



2018 Transition

Plays Well With Others Team

MEMBERSHIP

The Rev. Dr. Carletta Allen, Team Lead
 The Honorable Elly Tierney, City Council
 Janice Hayes-Williams, Mayor’s Office

Sub-Committee	Sub-Committee Chair	Sub-Committee Members
Boards and Commissions	Jim Dolezal	Andrew Hanauer JoAnn Mattson Doug Smith
Neighbors	Doug McLaine	Midge Lucas Cheryl Miller Elvia Thompson (ENV)
Residents	The Rev. Ryan Sirmons	Ian Burgess Lisa Spallita (ENV) Beverly Wilbourne

Mission Statement (for all teams): *To codify the difficulties of the past, identify solutions to increase city efficiency and accountability, suggest future opportunities, and to streamline resident’s interactions with the City to provide an understandable and respectful experience.*

The charge of the ***Plays Well With Others*** team was to explore, assess, and make recommendations about:

- how the city interacts with our neighbors (the county, state, USNA, St. Johns, business organizations, faith-based organizations);
- how the residents experience the city when they visit city buildings or interact with employees; and
- creative ways to engage volunteers for boards and commissions.

PLAYS WELL WITH OTHERS TEAM

FINDINGS AND RECOMMENDED ACTIONS

OVERVIEW

Our transition team was asked to explore, assess, and make recommendations about:

- how the city interacts with our neighbors (the county, state, USNA, St. Johns, business organizations, faith-based organizations);
- how residents experience the city when they visit city buildings or interact with employees; and
- creative ways to engage volunteers for boards and commissions.

Much has been made of the present nature of the city as one defined by racial-ethnic and class divisions; white vs. black, rich vs. poor - a city at the least demarcated, if not in fact actually divided. The success of this administration will hinge upon a vision that transcends these demarcations and a clear strategy for actualizing said vision. Toward that end we offer our findings and propose a series of recommendations. What follows immediately is a an executive summary of our proposals. The background for these, along with expanded suggestions, is embedded in each sub-committee's report.

I. Do It Now

1. **Vision and Strategy.** The Mayor's 'Shared Vision' for Annapolis reads:

"Annapolis must continue to be an active and vital community which respects its' past while embracing a future that ensures a high quality of life for all residents as well as providing the economic opportunity for its' diverse citizenry to thrive".

Goal number one is to secure agreement across the broad spectrum of the city on an overarching vision and accompanying strategy and plans.

2. **Citizen Engagement.** The city website can be an effective vehicle for communication and action. Social media campaigns are strongly recommended using OpenGov-style programs to engage with citizens via the media most are constantly using.
3. **Neighborhood Community Centers.** Take whatever steps are necessary to address the need for community centers - especially before this summer season.
4. **City Dock.** Proceed with City Dock Master Plan. Include backflow preventers. Retain the National Sailing Hall of Fame.

II. Mid-Range Actions

1. **Economic Development.** Plan economic development for Main Street, Maryland Ave,

Eastport and West Annapolis, implementing comprehensive traffic, parking, and transportation strategy, to include experimentation with pedestrian-only Main Street business development along with an improved public transportation system that works for the wider public.

2. **Housing Costs.** Stabilize rent prices in public housing.
3. **Environment.** Use storm water retention methods to create visibly appealing areas and filter runoff.
4. **Volunteer Staffing.** Utilize the considerable talent and skill of the citizenry through a commitment to staffing and developing (through training) the city's boards and commissions.

III. Long-Range Actions

1. **Relationships.** Develop strong, trusting relationships and dialogue with civic organizations.
2. **Cross-jurisdictional.** Identify a joint initiative with our County Executive and submit the funding proposal to Gov. Hogan with a focus on middle school youth.
3. **Transportation.** Make public transportation great.
4. **Environment.** Consider merging functions of the Annapolis Conservancy Board and Environmental Commission.

