



STEVE SCHUH TRANSITION

Report and Recommendations to Reform County Government

Alan Friedman
James King

Table of Contents

Overview

Background.....	3
Universal Themes.....	4
Transition Committee Chairs.....	6

Specific Departmental Recommendations

Recreations and Parks.....	7
Health.....	9
Information Technology.....	11
Department of Social Services.....	13
Department of Corrections.....	15
Police Department.....	18
Fire Department.....	20
Budget and Finance.....	26
Annapolis City Collaboration.....	28
Inspections and Permits.....	29
Planning and Zoning.....	31
Public Works.....	34
Aging and Disabilities.....	36
Central Services.....	38
Constituent Services.....	41
Economic Development.....	42
Education.....	46
Govt. Relations & Communications.....	49
Grants.....	52
Housing.....	54
Human Relations.....	55
Law.....	56
Personnel.....	57
Workforce Development.....	58

Background

On November 2nd, 2014, Steven R. Schuh was elected Anne Arundel County Executive by nearly 23 points, carrying a majority of precincts in every Council District.

Schuh prevailed because the people of Anne Arundel County support his vision for the future: to make Anne Arundel County best place to live, work, and start a business in Maryland.

Over the next four years, the County Executive will be implementing a five-point plan to achieve that goal.

- **Energize economic growth** and create as many jobs as possible by reducing taxes and fees, starting with a 3 percent cut in the property tax.
- **Improve the quality of education** by working with the school board to accelerate school construction and to build smaller, neighborhood schools.
- **Enhance public safety** by increasing compensation and staffing levels in our police, fire, and corrections departments and Sheriff's Office over the next several years.
- **Reform county government departments** so that services are delivered promptly, cost-effectively and courteously.
- **Create a cleaner environment and healthier waterways** by repairing failing storm pipes and other infrastructure, respecting the General Development Plan and the wishes of local communities.

To help make Anne Arundel County the most efficient and effective county government in Maryland, Schuh assembled 24 transition teams, made up of more than 200 citizens, that came to together to identify how county government can work better.

Each team produced a brief report which was then compiled into this final report.

Universal Themes

As the teams gathered and made recommendations, six overarching recommendations were made to reform and improve county government. These recommendations should be implemented by every pertinent department in order to ensure our county becomes the best place to live, work, and start a business in Maryland.

Update Information Technology

From Aging and Disabilities to Workforce Development, the committees discussed the need to upgrade information systems on two fronts. Internally, departments can ease the need for additional personnel as well as manage the workload of existing employees by improving the intake, processing and retention of information through updated technology. Externally, a wide range of citizen interactions with departments have the potential to be made easier through technology, especially by including more comprehensive use of social media and the county's cable channel to convey information.

Build Cross-departmental Collaborations and Cooperation

Each department does not operate in a vacuum alone. The transition committees identified a number of ways that departments could collaborate or cooperate to

- improve citizen access to services,
- increase efficiency or reduce costs, and
- eliminate redundancies and improve outcomes.

Create a Culture of Customer-friendly Service in County Government

The committees noted that the County, like its citizens, has just come through difficult financial times. Opportunities now exist to improve employee morale and build a culture of customer-friendly service in every department. Outreach to the union representatives to partner in this effort would be key. County department heads should be the leaders in this effort to recognize that County government is a “service industry” and our customers are the citizens of the county.

Revenue Enhancements from Private Sources

The committees recommend establishing or increasing the visibility of 501(c) (3) foundations for departments that provide services to a wide range of citizens. Promotion of federal and state tax deductions and credits would help increase citizen awareness of opportunities to make legacy contributions to county services for everyone from senior citizens to children in our parks and sports fields.

Embracing Public-Private Partnerships

Enhancing opportunities for local businesses, including minority business enterprises, to provide goods and services to county government could result in reducing budget costs, creating jobs in the private sector, and increasing efficiency in county services. Reductions in the need for additional county employees could be accomplished by identifying services that overload existing personnel and that could be performed by private sector businesses in a more cost-effective manner.

Working to Streamline the Procurement Process

Improvements in the procurement system, both internal and external, could also enhance opportunities for the private sector to do business with the county. Enhanced efficiencies would benefit every county department in acquisition of goods and services.

Transition Team Chairs

In addition to the reforms that cut across county government, the 24 transition teams also made numerous recommendations for intra-departmental reforms that could help make Anne Arundel County better. The following is a list of the transition committee chairs:

COMMITTEE	CHAIR
Aging/Disabilities	Janet Owens
Annapolis City	Mike Collins
Budget/Controller	Chip DiPaula
Central Services	Korky Onal
Constituent Services	Angie Rodriguez
Corrections	Brad Dunnells
DPW	Bill Westervelt
Economic Development	Paul Gable
Education	Bob Leib
Fire	Bob Costa
Government Relations/Communications	Tom Marquardt
Grants	Susan Graves
Health	Fran Phillips
Housing	Bill Utz
Human Relations	Walter Vasquez
Inspections & Permits	Danny Boyd
Information Technology	Ellis Kitchen,
Law	Bob Ostrum
Personnel	Larry Ulvila
Planning & Zoning	Eliot Powell
Police	Mike White
Recreation and Parks	Bud Duckett
Social Services	Les Stanton
Workforce Development	Claire Louder

Departmental Recommendations

The 24 transition teams recommended specific detailed changes in order to help make Anne Arundel County the most efficient and effective county government in Maryland. Each specific department has unique challenges presented by the transition teams with the intent to make Anne Arundel County the best place to live, work, and start a business in Maryland. Each report by the transition teams is available below.

Recreation and Parks

Anne Arundel County Recreation and Parks is primarily responsible for the provision of a comprehensive system of recreational programs for county residents and the preservation of valuable land in the form of more than 140 parks and sanctuaries. Examples are specialized recreational facilities, including two swim centers, two golf courses, a baseball stadium and a softball complex, programs such as school-age childcare and adaptive recreation and more than thousands of acres of land fall under the department's jurisdiction. The department's open space includes community parks, green ways, archaeological, environmental, and historical preserves, and large regional facilities occupying several hundred acres of land.

TRANSITION COMMITTEE RECOMMENDATIONS

- Review park fees
- Add Recreation and Parks to Adequate Facilities Ordinance (AFO)
- Encourage developers to construct improved recreational amenities
- Lease turf fields and retain fees inside department
- Seek additional grant funds and hire grants officer
- Empower rangers to write citations
- Pursue accreditation (CAPRA)
- Improve business practices
- Provide customer service training
- Improve appearance of departmental facilities
- Distribute marketing materials on-line
- Complete Active.net

- Audit sports groups and reprioritize permits
- Establish guidelines and priorities for maintenance
- Establish a contingency fund for repairs
- Establish partnerships for maintenance and upkeep
- Develop long term plan to address backlog
- Modernize equipment
- Address procurement inefficiencies
- Seek additional park space
- Increase access to existing properties
- Offer naming rights to parks
- Develop West County regional park
- Consider far south county regional park
- Increase number of boat ramps
- Consider opening more beaches for public swimming
- Create water access revolving fund
- Designate water access employee
- Increase parking at Ft. Smallwood park
- Add bike lanes in Annapolis area (e.g. Bestgate Road)
- Develop off-road bike trails
- Accelerate development of paved trails

OTHER RECOMMENDATIONS

- Establish Community Center Commission and evaluate community center strategy
- Evaluate golf course strategy
- Develop North County tournament park
- Develop West County pool facility
- Develop Crownsville/Bacon Ridge Park plan
- Study Mayo peninsula parks
- Identify surplus properties
- Evaluate privatization of child care services
- Consider repurposing Randazo Field
- Evaluate mid-county regional tournament venue

Department of Health

The Department of Health's mission is to preserve, promote and protect the public health of all people who live, work and play in Anne Arundel County.

To achieve this mission they must provide leadership, guidance and information to ensure that every resident has seamless access to public health services. Critical to achieving this mission are strong, sustainable partnerships with individual residents, public sector agencies, community-based organizations, health care providers and insurers, academic institutions, businesses and other private sector agencies involved in the interaction of the public health sphere.

