

2019 TRANSITION REPORT



PREPARED FOR
COUNTY EXECUTIVE STEUART PITTMAN

The Best Place

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LETTER FROM THE CO-CHAIRS

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Dear County Executive Pittman,

We are pleased to present you with the attached transition report. We believe you will find it informative, bold and inspiring.

You have declared that you want to make Anne Arundel County *The Best Place*. We believe this transition report equips you to do just that. In the report you will find 63 recommendations that range from easy to hard, narrow to broad, practical to visionary.

The report and the recommendations are the result of more than 5,000 hours of voluntary work from more than 200 Anne Arundel County citizens. Your campaign for office focused on putting communities first. This report follows the same construct, and our seven transition committees are organized around safe communities, healthy communities, thriving communities, empowered communities, educated communities, sustainable communities and responsive government.

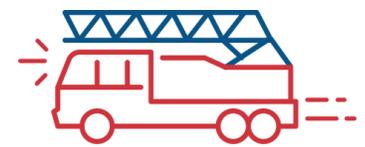
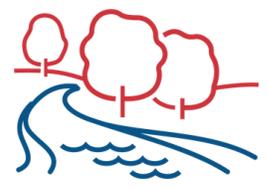
You will find one key theme woven throughout many of the recommendations: County residents want to be engaged in local government. They want access to information, more opportunities for public participation and a chance to help shape decisions. In the immortal words of President Abraham Lincoln, they want “government of the people, by the people, for the people.” And we believe nothing is more powerful and beneficial than an engaged constituency.

Each transition committee was led by a volunteer chair, with the exception of safe communities, which was led by two co-chairs. As your overall transition co-chairs, we believe the most important contribution we made to this effort was helping you select the leaders for these seven transition teams.

In each and every case, the transition committee chairs are experts in their fields, respected by their peers and knowledgeable in the ways of local government. Chairs were deliberately given wide latitude to build their teams, set their schedules, divide into subcommittees and whatever else they needed to do to prepare a comprehensive and actionable report. We cannot thank these individuals enough or properly acknowledge their incredible volunteer contributions to the County and to your Administration.

Though each committee report bears the chair’s name, we want to take an opportunity to list them here in this letter:

Healthy Communities	Lisa Hillman
Sustainable Communities	Kate Fritz
Empowered Communities	Peter Smith
Safe Communities Edward	Bergin / Rook Rodgers
Thriving Communities	Christina Pompa
Educated Communities	Stacy Korbelak
Responsible Government	Jerry Walker



In addition to the seven transition committees, the transition also featured two liaisons who worked with all the teams to establish a systemic approach. Janice Hayes-Williams led the effort to ensure the process was inclusive and that teams represented viewpoints from the diverse communities that make up our county. Instead of designating a transition committee for business issues, Bob Burdon served as our liaison for economic development and the business community. Janice and Bob both made valuable contributions to the committee reports and to the transition report overall.

We would also like to take a moment to acknowledge the cooperation and collaboration of existing county staff. For agency staff, leadership change can be discomfoting and uncertain. But we found county employees to be universally open and accessible to assisting our transition committees. In fact, employees often took the initiative to suggest ideas and initiatives that they had come up with on their own, in the hopes of improving county policies or services.

An additional debt of gratitude is due to your County Executive Office staff, who were instrumental in supporting the transition committees' endeavors and also for synthesizing and formatting this report. In particular, we would like to thank Jennifer Purcell, Dejah Williams and Sergio Polanco for their contributions.

This report is now in your hands. We hope that it will guide you well as you set your vision for the future of our county. Our role as co-chairs of your transition team is over, but we stand ready to help you implement these recommendations for the good of Anne Arundel County.

Thank you for the opportunity to serve – it has been an honor. We want to conclude by thanking each and every member of the transition team that contributed their time, their hearts and their expertise to this report. We believe it represents the best Anne Arundel County has to offer.

We wish you and your Administration success and good fortune as you work to make Anne Arundel County *The Best Place*.

Respectfully,

Janet Owens
Co-Chair

Chris Trumbauer
Co-Chair

EXECUTIVE SUMMARY

The transition process began immediately following the 2018 election when County Executive-Elect Stuart Pittman requested volunteers interested in serving on the Transition Team. This resulted in a pool of almost 600 individuals. The County Executive-Elect appointed former County Executive Janet Owens and former County Councilmember Chris Trumbauer as co-chairs for the transition. The leadership team then formulated a transition process and structure based on Stuart’s plan to put communities first.

