to the snowstorms of January and February 1979.

The subseries is arranged in alphabetical order. Each folder is in reverse chronological order. Material in a binder labeled "Blue Ribbon Commission" was removed and placed in folders, but left in original order. Access to some of the files is restricted because they contain confidential employee information. Records in this series located in the Audiovisual RG 19 are:

- MACO Conference, April 1987, n.d.

Subseries 2: Department Files, 1974-1987
(7.67 cubic feet)

This set of files appears to have been set up in 1983, at the time Lewis T. Roberts was appointed CAO, succeeding Robert Wilson, but includes material from previous years.

Records include correspondence, agreements, notes, minutes and agendas, legislative bills, clippings, press releases, reports, legal briefs, statements, transcripts, maps, petitions, and printed material. These records contain significant material relating to urban planning and revitalization in general and the Bethesda and Silver Spring communities in particular; the organization, reorganization, and administration of County government; the relationship between the Executive Office and the County Council; economic development, including the County's pursuit of technology-related businesses; the environment; health issues; transportation; and personnel policies, and other records relating to the Merit System Protection Board.

Reports found in the Information Office folder consist of summary sheets from 1973, and a log most likely for the year 1974 or 1975. The bulk of the logs fall between December 14, 1977 and December 31, 1985. At least two versions of the log appear to have been maintained, one handwritten and one typed, since there is some overlap in the files. Beginning with August 1, 1984, the logs were generated by computer.

The logs recorded date received, type, subject, date out, and to whom or to which agency the matter was referred and returned. The meaning of many of the codes used (for example, "EO" for Executive Order) is not always readily apparent. These correspondence control logs provide a means of access to the chronological correspondence files of Series IV, and to the records of the individual CAOs of those years.

The logs are arranged in chronological order. The sheets within each folder were kept in reverse chronological order, reflecting the original arrangement. Records in this series located in the Audiovisual RG 19 are:

- DOT Metro Readiness Task Force Reception, 1985

Series VIII: Monthly Reports to the CAO, 1993-1994
(1 folder)

This series consists of reports submitted monthly by County departments to the CAO conveying information relating to their activities and mandates. It contains reports for the months of July to December 1993 only. The reports are arranged in reverse chronological order by month.

CONDITIONS GOVERNING ACCESS

This collection is open for research. Some material is restricted due to content or privacy reasons; folders with restricted content are marked as such in the finding aid and will not be served to researchers. If you have questions about restricted material, please contact the archivist.

LANGUAGE

English.

PROVENANCE

Some of the records were transferred from the Records Center in 1997 and 1998.

PROCESSING PROCEDURES

General processing procedures consisted of discarding duplicates, unnecessary binders, and routine transmittals. Oversized documents and photographs were removed from the original location in their assigned series and placed in separate containers. Separation sheets were inserted in the original location within the folder to indicate the new location of any records placed elsewhere.

Preservation copying of newspaper clippings was performed whenever feasible. Records in folders were arranged, unless otherwise indicated, in forward chronological order, with undated records appearing at the end of the folder.

The subject file series was substantially reduced, and only a sampling of the complaint letters was retained in order to document the social conditions particular to the late 1960s and early 1970s, particularly the counter-culture and anti-war demonstrations.

PROCESSING STAFF/FINDING AID AUTHOR

MCA staff.

BOX INVENTORY

Series I: Robert W. Wilson

Subseries 1: Subject Files

Box 1

Accident Prevention Program, 1980
Civilian Radio Dispatchers: Retirement Issues, 1970-1979
Comunidad and Spanish Speaking Issues, 1979-1980
Crossing Guard Accident, 1979
Don Sowle Associates, Inc., 1979
F.O. Day: Fieldcrest Road, 1980
Management and Public Policy, 1977-1979
Management Information Services, 1977-1979
Minority Affirmative Action, 1980
Montgomery County Employees Association, 1979-1982
Northeast Forum, 1979
Personnel Matters, 1982
Shady Grove Adventist Hospital, 1979
Smoking Withdrawal Programs, 1979
State's Attorney, 1982
Supervisor of Assessments, 1978
Taxpayer's League, 1981-1982
Thirteenth Street, D.C., 1979-1980
University Boulevard: Property Suit (HOC) Kendal, 1980
Washington Metropolitan Area Transit Authority, 1979-1982

Subseries 2: Departmental Files

Animal Control and Humane Treatment, 1979-1982
Budget and Research Office, 1977-1979
Civil Defense and Emergency Preparedness, 1978-1982
Commission for Women, 1978-1982
Community Service Center: CSC NRC Site, 1980
Community Service Center: Eastern Avenue Problem D.C.-Silver Spring Center, 1981-1982
Community Service Center: Rosemary Hills, Inc., 1979-1980
Community Service Center: Silver Spring, 1978-1979
Community Service Center: Wheaton Center, 1977-1979
Community and Economic Development Department, 1977-1979
County Attorney, 1979-1982
Department of Environmental Protection, 1978-1982
Department of Facilities and Services, 1978-1981
Department of Family Resources, 1980-1983
Department of Social Services, 1978-1983 (2 folders)
Department of Transportation: Connecticut Avenue Traffic Enforcement-Grodsky Case, 1980

(Subseries 2: Departmental Files, Cont.)