TRANSITION COMMITTEE RECOMMENDATIONS

- Develop a four year plan
- Integrate DOH with other land use departments
- Conduct departmental and countywide IT need assessment
- Joining with private sector to improve services
- Seek innovative ways to improve services/gain efficiency
- Develop new treatment facilities to combat heroin crisis
- Urge Governor to allow increased caseloads and to require PDMP
- Deliver prevention program in schools
- Streamline treatment referral process in schools
- Reinstate ED diversion program
- Expand mental health services for seniors
- Step up mental health ID and referral in schools
- Improve consumer networks for mental health
- Expand mental health peer advisor program
- Expand number of mental health crisis beds
- Reassess mission and governance of DOH and MHA
- Consolidate DSS and DOH eligibility and enrollment offices
- Consider consolidation of DOH and DSS offices
- Meet regularly with DSS and DOA
- Assess advisability of co-locating DOH and DOA referral staffs
- Work with DOA to expand mental and dental services for elderly

- Strengthen relationship between DOH and DOA regarding LTC and assisted living
- Expand reach of chronic disease programs
- Implement electronic health record system
- Consider options for compensation and benefits changes for school health
- Evaluate various school health models
- Consider pursuing collections from third party payers for school health

OTHER RECOMMENDATIONS

- Consider transfer of Medicaid eligibility to DSS
- Consider privatization of school health program

Information Technology

The mission of the Office of Information Technology is to provide value, leadership and support that facilitate the identification, implementation and use of technology to support the citizens while enhancing the mission and the business requirements of the Anne Arundel County Government.

Essential services provided include:

- A high-quality, secure technology infrastructure
- Professional resources
- Business and geographic data
- Computing and network applications
- Telecommunications and video services
- Cable Television Administration

TRANSITION COMMITTEE RECOMMENDATIONS

- Use other entity's existing Master IT contracts or establish County's own Master IT contracts
- Establish a stakeholder technology council consisting of key senior leaders from each department
- Establish a Master IT plan with long and short term goals
- Establish a Program Management Office
- Establish a system to track Executive correspondence (Constituent Services)
- Expand the County's existing SharePoint system to accommodate document sharing
- Upgrade CAD System
- Evaluate combining 911 Call Centers
- Design and implement additional network security
- Install software tool to detect personal identity information transferred on network
- Upgrade Heritage Complex server
- Eliminate unsupported Windows XP from computer desktops
- Implement a computerized timekeeping system
- Implement an automated password change helpdesk capability

- Provide additional training to helpdesk staff for more complex problems
- Consider implementing a shared radio frequency ID asset tracking system
- Conduct detailed audit of telecom billing to validate that services and billings are accurate
- Negotiate a settlement with telecom providers
- Reallocate \$1.5 million placeholder to the operating budget to fund critical requirements
- Consider using forced encryption on removable media
- Confirm Google Mail for the County meets federal security requirements

OTHER RECOMMENDATIONS

- Engage Ponte Tech to improve security
- Outsource data centers
- Add a Workflow tool
- Develop strategy for system monitoring and control
- Develop strategy to update PCs
- Prioritize Roadmaps and establish cost estimates
- Consider switch to Microsoft email

Department of Social Services

Department of Social Services is the human services provider for the County. The department helps vulnerable citizens buy healthy foods, pay energy bills, and obtain medical assistance. The department also provides stable environments for at-risk children and adults through the foster care programs and public assistance programs such as temporary cash assistance, supplemental food assistance, and Medicaid/Medical Assistance.

TRANSITION COMMITTEE RECOMMENDATIONS

- Engage in additional recruitment initiatives
- Increase training, resources, and support available to foster parents who would like to provide therapeutic placement
- Work closely with other agencies to identify more therapeutic homes in Anne Arundel County
- Upgrade the phone system, with state assistance
- Consider web based access points, tied to a new phone system and support staff
- Consider combining similar functions from within DSS and the Dept. of Aging
- Consider "Triage Style" training for staff that can cross over and route calls and concerns
- Connect with State Attorney's office for a dedicated contact for emergency needs
- Create relationships within assisted living community for additional resources
- Take a close look at caseload data and staffing structure to meet current and projected needs
- Promote consistent message throughout the Family Investment division emphasizing understanding and empathy for clients' concerns and needs
- Invest in essential telephone and communication upgrades
- Advocate at the state level to encourage the same level of funding for POC
- Increase participation and collaboration by DSS staff to participate in existing community efforts, such as Anne Arundel County Early Childhood

Coalition, that are focused on providing all Anne Arundel County children, birth to age five, access to quality early care and education programs that meet the needs of families

OTHER RECOMMENDATIONS

- Reduce the current pool of DSS vans from three to two reliable vans
- Reduce administrative costs
- Reduce the local Emergency Services budget
- Reduce the number of County Attorneys

Department of Detention Facilities

The Department of Detention Facilities operates safe and secure correctional facilities, and offers programs and services to pretrial and convicted individuals to support successful re-entry to the community.

The Department of Detention Facilities accomplishes its mission through (1) training of staff in current correctional philosophy and techniques, (2) promulgating policies that reflect recognized standards in the management of staff and offender population, (3) adhering to security principles; (4) maintaining clean, safe facilities, (5) providing medical and mental health care services; and (6) offering services to inmates to aid in their re-entry to the community. Toward this end, the Department has set the following goals:

- Operate constitutional and efficient facilities that comply with Maryland Commission on Correctional Standards
- Operate safe and secure facilities that ensure public, staff, and inmate safety
- Use new technologies that maximize efficiency and reduce operating costs
- Provide the resources necessary to ensure effective recruitment, training, performance, and development of staff
- Partner with the criminal justice system to develop initiatives which control inmate population growth by ensuring efficient case processing and making available effective alternatives to incarceration
- Establish and maintain partnerships with other governmental and community agencies and with the private sector to provide services which support offenders' successful re-entry to the community.

TRANSITION COMMITTEE RECOMMENDATIONS

- Reflect starting salaries only for County job postings
- Streamline hiring process
- Streamline screening and orientation
- Reinstate corrections officer interview panel
- Review corrections officer eligibility criteria
- Bring more of the hiring process in-house
- Recruit corrections officer retirees from other jurisdictions/ use hiring bonuses
- Create designated recruiter position

- Recruit in locations with propensity for law enforcement/ military
- Undertake salary study
- Address pay compression issue
- Develop retention improvement plan
- Develop multi-year recruitment plan
- Develop corrections officer candidate mentor program
- Survey employees to identify areas of dissatisfaction
- Institute DROP program
- Increase staffing to full or near full capacity
- Review disability leave policies/ identify abusers
- Set and achieve more realistic overtime targets
- Consider making all senior management positions appointed
- Develop flat organizational structures for both facilities
- Institute a step system
- Ensure greater difference between starting and top-out salaries
- Create a DROP program
- Review roles and staffing of case managers
- Consolidate inmates and personnel/ consider one facility
- Consider alternate shift schedule
- Assign IT person to the department
- Consider central booking facility
- Consider use of risk-assessment software rather than commissioner
- Bring security and transport in-house
- Charge a fee for laundry service
- Charge a fee for inmate community service
- Renegotiate contracts with private contractors
- Expedite re-entry process
- Expand methadone program
- Revamp in-take survey to include drug abuse
- Expand vocational apprentice program
- Expand Prison Industry Enhancement Certification Program
- Establish a position to build relationships with employers/ expand work release program

- Consider tax credit for employers that hire inmates
- Prioritize work release over community service
- Increase funding for training

OTHER RECOMMENDATIONS

- Give department head ability to provide additional starting comp based on credentials
- Provide payment incentives for officers to get higher credentials
- Implement electronic reader system
- Honor all ICE retainers

Police Department

The Anne Arundel County Police Department is the primary law enforcement agency of the county. The Department was created by an Act of the Maryland General Assembly in 1937. They are our county's primary crime response department, and divided into four districts: Northern, Southern, Eastern, and Western.

The Department is internationally accredited through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). The overall purpose of the accreditation program is to improve delivery of law enforcement service through compliance with 443 standards, developed by law enforcement practitioners, covering a wide range of up-to-date law enforcement topics. Accreditation is a coveted award that symbolizes professionalism, excellence, and competence.

