



Let's Talk Annapolis:
A Report on Six Months of Conversations
January - July, 2006

let's talk

ANNAPOLIS

Table of Contents

A. Introduction	1
B. The Process	2
C. Summary Statistics	5
D. Themes from the Conversations	6
E. Actions Proposed by Groups	8
F. The Conversation Reports	13
G. Mayor’s Coffee Reports	102
H. Business Community Surveys	118
I. Lessons Learned	120
J. Mayor’s Comments, Aug. 2006	122
K. Next Steps	124

Appendix

- A. Materials for conversation groups
- B. Newsletters

A. Introduction

In today's harried, diverse, and polarized society, how do we encourage and support civil and constructive conversation?

Mayor Ellen Moyer opened her second term as Mayor of Annapolis with an invitation:

"I invite every citizen to participate in small group discussions in a community-wide great conversation. It is a process for self-determination I call 'Let's Talk Annapolis'."

Let's Talk Annapolis was launched as a way to involve citizens from all walks of life in shaping life in Annapolis. Citizens were invited to join or form a conversation group to talk about the community today and directions for the future. They explored these questions: *How do we protect and improve our quality of life? How do we build a unified community? What should Annapolis become over the next 10 to 20 years? What should we do to address one specific priority?*

The Let's Talk Annapolis process has brought together groups and individuals from all over the city. They have talked collectively about quality of life issues for every citizen - traffic, growth, environmental distress, violence, drugs, and social degradation. They have talked about the future of their city, identified the elements they cherish, and suggested improvements for these they do not. They have discovered common ground and collective wisdom to nurture a culture of connection.

These conversations will also inform the update of the City's Comprehensive Plan, a plan renewed every 10 years or so to articulate a vision for the city and formulate City policy. Conversation groups have provided a comfortable setting for people to talk about their views and ideas. In Mayor Moyer's words,

"There are those who contend that talk is cheap. But talk is the most valuable currency we humans exchange, because a conversation, forthright and direct, where views are discussed openly and honestly, is an action. Nothing happens, except through conversation."

This report catalogues the Let's Talk conversations.

B. Process

Let's Talk Annapolis began as a 6-month process to involve numerous citizens in small group conversations. Each conversation group was asked to talk about the quality of life in Annapolis, the community of people that make Annapolis their home, and the next ten years. Let's Talk was launched as the City prepared to update its Comprehensive Plan, a plan governing land use, zoning, transportation, housing, environmental stewardship, economic development, growth and other aspects of city life. Let's Talk was intended to allow broad citizen input into that process, but also inject ideas and perspectives into public life generally. The hallmark of Let's Talk was for citizen participation to be accessible, comfortable, and engaging.

Outreach efforts were focused on 270 groups already active in the Annapolis community: neighborhood groups, tenant councils, a variety of interest groups, business associations, civic groups, arts groups, churches, social service providers, and the City's advisory Boards and Commissions (see Figure A). The groups were invited to host a conversation or disseminate the invitation to their memberships. Approximately 80 people responded to the invitation and attended the kick-off event on a Friday afternoon in February.

At the outset of the Let's Talk initiative, workshops were held to train people in facilitation skills. 23 people attended a facilitator's workshop, and most of them went on to facilitate, host, or participate in a conversation. A packet of training materials and conversation aides was also made available to groups (see Appendix A).

Each group began its conversation with the same four questions:

- “How do we protect and improve our quality of life?”
- “How do we build a unified community?”
- “What should Annapolis become over the next 10 to 20 years?”
- “What should we do to address one specific priority?”

Let's Talk conversations occurred in three different formats. The first and most widely attended format was for a motivated group or individual to convene a Let's Talk conversation. These conversations were scheduled at times and locations that suited the group. Usually an outside facilitator helped the group start talking, but in some instances the group self-facilitated. Most groups met once but some met as many as four times. At the close of the conversation, the group submitted a conversation report. These reports are section F of this document.

The second format was ‘Coffee with the Mayor’, a series of conversations hosted by Mayor Moyer at City Hall. These occurred every Friday morning for eight weeks in a row. The Mayor attended and participated in all but one. The reports from the Mayor's Coffees are section G of this document.