(Box 1, cont.)

Department of Transportation: East Randolph and Tamarack Roads Issues (Gudis), 1982
Department of Transportation: Mink Hollow Road Bridge Issue, 1982
Department of Transportation: Ride-On, 1980-1981
Department of Transportation: Ridesharing Program, 1982
Department of Transportation: Route 118, 1981-1982
Department of Transportation: Rozansky and Kay Woodmont Road Problem, 1982
Department of Transportation: Silver Spring Metro Parking Garage, 1979-1982
Department of Transportation: Transit Meetings and Issues, 1979-1981
Finance Department: Bonding, 1978-1981
Fire and Rescue Services Department: Apparatus, 1982
Fire and Rescue Services Department: Computer-Aid Dispatch, 1980
Fire and Rescue Services Department: Fire and Rescue Commission, 1981-1982
Fire and Rescue Services Department: Issues, 1981-1983
Health Department, 1979-1982
Health Systems Planning Department, 1980-1982
Housing and Community Development: Accessory Apartments, 1982
Housing Opportunities Commission, 1978-1979
Human Resources Office, 1978-1979
Information Office, 1981
Landlord/Tenant Affairs Office, 1977-1982
Libraries, 1979-1980
Office of Economic Development: Office Spaces in Montgomery County, 1979-1982
Office of Legislative Oversight: Report 80-1 EPAs etc., 1980
Office of Legislative Oversight: Department Evaluation, 1981
Office of Management and Budget, 1979-1982
Personnel Department, 1978-1981
Police Department: Collective Bargaining (conditional), 1981-1982
Recreation Department, 1979-1981
Washington Suburban Sanitary Commission, 1981

Series II: General Department Files

Box 2

Assorted Memoranda, Letters, 1983-1984
Charter Review Commission, 1982-1983
Community Service Centers, 1979-1983
Community Use of Educational Facilities, 1978-1980
County Attorney, 1983
Criminal Justice Commission, 1980-1983
Department of Environmental Protection, 1980-1984
Department of Facilities and Services, 1979-1983
Department of Family Resources, 1979-1983

(Series II: General Department Files, Cont.)

(Box 2, cont.)

Department of Finance, 1979-1984
Department of Transportation, 1978-1984
Fire and Rescue Services, 1978-1984
Health Department, 1980-1983
Housing, 1978-1984
Human Relations Commission, 1979-1984
Landlord-Tenant Affairs Office, 1979-1983
Library Department, 1979-1983
Liquor Control Department, 1977-1984

Box 3

Merit System Protection Board, 1984 (2 folders) **(RESTRICTED)**
Minority Affairs Office, 1983-1984
Office of Economic Development, 1979-1980
Office of Management and Budget, 1979-1980
Personnel Office, 1975-1983
Police Department, 1976-1984
Recreation Department, 1979-1984
Social Services Department, 1979-1984
Washington Suburban Sanitary Commission, 1979-1981
[Untitled] **(RESTRICTED)**

Series III: Subject Files

Box 4

Budget-Courthouse, 1968-1971
Communication-Detention Center, 1968-1971
County Attorney-County Council, 1970-1971
District Court-Finance Department, 1969-1971
Fire Board-Inspection and Licenses, 1970-1971

Box 5

Health Department, 1969-1971
Housing Authority (w/Watkins Glen Project)-Humane Society, 1970-1971
Juvenile Detention-Personnel, 1970-1971
Police (w/Kenyon Ballew Shooting), 1970-1971
Program Coordination-Public Works, 1971
Purchasing-Social Services, 1970-1971
Solid Waste-Taxes, 1970-1971
TESS (Takoma-East Silver Spring)-Youth Rehabilitation Center, 1970-1971
1971 **(RESTRICTED)**
County Council-Drug Abuse, 1971-1972

(Series III: Subject Files, Cont.)

(Box 5, cont.)