Our Process

The Plays Well With Others Transition Team worked collaboratively yet as three distinct sub-committees: (1) Boards and Commissions, (2) Neighbors, and (3) Residents. The members of each team are shown on page 1. In addition to those 12 individuals from a cross-section of the community, we also benefitted from consultation with Alderwoman Ellen Tierney (Ward 1), and Janice Hayes-Williams, City Ombudsman. Each team interviewed a broad group of stakeholders to ascertain a wide-ranging body of responses.

Each sub-committee prepared a separate report, all of which are available upon request in their entirety for anyone interested in a particular data set. What follows is a compilation of those separate reports, edited to create a unified response. It should be noted that the *Boards and Commissions* report is severely redacted here. This team encountered significant early challenges to their transition team work due to some serious neglect of the city's boards and commissions in recent times. To begin their work they went above and beyond the scope of transition team work to create a foundation for the work that followed. The full report, with its many specific and granular recommendations, has been forwarded to the Mayor's representative, William Rowel, and is attached to this report.



RESIDENTS

One of the early questions posed by our *Plays Well With Others Team* was, “For whom does the city exist? Is it oriented towards its residents, or does it exist primarily for the benefit of others?” In other words, does the City of Annapolis reflect in its interactions with its citizens that it **cares** about them and their needs? The status of this town as a state capital, and home to the United States Naval Academy, guarantee that we’ll benefit from year-round traffic and tourism. The consensus of our group was that the city doesn’t have to work overly hard to generate tourist dollars or fill hotel rooms. But, what about those who live here? This question loomed in the background as the *Residents* team members rode public buses, stopped unsuspecting people on the street, spent time in coffee bars, and in general, talked, listened, and probed dozens of Annapolis residents, across socio-economic and geographical boundaries, for answers to these questions. Their response is reported below.

Residents in Annapolis seem fairly content with the services provided by the city. The new mayor is proving to be exceptionally popular in all circles we approached. However, our discussions with residents from all socio-economic backgrounds revealed a few telling issues that seem to drive people, and some below the surface:

- **Cost of living.** The poorer people are, the greater the concern about cost of living in the City of Annapolis. Traditionally affordable neighborhoods such as Eastport have become hubs of very high income housing, while the quality of public housing in similar areas has remained low or degraded despite higher rents. This is related as well to the perceived dearth of good paying jobs within the city;
- **Education.** While education is not a city function, the schools within the city are the focal point of many residents’ lives. Schools in Annapolis have a poor reputation. Efforts for the city to partner on improving school quality should be taken seriously;
- **Concern over the status of undocumented residents.** A groundswell of support for undocumented persons in the community has brought together significant resident-led efforts, such as the Annapolis Immigration Justice Network. A recent letter from the president of the Hillsmere Association, though not located in the city, advised Hillsmere residents who expressed views of racial hatred to leave the neighborhood;
- **Visibility of women in leadership.** On many fronts residents expressed a desire for women to be in visible leadership, though they did not fault the city on this count. The 2018 electoral slate reflects this desire; and
- **Environmental concerns.** Most residents are concerned about our impact on the environment. Enthusiasm for the watershed project at St. Luke’s Episcopal Church was noted on at least three occasions unprompted. More than expected we found that people are worried about our storm water runoff. There is significant residential support for bans on styrofoam, plastic bags, and reduction in the use of plastic straws.

One of the items that would greatly enhance the vision articulated by the current

administration is proactive citizen engagement. We strongly recommend social media campaigns, using OpenGov-style programs, to engage with citizens where they are, using the media most of us use constantly. Most Annapolitans we've encountered immediately think of the website as their first interaction with the city, but only when needed, and generally through an internet search engine. The website serves well in this capacity, and there is likely no need to change the current site now to serve this function. However, this is still a passive use of the website. An active usage suggests meeting people on the sites where they are, which would involve promoting city events and services to residents on social media platforms.