The transition established the following committees: Healthy, Sustainable, Empowered, Safe, Thriving, and Educated Communities, along with Responsive Government. More than 200 individuals agreed to serve on the committees and spent over 5000 hours collecting and reviewing information, interviewing key stakeholders, and writing recommendations.

The committees were intentionally broad to represent the complex set of issues that impact government and overlap across committees was expected. Forty four sub-committees explored narrowly-defined areas and specific methods of data collection were determined by each group. Committees were requested to integrate five guiding principles, but otherwise given free rein to do their work. In total, the committees put forth 298 action items, which varied in terms of scope, resources required, and time to complete. Sixty three overarching recommendations are listed in this report.

Common themes emerged throughout the committees’ work, not only in the issues they explored, but also in their recommendations. Committees consistently found that residents wanted transparency and open access to information and data. The most prevalent theme across all committees was a stated desire for residents to be engaged with government and each other. Additional themes included collaboration, equity and access to programs and services, and the need for county-wide transportation. These themes differ from those identified four years ago.



TRANSITION STATISTICS

1480	Responses to online Survey	5	Guiding Principles
599	Volunteers for Transition Committees	63	Broad Recommendations
207	Transition Team Members	298	Action Items
7	Transition Committees	600+	Pages of Documents
44	Sub – Committees	5000+	Hours Volunteered
		1	Responsive Government

TRANSITION STRUCTURE & PROCESS

Steuart Pittman campaigned on a platform to put communities first. He committed to making county government open, accessible, inclusive and transparent. In his inaugural speech, Steuart declared Anne Arundel County to be not only the best place to live or work, but also the best place to ride a bike, the best place to go to school, the best place to be a tree, or maybe even a fish. And to be the best place, citizens must feel engaged and empowered.

As County Executive-Elect, one of Steuart's first actions was to create and publish a transition website and put out a call to county constituents to help shape the new administration by serving on the transition team. He received an overwhelming response. Almost 1500 individuals submitted comments or suggestions and 599 volunteer to be part of this effort.

Transition Committees were structured to focus on communities: healthy, sustainable, empowered, safe, thriving and educated communities. A final committee focused on building a responsive government.

Team chairs were given flexibility and autonomy to best utilize their time and resources. Committees used a variety of methods to evaluate programs, identify needs, explore potential improvements and propose final recommendations. In most cases, committee members examined written reports and academic literature, probed primary data sources, spoke with national, state and local experts and interviewed staff from Anne Arundel County government agencies and community groups. Perhaps most relevant, individual members drew heavily on their own knowledge and experience, sharing their stories openly in hopes of providing deep understanding of the challenges that lay ahead.

This structure was created to ensure that Anne Arundel County was viewed as the complex system that it is. Although some committees focused on specific departments and agencies; others took a broader view. In some cases, more than one committee explored the same issue. While this presented some duplication, exploring issues from different perspectives often resulted in innovative recommendations.

For instance, workforce development was considered in both empowering and educated committees. Mental health and substance use disorders were explored within both healthy and safe committees. Schools safety was addressed in both educated and safe communities. Healthy communities cannot exist in absence of a healthy environment, which was highlighted by the sustainable committee, and there was clear yet important overlap in the planning and zoning processes from both sustainable and thriving community perspectives. These examples represent the complex web of issues that must be considered as the administration makes policy and governance decisions that impact not just the short-term health of the county, but the long term implications that will affect generations to come.

SUMMARY OF COMMITTEE RECOMMENDATIONS

A result of more than five thousand volunteer hours, the seven committees combined offered almost 300 actions items, which were then synthesized to create 63 broad recommendations for this final report.

The following is a summary of the reports provided by each committee. Detailed reports, recommendations, short- and long-term strategies, as well as a comprehensive list of resources are available for viewing and download on the Anne Arundel County website.

WWW.AACOUNTY.ORG/DEPARTMENTS/COUNTY-EXECUTIVE/TRANSITION



HEALTHY COMMUNITIES

The Healthy Communities Committee was charged with reviewing the many health-related issues impacting Anne Arundel County residents and the programs to address them. The committee formed five sub-committees to review 1) health and human services, 2) behavioral health and addiction, 3) aging and disabilities, 4) recreation and parks, and 5) re-entry.

COMMITTEE CHAIR

Lisa Hillman

The Healthy Communities Transition Committee envisioned “the best” healthy community as one that is diverse, inclusive and equitable, supports those in need, protects the environment and provides a sound education for all. Health care itself should be accessible, skilled, timely and accountable. Committee members thought broadly about health and recognized that the context in which people live and work has a significant influence on the health of the county. The committee believes that creating a healthy community supports economic development by offering employers a ready workforce of capable, educated and engaged employees. Put simply, the committee defines a “healthy community” as one in which we want to live. All of its recommendations use this simple metric as a benchmark.