Environmental Protection, 1971-1972
Finance-Health Department, 1972
Human Resource Coordination-Libraries, 1971-1972
Maryland Association of CAOs-Recreation, 1971-1972
Personnel Board-Personnel, 1972
Public Works, September 20, 1971-June 29, 1972
Public Works, July 3-December 14, 1972
Refuse-WSTC, 1971-1972
[Untitled] **(RESTRICTED)**

Series IV: Chronological Files

Box 6

March 1972-July 1978 (19 folders)

Box 7

August 1978-May 1980 (18 folders)

Box 8

June 1980-November 1981 (17 folders)

Box 9

December 1981-September 1983 (16 folders)

Box 10

October 1983-May 1985 (16 folders)

Box 11

June 1985-September 1986 (15 folders)

Box 12

October 1986-March 1988 (12 folders)

Box 13

April 1988-March 1989 (14 folders)

Box 14

April 1989-February 1990 (15 folders)

Box 15

March 1990-August 1992 (17 folders)

(Series IV: Chronological Files, Cont.)

Box 16

September 1992-August 1994 (18 folders)

Box 17

September-December 1994 (3 folders)

1975-1994 (2 folders) **(RESTRICTED)**

Series V: Coded Issue Files

Box 18

901: Housing Opportunities Commission (HOC) Investigation (2 folders), 1975-1982

902: McNamara Task Force, 1981-1983

903: Shooting Death, Michael Moore, 1982

906: Personnel Advisory Committee (PAC), 1982

907: Medical Center--Dr. Offen, 1979-1981

908: Silver Spring Station 1, 1981

909: Management Agenda: MACA Presentation, 1978-1981

911: ASPA Program, 1982-1983

913: Taylor-Cichy Issue, n.d.

914: SPECS: ACAO, Management Staff, 1980-1981, n.d.

915: Office of Economic Development (OED) Evaluation, 1980

916: Management Report FY 82, 1978-1980, n.d.

916: Management Report FY 82, 1981-1982

917: Management Report FY 83, 1980-1981, n.d.

918: Alternative Services Delivery Project, 1982-1984, n.d.

920: Urban Maintenance Project, 1983

921: Employee Relations Transfer, 1979-1981

922: Salary Cap FY 82, 1981, n.d.

924: Martin Luther King Holiday, 1982-1983

925: Salary Cap FY 83 (Bill 13-82), 1982

926: Salary Cap FY 84, 1983, n.d.

927: Ombudsman (Bill 14-82), 1975, 1980-1983, n.d.

928: Urban Consortium I, 1985

929: Moderately Priced Dwelling Units (MPDU) Ebbert Issue, 1981-1986, n.d.

930: Feissner Issue, 1986

931: Burning Bush Fire Investigation, 1984-1986

932: Personnel Management Work Program (PMWP) FY 84/85, 1981-1984

1014.1: Taxi Taxi, 1989, n.d.

1014.2: Ronald Feit, 1989, n.d.

1014.3: Rabbi Tzvi Porath, 1988-1989

1203: Food Services Contract, 1989

1203: Food Services Contract Committee, 1980, 1986, n.d.

1203: Food Services Contract Committee, 1987

(Series V: Coded Issue Files, Cont.)

Box 19

- 1204: Professional Services to Committee on Structure of Government Impact Analysis FY 87, 1987
- 1205: Cafeteria Contract, Service America Corporation, 1987
- 1207: Contracting MFD 1988 Revisions, 1988
- 1208: Kimmel and Kimmel Contract Dispute, Montgomery County Detention Center Expansion, 1988-1989
- 2006: Public Service Training Academy (PSTA) Administration, 1982-1983
- 4202.1: Fairland Report 1988, 1988-1989
- 4202.2: Fairland General, 1988, n.d.
- 4202.3: Fairland Correspondence File, 1988
- 4202.4: Fairland Agency Responses, 1988, n.d.
- 4202.5: Fairland Data, 1988, n.d.
- 4202.6: Fairland Presentation, n.d.
- 4202.7: Fairland Government Services Workpapers, 1988-1989, n.d.
- 4202.8: Fairland Government Services Public Hearing for Site Selection Decision, 1989
- 4202.9: Fairland-East County Government Center, 1981, 1989, n.d.
- 4202.10: Fairland Executive Summary, 1989, n.d.
- 4502.5: Department of Facilities and Services (DFS), Bethesda--Walsh Street, 1990
- 4502.5a: Walsh Street Property Disposition, 1988-1990
- 4503: DFS, Art in Public Architecture Program, 1981-1986, n.d.
- 4507: DFS, School Reuse: Project Meeting Notes, 1984, n.d.
- 4507.1: DFS, School Reuse--General I, 1984-1986, n.d.
- 4507.2: DFS, School Reuse: Legal Framework, 1976-1987, n.d.
- 4507.3: DFS, School Reuse: Revised Policy 83-84, 1983-1984
- 4507.4: DFS, School Reuse: Revised Procedures FY 87, 1987
- 4507.5: DFS, School Reuse: Kensington Junior High School, 1984-July 1986, n.d.
- 4507.5: DFS, School Reuse: Kensington Junior High School, August-November 1986
- 4507.6: DFS, School Reuse: Peary, 1983-April 1986, n.d.
- 4507.6: DFS, School Reuse: Peary, June 1986-1987
- 4507.7a: DFS, School Reuse: Leland Junior High School, Official Documents, 1984-1986, n.d.
- 4507.8: DFS, School Reuse: Northwood, 1985-May 1986, n.d.
- 4507.8: DFS, School Reuse: Northwood, June 1986-1988