TRANSITION COMMITTEE RECOMMENDATIONS

- Construct new academy
- Increase force to 800 officers
- Remove Personnel Department from hiring process
- Increase lateral hire pay
- Improve compensation
- Eliminate DROP penalty
- No body cameras
- Replace radio system
- Replace MDCs
- Replace radio dispatch consoles
- Improve security at county facilities
- Add booking officers
- Create inter-county transportation unit
- Create prisoner transportation unit
- Create central booking unit
- Create special investigative division
- Co-locate special units
- Change chief retirement vesting

OTHER RECOMMENDATIONS

- Increase veteran recruiting
- Increase diversity
- Add case management software
- Add 5th district
- Fix pay compression for non-rep commanders
- Research new 911 center

Fire Department

The Anne Arundel County Fire Department is an all-hazards response organization committed to safety through excellence in service. The department is the county's primary fire response agency. The department also operates emergency management services.

The Fire Service in Anne Arundel County has a long history of providing medical and emergency management services. The first Ambulance Services were provided by individual Volunteer Fire Companies throughout the County in the early 1950's. Some of the early ambulances were the GMC carry all sedans that were converted into ambulances. During this era, two Volunteer companies, the Brooklyn Community Volunteer Fire Department and the West Annapolis Volunteer Fire Company and Improvement Association were the only companies that carried the portable iron lung devices used to provide lifesaving respiratory therapy in the days before cardiopulmonary resuscitation (CPR).

Today, that system has transformed into a world class Emergency Medical response system consisting of 23 Advanced Life Support Paramedic Transport Companies staffed by career cross trained Firefighter/Paramedics certified at both National and State levels; 11 Basic Life Support Transport Units staffed by Career/Volunteer Firefighter EMT's; and two Paramedic Engine Companies. These dedicated individuals serve a residential population of more than 512,000 people and together respond to more than 55,000 medical calls a year.

TRANSITION COMMITTEE RECOMMENDATIONS

- Implement a minimum staffing model that prevents reduced staffing for suppression and rescue responses upon the dispatch of EMS responses assigned to combined stations.
- Reach staff goals of –
 - Engine /Squad – 3 personnel
 - Truck – 3 or 4 personnel
 - Ambulance/ ALS/BLS – 2 personnel
- Establish EMS Supervision for each Battalion area.
- Consider reinstating a 24 hour Shift Commander position.

- Develop Officer Training and Mentoring Program for Career and Volunteer Officer Candidates.
- Increase communication between the Fire Chief and Volunteer Chiefs by the Fire Chief's involvement in the Volunteer Firefighters Association and the Volunteer Chiefs committee meetings.
- Include the Volunteer Coordinator to be part of the Stakeholders that are in direct contact with the Fire Chief to better share communications between stakeholder representatives.
- Ensure the County Information Technology budget supports full requests for upgrades and enhancements to Fire Department request for CAD system upgrades for GIS system dispatch and supporting software.
- Prepare a short term and long term plan for the County Executive to assist in budgetary plans for future projects that are vital to serve the citizens of Anne Arundel County and work to prioritize these projects with the Budget Office and the Department of Inspection and Permits.
- Reclassify entry level Firefighter II position to Firefighter I [ENTRY LEVEL]. (*Legislation Required*)
- Maintain a year round policy with a full time "Recruiter" position/office with the mission of enhancing diversity in the workforce.
- Consider deploying staff in a manner reflective of the community they serve.
- Engage in continuous review of hiring results, identify ongoing barriers to diversity, taking action to remove them, and implement better testing instruments as they become available.
- Assign role models / mentors to all recruits during their initial training and probationary period.
- Continue to use the current hiring list to the extent that it remains reasonably diverse.
- Continue to use the current promotional list for Lieutenant and Captain.
- Work with the Personnel Office to develop a continuous testing process to be ready before the current hiring list becomes unusable.
- Work with the Personnel Office to develop, with County funding, a comprehensive assessment process for all promotable ranks before the current lists become unusable.

- Explore a cooperative effort with the Public School system and Community College to develop a process to bring students into a program that results in preparation for preferential hiring into the Fire Department.
- Develop an affordable fire station construction and location plan that provides sufficient safety response coverage for areas in the county that has been impacted by growing development trends using smaller less costly methods but durable construction over larger more costly buildings that are less efficient and have higher maintenance and operational expenses.
 - Partnership programs with developers and communities should be considered in these plans to share construction and apparatus expenses keeping the cost to the taxpayers at a minimum.
- Implement a grant program to re-hire retirees of the Fire Department with significant experience in certain areas of the Department for specific positions in the training division, prevention, public education and other positions as necessary to reduce overtime and to increase apparatus staffing. *(Legislation Required)*
- Develop a Medical Advisory Board to consider Health Care coverage and cost savings programs to benefit the taxpayers and Fire Department Personnel and Fire Retirees.
- Implement a five year confirmation of disability for employees who have retired on disability, and transferred to regular pension programs if health status has improved.
- Allow the Fire Department bargaining agent associations to negotiate in good faith for changes in retiree benefits.
- Consider payroll deduction ability for retiree activity fund contribution.
- Establish retention programs within the Volunteer Association that provide company leadership and mentoring for the less experienced and younger volunteers.
- Begin a minimum staffing model that prevents reduced staffing for suppression and rescue responses upon the dispatch of EMS responses assigned to combined stations.
- Move to a system where the Fire Chief or their designee actively participates in the hiring process in recruit selection, mentoring, testing and preparation during the recruit process.

- Combine Police and Fire Training facilities.
- Combine 911 dispatch call centers within the Fire Department Headquarters. Provide additional callers to sufficiently process the emergency calls and needs of the citizens of the County.
- Effectively educate other county departments on the importance for the protection of the citizens of the county in priority budgetary issues and operation and function of Fire Department personnel.
- Coordinate and combine the Fire Chief or their designee with the Police Department in the Community Relations Council to educate the citizens of the county Fire Department.
- Have the Garage and Fire Department Personnel review the following documents:
 - Fire Garage Committee Report developed during the Leopold Administration and dated November 9, 2011 for recommendations not implemented.
 - Review District of Columbia Fire Department Vehicle Maintenance Report dated November 25, 2013 for lessons learned from DCFD maintenance issues.
- Design and purchase vehicles by personnel that have a working knowledge of functional and technical vehicle design.
- Determine the payload prior to developing specifications for any apparatus including specialty vehicles the Fire Department
- Initiate a Capital Project to expand the current facility or construct a new fire department shop.
- Have the Central Garage determine the proper vehicle to technician ratio and staff accordantly.
- Have all Central Garage mechanics meet the qualifications of NFPA 1071, Standard for Emergency Vehicle Technician Professional Qualifications or the equivalent. (EVT or ASC certification)
- Cease purchase of light duty (Ford) chassis ambulance. The medium duty chassis (typically International or Freightliner) is better equipped to handle the payload of the Fire Department.

- Have the Central Garage develop standard repair times for basic maintenance functions to monitor the efficiency and effectiveness of mechanics.
- Cease the practice of having mechanics pick up parts or vehicles in the Central Garage. This duty should be delegated to a designated Garage parts employee or Fire Department Maintenance staff.
- Have the responsibility of sprinkler inspections accomplished by certified inspectors within the Fire Marshal's office in accordance with the County Code Article 15-3-102.
- Implement an increase in the Re-Inspection fee in Article 15-3-106 of the County Code from \$100 to \$200. This will allow for an efficient management of personnel services. (*Legislation Required*)
- Eliminate, in accordance with Article 12-5-108 of the County Code the staggered fines in 12-5-108b and replace with, "The civil penalties for the third or more false alarms at a single alarm site in a 12-month period shall be \$500 for each offense."(Legislation Required)". False fire alarms cause an unnecessary burden on county Fire Department services and extend response time to citizens with true emergency needs of the Fire Department and EMS and place these responders in a potential dangerous risk of injury to themselves or the public.
- Amend the County Code to permit the collection of patient information at the time of transport. This can be accomplished by and between the receiving facility and the billing agency (*Legislation required*)

OTHER RECOMMENDATIONS

- Require the Emergency Operation Center manager to maintain a certification in Emergency Management, or its equivalent in experience and education.
- Have the manager develop a continual grant program that successfully receives grants to offset regular year round operations.
- Change the Emergency Operation Center Manager to a position appointed by the County Executive to develop a continuous partnership with Department leadership within the County and any additional municipal governments and the State of Maryland and Federal Government.

