

# ***Internal Support Committee***

*Mayor Michael John Pantelides, 2014 Citizen Advisory Transition Team*

## EXECUTIVE COMMITTEE MEMBERS:

Bob Burdon		
Rick Morgan		
Vienna Laurendi		
Leslie Stanton		
LEGAL & ADMINISTRATIVE ASSISTANCE PROVIDED BY:		
Jacalyn Bierman		
Ashley Leonard, Esq.		

## LEGAL & ADMINISTRATIVE ASSISTANCE PROVIDED BY:

**COMMITTEE CHAIR: Joe Rubino**

**COMMITTEE CO-CHAIRS:**

Dave Cordle	(Human Resources)
Kemp Hammond	(Office of Law)
John Kyriacou	(Information Technology)
Joe Rubino	(City Manager)

Timeline Key	
ONGOING	Continuation of existing activity.
IMMEDIATE	Commencement within 3 months.
SHORT-TERM	Commencement within 3-12 months.
MEDIUM-TERM	Commencement within 1-2 years.
LONG-TERM	Commencement after 2 years.

### Abbreviations Used

AAC	Anne Arundel County, Maryland
ABCB	Alcoholic Beverage Control Board
CLE	Continuing Legal Education
HR	City Human Resources Department
MIT	City Management Information Technology Department

# **HUMAN RESOURCES ISSUES 1-4**

Adopted October 27, 2014  
Internal Support

## HUMAN RESOURCES: ISSUE 1

*A further change is need to the HR Revised Vision Statement.*

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Add “best qualified” so that Statement reads as follows: “To be a desirable employer known for recruiting, retaining, training and developing diverse, talented, best qualified, and dedicated individuals who serve the City and citizens of Annapolis with the highest of professional standards in a safe and equitable work environment.”	Human Resources Director	Immediate

## HUMAN RESOURCES: ISSUE 2

*High turnover due to the maturity of the City workforce.*

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Track and project potential retirements, if able, to predict trends which could affect service, especially continuity of service.	Human Resources Director	Ongoing



## HUMAN RESOURCES: ISSUE 3

*Improve overall efficiency of HR.*

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Have a dedicated MUNIS staffer in HR.	Human Resources Director	Short-Term (as soon as practical)

## HUMAN RESOURCES: ISSUE 4

*Loss of funding for training and development, which could affect the City's liability.*

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Bring this issue to future Council Finance Committee deliberations, if possible prior to striking the 2016 City budget.	City Manager	Immediate
2. Prepare and discuss this issue with the City Attorney, and include in any presentations to Council Finance Committee.	City Manager	Immediate

# **OFFICE OF LAW**

## **ISSUES 5-9**

Adopted October 27, 2014  
Internal Support

## OFFICE OF LAW: ISSUE 5

*Unable to quickly locate a document, whether it originates in Office of Law or comes into Office of Law from another City Department.*

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. If possible limit the number of signature authorities on documents (i.e. less than 5 or 6).	City Manager	Short-Term (as soon as practical)
2. Each time an original document leaves a Department, have a designated person e-mail Law as to where it is going.	City Manager	Short-Term (as soon as practical)
3. Electronically store a copy of every document in one location that is known to everyone.	City Manager	Short-Term (as soon as practical)

## OFFICE OF LAW: ISSUE 6

*Preparedness for the next election and/or special election.*

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Develop a plan to ensure accuracy and efficiency of validating the election results with the Board of Supervisors of Elections.	City Attorney	Short-Term (as soon as practical)
2. Potentially increase short-term staff and/or staff from other Departments, as needed, to assist with the election.	City Manager	Short-Term (as soon as practical)

## OFFICE OF LAW: ISSUE 7

*As of February 14, 2014, none of the litigation matters handled by outside counsel were handled by law firms in the City or AAC.*

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Develop relationships with attorneys in the City and AAC who are competent to handle legal matters that the Office of Law will or may refer out.	City Attorney	Short-Term (as soon as practical)
2. For matters the Office of Law refers out, consider City and/or AAC law firms first.	City Attorney	Short-Term (as soon as practical)

## OFFICE OF LAW: ISSUE 8

*City Code revisions, and Rules and Regulations for Boards and Commissions.*

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Perform full comprehensive review of City Code and administrative rules, like ABCB Rules and Regulations.	City Manager	Short-Term (as soon as practical)
2. Draft proposed rules and regulations for Boards and Commissions that currently have none.	City Attorney	Short-Term (as soon as practical)

## OFFICE OF LAW: ISSUE 9

*Office of Law staff need sufficient continuing legal education (CLE) and training to effectively perform their duties.*

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Provide additional budget for CLE programs.	City Manager	Short-Term (as soon as practical)
2. Encourage attendance at worthwhile CLE and/or training programs related to municipal law.	City Attorney	Short-Term (as soon as practical)
3. Increase networking with other municipalities' offices of law.	City Attorney	Short-Term (as soon as practical)



# **INFORMATION TECHNOLOGY ISSUES 10-14**

Adopted October 27, 2014  
Internal Support

## INFORMATION TECHNOLOGY: ISSUE 10

*Lack of centralized phone number and personnel to receive, document and assign tickets for phone calls from the public.*

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Creation of a City 311 position (or partner with AAC for County 311), and conduct study on how 311 should work.	City Manager	Immediate
2. Implement Customer Relationship Management System to add accountability to answering public inquiries.	City Manager	Immediate
3. Define who will answer City 311 transferred calls and tickets in each Department with a goal to close all tickets.	City Manager	Immediate

## INFORMATION TECHNOLOGY: ISSUE 11

*Lack of requirements for each Department to submit regular updates for the City websites – stale websites are useless to the public.*

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Add website content creation to Department job descriptions.	HR Director	Immediate
2. Require Department Directors to submit regular updates to their respective website pages.	City Manager	Immediate
3. Explore the creation of a Website Committee to evaluate the policies and procedures on the submission and publication of Departmental information on the City's website.	City Manager	Immediate

## INFORMATION TECHNOLOGY: ISSUE 12

*MUNIS is the City's brand new and expensive Enterprise Resource Planning Software, and the City must continue to support its rollout to make the most of MUNIS.*

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Creation of a MUNIS specialist position that can take charge of implementing and maintaining the software.	City Manager	Immediate

## INFORMATION TECHNOLOGY: ISSUE 13

*There are many City streets that have inconsistent numbering schemes and street suffixes, which becomes life-or-death when Police/Fire/EMS need to find an address.*

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Legislation to standardize street naming and numbering.	Mayor	Immediate

## INFORMATION TECHNOLOGY: ISSUE 14

*Lack of document management software system in the City.*

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Study the needs of each Department to determine if their processes could use this type of software to improve their workflows.	MIT Manager	Short-Term
2. Customize workflows to the needs of each Department.	City Manager	Short-Term
3. Move City Departments towards becoming paperless.	City Manager	Medium-Term
4. Create the ability to collaborate and track the status of a document throughout its lifecycle with all stakeholders.	MIT Manager	Medium-Term

# **CITY MANAGER**

## **ISSUES 15-16**

Adopted October 27, 2014  
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## CITY MANAGER: ISSUE 15

*What is the chain of command in the City?*

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Establish a clear chain of command for the City Manager and Department Directors/heads.	Mayor	Immediate



## CITY MANAGER: ISSUE 16

*Compare and contrast a Council-Manager form of government, a Mayor-Manager form of government, and a hybrid of both forms.*

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Mayor and City Council should re-visit the various aspects of the Council-Manager form, the Mayor-Manager form, and other hybrids of both forms.	Mayor	Medium-Term (during the next legislative cycle)