

Public Safety Committee

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

APD	Annapolis Police Department
FTE	Full Time Equivalent
IT	Information Technology
MIT	City Management Information Technology Department

**POLICE
DEPARTMENT
ISSUES 1-8**

POLICE DEPARTMENT: ISSUE 1

Service demand continues to grow in volume and complexity while resources are diminished by cuts, staffing cuts, inflation, and new costs.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Create programs to continue reducing crime in order to promote economic growth.	Police Chief	Ongoing
2. Prioritize funding for programs based on effectiveness and City priorities.	City Manager	Immediate
3. Establish performance-based budget with clear delineations of resource/staff requirements and timelines for accomplishment.	City Manager	Short-Term

POLICE DEPARTMENT: ISSUE 2

Due to high cost of living, many police officers do not live in the City. If more officers lived in City, staffing resources could be better leveraged. Data also indicates that crime is reduced when officers are visible/present – even in an ‘off duty’ status.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Establish a citizen work force to explore innovative and affordable incentives/benefits to encourage APD officers to live in the City.	Police Chief	Immediate (establish work force within 45 days with 1 st report to Mayor 90 days later)

POLICE DEPARTMENT: ISSUE 3

Funding streams for APD vehicles and equipment needs to be adequate, programmed and dependable to insure lowest maintenance/operating costs and best purchase/lease arrangements.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Set up and follow a budget scheme and necessary revolving funds to purchase/lease vehicles and equipment according to most economic lifecycle calculations.	Finance Director	Immediate
2. Purchase in larger, more economical quantities. Join other jurisdictions for group purchases.	Finance Director	Immediate
3. Consider a vehicle replacement plan or using entirely leased fleets to save on maintenance and long-term costs.	Finance Director	Immediate

POLICE DEPARTMENT: ISSUE 4

APD needs an avenue to accept private sector funding for projects that are of special interest to the community. For example, a local police foundation.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Create a Police Foundation to provide a way for people to make tax-deductible donations to be used solely for APD purposes.	Police Chief	Immediate (within 90 days)
2. The Police Foundation would be over and above APD's approved City budget – not a substitute for that budget.	Police Chief	Immediate (within 90 days)

POLICE DEPARTMENT: ISSUE 5

APD suffers from insufficient IT support, which forced the diversion of a certified police officer (high-graded) from law enforcement duties to administrative duties.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Obtain IT services from a dedicated person in the MIT Department, which would streamline the current City IT infrastructure.	MIT Manager	Immediate
2. Allow the officer currently dedicated to IT support to return to law enforcement duties.	MIT Manager	Immediate

POLICE DEPARTMENT: ISSUE 6

The City uses antiquated and bureaucratic purchasing procedures, and the City does not use purchase cards to make small purchases losing out on vendors' best prices.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Implement a purchase card program.	Finance Director	Immediate
2. Find a model or best practice to quickly implement policies and procedures needed to streamline small purchases and pay vendors at time of purchase.	Finance Director	Immediate

POLICE DEPARTMENT: ISSUE 7

APD turnover is high (15-25%). APD's reputation, good training, and diverse assignments let officers train here, but then they leave for higher salaries and/or to work in larger departments elsewhere.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Create a plan to work with Police union to determine ways to retain good employees.	City Manager	Short-Term
2. Tenure is important. Perhaps consider a five year retention bonus.	City Manager	Short-Term
3. Explore giving promotion tests more balance between academic skills and practical skills.	Police Chief	Short-Term
4. Recruit senior people from other agencies.	City Manager	Short-Term

POLICE DEPARTMENT: ISSUE 8

Crime is on the rise in HACA properties (though it decreased in prior years), and it uses a disproportionate amount of police resources with the City appearing to be the single major player responsible for fighting crime at HACA properties.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Conduct a summit meeting to develop a HACA comprehensive plan of action to address crime, including measurable objectives, milestones, assignment of responsibilities, full funding, regular progress reviews, and more efforts and programs for at risk children.	Mayor	Immediate
2. Hold quarterly progress review meetings open to public on that HACA comprehensive plan.	Mayor	Immediate