Social factors such as education, diet, income, greenspace, the built environment, pollution, and social integration play a larger role in individual and community health than the delivery of health care. Thus, while many recommendations are focused on the health care system, the Committee recognizes the fundamental importance of a holistic approach to creating a healthy community because good health is more than absence of disease. Creating a culture of continuous learning, innovation, and measurement will ensure the citizens and communities of Anne Arundel county remain vibrant, strong, and healthy.

Recommendations:

- 1) Make a healthy community the centerpiece of the Administration’s “*The Best Place*” objective by requiring health notes for legislation, considering an executive-level office to oversee health initiatives, and improving transparency, communication and collaboration among county and community-based health programs.
- 2) Create an accountable health community by establishing priorities, instituting policies to attract and retain a diverse, talented workforce, revitalizing “Healthy Anne Arundel,” focusing on workplace wellness programs, creating affordable inter-generational housing and providing adequate funding to county-based recreational activities.
- 3) Retain Health Department leadership that is visionary and innovative and will engage community partners, promote collaboration, and energize the department through adequate funding, new employment models, quality assurance programs, and the recruitment and retention of diverse, highly-qualified candidates.
- 4) Establish an accountable governance structure for the local behavioral health agencies through the creation of a Behavioral Health Council or similar entity, clearly defined goals and measurement

indicators, community assessments, an outcomes-oriented website, and a systematic method of evaluating effectiveness to make modifications as needed.

- 5) Implement policies and programs to address substance use disorders and reduce the number of deaths caused by such disorders by employing proven harm reduction initiatives, investing in all evidence-based treatments including *Medication Assisted Treatment*, providing nurse-home visits for at-risk youth, expanding *Not My Child* and provider network training programs, and partnering with community groups to disseminate information.
- 6) Build primary care and behavioral health capacity by attracting professionals to the county, training them to recognize behavioral health disorders, and supporting increased mental health bed capacity at the county's hospitals.
- 7) Take health care and human services to the citizens by establishing one-stop access points for services, involving communities to develop those services, helping people in their homes, expanding clinics in hard-to-reach places, fully staffing senior centers, exploring re-entry housing opportunities, mobilizing clinical and social services, adding behavioral health specialists in schools, and facilitating re-entry of county residents returning from incarceration.
- 8) Take citizens to health care and human services by exploring affordable transportation, providing transportation to people aged 55 and over, utilizing peer support specialists to augment transportation from Safe Stations, and making optimal use of Medicaid reimbursement.
- 9) Utilize parks, greenspace, and rural/agricultural areas to promote healthy lifestyles by returning a percentage of user fees to the Dept. of Recreation and Parks (DRP), eliminating 1500-hr work limits for DRP employees, promoting community gardens, establishing multi-generational community centers, and ensuring access to parks and greenspace county-wide, especially in north county where little open land exists.
- 10) Create a culture of continuous learning, innovation and measurement, monitor residents' needs, especially the expected 40% increase by 2030 of those 60+, and collaborate with like-minded jurisdictions to learn what works and what doesn't.

SUBCOMMITTEE MEMBERS

Behavioral Health

Co-Chairs
Martha Blaxall
LaToya Nkongolo

Steve Baron
Kristy Blalock
Katherine Bonincontri
Tom Croghan
Mike Drummond
Jessie Dunleavy
Marie Grant
Nick Kyriacou
Beverly Marcus
Angel Traynor

Health & Human Services

Co-Chairs
Christine Crabbs
Becky Paesch

Carol Boyer
Chris McCabe
Eileen Hoover

Recreation & Parks

Chair
Rudy Brown

Michael Klasmeier
Pamela Browne
Eileen Hoover
Jeannette Hoenig

Re-Entry

Chair
Vanessa Bright

Kristy Blalock
Lisa Cohen
Jeannette Hoenig

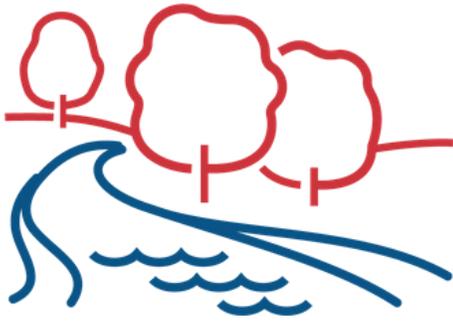
Aging & Disabilities

Chair
Chris Poulsen

Carol Boyer
Mike Drummond
Marie Grant
Chris Moore
Sharon Poet

Floating Members

Rachelle Adams
Pamela M. Brown



SUSTAINABLE COMMUNITIES

The Sustainable Communities Committee was divided into five subcommittees tasked with evaluating the discrete but interlocking areas of climate change, smart growth, green energy and waste, environmental justice and education, and resource protection & restoration. The Sustainable Committee's subcommittee reports present a deep-dive into the issues, challenges, and opportunities to make Anne Arundel County the best place based on sound environmental principles.