- Make the Emergency Operations Center manager report directly to the County Executive in the development of programs to benefit the citizens of Anne Arundel County.
- Have the County Executive develop a plan to implement an independent Department of Emergency Management.

Budget and Finance

Both the Offices of Budget and Finance are critical to ensuring that Anne Arundel County remains fiscally responsible. They oversee how we spend taxpayer dollars as well as payments to agencies and vendors.

The Budget Office formulates and assembles the County Executive's budget each fiscal year. Working with the Office of Finance, these two departments ensure that Anne Arundel County budgets responsibly and makes the proper payments to vendors and for services.

TRANSITION COMMITTEE RECOMMENDATIONS

- Submit 5-year departmental budgets
- Establish performance measures
- Incentivize employees to identify savings
- Perform department performance audit
- Evaluate employee benefits
- Invest in training of procurement officers
- Establish venue for contract appeals
- Maximize cooperative purchasing
- Compare our procurement process to those of other counties
- Require county agencies to forecast significant payments
- Allow more flex in investing GF and RDF
- Require banks to submit invoices for fees
- Advocate for e-billing for taxes
- Require electronic vendor payments
- Implement liability effort procedure with vendors
- Create central allocations unit
- Create web-based customer service request form
- Evaluate internal controls of self-insurance fund
- Consult with outside professionals to expand funding alternatives

OTHER RECOMMENDATIONS

- Review public compensation

- Conduct consulting review of procurement process
- Analyze bid review process
- Consider mid-year budget assessment

Annapolis City Collaboration

Annapolis City and Anne Arundel County provide similar services to their citizens. The transition committee examined a number of possibilities for collaboration to save taxpayer dollars.

TRANSITION COMMITTEE RECOMMENDATIONS

- Conduct a study on the permitting process where both City and County agencies are included
- Identify common supplies that both the City and the County use in large quantities and get bulk price reducing costs
- Examine vehicle Maintenance consolidation
- Centralize Fire/EMS/Police dispatch with the County

OTHER RECOMMENDATIONS

- Consolidate personnel advertising, background checks, human resources
- Work with the City of Annapolis to address the parking situation.
- Work cooperatively between AAED and The Annapolis Visitors Bureau.

Inspections and Permits

The Department of Inspections and Permits works to provide the citizens of Anne Arundel County the highest inspection standards that is consistent with adopted codes and regulations. This is accomplished through the consistent and equitable application of regulations in the built and natural environment through plans review, inspections, enforcement and the issuance of permits and licenses.

TRANSITION COMMITTEE RECOMMENDATIONS

- Develop a plan for additional on-line license renewals
- Transfer BWI cab inspections to PSC
- Transfer non-BWI cab inspections to Central Services
- Streamline/overhaul multi-family application and inspection process
- Reallocate personnel to Zoning Enforcement
- Increase utilization of existing electronic capabilities
- Enhance electronic capabilities in Zoning Enforcement
- Consider combining Code Compliance (Winchester) with Zoning Enforcement (Coleman-Casey)
- Develop replacement system for PIPS and MST
- Consider reallocation of inspector positions
- Consider transfer of single-lot engineers and planners to I&P
- Separate subdivision review and permit review
- Combine trade permits
- Create on-line system for permit processing
- Base building's permit application fees on square footage
- Improve career ladder
- Provide pay increase for certification for Permit Clerk
- Reallocate staff from OPZ to I&P for single family permits
- Increase interaction between OPZ, I&P and DPW
- Empower staff to make decisions
- Change lunch hours for Permit Center
- Consider creating a Department of Land Use
- Evaluate grading review process
- Reduce lost time from court cases

- Meet with union to discuss time management
- Increase County Executive involvement in department
- Increase intra-departmental interface
- Empower managers to make decisions
- Expand management training programs
- Provide electronic field technology to inspectors
- Provide additional PIN for PWAs or increase cross training
- Transfer single-family permit processing from OPZ to I&P
- Cross train staff for plan intake
- Improve process for categorizing permits to reduce misdirection of permits
- Simplify impact fee calculation
- Streamline modification process/ identify code changes
- Streamline process historic review of demos
- Consider not requiring grading permit in single family disturbances less than 5,000 sq. ft.
- Improve consultation with Central Services regarding vehicle purchases
- Improve process for release of bonds
- Emphasize importance of customer service
- Relocate an engineer and a planner from OPZ to I&P
- Streamline storm water management requirements
- Transfer Plan Review section to Inspection Services
- Cross train additional PWA reviewer
- Establish two week limit for Health review
- Accelerate Health review process
- Combine SDP and Grading Permit plans into one submission

OTHER RECOMMENDATIONS

- Consider transfer of tow truck licensing to Police Department
- Reduce number of cab inspections to once per year
- Extend length of cab operation licenses to two years
- Hire consultant to conduct comprehensive review of land use departments

Planning and Zoning

The Office of Planning and Zoning is responsible for planning the physical growth and development of the county. In order to fulfill that responsibility, the office prepares periodically a revised general plan, updates the rules governing subdivision of property, reviews and revises the zoning laws that regulate the use of property, and administers both the subdivision code and the zoning ordinance.

TRANSITION COMMITTEE RECOMMENDATIONS

- Transfer PWA to OPZ
- Cross train personnel
- Assure 10 day processing of PWAs
- Provide standard PWA agreement
- Allow plats to be recorded prior to PWA/ bonding
- Allow grading permit to be issued after PWA is signed
- Consider establishment of "Gold Seal" system for plan submission
- Consider adding ultimate party to documents
- Reduce number of modifications, especially private roads, road frontage and time extensions
- Revise Design Manual so that it applies to public infrastructure only
- Grant all time extensions administratively and place no limit on number of extensions
- Cite code for modifications
- Consider allowing expedited review of final plan approval comments
- Amend checklist to eliminate design criteria
- Allow processing of final plan even if schools are closed
- Consider OPZ referral of all pending Final Plans and SDPs to I&P and DPW for concurrent review
- Require comments to be designated as Code requirements or recommendations
- Provide draft comments to applicant within 30 days; formal response in 45 days
- Allow applicant to address minor issues prior to 45 days

- Consider delivering draft comments even if outside agencies have not responded
- Consider not sending submittal to uninvolved agencies
- Amend checklist and requirements to ensure code compliance and APF only
- Allow for third party engineering review
- Update Design Manual
- Consider removing private roads from Design Manual requirements
- Consider minimizing construction sequence in plan approval process
- Abandon Rapid Stream Assessment practice
- Adopt MDE storm water management standards
- Amend signage section of zoning code
- Consider amending APF code regarding school capacity
- Exempt all minor subdivisions from school APF
- Modify EDU calculations for outdoor seating
- Modify ARC fees and CFCCs
- Delay payment of impact fees until U&O
- Streamline small area plans and process
- Publicize OPZ reports and recommendations
- Review application fees
- Codify a process for submittal and review of GDP land use map and comp zoning
- Codify a process for review and update of Zoning Article
- Allow administrative variances for minor requests
- Consider eliminating Non-Conforming Questionnaire
- Update or eliminate Parole Urban Design Plan
- Consider transfer of mass transit out of OPZ
- Consider creation of Transportation Department
- Conduct a review of transportation impact fees
- Consider transferring Zoning Enforcement to OPZ
- Implement bicycle and pedestrian transit improvements and plans
- Expand membership of LUTB
- Consider providing on-line access to all GIS layers
- Assign point person in implementation of new system

- Implement digital submission software
- Evaluate and replace land management core system
- Resolve migration and compatibility issue
- Identify additional functions for digital submission software
- Form agency review committee
- Implement 24 hour response time
- Assure Land Use Department leaders meet once per month
- Assure department leaders present to MBIA once per month
- Create on-line library of policies
- Consider establishing bonus program
- Provide continuing education and conference opportunities to staff
- Create on-line customer satisfaction survey
- Evaluate cost saving measures
- Create 30 day notice mechanism for personnel changes
- Create project tracking ID system for community use
- Require meeting summary be sent within 30 days
- Assign Single Lot sheet to I&P
- Create Engineering Division and Assistant Engineering Director
- Prepare permit "agency" reports

OTHER RECOMMENDATIONS

- Engage land use consultant

Public Works

The Department of Public Works is the primary infrastructure repair and utility agency in the county. They agency works to ensure our communities have water, and ensure that our roads are plowed and our potholes get repaired.