Issues to highlight could include:

- little-known city services, such as the free Circulator and resident parking passes;
- new city services;
- upcoming legislation discussions that have potentially wide impacts;
- events of general public interest, such as the Gov-Exec-Mayoral triathlon; and
- emphasizing that the Circulator bus is FREE and improve public transit signage throughout the city, particularly downtown areas. Many of the bus stop signs and schedules were found to be so faded that people cannot even see them.

We identified some short-term priorities that would support the vision articulated by the current administration. The first of these is a need to improve public transportation and make it more amenable to the needs of the wider public. A 2015 Harvard study concluded that the relationship between social mobility and transportation is the strongest factor in escaping poverty – stronger than crime, drugs, education, food, or family makeup. More than any other single thing we can do as a city for the well-being of our public is improve transportation. This is emphasized locally by the 2015 study commissioned by the Community Foundation of Anne Arundel County, *Poverty Amidst Plenty V: Striving to Achieve Progress For All*. Prepared and written by Dr. Pamela Brown, public transportation that operates throughout the early morning to late evening and connects south county and Annapolis to jobs in Glen Burnie is the most urgent thing we can do to alleviate poverty in a county where 90% of our transportation is dedicated to roads.

1. These are some recommendations related to public transportation:

- make city buses more compatible with MDTA buses serving Glen Burnie and south county. For example, the 215 leaves from the Annapolis Mall, our local hub. An earlier bus service could connect workers to that bus so they can get to early starting jobs. This also applies to the 70 that leaves from Church Circle;
- strides have been taken to upgrade the bus ticket system. However, an online/smartphone app that could be scanned by the existing scanner would be welcome. Currently the bus holds up traffic in areas such as Forest Drive and West Street as riders enter four \$1 bills into the scanner, which occasionally rejects them, for a day pass. Reloadable cards are available, but only at the Chinquapin Transportation Center, which is only frequented by the Red Route. Reloadable cards should be

available at more locations;

- a ticket app could give discounts to frequent city bus users , and allow users quick access to schedule and status of the buses and the Circulator;
- buses are aging and need to be replaced with new, efficient buses. In one bus a team member rode, the Brown B, it was a running joke that the driver had to cycle the heat on and off due to a bad battery;
- make the buses pleasant! For example, the advertising that “wraps” the buses make them dark inside and cut off from the rest of the city; and
- buses can be the forefront of a green revolution! For example, replacing the free Circulator with an all-electric bus could be a visible and welcome symbol of public transit and forward thinking.

We also want to point out that the bus drivers who operate the City of Annapolis buses are the jewel of the system. They have formed deep relationships with the riders of the buses, are patient in explaining the process for using the bus, and recall where individual passengers are going and when they need to get off. We were pleased to see their dedication.

2. Stabilize rent prices in the city.

Citizens in public housing projects or with experience of living in public housing suggest that the cost of monthly rents in the city has become high. As neighborhoods gentrify at a rapid rate, the cost of monthly rent is quickly increasing. Recommend steps to increase Moderately Priced Dwelling Units (MDPU) in the city, particularly yoked to home ownership programs that provide counseling on financial strength and care of properties for working class people, and help people who work in Annapolis to live in Annapolis; reduce overhead expenses for landlords, perhaps in exchange for more modest rent increases year-on-year (disclosure: two members of this subcommittee are landlords in the City of Annapolis). Examples could be lowering license fees or waiving them for rentals to Housing Choice voucher recipients, etc. Develop programs to encourage working professionals to live in the city, such as police (of whom only 9% live in the City), firefighters, teachers, and others employed within the city itself.

3. Provide safe routes to schools for children.

Residents of Woodside Gardens and Newtowne 20 remain concerned that their children’s access to middle school via bus will be removed. We recommend that the city partner with the public school system to review, with parents, safe routes to school.

4. Fill the shops downtown.

Residents are concerned about the increasing vacancies in shops on Main Street and Maryland Avenue. Business owners have suggested more relaxed rules regarding the modification of spaces, particularly not needing an architect’s drawing for the modification under a certain threshold of expenses.