The third format was designed to engage the business community, with the City's Office of Economic Development taking the lead outreach and facilitation role. In this format, individual members of business associations were given a 7-question survey to fill out and send back. The

seven questions were not worded exactly like the four Let's Talk questions, but addressed the same topics. The responses were then compiled to discuss at future meetings of the business associations. To date, none of the business associations have scheduled a conversation about the survey results, but expect to do so in the Fall of 2006. The survey responses are section H of this document.

Ongoing communication and administration involved an email list, newsletters, and a web site.

- Email List. Approximately 480 people self-subscribed to the Let's Talk email list. Messages were posted to this list every 2-3 weeks.
- Newsletters. Two 1-page newsletters were sent out during the six-months Let's Talk initiative. Newsletters were sent to the e-mail list and the original outreach list of 270 groups. The first newsletter was sent two months after the kick-off event. The second newsletter was sent two months later. (See Appendix B)
- Web Site. Posted on the Let's Talk web site were:
 - a. The schedule of Let's Talk conversations. It included date, time, and location of the conversation, whether the conversation was open for anyone to join, and who the contact person was.
 - b. The schedule of Mayor's Coffees.
 - c. The Conversation Report form, that could be submitted online, or downloaded as a MS Word document or PDF document.
 - d. Instructions for a group to request a facilitator.
 - e. Downloadable materials to assist a group get started with a conversation.
 - f. Newsletters, released in April and June, 2006.
 - g. A link to subscribe to the Let's Talk Email list.

In July, a "debriefing" session was held, to which hosts and facilitators of Let's Talk conversations were invited to reflect on the experience. 16 people attended and shared thoughts on how the conversations had gone, how hard or easy it was for the group to come to conclusions, and how the Let's Talk program might be designed if it were to continue.

Neighborhood Associations

Admiral Farragut
 Admiral Heights Improvement Association
 Admiral Oaks Community Association
 Allen Apartments
 Ambridge Homeowners Association
 Annapolis Gardens/Bowman Courts Resident Council
 Annapolis Walk Homeowners Assn
 Annapolis Overlook Condo Association, Inc.
 August Woods Owners Assn
 Avalon Landing
 Bates Neighborhood Community Assn.
 Bay Forest Senior Apartments
 Bay Ridge Gardens Apartments Tenants Assn.
 Bay Woods Residents Assn
 Beechwood Hill Community Assn
 Bembe Beach Community Association
 Bywater Mutual Homes Community Assn
 Chesapeake Harbour Community Association
 Chesapeake Landing Condominium, Inc.
 College Creek Terrace/Obery Courts Residents Council
 Community Associations of Annapolis (CAA)
 Conte Gardens Homeowners Association
 Dutch Glen Condominium Association
 Eastport Civic Association
 Eastport Terrace/Harbour House Resident Council
 Fairfax Road Association
 Fairwinds of Annapolis Condominium Association
 Federaltown Civic Association
 Forest Villa Community Association
 Forest Village
 Gardens of Annapolis
 Gentry Homeowners Association
 Georgetown East Townhouse Association
 German Street Residents Assn.
 Germantown/Homewood Civic Association
 Glenwood High Rise Resident Council
 Green Acres Improvement Association
 Green Street Neighbors Residents Assn
 Greenbriar Gardens HOA
 Heritage Pool and Community Association
 Historic Downtown Residents Assn
 Homes at the Glen
 Horn Point Condominiums
 Hunt Meadow Community Association
 King James Landing Community Assn
 Mariners Landing Townhouse Association
 Mariners Point Community Association
 Murray Hill Residents Association
 Newtowne 20 Resident Council
 Oxford Landing Homeowners Association
 Parkwood Civic Association
 Parole Neighborhood Association
 Presidents Hill Residents Assn
 Riders Glen Association
 Robinwood Resident Council
 Saltaire Community Association
 Severn 100 Condo Assn
 Severn House Condominium Association
 Shearwater Condominium Association
 Spindrift 52 Homeowners Assn.
 Tecumseh Residential Association
 The Point Condominium
 Truxtun Heights Civic Association
 Ward One Residents Association
 Wardour Improvement Association
 Watergate Village Apartments
 West Annapolis Civic Association
 Westwinds Apartments Residents Association
 Woodside Gardens Community Association

Businesses

Maryland Ave/State Circle Association
 American Business Women's Association
 Annapolis & Anne Arundel Co Chamber of Commerce
 Annapolis & Anne Arundel Co Conf. & Visitor's Bureau
 Annapolis Business Association
 Eastport Business Association
 Inner West Street Association
 West Annapolis Business Association
 Marine Trades Association
 Annapolis Bed & Breakfast Association