Box 20

- 4507.9: DFS, School Reuse: Lone Oak Elementary School, 1985-1987
- 4507.9: DFS, School Reuse: Lone Oak Elementary School, 1986-1988, n.d.
- 4509: Leasing: Legal, Procedural Framework, 1981-1986, n.d.
- 4515: East County Government Center, 1992, n.d.
- 4516: Halfway House for Women (Pathway House), 1989
- 4516: Halfway House for Women (Pathway House) Chronological File, 1987-1988
- 4516: Halfway House for Women (Pathway House) Chronological File, 1989

(Series V: Coded Issue Files, Cont.)

(Box 20, cont.)

- 4516: Halfway House for Women (Pathway House) Working File, 1988-1989
- 4516: Halfway House for Women (Pathway House) Working File, n.d.
- 4603.1: Finance: Minority Contracting Review, 1983-February 1986, n.d.
- 4603.1: Finance: Minority Contracting Review, March-October 1986
- 4603.2: Finance: Minority Contracting Review, 1986
- 4702: Radio Tower at Beallsville, 1990-1992, n.d.
- 4902: Affirmative Action, August 1985-August 1987, n.d.
- 4902: Affirmative Action, September 1987-June 1988
- 4902.1: Affirmative Action Reporting, 1987
- 4902.2: Affirmative Action FY 89, July 1988-March 1989, n.d.
- 4902.3: Affirmative Action FY 90, November 1989-May 1990, n.d.
- 4902.4: Affirmative Action Interview, March 1990, 1990 (**RESTRICTED**)
- 4902.5: Affirmative Action FY 91, August-October 1990
- 4903.1: Personnel Office Reclassification, 1986-1988
- 4903.2: Clerical Reclassification, 1986, n.d.

Box 21

- 4903.2: Clerical Reclassification, Clerical Study Summary, 1986
- 4904: Classification Compensation, 1987
- 4905.1: William Lowman Grievance, 1987 (**RESTRICTED**)
- 4907: Quantitative Evaluation System (QES) Task Force, 1985-1986, n.d.
- 4907.1: QES Issues: 1986-1987
- 4907.2: QES Implementation, 1987-1988, n.d.
- 4907.3: QES II, 1988-1989, n.d. (2 folders)
- 4907.4: QES II Administrative Review Contract, 1988-1990, n.d.
- 4913: Multilingual Pay Incentive, 1984-1988
- 4913.1: Multilingual Certification, 1985-1986, n.d.
- 4914: Paraprofessional Bridge Working File, 1986, n.d.
- 4914: Paraprofessional Bridge Working File, 1987
- 4914.1: Paraprofessional Bridge Final Report, 1987-1988
- 4916.4: 1988 Fraternal Order of Police (FOP) Collective Bargaining Contract, 1987-1988, n.d. (2 folders)
- 4916.4: 1988 FOP Collective Bargaining Contract, Overheads, n.d.
- 4916.4: 1988 FOP Collective Bargaining Contract, Negotiations 1987-1988, 1987
- 4916.4: 1988 FOP Collective Bargaining Contract, Maryland State Police 1987 Comparative Salary and Benefits Survey, 1987
- 4916.4: 1988 FOP Collective Bargaining Contract, Tables, 1988
- 4916.5: 1990 Collective Bargaining Local 400, 1988-1989, n.d.
- 4916.5: 1990 Collective Bargaining Local 400, 1990
- 4916.7: 1990 Collective Bargaining Organization Management, Final Report, 1990

(Series V: Coded Issue Files, Cont.)

(Box 21, cont.)

- 4916.8: 1990 Collective Bargaining Organization Management, Work Papers, 1986-June 1990, n.d.
4916.8: 1990 Collective Bargaining Organization Management, Work Papers, July-September 1990

Box 22

- 4917: Senior Management Specialist Class Study, 1980, n.d.
4917: Senior Management Specialist Class Study, 1987-1988
4917.1: Senior Management Specialist Rotational Development Program, 1986-1987
7107: Germantown Road Club, 1982-1983, 1989, n.d.
8604: Health Planning Commission Legislation, Bill 55-87, March-August 1987, n.d.
8604: Health Planning Commission Legislation, Bill 55-87, September 1987-1989
8604.1: Health Planning Commission Background Materials, 1983-1987, n.d. (2 folders)

Series VI: Lewis T. Roberts

Subseries 1: Subject Files

Box 23

- Acquisition of Sites, 1974-1978
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