The Department also oversees Anne Arundel County's Watershed Protection and Restoration Program. The Restoration Program, a division of the Anne Arundel County Department of Public Works Bureau of Engineering, is responsible for implementation of the County's storm water restoration project strategies that meet mandated federal and state water quality requirements.

TRANSITION COMMITTEE RECOMMENDATIONS

- Reduce reliance on Baltimore City water
- Outsource maintenance on release valves and grinder pumps
- Focus on sewer overflows
- Fill energy manager vacancy to conduct energy audit
- Complete solids bio feasibility study
- Retain once per week trash collection
- Continue voluntary recycling (no mandate)
- Optimize energy generation
- Evaluate additional outsourcing opportunities
- Lobby to restore local highway user revenue
- Update work order and inventory technology
- Continue storm water infrastructure projects
- Maintain storm water fee at current levels
- Work with MDE to streamline permit review process
- Consider reduction of cap on storm water fee
- Develop septic conversion program
- Establish environmental cabinet
- Restructure fire hydrant metering program
- Create septic inspection program
- Establish community grants program
- Publicize restoration goals

- Work with MDE and DNR to develop alternative treatment of effluent
- Expand public outreach in Health Department regarding water pollution
- Formalize nutrient trading policy

OTHER RECOMMENDATIONS

- Increase number of project managers
- Develop plan to create Department of the Environment
- Consider more compartmentalization of facilities engineers
- Evaluate restructure of CFCCs
- Increase road maintenance budget
- Consider migration to paper bags (rather than plastic)
- Increase recycling rate
- Monitor PG County storm water outsourcing program
- Outsource storm water restoration work to local organizations/non-profits
- Identify additional outsourcing/privatization opportunities
- Develop stronger system of program and value engineering
- Engage land use consultant

Aging and Disabilities

The Department of Aging and Disabilities administers programs that provide information and services on a range of assistance for older adults and those with disabilities.

The Department envisions our county as a place where all people can live with dignity, opportunity, choice and independence. To ensure that older citizens and those with disabilities are treated with dignity and respect, the Department, through leadership, advocacy, and community partnerships, is committed to helping create a better life for citizens who need help.

TRANSITION COMMITTEE RECOMMENDATIONS

- Restore Deputy Director position
- Consider restoring senior center assistant directors
- Create countywide grant writer
- Evaluate transportation program
- Conduct ADA assessment of all facilities
- Assess security at senior centers
- Consider developing new Pasadena and Brooklyn Park senior centers
- Rehab Arnold Senior Center
- Enhance software at Independence Room
- Create accessible software options
- Assure all calls are answered by live employees
- Institute "ghost" customer service calls
- Assist people with disabilities to get jobs
- Assure more efficient use of home care aid
- Develop fee-for-service Virtual Dementia Tour
- Institute licensing system for Independent Home Care Facilities
- Institute fee-for-service for guardian services
- Assess duplication of efforts with HD and DSS
- Institute professional senior TV
- Coordinate with housing agencies
- Develop strategic plan

OTHER RECOMMENDATIONS

- Evaluate system of flexible work schedules
- Consider countywide 501 (c)(3)
- Perform dish audit of service center staffing

Central Services

The Anne Arundel County Office of Central Services helps maintain and support county agencies and departments.

The Department works to create safe and secure work environments by designing, building, leasing, managing and maintaining facilities. Central Services also procures goods and services; and provides essential functions such as fuel management, disposition of surplus property and records storage.

TRANSITION COMMITTEE RECOMMENDATIONS:

- Review Whitmore Garage operation and pricing
- Run generators
- Move Board of Elections from Hein building to B&A location
- Train county employees for mold mediation
- Centralize the office building for weekend employees
- Provide key card access to all offices
- Demolish vacant properties in locations such as Sandy Point
- Permit risk management to work with the fire marshal to correct inspection issues
- Create incentives for department to better manage their risk
- Consider adding one to two additional employees in the risk management division to ensure manageable case loads
- Review cost of environmental liability insurance
- Increase claim settlement authority to \$25,000
- Incentivize claims-free performance
- Improve compensation for the risk management division head
- Utilize smart vehicle technology
- Develop a "Jiffy Lube" model for small vehicle maintenance
- Eliminate separation between DPW and Central Services mechanics
- Consider removing BOE from the Grover Road warehouse
- Consider more involvement when VFDs make equipment purchases
- Outsource carwash contract for county vehicles
- Consider the use of the Hybrid Prius

- Assess use of EZ pass for county employees
- Outsource bus vehicles and services for Department of Aging and Disabilities as well as prisoner transport vehicles
- Consider third shift at Millersville garage or second shift at Davidsonville/Glen Burnie garages
- Improve compensation for the Fleet Administrator
- Adopt electronic signatures (e-signatures) for all purchasing related documents
- Implement an electronic record retention system
- Increase the purchasing agent's authorization to sign small purchase agreements
- Move the Minority Business Enterprise Office to Anne Arundel Economic Development
- Consider increasing the small procurement threshold
- Increase the fund certification process from \$2,000 to \$10,000 or \$25,000
- Increase the limit for bonding requirements for construction contracts
- Sell DPW buildings for highest or best use per zoning
- Sell Farmer's Market
- Sell Tanyard Cove Park for industrial or work force housing
- Sell 8148 Jumpers Hold Road
- Sell Broadneck Park and Davidsonville Equestrian properties to 501 (c)(3)
- Sell Fire/Police headquarters 5 acre wooded raw land property
- Evaluate Millersville Warehouse's 24 acres
- Terminate lease on Millersville Dairy Farm if the property cannot be used for county purposes
- Sell or lease 94 Franklin Street building

OTHER RECOMMENDATIONS

- Close fuel sites
- Implement smart vehicle technology
- Address senior staffing compensation issues
- Certify employee s for mold
- Improve after-hours response procedure

- Improve training of FMD employees
- Consider privatization of non-public safety garage functions

Constituent Services

The Office of Constituent Services provides the direct link between the County Executive and the citizens of Anne Arundel County. The Office strives to provide personal attention to all constituent matters, solutions in a timely fashion, and up-to-date, accurate information to all county residents by seeking new and innovative ways to touch lives.

TRANSITION COMMITTEE RECOMMENDATIONS

- Update Mission Statement
- Utilize web site
- Utilize AACo apps on smart phones, etc.
- Update AACo app to include weather, school closings, etc.
- Conduct "forums" on critical issues
- Assign customer service districts near where they live
- Monitor Constituent Service calls for quality control
- Assure that contact information is captured by HEAT
- Consider HEAT system tracking number
- Identify stakeholder groups

OTHER RECOMMENDATIONS

- Develop notification system similar to Annapolis City
- Consider redistricting of Constituent Service districts

Economic Development

The Anne Arundel Economic Development Corporation's mission is to support entrepreneurs, managers and executives with vital resources so they can focus on their core mission and business growth. The AAEDC seeks to serve the business community, from large corporations to family-owned small businesses, new entrepreneurial endeavors and existing commercial enterprises. By providing investment, technical assistance and regulatory guidance and serving as a partner for community revitalization initiatives, AAEDC works to foster a conducive climate for investment where businesses can thrive.