Environmental Conservation

Weems Creek Conservancy
 Spa Creek Conservancy
 Severn River Association
 South River Federation
 Chesapeake Bay Foundation
 Annapolis Creek Alliance
 Back Creek Conservancy

Churches

Annapolis Church of God
 Annapolis Seventh Day Adventist Church
 Asbury United Methodist Church
 Bay Ridge Christian Church
 Beacon Light Seventh Day Adventist
 Calvary United Methodist
 Capital Church of Christ
 Cecil Memorial United Methodist Church
 Christ is the Answer Center
 Church at the Mall
 Church of the Nazarene
 Eastport United Methodist Church
 Evangelical Presbyterian Church of Annapolis
 First Baptist Church of Annapolis
 First Baptist Church of Eastport
 First Presbyterian Church
 Heritage Baptist Church
 Jesus Saves Family Ministry
 John Wesley United Methodist Church
 King's Apostle Holiness Church
 Kneseth Israel Synagogue
 Lighthouse Apostolic Church
 Mt. Moriah A.M.E. Church
 Mt. Olive A.M.E. Church
 Mt. Zion United Methodist Church
 New Hope Chapel
 Restoration Temple
 Second Baptist Church
 St. Anne's Parish
 St. Luke's Episcopal Church
 St. Martin's Lutheran Church
 St. Mary's Catholic Church
 The Rapture Cathedral
 Trinity Outreach Church
 Trinity United Methodist Church
 Van Buren Baptist Church

Service Organizations

Anne Arundel Co Economic Opportunity Corp.
 Anne Arundel Co Association for Retarded Citizen
 Arundel Habitat for Humanity
 Arundel Lodge
 Baltimore/Annapolis Boys and Girls Club
 Conflict Resolution Center
 Homes for America
 Young Women Empowerment
 OIC Job Readiness Center
 Parole Community Neighborhood Watch Program
 Restoration Community Development Corporation
 YWCA of Annapolis & Anne Arundel County
 Annapolis Senior Center
 We Care and Friends
 Clay Street Public Safety Team
 Family Support Center
 Community Action Agency
 Stanton Center
 Annapolis Area Ministries
 Box of Rain
 Foodlink
 The Nomads
 Org. of Hispanics and Latin Americans (OHLA)
 Center of Help/Centro de Ayuda
 Rebuilding Together
 PAC of Anne Arundel Co
 AAAHC
 St. Vincent de Paul Society
 Salvation Army
 Lutheran Mission Society
 Second Chance Ministries
 Samaritan House
 Chesapeake Career
 Light of the World Family Ministries
 Churches Without Boundaries

Civic Groups

American Legion Post #141
 Angels of the Knights
 Annapolis Civitan Club
 Annapolis ELKS Lodge 622
 Annapolis Jaycees, Inc.
 Annapolis Masonic Lodge #89 A.F. & A.M.
 Annapolis Optimist Club
 Annapolis Rotary Club
 Delta Sigma Theta
 ELKS Improved Benevolent & Protective Order
 Fleet Reserve Club of Annapolis
 Junior League of Annapolis
 Kiwanis Club of the Severn
 Order of the Eastern Star

City Boards and Commissions

Annapolis Conservancy Board
 Art in Public Places Commission
 Board of Appeals
 Commission on Aging
 Environmental Commission
 Historic Preservation Commission
 Housing and Community Development Committee
 Human Relations Commission
 Maritime Advisory Board
 Planning Commission
 Port Wardens
 Recreation Advisory Board
 Transportation Board
 Education Advisors Committee
 Parking Committee

Cultural Arts

American Antique Art Association of Annapolis
 Annapolis Arts Alliance
 Annapolis Chorale
 Annapolis Film Festival
 Annapolis Gallery Association
 Annapolis Opera, Inc.
 Annapolis Summer Garden Theatre
 Annapolis Symphony Orchestra
 Arundel Vocal Arts Society
 Ballet Theatre of Maryland
 Children's Theatre of Annapolis
 Colonial Players of Annapolis
 First Night Annapolis, Inc.
 Maryland Federation of Art
 Maryland Hall for the Creative Arts
 Annapolis Maritime Museum
 Banneker-Douglas Museum
 Chesapeake Children's Museum
 Historic Annapolis Foundation
 Annapolis Preservation Trust