5. Use storm water retention methods to create visibly appealing areas and filter runoff.

A campaign by former Mayor Josh Cohen encouraged rain gardens at the end of city streets to filter runoff. Efforts such as this would reduce waste in our waterways, which negatively affect residents, tourism, sailing, and other water-focused areas.

We would encourage consideration of the following long-term priorities.

1. Make public transit great.

Few cities have figured this out, but as studies have shown, and as the Amazon bid for a second headquarters has emphasized, the era of personal transit is not only dirty, but soon to be outmoded. As a city with a central hub and proximity to the growing Baltimore-Washington corridor, we should position ourselves to be champions of public transit that is aimed toward serving middle-class people to connect them to jobs and recreation. The “Via” system used by Arlington, TX., combines public transit with an on-demand app, similar to a combination of the Super Shuttle with Lyft or Uber. In this model, public transit comes to the people who need it and goes to where they need to go, rather than along fixed routes.

2. Create strong, trusting relationships and dialogue with civic organizations.

Using transparency and chutzpah, city government officials should develop strong relationships with civic organizations to foster clear and transparent dialogue and trust in order to tackle the issues that face our city as they arise.

This applies to:

- a. Housing
- b. Immigration
- c. Environment
- d. Job creation and retention.



NEIGHBORS

The Neighbors sub-committee identified several laudable objectives for the city:

- Agree on our vision and mission, using this as a unifying and over-arching statement that knits together our individual initiatives
- Strive to be a city that works
- Drive prosperity for all citizens
- Protect our bay, rivers, and streams
- Explore and engage in twenty-first century innovations for cities

I. Overview

Annapolis was established as seaport more than three centuries ago. Today, the water that brought early settlers here is still our greatest resource. The city was laid out in the style of the great cities in Europe and the beauty and history lives to this day on our streets, in our homes and offices, and is embodied in our historic State House, the United States Naval Academy and one of the oldest colleges in the country, St. John's. Our interviews explored relationships with individuals and organizations who have provided input and encouragement to our new mayor and the City Council, and who wish to preserve and develop our city in ways that enhance our original purpose. Prosperity and not just growth, must be a priority and when we say prosperity, we mean prosperity for *all* citizens of Annapolis. To achieve this we aim to explore benchmark cities that can show us their ways to prosperity. We will strive to cultivate our rich artistic heritage while simultaneously using digital technologies to enrich our everyday quality of life. We will support our maritime industry, our great restaurants, and markets. Perhaps most importantly, we will support our school children with safe places to live, clean water and air, educational programs that enrich, churches and support groups that inspire efficient transportation to get there, and a government that knows how to lead as well as follow.

II. The Team

The objective of the "Neighbors" sub-team is to spell out the opportunities for building or extending relationships, policy, and program initiatives with key organizations and individuals in Annapolis. Team members included: Migde Lucas, Pastor and Hispanic Community activist; Cheryl Miller, Annapolis community activist; Elvia Thompson, environmental activist; and Doug McLaine, retired marketing consultant.

Members of this team met with twenty-five individuals representing government, education, business and community organizations, as well as maritime and environmental groups. The results of those conversations are represented below.

Government

- Because Annapolis is the capital of Maryland, having a productive relationship with mutually shared objectives for both the state and the city represents a significant opportunity for the new administration. Respondents agreed that the new Annapolis City administration is off to a great start. On several occasions Mayor Buckley had

already had meetings with Governor Hogan, County Executive Steve Schuh; Anne Arundel County School Superintendent Dr. George Arlotto; Admiral Ted Carter; and various other political, community, business and religious leaders in the city. These individuals were, without exception, enthusiastic about the potential to establish and build stronger relationships with the mayor, his department heads, and the newly-installed council. One outcome of these meetings is a plan for the mayor to meet with governmental leaders on a regular basis to establish mutually important goals and track progress towards those goals.