TRANSITION COMMITTEE RECOMMENDATIONS

- Proceed to the next steps relative to utilizing the recently approved Special Development District for Odenton Town Center (OTC)
- Create a process in OTC project that involves stakeholders to implement a targeted approach to fund improvements and attract uses necessary to create a high quality and vibrant town center.
- Include a viable and beneficial TOD project surrounding the MARC Station.
- Evaluate creating a Revitalization Zone for the OTC Core (with specific requirements for applicability).
- Complete modifications to the OTC Master Plan to add flexibility and provide for a more realistic and appropriate overall vision.
- Finalize the TOD plan, including (beyond the primary residential component) additional focus on retail, as well as potential office and hotel uses.
- Complete the extension of Town Center Boulevard
- Provide mechanisms under the Special Development District to fund improvements to MD Routes 175 and 170
- Attract a modern full service grocery store (or stores) and quality restaurants that are currently severely lacking within the OTC.
- Create a viable feeder bus system to provide improved access to MARC Station from surrounding OTC areas

- Explore the possibility of attracting medical, educational, and governmental/civic uses within the OTC to create critical mass and anchors in proximity to the MARC Station/TOD area.
- Influence redevelopment of "Boom Town."
- Focus primarily on Boom Town by the community reinvestment.
- AAEDC should take over the lead/ownership of the Odenton Town Center Master Plan from Long Range Planning.
- Get parking at the Odenton Town Center and a bike-sharing program between the MARC and Fort Meade.
- TIF program in place, should be funded by new projects, not existing businesses, to fund needed improvements
- Improve planning and zoning procedures for more timely approval process.
- Meet with state assessments to have an understanding of what improvements may qualify for tax credit.
- Continue to market programs to property owners in these districts.
- Increase the number of Commercial Revitalization Districts, especially in the Odenton area, to stimulate investment in older commercial buildings and to create new employment opportunities.
- Include the area in Severna Park designated in the Small Area Plan as a community center.
- Improve streetscapes and amenities that are attractive to business and residents; including access.
- Focus on improving business climate.
- Work closely with new Governor and DBED
- Focus on marketing the county for targeted Regional Headquarters Companies- building on our positive attributes (including cyber).
- Create a data base for use in attracting new tenants/businesses into Linthicum, Hanover, and BWI area resulting from NSA's recapitalization.
- Set goals to recruit these businesses and making Anne Arundel County a sought-after location should be an absolute priority.
- Coordinate state and utilities when marketing to the large companies, not just a county task.
- Focus on targeted business attraction and marketing.
- Give AAEDC a role in permitting process

- Strengthen AAEDC's role within the county development process
- Pursue statutory role to be directly involved.
- Better understand the competitive environment, survey other jurisdictions on best practices and efficiencies; e.g. Howard County
- Strengthen AAEDC's role within the county development process
- Survey other jurisdictions on best practices and efficiencies
- Use development community as information resource
- Streamline and shortened permit process.
- Conduct a thorough economic development comparison to other jurisdictions
- Streamline the state highway approval process– by working with the state delegation.
- Give AAEDC a lead role with meaningful authority in dealing with P&Z, I&P, and Public Works.
- Give AAEDC some formal authority over the permitting process.
- Continue to meet with planning and zoning to help business get thru the process.
- Review best practices at other counties to what we can do in planning and zoning to improve.
- Create a task force to study neighboring counties to determine how they get new development projects through the permitting process more efficiently and expediently than AA County.
- Examine possibility of moving the Renaissance Festival to the Dairy Farm location.
- Preserve Crownsville property as open space
- Add to AAC fairgrounds property
 - Include Eisenhower Golf Course property
 - Include Recs and Parks "Anne Arundel County Greenway"
 - Include the Millersville Forest
- Embrace an enhanced focus on business retention.
- Create Benchmarks against proactive economic development organizations across the country and adopt best practices in all areas.
- Commitment to brand AA County as a great place to do business and marketing its assets to the business community.

- Rebrand AA County as a Cyber Center and carrying out a campaign aimed at giving IT companies and Health & Wellness companies' positive reasons to locate regional headquarters in the area.
- Put emphasis on quality high-paying jobs, higher quality retail, reasons for people from outside the area to visit, and spend money.
- Create a closer working relationship between AAEDC and the Anne Arundel County Chambers of Commerce and business organizations.
- Focus on marketing all the great attributes of AA County – schools, housing, shopping, transportation, water.
- Create public transportation plan to help businesses
- Coordinate transportation plan with Fort Meade, Maryland Live, airport and Baltimore City on ways to get more mass transportation through the area.
- More could be done to celebrate the positives of CIC – need to find Executive Director and look at making the programs and sponsors effective.
- Look at the programs in place and make suggestions to improve outreach and effectiveness.
- Have County focus on quality of life issues around Fort Meade through a lens of economic development.
- Develop marketing plan focusing on future growth of Fort Meade and private sectors current and potential growth in it.
- Strengthen the role of Economic Development in determining priorities in capital planning and programming.
- Involve AAEDC in the identification of capital projects that will enhance the economic competitiveness of county

OTHER RECOMMENDATIONS

- Transportation issues for workforce needs to be addressed
- AAEDC should work closer with City of Annapolis
- A team of Anne Arundel County officials and developers should put together immediately to address Capital Facility Connection Charges.
- Bring the importance of improvements to infrastructure, lighting and landscaping when preparing the capital projects budget.

Education

An effective education is crucial to making Anne Arundel County the best place to live, work, and start a business in Maryland. A great K-12 education, a first rate community college system, and an effective library system is key to making Anne Arundel County competitive.

The Anne Arundel County Public School (AACPS) system educates nearly 80,000 students. In the last ten years, high school seniors have earned more than \$757 million in scholarships. 88% of seniors who graduated in 2014 pursued postsecondary education at a two-year or four-year institution.

Anne Arundel Community College (AACC) has built a tradition of more than 50 years of bringing innovation and excellence to the community. With 225 programs and more than 3,500 courses, AACC serves about 50,000 credit and noncredit students each year.

The Anne Arundel County Public Library (AACPL) opens the door to discovery and diversion for all County residents regardless of age, education, race, income level or interest. Its collection of nearly one million items, including books in a variety of formats, periodicals, DVDs and CDs, is supplemented by a host of web-based resources, programs, services and helpful staff.

TRANSITION COMMITTEE RECOMMENDATIONS

- Board of Education
 - Jointly (County and BOE) establish a “Community Engagement Pilot Program” comprising concerned citizens in Annapolis to work with AACPS to further collect and analyze data on persistent student achievement gaps and school performance disparities in the Annapolis Feeder System.
 - Work with the BOE to ensure that metrics are provided in the AACPS’s Strategic Plan for student achievement that are focused on and reflect the school system’s new early childhood education literacy initiatives.
 - Partner with the BOE to ensure the upcoming 10-year AACPS Strategic Facilities Utilization Study examines:

- The sustainability of the existing 12 high school footprint and growth approach which assumes capacities of well over 2000 students.
 - An alternate scenario that includes a footprint with smaller high schools not to exceed a capacity of over 1600 students and includes:
 - Adding near-term capacity through the construction of new schools rather than additions to existing schools
 - Splitting areas where students have relatively longer commute times to a single large high school into two smaller high schools when existing high schools reach the end of their projected life and are scheduled for renovation/replacement.
- Support cost and mission effective professional development needs of AACPS to ensure that teachers have the support and skills to perform at high levels in the face of changes in curriculum, standards, assessments, and other developing challenges facing AACPS.
- Support and encourage AACPS' continued efforts to internally reallocate resources to provide increased funding to the classroom.
- Refocus past efforts of County government and AACPS to join forces in mutually beneficial business and general operating partnerships. Past successes, as in the areas of "Prescription Drug Plans" and "Risk Management" clearly supports continued efforts in this area.
- Anne Arundel Community College
 - Lead efforts with our State Delegation to halt the decline of State operating funding and begin the process of restoring State operating funding to the prescribed level of the CADE Formula.
 - Continue to support the College's efforts to develop education, training and certification programs to increase the employability and quality of life of our citizens.
 - Continue to partner with the College in developing training and certification programs to address the requirements of County employees for updated and improved skills in order to increase productivity.

- Structure the County's Capital Program to position the College to receive State matching funds for the renovation of the Allied Health Building for 2017-2020 and the Science Building for 2019-2021.
- Library Board
 - Hire marketing company for community outreach
 - Co-locate current/future county services with libraries
 - Consider privatization of custodial and minor maintenance
 - Examine right sizing of accounting and HR staff
 - Reduction of hours in specific libraries based on usage trends
 - Look into encouraging public private partnership,
 - Work with the Library Foundation to obtain additional funding
 - Examine the Board of Trustees and provide recommendations to strengthen and enhance oversight relationships between the library and elected officials

Government Relations and Communications

Effective communication and an ability to work with all levels of government ensure the best county government possible. The Office of Government Relations and Public Information are executive offices within the Office of County Executive.