Local Interests

NAACP, Local Chapter
 Panhellenic Club of Annapolis
 Peerless Rens Club
 Robert Burns Society of Annapolis
 Order Sons of Italy
 Kunta-Kinte Alex Haley Foundation
 Commission of African-American History & Culture
 League of Women Voters of MD
 Annapolis Community Foundation
 Navy League of the U.S., Annapolis Chapter
 College Women's Club of Annapolis & AA County
 Professional Moms at Home
 Severn Town Club
 Naval Academy Women's Club
 One Less Car
 Annapolis Bicycle Club
 Annapolis Stamp Club
 Annapolis Striders
 Annapolis Woodworkers Guild
 Chesapeake Area Professional Captain's Association
 Chesapeake Region Accessible Boating (CRAB)
 Colonial Coin Club
 Crabtown Squares
 Crabtowne Skiers, Inc.
 Freestate Fly Fishers Club of Annapolis
 Naval Academy Athletic Association
 Peninsula Athletic League
 Severn Sailing Association
 Six O Six Club
 Jewish War Veterans
 Military Order of the World Wars
 St. John's College Alumni, Annapolis Chapter
 St. John's College
 Naval Academy Parents & Sponsors Club of Maryland
 US Naval Academy
 USNA Alumni Association
 Annapolis Yacht Club
 Eastport Yacht Club
 Back Creek Yacht Club
 Severn River Yacht Club
 Maritime Republic of Eastport
 Mills-Parole Alumni Association
 Annapolis Youth Athletic Association
 Annapolis Elementary PTA
 West Annapolis Elementary PTA
 Germantown Elementary PTA
 Mills-Parole Elementary PTA
 Eastport Elementary PTA
 Georgetown East Elementary PTA
 Tyler Heights Elementary PTA
 Hillsmere Elementary PTA
 Bates Middle PTA
 Annapolis Middle PTA
 Adams Park Special School PTA
 St. Mary's School PTA
 St. Martin's Lutheran School PTA
 Aleph Bet Jewish Day School

C. Summary Statistics

Not every group reported the number of participants or demographic information, so statistics are approximate at best.

How many conversation groups formed?

All told, 30 groups met for a total of 49 conversations between January and July of 2006. In addition, there were 8 Mayor's Coffee conversations, each of which had some new and some continuous participants.

How many times did each conversation group meet and talk?

Of the 30 conversation groups, 19 met only once. Two groups met four times. Nine groups met two or three times. Most conversations lasted approximately 2 hours. All counted, this amounts to approximately 1,029 person hours spent in conversation.

How many people participated?

Approximately 460 people participated in at least one Let's Talk Annapolis conversation. The largest group had 40 participants. The smallest group was just four participants, plus a facilitator. The average group size was eight participants.

Demographics

1. Almost equal numbers of men and women participated.
2. Half of all participants fell in the age range of 46-65, with another third coming from the 66 plus age group. No one under the age of 25 joined a conversation. The remaining 20% or so fell in the 26-45 age bracket.
3. Roughly 75% of participants were White, 20% African-American, and 5% other ethnicities.

D. Themes

There were many good ideas noted in the conversation reports. This section only attempts to call out those themes which came up in more than one conversation.