COMMITTEE CHAIR

Kate Fritz

A sustainable community is one that can be healthy, safe, educated, thriving, and empowered for generations to come, and a community that is all those things will only be the best place if it

is sustainable. There was some overlap between the Sustainable and the Thriving committees, with the resulting reports being more global for the former and operational for the latter.

As subcommittees began their work, it became clear that there were also many areas of overlap within the smaller groups. These commonalities include:

- Where and how Anne Arundel County will grow over the next 20 years through the next General Development Plan.
- How to modernize codes to progressive standards across various agencies.
- Equity in delivery and implementation of all county services and policies.
- The need for improved interdepartmental coordination and a common baseline of environmental data across departments.
- Opportunities for transformational change across the departments. Many of the issues described in this report are intertwined across environmental topics, but also across the other Transition Team reports.
- The need for new and innovative funding sources.

The Sustainable Communities Committee encourages the County Executive to take a leadership role with other County Executives in Maryland to address climate change on a regional basis and seek support and cooperation from the State. With over 500 miles of shoreline, this is an opportunity for the Pittman Administration to make Anne Arundel County a leader on this increasingly urgent and real issue.

The committee noted that conversations with county departments and agencies were fruitful and inspiring, and it highlighted several departments as “leading the way despite funding and staffing challenges.”

Recommendations:

- 1) Form a leadership-level “Streams and Creeks Cabinet,” an internal stakeholder group comprised of nine departments, led by the County Executive’s Environmental Specialist.

- 2) Create a county-wide, standing Resident Environmental Advisory Committee as an institutional place for residents to provide input and guidance to both Executive and Legislative branches on a regular basis.
- 3) Create a Department of the Environment and Sustainability using a cost-effective model informed by the two units listed above.
- 4) Modernize the Anne Arundel County codes and evaluate procedures and practices to facilitate smart growth, community-based planning, sustainability and resiliency by first instituting a comprehensive, coordinated environmental review among all departments.
- 5) Revisit and refine 2018 County Ordinance #89-18, “Solar Energy Generating Facilities Zoning” to reflect broader county-wide stakeholder input and align with the objective of Anne Arundel County hosting its proportionate share of Maryland’s targets for solar energy.
- 6) Create an environmental justice assessment tool to be used prior to new development and to inform updates to existing development.
- 7) Institutionalize and operationalize climate change planning across county agencies and with the public.
- 8) Establish a policy for no net loss of forest, then create a countywide Natural Resources Inventory report enumerating the acres of forests preserved, planted and lost over the past year in each small area planning community, which can be updated every two years.

SUBCOMMITTEE MEMBERS

Climate Change

Chair

Jette Findsen

Kate Fritz

Raycine Hodo

Marsha Perry

Environmental Education

Health & Justice

Co-Chairs

Carmera Thomas; Josh Falk

Kacey Wetzel

Ammar Hanif

Floating Members

Adebola Ajayi

Sylvia Jennings

Bob Gallagher

Ginger Woolridge

Resource Protection & Restoration

Co-Chairs

Jesse Illiff; Matthew Johnston

Peter Marx

Tom Guay

Virginia Clagett

Bill Morgante

Shelley Hopkins

Jim Lyons

Robert Agee

Pamela Bush

Rob Savidge

Bob Gallagher

Sylvia Jennings

Ginger Woolridge

Green Energy & Recycling

Chair

Michael G. Miller

Randi Chidekel

Fred Hoover

Josh Cohen

Chris Graae

Smart Growth

Co-Chairs

Pamela Bush

Melanie Hartwig-Davis

Virginia Clagett

Brian Conner

Chris Graae

John Hamm

Jim Lyons

Russell Stevenson



EMPOWERED COMMUNITIES

The Empowered Communities Committee was supported by more than 45 individuals broken down into five sub-committees: Communities Outreach & Engagement, Constituent Services, Economic Development, Military Partnerships/Veterans Affairs, and Workforce Development / Job Training. They looked at job training through a lens of economic opportunity and economic development and made recommendations to improve community outreach and constituent services, build upon the county’s veteran affairs and military partnerships, and strengthen economic development through strategic planning.