The Government Relations Officer works with federal, state, and local officials to ensure the county's needs are addressed at all levels of government. The Public Information Office works with the media keep the public engaged with their government.

TRANSITION COMMITTEE RECOMMENDATIONS

- The County administration should immediately develop a plan for communicating with the County delegation and council on the Administration's priorities for the upcoming session in order to gain their input and, ultimately, their buy-in.
- A similar plan should be developed to communicate with the City of Annapolis.
- The County's Government Relations Officer (GRO) should move quickly to cultivate existing relationships and/or create new ones with the delegation.
- GRO should evaluate the county's current process for monitoring legislation during the session and accept an offer from Baltimore City to see if any of their best practices can be adopted.
- GRO should also enlist the County delegation members to serve as a "trip wire" to identify positive or negative legislation.
- GRO should also utilize the MACO bill review process as well as other resources that organization provides.
- The County Executive should consider leveraging expertise from the Office of Law to provide support with bill tracking and other duties as needed during the General Assembly Session. .
- The County Executive should look for ways to leverage the fact that he himself, the Governor, the Chair of the Anne Arundel County Council and the Mayor of Annapolis share the same party affiliation.
- The Administration needs to appoint a team to re-evaluate the operation and role of the Local Development Council as set forth in the State statute.

- This should include an evaluation of ways to increase transparency and oversight of the LDC and address budget and project prioritization and fund reversion concerns.
- It also includes putting in place a more formalized planning process that includes the production and publication of a multi-year plan for the expenditure of local impact grant funds for services and improvements as required by state statute.
- Institute either by statute or policy possible term limits and staggered terms for LDC appointees. A mandatory minimum attendance policy should also be imposed and attendance reporting required.
- The Public Information Officer (PIO) should develop a broad strategic communications plan leveraging collaboration and technology is needed to bring consistency and focus across departments and to project a unified message for the Administration.
- Create and prioritize content through video, photos, audio, blog posts and op-eds.
- Create the first-even strategic communications plan. The plan should clarify priorities, free up PIO's time and identify benchmark events and policy rollouts. Advance planning will ensure adequate preparation and coordination.
- Develop a more consistent brand and image throughout all departments using guidelines for logos, web site design, and links.
- Create strategic partnerships.
- Coordinate internal communications.
- Revive quarterly meetings with the 11 PIOs in County government, including those assigned to schools, health department, library and economic development.
- Create a policy to maintain consistency in press releases and message.
- Collaborate efforts, re-tweet messages to expand distribution, and share upcoming activities.
- Develop a formal process to handle Public Information Act requests including an ability to release documents without a formal application and legal ruling.
- Embrace immediacy in responding to media requests.
- Create more access.
- Provide immediate access to the PIOs and County employees who are in the best position to respond intelligently to media.

- Build relationships with the media by talking openly and honestly.

OTHER RECOMMENDATIONS

- Better utilize community television.
- Offer expanded content covering public affairs, history, public service messages and other topics.
- Develop a "streaming video" component and the ability to broadcast live during major weather events or other emergencies.
- Utilize social media to increase viewership by delivering content directly to citizens on their mobile devices and computers.
- Find more ways to reach minority communities.
- Target bilingual forms to discuss/share county issues and exchange ideas.
- Establish a Hispanic advisory committee and create a Facebook page to help Spanish community.
- Use social media to spearhead campaigns to build Hispanic pride.

Grants

The Office of the County Executive offers a limited amount of funding to non-profit organizations to meet the needs of Anne Arundel County residents. Through its Community Support Grant Program, the Office of the County Executive considers applications for programs/projects designed to improve the quality of life of its residents and address the critical needs of vulnerable and underserved communities countywide.

TRANSITION COMMITTEE RECOMMENDATIONS

- Automate grant application and review processes
- Explore the Video Lottery Terminal implementation practices to provide broader funding of County services (i.e. public safety, etc.)
- Require Budget, Finance and Auditor's offices to collaborate on revising the County Code to make processes more efficient and to "update" language
- Increase collaboration and eliminate redundancy of effort with a county-wide nonprofit organization i.e. Community Foundation, United Way, etc.
- Create/identify a central staff position to oversee all outgoing grants of County funds
- Analyze the current practice of requiring a one-year break following three consecutive years funding to the same entity. Consider adding a new process to allow waivers to this practice by County leadership. This analysis should include what impact the break has on the nonprofits as well as the citizens being served.
- Require posting of a consolidated annual summary on www.aacounty.org of all outgoing grants to inform County leadership and the public
- Identify and disseminate (via county website) resources to nonprofits to access capacity-building and other training programs
- Develop an abbreviated application and/or consider multi-year arrangements for Community Support Grants of small dollar amount
- If the nature of priorities supports smaller grants, then an abbreviated application process (one page, for instance) and/or multi-year arrangements (i.e. award with renewal options based on funding and criteria set by

County) should be implemented to streamline County/nonprofit effort for small grants.

- Create/identify a central staff position to oversee the incoming grants processes

OTHER RECOMMENDATIONS

- Develop practices that ensure departments identify and train those responsible to track incoming grant activity
- Develop a training program for relevant staff to ensure that they are aware of and understand the complex Federal grants rules (OMB regulations, audit preparedness requirements, etc.)
- Ensure that relevant staff has sufficient knowledge of Federal grant requirements to safeguard ongoing funding to the County.

Housing

The Housing Commission of Anne Arundel County proudly provides quality affordable housing and related services to the neediest Anne Arundel County families.

TRANSITION COMMITTEE RECOMMENDATIONS

- Move business model toward vouchers and away from public housing operating fund
- Integrate self-sufficiency programs with other County departments
- Identify transitional housing resources
- Advocate for term limit legislation
- Encourage developers to develop low income housing
- Integrate human services to promote self sufficiency
- Consider private sector models
- Compare public and private living costs
- Purge waiting list more frequently

Human Relations

The Human Relations Commission is a non-legislative body; Commission members are appointed by the County Executive. While the Commission has no statutory enforcement powers, it can advise residents of the appropriate State or Federal Agencies with whom they may file a complaint to seek enforcement.

TRANSITION COMMITTEE RECOMMENDATIONS

- Establish position of compliance officer
- Increase minority employment across departments
- Provide cultural diversity training
- Create independent entity to review complaints of discrimination
- Conduct audit of all supervisory positions

OTHER RECOMMENDATIONS

- Create notification system for all complaints
- Consider adopting anti-discrimination ordinance
- Reorganize Human Relations Commission

Office of Law

The Office of Law provides virtually all legal services for the County. Clients include the County Executive, all County offices, departments, boards, commissions, agencies; and the County Council. The Office also provides certain legal services to the Department of Social Services, the Board of Education and the Community College. The Office of Law does not advise private citizens.

The Office of Law issues advice and opinions on legal questions affecting the interests of the County. The Office reviews all deeds, bonds, contracts, and other legal papers involving the County's interests. The Office handles virtually all civil litigation in which the County or its officers and employees are involved. The Office also drafts local and State legislation.

TRANSITION COMMITTEE RECOMMENDATIONS

- Implement a coordinated countywide data retention policy to minimize liability, increase efficiency and decrease personnel costs required for retrieval
- Provide systematic, reliable and consistent Office personnel to the County Council to provide legal advice and ensure legal sufficiency of proposed legislation.
- Clarify Executive Order 13 (2006) so that the County Attorney reviews all referrals of state environmental law violations in consultation with the Department of Inspections and Permits

OTHER RECOMMENDATIONS

- Provide a system for cost recovery for County clean-up of junk and debris from private property after code enforcement litigation

Personnel

The mission of the Office of Personnel is to support the employees of Anne Arundel County Government who provide public services to our citizens. The Office of Personnel provides human resources services that promote a work environment characterized by open communications, personal accountability, and fair treatment of all employees, trust, mutual respect, and equal opportunity for learning and personal growth.

The Office administers payroll, health benefits, pensions, and addresses complaints for all county employees.