1. **Traffic Congestion.** Numerous groups were worried about worsening traffic congestion. A few reports noted specific areas of concern: downtown, Forest Drive, Outer West Street, Chinquapin Round Road, and Aris T.Allen Boulevard.
2. **Public Transportation.** Many groups discussed public transit as a way to manage congestion, reduce car dependency, support lower income residents, support senior citizens, and connect better to regional public transit systems (MTA, Metro, etc.). There were a variety of ideas about making the system more user-friendly. Threats to public transit in Annapolis and possible next steps were discussed in depth by the Transportation Board. Requiring new development to help pay for the public transit system was suggested.
3. **New development & infrastructure.** There was considerable discussion of new development around Annapolis. There are worries that it has put strain on roads, parking capacity, stormwater infrastructure, and the water/sewer system. Requiring new developments to pay more of the costs associated with infrastructure maintenance was discussed. Many did not understand why some of the larger developments were planned and constructed as they were, eg. buildings set close to sidewalks. More than one group feared Annapolis becoming like northern Virginia (traffic congestion, sprawling development, high-rise buildings). Many wanted to limit the scale and height of new buildings.
4. **“Small Town Feel”.** Many participants appreciate and want to preserve the small town feel & function of Annapolis. Strong neighborhoods, the maritime community, the historic charm, the parks and waterways, and a diverse mix of people are all important to Annapolis’ identity. Many were worried about Annapolis, over time, becoming an enclave for the wealthy and elite, and losing moderate income households and workers (artists, fire fighters, teachers, young families, elderly, single-income households, etc.). Many groups wanted more solutions for rising housing costs that prevent an economically diverse population from flourishing.
5. **“Public schools are the heart of the community”.** There was much interest in the quality of public schools. It is in the schools that the community comes together, and addressing diversity and social tensions is most productive. Groups discussed a variety of ways to strengthen public schools, such as local control of schools, charter schools, improving middle schools in particular, magnet schools, and providing transportation among resources for school-age children.
6. **Social Unease.** Many groups were concerned about divisions and tensions in the community, and fear. Violence between groups, crime in lower income neighborhoods, and illegal drug activity were all noted as both symptom and cause of social divisions. Several groups debated how to increase opportunities for different communities within Annapolis to interact, eg. via diversity programs in schools, all-city sports teams, all-city cultural programs, and community

events. A group convened by the Islamic Society has proposed the formation of a Commission on Diversity to address this topic.

7. **Public Housing communities.** Public housing communities are feeling social tensions the most. More than one group discussed ways to support and empower public housing residents and improve public housing properties.

8. **“Powerless”.** Some groups discussed feeling powerless in public life, their perspectives “not heard” or not acted upon, feeling tired of “fighting” developers, feeling misinformed by public information, and having little effect even when participating in public life.

9. **Walking & Biking.** There were numerous comments about pedestrian and biking infrastructure as a way to support kids, neighborhoods, and community interaction. More consistent maintenance of sidewalks was desired, also lighting, and safe pedestrian crossings, in particular on Outer West Street.

10. **The Environment.** There are worries about environmental degradation in general. Specific suggestions centered on enhancing trails and access to parks and recreational facilities. Very specific benchmarks were discussed by both the Environmental Commission and the Conservancy Board, two groups versed in detailed aspects of environmental preservation.

E. Action Steps proposed by conversation groups, in response to question #4: “What is the one specific priority action the group recommends?”

This list is not prioritized, but loosely organized in chronological order. Many groups noted difficulty in choosing one specific priority action due to the inter-related nature of issues and relatively short amount of time spent talking. For these Actions to become implementable, considerable clarification and follow-up will be needed.

1. The issue is Transportation. (Bay Woods group, 3/19/06 & 5/7/06)
 - Regionally, we must work with the federal, state, and county governments to create and encourage better rail/bus links into DC, Baltimore, and BWI.
 - Locally, we need many buses on small schedules operating throughout the city providing more transit options. We should consider user fees or taxes to fund what is currently un-fundable.
 - Pursue ‘smart and cheap’ upgrades to road systems such as improved traffic light controllers, to make more immediate improvements.
 - Transportation will remain an integrated, multifaceted problem requiring concerted efforts on the part of many different groups and people.
2. Improve the bus system by introducing more customer feedback into its management: form a Customer Advisory Panel to meet regularly with accountable system managers. Panel should address needs like a) Information (signage, materials), b) Naming routes rather than using colors, c) Learning from comparable systems elsewhere, d) Research merging with other area systems, e) Kiosks/websites that give real-time information. (Transportation group, 3/26/06 & 4/23/06)
3. Careful planning to address traffic, volume and design of housing, density, business uses, annexation, impacts on school system, pollution, crime. (Ahhh Coffee group, 3/30/06)
4. Appoint a City official to ensure the following: Take better care of our senior citizens involving them in planning, expanding their benefits such as free public transportation. Plan to update their affordable housing so their living conditions are acceptable, as highlighted in their discussions. Group felt it was not good enough for the City to say they were not responsible for public housing, the City needs to ensure conditions are acceptable for their citizens. (Glenwood High Rise group, 3/30/06)
5. Enforcement of existing City regulations. (Ward 1, 4/20/06)
6. Institute a citizen planning advisory group. (Ward 1, 4/20/06)
7. Review and update Ward 1 Sector Study. (Ward 1, 4/20/06)
8. Create a development strategy and stick to it. (Ward 1, 4/20/06)