POLICE DEPARTMENT: ISSUE 8, CONTINUED

Crime is on the rise in HACA properties (though it decreased in prior years), and it uses a disproportionate amount of APD resources with the City appearing to be the single major player responsible for fighting crime at HACA properties.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
3. Create a program designed to encourage HACA to be a more visible and effective partner in preventing and fighting crime on HACA properties.	City Manager	Short-Term
4. Create a plan requiring HACA to robustly enforce its tenant policies including case coordination with APD.	City Manager	Short-Term
5. Create a plan to ensure HACA insists on strong and consistent enforcement of its leases.	City Manager	Short-Term

**FIRE
DEPARTMENT
ISSUES 9-16**

Adopted October 27, 2014
Public Safety

FIRE DEPARTMENT: ISSUE 9

Fire Department staffing is at a near dangerous low level, estimated to be 25% understaffed according to best practices and industry recommendations.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Cease the reduction of current Fire Department staffing, including administrative positions, without careful and qualified study and modeling.	Mayor	Immediate

FIRE DEPARTMENT: ISSUE 10

The use of engine company crews to augment staffing at medical emergencies takes those crews out of service for substantial periods of time.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Bring in Fire and EMS experts to analyze the Fire Department's workload and to recommend a more flexible deployment model that minimally reduces unit capability.	City Manager	Immediate
2. Consider those models used by Syracuse NY, South Bend IN and St. Louis MO fire departments, and Marine Corps Fire Service.	City Manager	Immediate

FIRE DEPARTMENT: ISSUE 11

The Fire Department needs modern IT capability, and a sufficiently detailed budget to manage itself against performance metrics and planned outcomes that are systematically reviewed, to monitor program expenses and to promote sound, cost-effective decision making.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Develop a systematic management of programs that employs performance metrics, plans of action and milestones.	City Manager	Short-Term (within 6 months)
2. Develop an organizational IT infrastructure to support performance data collection and analysis at all levels.	City Manager	Short-Term (within 6 months)
3. Implement a purchase card program to obtain best pricing from vendors.	Finance Director	Short-Term (within 6 months)

FIRE DEPARTMENT: ISSUE 11, CONTINUED

Fire Department needs modern IT capability, and a sufficiently detailed budget to manage itself against performance metrics and planned outcomes that are systematically reviewed, to monitor program expenses and to promote sound, cost-effective decision making.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
4. Examine the need for an anti-deficiency charter amendment to the City Charter.	City Manager	Short-Term (within 6 months)
5. Improve the City-wide budget development and execution system to streamline processes, develop formal policies and procedures, improve monthly reporting, conduct quarterly reviews, prioritize unfunded priorities, and have formal end-of-year carryover procedures.	Finance Director	Short-Term (within 6 months)

FIRE DEPARTMENT: ISSUE 12

The Fire Department has set up its own manual system for tracking expenditures, but it is inefficient, labor intensive and time consuming compared to professional software.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Create a plan to obtain professionally developed financial management software, and properly configure the Fire Department's hardware.	Finance Director	Short-Term (within 6 months)

FIRE DEPARTMENT: ISSUE 13

The MUNIS payroll function does not accommodate firefighter work schedules, so administrative staff must engage in time consuming manual overrides.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Seek better options in MUNIS payroll function to accommodate firefighter work schedules.	Finance Director	Short-Term (within 6 months)

FIRE DEPARTMENT: ISSUE 14

Procurement and contract management needs better support and coordination to avoid costly delays, overruns, service lapses, lost revenue and additional work.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Obtain advisory services of ICMA, MML or municipal consulting firm to review City's entire contracting process, with review beginning at the earliest stages with a needs assessment through final project outcome.	City Manager	Immediate

FIRE DEPARTMENT: ISSUE 15

With respect to facility maintenance and repair programs, delays, lack of coordination and poor communication have driven up operating costs and caused serious injuries with corresponding medical and overtime expenses.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Obtain advisory services of ICMA, MML or municipal consulting firm to review City's entire contracting process, with review beginning at the earliest stages with a needs assessment through final project outcome.	City Manager	Immediate

FIRE DEPARTMENT: ISSUE 16

The Fire Department needs to balance attention between internal operation issues and the needs related to the community fire and emergency medical problems, including the evolving fire problem and emergency service needs stemming from growth and changes in demographics.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Expand the current strategic planning process to include formal consideration of community demographics and trends in order to anticipate and plan for future service demands in fire and emergency medical services.	Fire Chief	Short-Term (within 6 months)