COMMITTEE CHAIR

Peter Smith

The Empowering Communities Committee believes that connecting people to jobs and resources allows them to better engage in the communities where they live. People can be empowered through opportunities to interact with one another and with government. Better utilizing technology to improve both outreach and services is the next step. English as a second language (ESL) across the county can continue to improve, specifically in the technical specialties. Transportation is another key issue.

Anne Arundel County has a large veteran population and Fort Meade is one of the most important economic drivers in the county.

SUBCOMMITTEE MEMBERS

Community Relations & Outreach

Lucinda Ware, Chair

Isabella Firth Shycoff

Britt Griswold

Sheila Henriquez

Monica Lindsey

Tisha Richardson

Debbie Ritchie

Karen Simpson

Constituent Services

Lisa Shore, Chair

Jackie Boone Allsup

Nicky Butler

Christine Davenport

Terry Douglas

Sheila Henriquez

Debbie Ritchie

Amanda Spake

Recommendations:

- 1) Undertake a comprehensive strategic planning process for economic development, which is the foundational support system that allows county government to resource adequate programs and activities. The last plan was created 25 years ago. A new 3-year plan, to be reviewed annually, should consider evidence-based decision making, a marketing plan, stakeholder partnerships, and examination of Anne Arundel Economic Development Corporation financing and tax credit programs.
- 2) Expand workforce development opportunities by connecting the Anne Arundel County Workforce Development Center with current community outreach programs to better educate citizens about available resources, provide ESL support, establish a county-wide mentoring program, provide funds to non-profit organizations that work with unemployed and homeless populations, and require contractors to hire a percentage of workers from the communities in which they are building.
- 3) Develop and maintain critical communication links among the County Council, County Executive, city, state, and elected officials to support the County Executive’s promise of transparency and open government. Explore strategies to

improve constituent services, such as data collection and tracking, follow up surveys, training in best practices, and reducing the duplication between County Council and Constituent Services offices.

- 4) Provide reliable public transportation to Fort Meade.
- 5) Implement a community engagement "Reach Out" strategy. The administration has taken the first step with the recent announcement of its Office of Community Engagement and Constituent Services. Specific recommendations to define and implement this strategy are included in a separate sub-committee report.
- 6) Support development of a more effective workforce housing program so people who work in our county can also live in our county.
- 7) Establish the Anne Arundel County Veterans Assistance Center (AACVAC) with a dedicated location at Crownsville, staff, and budget to provide access to resources such as transportation and housing resources as well as other services for veterans, active duty personnel, military families, while addressing the unique needs of female veterans. Resources should also be easily accessible online.



SUBCOMMITTEE MEMBERS

Economic Development

Mary Burkholder, Chair

Robert Burdon
Deidra Dennie
Thomas Diana
L.E. Gomez
Dennis Murphy
Silas Price
JaCina Stanton

Military Partnerships & Veteran Affairs:

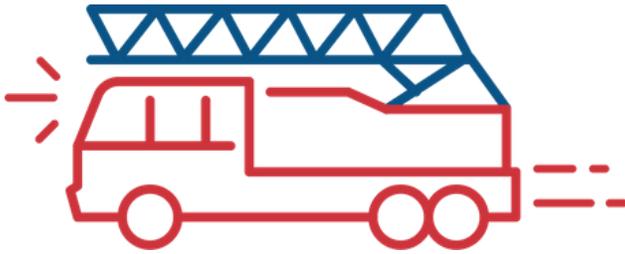
Eve Hurwitz
Dan Tootle
Joyce Rosencranz
Co-Chairs

Emma Buchman
Col. John Church
Briayna Cuffie
Chris Gowan
Chad Jones
Curtis Jones
Priscilla Kania
John Mecholsky
Carmen Skarpula

Job Training & Workforce Development

Linda Robertson, Chair

Rudwan Abu-Rumman
Christine Davenport
Chuck Hurley
Curtis Muhammad
Abdul Raif Sheik
Connie Sharpe
JoAnne Zoller-Wagner



SAFE COMMUNITIES

Each sub-committee found many strengths within each agency and were generally impressed with their inner workings, yet noted opportunities for improvement. Excellence should always be the standard for setting and achieving goals.

The committee recognizes that economics will play a significant role in staffing and many policy outcomes. Some recommendations set forth will incur large costs to the County and its citizens. Staffing was the most prevalent recommendation across the board for each sub-committee. To mitigate some expected costs, innovative alternatives and strategies will be needed.