9. Replace the printed bus schedules that use confusing clock face images with traditional numerical HH:MM AM/PM schedules. (Transportation group, 4/23/06)
10. School principals to be more welcoming of prospective parents' visits. (Children, 4/26/06)
11. Forums for adults to examine and put historical racial divide in perspective. (Children, 4/26/06)
12. The City should create "satellite villages". Using a major building or park as a focal/anchor point, eg. Catholic Church on Bestgate Road. The City should plan a mini-village around such a focal point and include the essential services, eg. groceries, post office, mixed housing, park, etc. and enforce new developers to include sidewalks/bike trails. All points raised in this report, eg. how to attract diverse populations and necessary businesses, increased ability to get around without a car, and human scale planning should be considered while planning these satellite villages. (Library group, 4/19/06 & 5/3/06)
13. Increase forest cover by planting 5,000 native trees. Increase open space land by 400 acres. Decrease effective impervious surface to 25%. Monitor and establish water quality benchmarks for all local waterways. Provide another mile of walkable shoreline open to the public. Inventory hardened shorelines and create living shorelines in their place by 100%. Engage at least five neighborhoods or groups a year in environmental programs. Initiate a commercial recycling program. (Annapolis Environmental Commission, May, 2006)
14. Create a Commission on Diversity. (Islamic Society, May - June, 2006)
15. A vibrant downtown: commercial, cultural, maritime center. a) Get rid of cars and parking at city dock. b) Cease building competing commercial centers in the outskirts such as Annapolis Neck. c) Establish/strengthen public transportation between City and outer areas. d) Assign a planner from the outset to each planning area, in and around Annapolis. e) Height and architectural restrictions in keeping with the downtown image. (Hillsmere group, 5/3/06 & 5/10/06)
16. Restructure Public Housing under competent management. a) Implement replicable programs in other parts of the U.S. that have had proven results. b) Establish programs to transition out of public housing, eg. subsidized home ownership. c) Investigate a housing voucher system (Sec.8) to achieve more integration and variety of housing for renters. (Hillsmere group, 5/3/06 & 5/10/06)
17. Stop the growth boom with its adverse impacts on Annapolis suburbs like Annapolis Neck. a) All proposals based on conclusive studies of traffic impacts and effect on river.

- b) No proposals for commercial development that would weaken the downtown economic base. c) No proposals without citizen input. d) All proposals to include height limits in scale with existing character of neighborhoods. (Hillsmere group, 5/3/06 & 5/10/06)
18. Housing Authority should send letter to inform residents they have to complete their community service hours - 8 hours per month. If don't comply, are subject to eviction. Look into Internet access for the computer lab, and volunteers to staff. (Robinwood Resident Council, 5/9/06)
 19. Enforcement of Housing Authority rules (Eastport Terrace group, 5/19/06). For example,
 - Evict tenants who cause disruption,
 - Enforce the "resident/visitor" rule and get rid of the people who hang out in the community without being on the leases,
 - Enforce the community service rule (x number of hours per month in community service is required for tenants who are fit and healthy and not currently working). The group felt these hours (could exceed 1,000 per month) could be used to force tenants to become involved in meetings/training/neighborhood clean-up, etc.
 20. Open Eastport Terrace computer lab. (Eastport Terrace group, 5/19/06)
 21. Control development. (New Annapolitans, 5/23/06)
 22. Establish a diversity program for the Annapolis cluster schools and communities to foster tolerance and understanding of the school community and greater community. (Education Advisory Committee)
 23. Establish a citizen group to define problems facing the City and report to the Ward 1 Alderman once a month. (Murray Hill Residents Assn., 6/14/06)
 24. Establish citizen advisory groups and make one member of each group a voting member of the City Council. (Murray Hill Residents Assn., 6/14/06)
 25. Encourage other residents to join advisory committees and to participate in the Let's Talk citizen group advising Planning & Zoning. (Murray Hill Residents Assn., 6/14/06)
 26. Improve the elementary and middle schools by either giving the City (and the parents) control over the schools or creating charter schools. (Germantown-Homewood area group, 6/14/06)
 27. Create a comprehensive Park & Rec Plan at the same time as the Comprehensive Plan, going through a similar process, and having the Park & Rec Plan become a component of the Comp. Plan. A survey to adjust programs to specific wants and needs of residents would be part of the pre-plan review. (Recreation Board, 6/14/06)