- Suggestions were made for the mayor and his team to stage a “Welcome to Annapolis” reception for state legislators at the beginning of the annual legislative session. Other suggestions for state and city relationship-building include an informal orientation to Annapolis’ heritage and culture for key members of the Governor’s staff, and potential after-work gatherings for staff members. Finally, the Governor’s office suggested that they would welcome joint city/county program initiatives, especially programs aimed at after-school and summer activities for middle school youth.
- A proverbial ‘*elephant in the room*’ is the \$2.4 million that the City of Annapolis spends each year to support the state and the \$367,000 that is reimbursed. (ref.city councilman)
- In addition to building relationships with the state government, there are significant opportunities to build and extend relationships with county leadership. Transportation initiatives were frequent topics of our interviews and there is wide-spread agreement that our current transportation system needs an overhaul. Specific issues include the need to match transportation resources with requirements driven by job opportunities for city residents.
- Additional topics considered important to inter-governmental parties include the critical need to address storm water problems associated with aging infrastructure and rising sea levels in the bay. Further, the county is often frustrated with what has been described as burdensome permitting process by the city. Examples include the new Annapolis branch of the library system and Whitmore Park. Apparently it took three years to get clearance to build the park and playground. The project was completed in just three days.
- Issues within the city government include addressing the rundown condition of the city-owned community centers. As summer approaches we have gaps in the under-served communities with overlaps in some cases and an absence of programs in others. The Hispanic community, reported to represent 17% of the Annapolis population, is viewed by community experts to actually represent closer to 25% of the population. Here we have an important segment of our city that often feels invisible. Schools find themselves not only working with students who speak only Spanish, but also students who have not been in a classroom for several years.

Education

- The Superintendent of Anne Arundel County Public Schools is an active supporter of current plans to limit development in areas where schools are at 95% or greater of capacity. The school system supports over 80,000 students in the county and that number grows at the rate of 1,700 students each year. The importance of “smart development” is greater than ever. The Annapolis City Police Department has an Hispanic Liaison who works closely and effectively with the Anne Arundel County Public Schools but has very limited resources. A suggestion is that we look to our neighbor, Montgomery County, that has excellent programs for their Hispanic community. Finally, the Limited English Proficiency Plan (LEPP) for area students has not been – and needs to be - implemented.
- The United States Naval Academy has a number of long-standing programs that benefit students who attend schools within the city limits, working in collaboration with the city, county schools and St. Johns College. The Naval Academy was ranked among the best colleges and universities in the country by the *Princeton Review* for its effectiveness in community outreach. Programs include “Mids for Kids” where Naval Academy midshipmen work with, and provide academic support for, students in public housing communities. The Midshipman Action Group (MAG) has a long-standing relationship with area students.
- The Annapolis Maritime Museum plays an important role in the education of area school children. Programs teach students about the maritime heritage of Annapolis, the ecology of the bay and the economics of the oyster, crab and fishing industries. The museum will soon be taking delivery of a Chesapeake Bay skipjack which will open a number of new learning opportunities. Also, the museum has taken over the Ellen Moyer Nature Park on Back Creek and runs several on-site educational opportunities for area school children including time with a working Chesapeake Bay waterman. In many cases, school children from under-served neighborhoods have little or no understanding of the Chesapeake Bay, or the creeks, streams and rivers that surround our city. Programs for area school children should be expanded but need additional funding. Block grant proposals are not approved having had no or little feedback and little support from the city council.

Organizations

Annapolis is blessed with civic, religious, community and business organizations that provide important services to city residents. As a rule, these organizations operate independently without much in the way of coordination. As covered in the overview, the many pieces of the organizational puzzle desperately need a common purpose and an overarching strategy that unifies and focuses our energy. Our new mayor and his administration have been met with enthusiasm about new vision and energy to make Annapolis one of the best places to live in the country. This can be accomplished by extending the principles that transformed West

Street from a red-light district to a thriving hub of community and commerce to the current Main Street where stores sit empty and tee shirt shops blare radio station music.

