

Public Community Services

Mayor Michael John Pantelides, 2014 Citizen Advisory Transition Team

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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
DNEP	City Department of Neighborhood and Environmental Programs
HBAM	Home Builders Association of Maryland
PNZ	City Department of Planning & Zoning
PWK	City Department of Public Works

STREAMLINING ISSUES 1-3

Adopted October 27, 2014
Public Community Services

STREAMLINING: ISSUE 1

The application and permitting process is slow, items are lost, PNZ appears to be overloaded, and there is a general lack of direction at PNZ and DNEP.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Examine costs and benefits of merging DNEP and PNZ, taking into consideration overlapping functions and staffing, and efficiency gains.	City Manager	Immediate (within 2 months)
2. Explore the migration of building (construction) permits/applications and building trades permits to AAC.	City Manager	Immediate (within 2 months)
3. Move all PNZ application and tracking responsibilities to DNEP.	City Manager	Immediate
4. Establish a predictable review and approval system.	City Manager	Immediate

STREAMLINING: ISSUE 1, CONTINUING

The application and permitting process is slow, items are lost, PNZ appears to be overloaded, and there is a general lack of direction at PNZ and DNEP.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
5. Provide all requirements, applications and checklists in an easily accessible format on-line for all City applications related to development, construction, historical, etc.	PNZ Director	Short-Term (5 months)

STREAMLINING: ISSUE 2

Citizens indicate that permitting is slow, turn-around is slow, projects are lost, PNZ projects are influenced by the City Council, PNZ reviews don't protect transportation on peninsula, and unfavorable projects are not given suitable fair review.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Establish the City Manager as the point of contact for problem issues for DNEP, PNZ and PWK.	City Manager	Immediate (within 2 months)
2. Establish weekly staff project review sessions.	City Manager	Immediate & Ongoing
3. Implement reports and reviews, and internal evaluation every six months or quarter.	City Manager	Short-Term (within 6 months)
4. Develop an outreach program to citizens and the development community like the AAC-HBAM monthly meetings.	City Manager	Medium-Term

STREAMLINING: ISSUE 3

PWK and DNEP inspections often conflict or overlap, and other aspects of permitting and processing appear to be duplicated or to overlap.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. DNEP, PNZ and PWK to create review/approval flow charts by major application types.	City Manager	Immediate
2. Compare flow charts to determine overlaps, and other time not spent efficiently.	City Manager	Immediate
3. Improve inspection coordination between PWK and DNEP.	City Manager	Short-Term
4. Consider setting inspection boundaries between plumbing and utilities.	City Manager	Short-Term

STREAMLINING: ISSUE 3, CONTINUED

PWK and DNEP inspections often conflict or overlap, and other aspects of permitting and processing appear to be duplicated or to overlap.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
4. Review in detail all staff roles, allow staff to rewrite job descriptions, and evaluate/adjust job descriptions.	City Manager	Immediate

INCREASING EFFICIENCY & PRODUCTIVITY ISSUES 4-7

EFFICIENCY & PRODUCTIVITY: ISSUE 4

PWK lacks the ability to convey current standards, as those standards are often “adjusted” in the field, which leads to confusion and lost time/extra time spent.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Limit in field adjustments.	PWK Director	Ongoing
2. Update PWK’s construction standards and details.	PWK Director	Short-Term

EFFICIENCY & PRODUCTIVITY: ISSUE 5

DNEP's current "e-trackit" system could be improved and added on to for increased efficiency in its processes.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Establish DNEP as a central tracking and clearing house for all City applications.	City Manager	Immediate (within 2 months)
2. Investigate expansion of the "e-trackit" system to allow for financial tracking for rental licenses.	Finance Director	Short-Term
3. Reconfigure, or add-on, to the "e-trackit" system, or investigate new systems, to allow reporting durations of applications between submittals and from start to finish.	PNZ Director	Short-Term (within 1 year)

EFFICIENCY & PRODUCTIVITY: ISSUE 6

DNEP, PNZ and PWK have all expressed the need for improving the computer-based plan review capabilities of the current computer systems.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Consider updating and improving the current computer systems and/or moving to a more digitally friendly work space.	City Manager	Short-Term (6 months-1 year)
2. Integrate more monitors to all digital “on-screen” plan reviews.	City Manager	Short-Term

EFFICIENCY & PRODUCTIVITY: ISSUE 7

PNZ under-utilizes outside contractors for certain tasks.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. PNZ should investigate outsourcing codification and rewrites of the City Code.	PNZ Director	Medium-Term
2. PNZ should consider using outside contractors for GIS analysis, which could prove to be a cost beneficial resource.	PNZ Director	Medium-Term

FINANCES/FEES

ISSUE 8

Adopted October 27, 2014
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FINANCES/FEES: ISSUE 8

Complaints that DNEP, PNZ and PWK fees for permitting and processing are too high (higher than AAC), although PNZ does provide unpaid time for specific projects.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Review PNZ applications where time is invested and no fee is collected (pre-development).	PNZ Director	Ongoing
2. Assess how and where PNZ application fees are credited, and if time provided is a gain or loss.	Finance Director	Immediate
3. Assess consolidation of PWK fleet, mechanic, garages to one central facility for cost savings.	City Manager	Short-Term
4. DNEP to investigate use of archival storage, migration to digital archives, and eliminate self storage use for current archives.	DNEP Director	Short-Term