COMMITTEE CO-CHAIRS

Ed Bergin
Rook Rogers

Recommendations:

- 1) Increase staffing, both civilian and sworn in each agency, not just police, fire, and EMS, but the 911 Center, Animal Control, EOC, SROs, and smaller units such as the Gang Unit. Raising salaries and addressing pay compression can eliminate disparity, bring equity to the workplace, and increase each agency's ability to recruit and retain a quality workforce.
- 2) Increase diversity in all agencies, with an emphasis on Hispanics, who are particularly underrepresented. This can be done by evaluating current hiring, promotion and retention practices as well as providing opportunities for professional development.

SUBCOMMITTEE MEMBERS

911 Communications and Technology (police)

Michael Shier, Chair
Deborah Scott, Richard Herard

Animal Care & Control Emergency Operations Ctr

Michael Shier, Chair
Matt Walling

Behavioral Health

Jen Corbin, Chair
Angel Traynor, Pam Smelser

Detention

Calvin Wilson, Chair
Gary Simmons, Dale Waldroff

Diversity Recruitment & Retention (police)

O'Brien Atkinson, IV, Chair
Richard Herard
Sheryl Menendez

Fire

Richard "Rook" Rogers, Chair
Yulanda Barnes
Craig Harman
Curtis Harrold
Albert Kirchner
Kelly Martin
Craig Oldershaw
Keith Popp
Charles Rogers
Kevin Simmons
Walter Snyder

Community Relations & Outreach

Jay Offer, Chair
Rudwan Abu-Rumman
Ed Bergin

Gangs & Crime Reduction

Luis Gonzelez

Leadership

Eddie Hegewisch, Chair
Tom Shanahan, Joe Johnson,
Michael Shier

School Safety

Kim McNemar, Chair
Dr. Shawn Ashworth
Nysha Counts

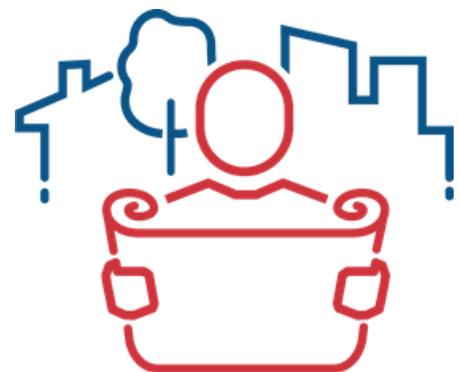
- 3) Ensure the safety of children in schools by providing extensive training for officers in juvenile issues, improving technology, developing more collaborative relationships between schools and law enforcement, educating teachers in gang identification, and instituting a single public safety plan at all schools.
- 4) Improve and expand educational resources, including *Not My Child*, and training around mental health and substance use disorders.
- 5) Invest in technology after successful pilot programs. Two specific areas are the 911 Center and purchase of body cameras. The latter will aid in police investigations and provide vital evidence in cases of police misconduct, which will improve transparency and trust in communities.
- 6) Establish strict policies and guidelines to prevent department members from being used as political weapons by any administration, practice modern leadership principles in each agency, give autonomy to subordinate supervisors, and reassess the shift assignment structure to improve employee morale and well-being.
- 7) Develop an accountable strategic plan to efficiently and effectively operate Anne Arundel County detention facilities, including plans to improve salary packages, morale, management training, recruitment and hiring, intra-departmental communication, and the security policy.
- 8) Improve fire department operations, response times, and public safety by identifying an effective business model, engaging with the community, collaborating with other jurisdictions and the local hospitals, assessing the Central Shop, and returning to the Rapid Dispatch Protocol. Fire leadership must address a “toxic culture” in the department, and the Committee believes the appointment of Chief Wolford is a good first step.

Recommendations specific to the two largest public safety agencies, police and fire, are very similar despite being studied by two separate groups. Both identified the need to elevate staffing levels, increase diversity, improve leadership practices, invest in technology and equipment and provide better training especially related to mental and behavioral health issues.

THRIVING COMMUNITIES

The Thriving Communities Committee identified strategies to keep Anne Arundel County vibrant and moving forward. Issues explored included land use, infrastructure, transportation planning, affordable housing, and the general development plan.

A thriving community is one where growth results from the needs of the county’s citizens and the county ensures that the resources needed to support that growth are planned and available. This starts with environmentally sensitive land use policies and the exploration of broad based revenue sources. Citizens who work here should be able to live here, and for those who do call Anne Arundel County home, creating transparent processes that allow for community participation can increase their confidence in government.