- City Dock is a focal point for entertainment and family-oriented activities and the City Dock Master Plan is nearly ready for implementation. Area business organizations welcome coordination for resolution of common problems including parking, traffic and transportation. The idea of broadening sidewalks that encourage *al fresco* dining is very popular with business interests.
- Transparency. A common thread with nearly all the respondents is the importance of greater transparency in the way decisions are made. The city has been criticized in the past as catering to developers without a counterbalancing influence by city residents. There are many complaints about how long it takes for building permits to be processed and a concern that there is an imbalance in the process. One example involved a resident who needed to replace a wooden column with an epoxy column that looks and feels like the original. That common-sense request was declined. Yet, in the middle of the night a significant modification was approved for the former Fawcetts Building on Compromise Street.
- Fairness in hearings. We heard from several interviewees that the city calls residents last in the order of those invited to speak at hearings about development. This is not fair to working people. The consultants and lawyers are being paid to stay late into the night to discuss these issues. The residents can't be expected to put in an entire evening only to be allowed to speak at midnight, if at all. Moreover, most working people can't attend hearings at 3 p.m. This is how developers win. Everything should be tilted toward the residents.
- Annapolis churches provide a valuable service to residents. Of particular note is the STAIR program that matches volunteers with 10 area second-grade school children for reading enhancement programs. There is a clear correlation between elementary school reading skills and high school graduation rates.
- Maryland Avenue business. Business owners on Maryland Avenue believe that the trends for both foot traffic and retail sales are in decline. They point to the number of vacant stores and the tax incentives for landlords to leave a property vacant as a tax deduction. They suggest a vacancy tax that kicks in after a store front has been vacant for more than 90 days. They also suggest grants or low interest loans to storefront retailers to upgrade the exteriors of buildings that have not been painted or repaired for many years. The Maryland Avenue Organization had six attractive sidewalk signs made at a cost of \$500.00 each. The city's Department of Public Works removed three of those signs and refused to return them. This is inconsistent with how sidewalk signs are treated in other parts of the city. Promotional material about Annapolis usually features words and pictures of Main Street and inner West Street but rarely include any

reference to Maryland Avenue, Eastport or West Annapolis. Several respondents suggested that we benchmark cities such as Charleston, NC and Middleburg, VA.

- Maritime and Conservation. The importance of our maritime industry in Annapolis can't be overstated. The economic value is enormous. The view of our waterfront must be one of the most photographed in the country. There is a significant opportunity for the city to play a role in attracting major sailing regattas. This would require that the city work with the Annapolis Yacht Club, Eastport Yacht Club and the Severn Sailing Association. Also, the Naval Academy hosts many intercollegiate sailing events. The City Dock would be a great place to stage opening and closing ceremonies. We can take a page from the America's Cup races in San Francisco where bleachers were set up on the shorefront and the races could be enjoyed by spectators without having to be out on the water.

There was strong support for doing our best to keep the National Sailing Hall of Fame in Annapolis. The Hall of Fame sponsors and runs a number of sailing programs for area youth that are highly educational. If the Hall of Fame moved to Newport, these valuable programs would be lost.

We heard from several respondents that the pilings at City Dock are too high and obstruct our wonderful view. The Harbor Queen also blocks the view and could be moved around the corner to Ego Alley.

There was interest among several respondents as to the contractual relationship between the City and Watermark and the timing of the contract.

Also, there were complaints by several individuals about our Harbor Master who had been a police officer in her last job. Complaints had to do with the importance of welcoming and hospitality to transient boaters. In addition, there are issues with 'live-aboards' on area creeks who do not use their holding tanks and are polluting our waterways. Our policies regarding this issue need to be clarified and exercised.