TRANSITION COMMITTEE RECOMMENDATIONS

- Eliminate paper forms
- Retain Neo Gov
- Introduce "bumping" legislation
- Create a task force to consolidate units
- Return to multi-year agreements
- Develop wellness strategy with penalties and incentives
- Consider granting paid leave to contractual school health employees
- Preserve the training budget

OTHER RECOMMENDATIONS

- Consider countywide customer service training
- Establish Labor Council
- Create centralized database for all EEO complaints
- Implement mandatory diversity training
- Consider dropping mandatory mail order for maintenance drugs
- Consider wellness penalties for law enforcement
- Review countywide generic classifications

Workforce Development

Anne Arundel County Workforce Development Corporation (AAWDC) is Anne Arundel County's administrator and operator of the federal Workforce Investment Act funded services. Grants from the Workforce Investment Act (WIA) are allocated by Congress to the U.S. Department of Labor and then to the State of Maryland Department of Labor, Licensing and Regulation for distribution to twelve Workforce Investment Areas in the State of Maryland.

AAWDC also operates several distinct programs that offer services to meet the workforce needs of Anne Arundel County citizens:

- Workforce Investment Act (WIA) programs - through the Career Center network, WIA funding provides a wide variety of workforce service options to job seekers and businesses.
- Youth Programs - include a drop-out prevention program at North County High School, and Step Up to Success, a GED, customer service, and job readiness program for older youth. In addition, AAWDC offers career exploration services and administers a summer work experience program to eligible youth. Services are funded primarily through WIA.
- JobsWork! Arundel – provides intensive job readiness services to public assistance recipients to move them from dependency to permanent full-time unsubsidized employment; funded through a grant from the Anne Arundel County Department of Social Services.
- Re-Entry Program – provides career counseling, job search assistance, and training to inmates at Ordinance Road Correctional Facility; funded through a grant from Anne Arundel County.
- Older Worker Programs – provides programs to assist older workers (55+) in returning to work. Services include basic computer training, part-time work experience opportunities through the Senior Community Service Employment Program (SCSEP), and partnerships with the Anne Arundel County Public Library and the Anne Arundel County Department of Aging.
- Veterans Program – provides staff specialists who are former military to help veterans find employment and/or determine a career path.

- Business Services - provides workforce solutions for businesses, including posting job listings on the Maryland Workforce Exchange, recruitment assistance, job fairs, and financial assistance for incumbent worker training.
- Training Initiatives – through grants from the Governor's Workforce Investment Board and the U.S. Department of Labor, AAWDC operates targeted training programs in the high-growth fields of cybersecurity, green jobs and FAST Training.

TRANSITION COMMITTEE RECOMMENDATIONS

- Conduct a needs survey specific to Anne Arundel County residents and employers and the surrounding region (as this is a regional economy) to identify (a) growth industries where employee shortages exist; (b) the skills required by employees in those industries; and (c) other skills employers identify as needed .
- Establish priorities among the needs identified based on the economic and social returns expected to accrue .from meeting these needs.
- Develop a combination of services to meet those needs, identifying alternative sources of funding (i.e. county funding, Community Foundation and other non-profits grants, revenues .from fee for service opportunities, etc.) when government grants are not available.
- Develop specific, measurable goals and tactics within the recently completed Strategic Plan, establish a time frame for action, and assign individuals responsible for completing those actions.
- Develop a three year strategic plan (the current plan is annual) that establishes goals and action steps for each year, with the AAWDC President. The President should then be evaluated against the attainment of the annual goals.
- Monitor progress on the strategic plan based on the identified metrics.
- Require the CEO to submit an Annual Report/Strategic Plan Review updating progress towards identified goals and noteworthy accomplishments. Once accepted by the Board, this document should also be shared with the County Executive.
- Delegate the Corporate Board to be responsible for monitoring AAWDC's progress in executing its strategic plan based on identified metrics.

- Make the Corporate Board provide strategic direction to AAWDC consistent with those priorities.
- Arrange a regular meeting between the County Executive and the President to ensure that the County Executive's goals and directions are being implemented by AAWDC.
- Continue the joint strategic planning between the two boards begun in Fall 2014.
- Develop a liaison program with one or more members of the Corporate Board regularly attending meetings of the LWIB. Tiris would reinforce the Corporate Board's responsibility for substantive oversight and enhance communication, a shared understanding of goals, and cooperation.
- Reassess the amount of reserves required for an orderly dissolution of the organization, based on the costs of early lease termination, employee leave liabilities, and severance costs. Balance the benefit of leveraging grants for program dollars against the benefit of holding a considerable reserve. A budget detailing expected costs of dissolution should be maintained and updated periodically to validate the reserve requirements.
- Consider transferring reserve funds to more accessible accounts, such as Money Market funds, with rules instituted for their use and repayment to maintain a rolling reserve.
- Work with County and State agencies to increase coordination to avoid funding lags.
- Actively go about renewals of contracts to minimize funding gaps.
- Conduct AAWDC Corporate Board anonymous exit interviews with outgoing employees to determine their reasons for leaving, and address any management issues with the CEO.
- Have the Human Resources manager set up a means for employees to anonymously address complaints, suggestions or ideas for improved performance at each facility.
- Allows employees to file complaints about senior staff directly with the Corporate Board with no repercussions.
- Engage local business organizations (Chambers of Commerce, BWI Business Partnership, Chesapeake Tech Council, and Fort Meade Alliance)

to build relationships with employers, small and large, and inform them about the services provided by AAWDC.

- Work with a branding consultant (already retained) to develop a user-friendly website, succinct marketing materials, and a media strategy.
- Develop an outreach strategy for Business Services representatives, Board and other staff members, to serve as ambassadors to the businesses and local business this outreach should be directed at raising awareness of AAWDC and its resources and identifying future employment opportunities.
- Expand the partnership with the Anne Arundel County Public Library System to include AAWDC- branded computer terminals/kiosks dedicated to job search and resume building sites. Include training for librarians in the use of the sites.
- Prioritize the President of AAWDC reaching out personally to all current and future partner organizations to establish and reinforce relationships at the highest leadership levels rather than just at the staff level.
- Include key community groups. Possibilities include, but are not limited to, faith-based organizations, homeless shelters, AACPS (currently vacant), Department of Corrections, and veterans.
- AAWDC should explore expanding the successful program at Freetown to other public housing sites.
- AAWDC should monitor relationship with AAEDC to ensure it is peer-to-peer, not subsidiary, to maintain AAWDC's independence.
- Establish relationships with employers who are willing to hire ex-offenders and develop training programs to provide the skills needed by those employers. In some cases the employers may be willing to provide the training themselves (i.e. as did phone tech companies previously).
- If grant funding is not available for inmate training, identify alternate sources of funding such as the Community Foundation, other private sector grants, county funding, etc.
- Treat the site at Ordinance Rd. as a permanent component of Anne Arundel County's service delivery strategy for workforce development, not just an affiliate program.

- Designate a director-level advocate within AAWDC to serve as a liaison to the Department of Corrections, identify programs that have worked in other places, and pursue implementation of such programs.
- Ensure that metrics on which AAWDC is evaluated take into consideration the opportunity costs (i.e., preventing recidivism and the associated costs of re-incarceration), not just the number of individuals served.
- Develop more on the job training programs, including apprenticeships, internships, externships, mentorships, and work experiences.
- Utilize company closures and downsizing as opportunities to recruit, train, and place laid-off workers with in-place or incoming companies within the County. This would result in employers finding workers with the required experience and skills (AAWDC could provide the dislocated workers with additional training and skills, if needed).
- Consolidate AAWDC activities to one primary centralized career center and headquarters (such as that found in Reisterstown) while still maintaining satellite sites around the county, such as those at BWI Airport, Arundel Mills, and Annapolis (co-located with Social Services). Funds would be needed to relocate staff from Millersville, four separate Glen Burnie offices and Arnold. Additional funds would be needed to configure the space for training, computer labs, meeting and conference rooms and offices. Given the multiple constituencies and geography within the County, operating one location that requires residents to travel to it hasn't been viable, but maintaining the satellite centers could overcome this barrier.

OTHER RECOMMENDATIONS

- Open a veteran-focused career center near Fort Meade with county funding until targeted grant funds can be obtained to maintain it. Consider leveraging unused executive office space at the Chesapeake Innovation Center.
- Expand the Summer Youth Program to serve more County youth who are not eligible under WIA or DSS grants.