COMMITTEE CHAIR
Christina Pompa

**THRIVING
COMMUNITIES
SUBCOMMITTEE
MEMBERS**

Affordable Housing

Trudy McFall, Chair
Kam Cooke
Shaneka Hensen
Devin Tucker

**Infrastructure and Adequate
Public Facilities**

Linda Schuett, Chair
Lex Birney
Rob Sell
Joan Turek

Planning

Ann Fligsten, Chair
John Frece
Patricia Huecker
Eliot Powell

Transportation Planning

Jon Korin, Chair
Paul Foer
Caroll Hynson
Tom Masog
Elza McGowan

Zoning

Richard Falk, Wil Scott,
Melissa Stanton
Sager Williams

Recommendations:

- 1) Provide for visioning, enhance citizen engagement, reconstitute the Citizen Advisory Committee for the General Development Plan (GDP), and add an implementation action item in the GDP to reinstate the Small Area Planning (SAP) Processes.
- 2) Provide staff resources to comprehensively update the Zoning Ordinance and Subdivision Regulations after the GDP and/or each SAP to codify implementation actions contained in the updated plans.
- 3) Provide funding to fully implement and maintain the Accela Land Management Core System (LMCS) cloud-based planning and permitting submittal and task manager software, giving it a new publicly recognizable name and initiating a public relations/information campaign to inform stakeholders at each stage of implementation.
- 4) Strengthen the authority and stature of the Office of Transportation to assure compliance with policies and regulations related to all transportation modes for private development as well as county projects.
- 5) Increase the Transportation Capital Budget for system expansion of transportation projects that reduce congestion and improve safety for all modes.
- 6) Obtain enabling legislation from the General Assembly to impose an excise tax instead of impact fees on new development which eliminates the need for impact fee districts and allows the County to spend the funds where the need is greatest. Funded projects should be well publicized to allow extensive public comment.
- 7) Create methods for incentivizing the production of new affordable housing units in the County through a mandatory inclusionary zoning requirement and zoning code revisions.
- 8) Commit to information technology, GIS, and database improvements and upgrades for ease of use by the public and staff.
- 9) Align staff with work program, including budgeting for new positions in the Office of Planning & Zoning and the Office of Transportation, and relocating some staff as recommended.



EDUCATED COMMUNITIES

Members of the Educated Communities Committee were charged with exploring the current state of all levels of education from early childhood to community college, as well as library services, the availability of job training and apprenticeships, and opportunities to participate in the arts in Anne Arundel County.

Note: The Educated Communities Committee was smaller than the other committees but relied on key advisors to the subcommittee chairs.

COMMITTEE CHAIR

Stacy Korbela

Educated communities contribute to the growth of every other community defined and explored during the transition process. Educated communities are empowered, they are healthy, they are thriving and more. Investment in students, teachers, and staff is necessary to ensure that the next generation of citizens can continue to build upon the work our county leaders begin today.

But, education goes well beyond a standard curriculum. Given the magnitude of divisiveness in our world, this committee believes the county must provide safe, welcoming places to help build tolerance and understanding while being mindful of geographic equity concerns in all of the key areas identified. Citizens of Anne Arundel County want access to libraries, the arts, workforce development, quality schools and teachers, and higher education offerings county-wide.

Recommendations:

- 1) Reexamine the plan for the Old Mill “Campus” to free up capital dollars and maximize the space to offer additional community services, such as a regional library, mental health services for students, workforce development, and sports facilities.
- 2) Create an arts district in north and west county through revitalization and repurposing of existing centers. The arts can serve as an economic driver for these areas.
- 3) Ensure our county educators and staff are compensated equitably by maintaining market-rate salaries at Anne Arundel Community College, adjusting bargaining unit salaries at Anne Arundel County Public Schools, and improving substitute and adjunct pay.
- 4) Prepare for mandatory Pre-K by determining where there are available seats and aligning certification requirements.
- 5) Pilot a mobile outreach vehicle to reach underserved communities. The vehicle can host library resources, a food bank, workforce training, and physical/mental health services.
- 6) Empower the workforce via micro-credentialing and digital badging.
- 7) Create more community spaces where people can gather to learn, meet, and talk while being mindful of geographic equity concerns.

SUBCOMMITTEE MEMBERS

Community College
Sue Callahan, Nyia Curtis

Early Childhood Education
Nisha Rastogi

K-12 Education
Richard Benfer
Scott Howarth
Elizabeth Ysla-Leight

Libraries
Karen Smith

The Arts
Ruby Singleton Blakeney

**Workforce Development /
Apprenticeships**
Kip Kunsman

Equity Advisory Member
Mikio Manuel

RESPONSIVE GOVERNMENT



COMMITTEE CHAIR

Jerry Walker

The Responsive Government Committee made recommendations to ensure that Anne Arundel County communities can be healthy, sustainable, empowered, safe, thriving, and educated by providing government services that are efficient, transparent, and cost effective. The committee looked at both internal government functions and external relations.