In terms of conservation and environmental stewardship, there are a number of highly effective riverkeepers including the Severn River, Spa Creek, and Back Creek River Keepers. The city needs to have an open channel to these conservation groups that are providing a valuable service to everyone in Annapolis.

In summary, the Neighbors sub-committee recommends the following actions:

- Secure agreement on an overarching vision with accompanying strategy and plans
- Take whatever steps are necessary to address the need for community centers - especially before the summer
- Proceed with the City Dock Master Plan. Include backflow preventers
- Retain the National Sailing Hall of Fame here in Annapolis

- Develop traffic, parking, and transportation strategy and plans
- Design economic development for Main Street, Maryland Ave, Eastport and West Annapolis
- Coordinate with yacht clubs and the Naval Academy to pursue important sailing regattas
- Experiment with pedestrian-only Main Street business development
- Identify a joint initiative with our county executive and submit the funding proposal to Governor Hogan with a focus on middle school youth
- Install interactive/high-tech signs for history-oriented people to ‘walk through history’
- Work with the county on the next Strategic Development Plan and include long-term replacement and major maintenance costs in the proposal for any new development
- Work with Anne Arundel County Public Schools and Anne Arundel Community College to align their curriculums to reflect job likely opportunities in Annapolis.



BOARDS and COMMISSIONS

As a first step in its task the members of the *Boards and Commissions Transition Sub-committee* first reviewed the Board and Commission (B&C) information posted on the city's website and used the Excel Master Spreadsheet provided by the Mayor's Office for chairperson contact information. We then interviewed B&C chairpersons or, if not available, the city liaison of the B&C. As the interviews progressed we provided B&C Master Spreadsheet updates to Wil Rowel, the Public Engagement & Community Relations Specialist in the Mayor's Office.

Our interviews focused on the status of B&C member vacancies, expired appointments, and the functions of the various board and commissions. We were interested in how new members were recruited, how active B&C members were, and the effectiveness of city liaisons to the B&C. We looked for redundant or overlapping functions between B&Cs and were interested in whether there were unmet B&C training needs. Our intention was to not duplicate the 2014 B&C transition report even though we observed that the majority of that committee's findings were still valid.

In conducting our interviews we were impressed with the overall dedication and conscientious of B&C members. The city is fortunate to have such a fine cadre of volunteers who serve with little recognition but are gratified to participate in the management of Annapolis as unpaid public officials.

In the complete report of findings of the Boards and Commissions Sub-committee a list of 24 B&Cs is provided to identify the number of B&C member vacancies (30), the number of members serving after their appointments have expired (66), along with a brief observational statement about each. Noted are the city's 10 quasi-judicial B&Cs which have the power to conduct an evidentiary hearing. Such hearings are conducted in the same manner as a court, however the rules of evidence are relaxed. A quasi-judicial board or commission can render a decision on issues under its jurisdiction and the decision can be appealed to a higher body, usually the Circuit Court. The rationale for specific recommendations and findings related to this list is also found on the unabridged report of the B&C sub-committee.

1. Initial Challenges. One of the initial hurdles the B&C Sub-committee had was to obtain a contact list of the chairpersons and members of the various B&C. The best source was the Master B&C Excel Spreadsheet which was provided by Wil Rowel. It was reasonably accurate but, for the most part, out of date. As we held interviews with B&C chairpersons we updated the list and provided corrections to Wil for inclusion in his master spreadsheet. Chairpersons were able to provide current member contact information but member term expiration dates were difficult to obtain. The easiest way we found was to do a name search of City Council minutes to obtain member appointment dates. While the process of recording accurate member data is tedious, it should be done. This may be a good task for a summer intern.