28. Need to feel safe. Want Police in Public Housing and walking in community. Reduce murders of young black men. Affordable housing. (Ward 6 group, 6/21/06)
29. Give the City control over its public schools: 1) Hire a consultant to set up an advisory board. 2) Implement after-school transportation for middle school students to off-site educational facilities, eg. libraries, Maryland Hall, sports programs. 3) Bring the middle class back to the middle schools especially, by encouraging charter schools and magnet schools. (Germantown-Homewood area group, 6/28/06)
30. Pass a law that bars discrimination based on income source so that 8a vouchers can be accepted anywhere in the City. (Housing & Community Development Committee, April-June, 2006)
31. Better public housing (PH) property management, including beautifying facilities, redeveloping facilities, accountability, security, and counseling services (about how to exit public housing). Education outreach to dispel myths about PH tenants. Give people a vision for getting out PH and help them to do so. Make PH a better place to live, as well as the neighborhoods surrounding them. Attempt to make PH a short-term option. Redevelop PH through public/private partnerships. Work with the courts to gain support; the Housing Authority must follow rules - but then it is not supported by the courts. Property management should be more rigorous. Study the success stories for PH around the world and implement the best solutions here. (Housing & Community Development Committee, April - June, 2006)
32. Identify high quality open space through the Open Space Task Force and double the City's protected open space land for a total of 400 acres (Annapolis Conservancy Board, May-July, 2006) by:
 - Requiring that the P&Z Department work with developers to ensure that the environmentally sensitive portions of any development site (and no less than 30% of the total acreage) be preserved in permanent conservation easements administered by the Annapolis Conservancy Board.
 - Program Open Space funds.
 - Partnership with other land trusts.
 - MAFPE.
 - Soliciting private donors to place a portion of their property into a permanent conservation easement.
 - Developer incentives through the P&Z Department and by ordinance.
 - Following the Open Space Task Force recommendations.
33. The City needs to develop a partnership with the owners of conservation easements in order to create, fund, and implement maintenance plans for invasives removal (Annapolis Conservancy Board, May-July, 2006) by:
 - Requiring developers/homeowner's associations to post bonds to pay for the long-

- term maintenance of conservation easements.
 - Providing City resources to individual homeowners to help defray the costs of maintenance.
 - Support HOA's and homeowners in pursuing environmental grants.
 - The City needs to ensure the integrity of easement properties where the City is not the owner, like with properties owned and managed by homeowner's associations that no longer exist.
34. Annapolis must remain a safe city. Growing insecurity is the biggest threat to our quality of life and must be addressed before it becomes irreversible. All efforts in preserving Annapolis' unique quality of life would be wasted if our citizen could not freely enjoy their city. Safety has to be our first priority. (Wardour group)
 35. Improve communication by investing in a state-of-the-art professional public relations/communications organization to facilitate effective, authentic dialogue, problem solving and change. (Southwoods group, June-July, 2006)
 36. Engage the brightest, most highly evolved minds to deal with our problems from a corporate (vs. bureaucratic/governmental) perspective. We highly recommend they examine and recommend change to communication at all levels, including: a) within the city government (inter and intra-departmental); b) Between the city and other governments that should be our partners but too frequently are our adversaries (intra-governmental); c) With the citizens of the city (the sending out of information and the receiving back of information. (Southwoods group, June-July, 2006)
 37. The city needs to strengthen the mission and the staffing, including legal support, of planning and zoning to better analyze the holistic affects of proposed developments and growth with protection of the quaint neighborhoods and quality of life as the overall mission and goal, as well as enforcement of regulations. (Presidents Hill, June 20 & July 11, 2006)
 38. Support continuing Let's Talk-type small conversations to resolve the issues noted in our report. Have 4 city-wide topics per year and increase public awareness of the program - promote it in the City magazine, through PSAs and signage, etc. The first three topics could be built around the themes of "Come Together Annapolis", "Civility Conference", and "Ownership of City". Have the Let's Talk rules laminated on big cards, support hosts, have a launch party. Maintain a program coordinator. (Mayor's Coffee, May-July, 2006)