HARBORMASTER OFFICE ISSUES 17-22

Adopted October 27, 2014
Public Safety

HARBORMASTER OFFICE: ISSUE 17

The Harbormaster Office needs modern IT capability and a sufficiently detailed budget to manage itself against performance metrics and planned outcomes that are systematically reviewed, to monitor program expenses, and to promote sound, cost-effective decision making.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Develop systematic management of programs that employs performance metrics, plans of action and milestones.	City Manager	Short-Term (within 6 months)
2. Develop an organizational IT infrastructure to support performance data collection and analysis at all levels.	City Manager	Short-Term (within 6 months)
3. Implement a purchase card program to obtain best pricing from vendors.	Finance Director	Short-Term (within 6 months)

HARBORMASTER OFFICE: ISSUE 17, CONTINUED

The Harbormaster Office needs modern IT capability and a sufficiently detailed budget to manage itself against performance metrics and planned outcomes that are systematically reviewed, to monitor program expenses, and to promote sound, cost-effective decision making.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
4. Examine the need for an anti-deficiency charter amendment to City Charter.	City Manager	Short-Term (within 6 months)
5. Improve the City-wide budget development and execution system to streamline processes, develop formal policies and procedures, improve monthly reporting, conduct quarterly reviews, prioritize unfunded priorities, and have formal end-of-year carryover procedures.	City Manager	Short-Term (within 6 months)

HARBORMASTER OFFICE: ISSUE 18

The Harbormaster is unable to accommodate customer credit cards on the pump-out boat and on the docks, which forces the slow, costly and cumbersome process of handling, storing and tracking cash.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Implement a system to accept customer credit cards for dock, mooring and pump-out fees.	Finance Director	Short-Term (within 6 months)

HARBORMASTER OFFICE: ISSUE 19

Dock space and mooring ball availability are still managed on an inefficient “ticket” system that is slow, labor intensive and error-prone.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Change the existing ticket system to an more efficient process.	City Manager	Short-Term (within 6 months)

HARBORMASTER OFFICE: ISSUE 20

The Harbormaster Office does not offer information on a website that would facilitate code compliance by offering clear and timely information on marine and environmental regulations in a user-friendly format.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Establish a user-friendly website to help boaters and marine-based businesses understand and comply with Federal, State and local regulations.	MIT Manager	Short-Term (within 6 months)

HARBORMASTER OFFICE: ISSUE 21

Poor communication, lack of coordination and failure to share information among Federal, State, County and City partners causes duplication of effort, security gaps and inconsistencies in enforcement documentation.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Establish a interagency advisory council to ensure regular communication and coordination between harbor and marine safety, security, environmental and recreational interests.	City Manager	Immediate (within 90 days)

HARBORMASTER OFFICE: ISSUE 22

The Harbormaster needs better IT support to improve customer service.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Evaluate current utilization and capabilities of the command facility for possible relocation and design to ensure adequate support capabilities and creation of a multi-purpose command facility to support situations other than emergencies.	City Manager	Short-Term (as practical)

**EMERGENCY
PREPAREDNESS/
MANAGEMENT
ISSUES 23-25**

EMERGENCY PREPAREDNESS/MANAGEMENT: ISSUE 23

The emergency management function is organizationally too remote from the Mayor, lacks adequate involvement of policy makers at the elected and appointed levels, and requires a clearly defined line of succession.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Maintain an emergency management function that reports directly to the City Manager to facilitate coordination/leveraging of City resources, and to provide the necessary authority to act during an event in coordination with City elected and appointed officials.	Mayor	Short-Term (within 6 months)
2. The line of succession must be clarified to at least three deep.	Mayor	Short-Term (within 6 months)

EMERGENCY PREPAREDNESS/MANAGEMENT: ISSUE 24

The City's emergency preparedness function cannot operate independent of surrounding jurisdictions and private organizations, and the management of grant funding continues to be difficult and decentralized.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Consolidate grant funding efforts within the City administration.	Finance Director	Immediate
2. Actively engage with both public and private activities and agencies to develop emergency preparedness documented partnership agreements.	City Manager	Immediate

EMERGENCY PREPAREDNESS/MANAGEMENT: ISSUE 25

The City's current emergency command facility may not be the most efficient and effective location, as the space may not be able to handle a situation necessary to support multiple governmental support personnel and equipment requirements. Facility utilization should be expanded to support other than emergency situations.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Evaluate the current utilization and capabilities of the command facility for possible relocation and design to ensure adequate support capabilities and creation of a multi-purpose command facility to support situations other than emergencies.	City Manager	Short-Term (within 1 year)