2. Web Maintenance. The B&C web pages need to be maintained with current member appointment and vacancy data, meeting agendas, and meeting minutes. An alternative source for B&C member data is the B&C web pages on the city web site. Appointment dates are posted, as well as, member appointment expiration dates, and vacancy information. In addition, meeting agendas and minutes are supposed to be posted for each B&C. This again can be tedious and can be left undone for many reasons. A few of our interviewees suggested that B&C chairpersons be allowed posting authority so they could post the minutes and agendas but generally the chairpersons were against taking on this task. This is again an important task for making B&C information available to the citizens of Annapolis and needs to be done.

3. Vacancies. The Mayor's Office should establish priorities for filling the 30 B&C vacancies and making the 64 reappointments of volunteers whose terms have expired. The filling of vacant B&C positions is a long overdue task of the Mayor's Office, as is the reappointment of members whose appointments have expired. The sub-committee's recommendation is that this should be one of the mayor's highest priorities among many. Therefore, it involves first the setting of priorities, i.e., selecting which B&Cs are of greatest need or most importance. It was noted in our interviews that many chairpersons, if asked, would be willing to participate in candidate interviews. The chairperson in most cases is the most experienced and knowledgeable as to the needs of their B&C. We also noted that B&C members whose appointments have expired are willing to continue their duties until reappointed, though they would appreciate the courtesy of being asked before reappointment. We believe some members would like the experience of serving on another B&C and, if asked, would like such a change after serving on a B&C for several years.

4. Training needs to be provided to B&C members. Several chairpersons felt training for their members was important yet was provided infrequently. This was especially important for quasi-judicial B&Cs which need to know how to conduct hearings and the process for going into closed sessions. Regarding one quasi-judicial B&C there was a complaint that they felt they were not properly represented during appeals to the Circuit Court and were never advised of the outcome of such appeals. Training could be provided in either a large group setting or provided directly to a B&C. Such training should include the applicability of the Open Meetings Act, Freedom of Information Act, Ethics Law, and Roberts Rules of Order.

5. Recognition. There is a general feeling that the services of B&C members are not appreciated by the city, though members are pleased to be of assistance in the management of the city. Personal satisfaction is not always enough when volunteers put in many hours and years of service. Any kind of recognition or a personal thanks works. Let's keep our volunteers happy and active!

5. Liaisons. City liaisons to Boards and Commissions should participate in B&C meetings and be advocates of their B&Cs. Our interviews revealed that a few of the city liaisons to B&Cs do not actively participate in, or attend B&C meetings. They therefore fail in their

responsibility to represent their B&C and fail in providing current information as to what is happening within the city or the status of projects of interest to the B&C. They need to be advocates for their B&C within city government.

As soon as is reasonably practicable the city would benefit from establishing a process for the recruitment of B&C members, acknowledgment of applications, review of applications, interview of applicants, and notification to applicant of actions taken on their applications. We need to be responsive to B&C applicants. Appointments and reappointments take far too long and this is not good for the morale of people serving as volunteers-- they feel ignored and not valued. We must work at attracting qualified applicants either through announcements from the Mayor's Office or via person-to-person recruitment by current B&C members. One of our interviewees said, "If you want to empower and keep volunteers, show them respect by paying attention to what they do." Recommended procedures for the processing of B&C member applications are provided in the full Boards and Commissions Sub-committee report.

In addition, a list of recommended disbanding, mergers or resolutions of certain B&Cs is included in the full report with the rationale for each clearly provided.

Given time constraints the Boards and Commissions Subcommittee of the Plays Well With Others Transition Team has completed a quick investigation into the staffing and functions of the city's board and commissions. As provided in the full report our analysis identified several B&Cs for consolidation, as well as other areas for the attention of the Mayor's Office and City Council. We respectfully suggest that this effort is not fully completed and that further investigations will identify additional efficiencies that can be achieved in the future.

In the meantime, a full reading and thorough consideration of the recommendations made in the full report are strongly encouraged if the city is to function in a way that will leverage fully the talent pool of its citizens toward the goal of a better place to live, work, play and run a business.

Respectfully Submitted,

Dr. Carletta Allen

Team Lead - Plays Well With Others