The scope of this committee was large and required a review of seven county departments plus the exploration of a CountyStat system, which resulted in a longer list of recommendations than other committees. Recommendations 1-5, and number 12a are offered by the committee chair based on one on one meetings with department heads, prior knowledge of county government, and discussions with members of the individual subcommittees. Recommendations 6-11, and 12b-14 were recommendations made directly by the 8 subcommittees based on their findings and conclusions.

Recommendations:

- 1) Expand the Chief Administrative Office (CAO) by adding a minimum of two Deputy CAO positions to divide the agencies and handle the day to day oversight of their respective areas with direct reporting to the CAO. This recommendation is consistent with neighboring jurisdictions and best practices.
- 2) Invest resources into the County 311 system. This system was discussed in multiple subcommittees within the Responsive Government umbrella as well as other transition committees. The program appears to lack clear direction from senior leadership and no single department has claimed ownership of the inputs and outcomes. The result is a program that lacks resources, is underutilized, not well marketed, and therefore not functioning at its optimum abilities.
- 3) Create an approach to information technology and data sharing/management across agencies to allow for generation of data and information that could be utilized in decision making by the administration.
- 4) Consider three potential options to establish a childcare facility and/or general wellness amenity for employees. These options are described in the Chair's report.
- 5) To increase participatory budgeting and funding for projects that local residents feel are important, propose a charter amendment that establishes a special category/fund within the budget to permit an individual council member to propose spending a limited and clearly defined pool of revenue within their jurisdiction.
- 6) Host public hearings in each council district in coordination with the district's councilperson early in the budget cycle and make all testimony and responses easily available to citizens who were unable to attend.

- 7) Develop an Employee Empowerment Program to facilitate employee participation in decision processes to enhance services, reduce costs and create efficiencies. Empowering employees and engaging the knowledgeable base of county employees is critical to improvements, which can have a positive impact on all citizens.
- 8) Publish a Central Services users' manual.
- 9) Institute an employee survey to tap into their experience and knowledge, to address employee concerns, and to hear what is working in County government from the employee perspective.
- 10) Provide greater clarity to the current employee reporting process and create a procedure where the Personnel Officer must gather and analyze all reports to identify systemic or individual issues, prepare a plan to address those issues, and report the findings to the County Executive on a regular basis.
- 11) Protect the county's data and systems while increasing transparency and access by investing in cyber security infrastructure and training, improving the procurement process, investigating and creating an open data portal, and evaluating progress twice each year.
- 12) (a) Adjust the balance of power between Executive and Legislative branches to allow appointment approval and removal of the County Attorney by the County Council to prevent undue influence or the appearance of undue influence on the Council's Attorney from the County Executive. Alternatively, (b) appoint an attorney to represent the County Council. Both would require changes to the County Code.
- 13) Reinstate the position of Land Use Officer to better coordinate and improve functions of the Office of Planning & Zoning and the Department of Inspections & Permits. The same goal may be achieved by implementing the first recommendation.
- 14) Form a CountyStat team and develop reports for the County Executive's top three priorities.

SUBCOMMITTEE MEMBERS

Budget

Charlie Manion, Chair
Kevin Kavanaugh, Brendan
Maltese, Dawn Myers,
Kathie Sulick

Central Services

Amy Lanham, Chair
Lonnie Lancione, Kim Pruiam,
Bill Schull

Core Team

Jerry Walker

CountyStat

Mark Cook, Chair
Patrick Armstrong
Dylan Behler
Brooks Schandelmeier,
Scott Shaffer

Inspections & Permits

Bob Lee, Chair
Zulfiqar Baig, Carroll Hicks,
Tim Martin

Information Technology

John Juppe, Chair
Luna Akhter
Naser Rawashdeh
Gary Shives

Law / Legal

Daryl Jones, Chair
Tom Fleckenstein
Julia Pitcher
Jacina Stanton
Greg Jimeno

Personnel

William Kraus, Chair
Jeff Gauges
Laurel Hillocks, Tricia
Hopkins
Susan Lawrence
Edith Segree

Public Works

Jim Dipietro, Chair
Brittany Jones
Susan O'Brien
Terry Schuman
Brian Shepter

GUIDING PRINCIPLES

The Pittman administration gave each committee chair a great deal of latitude in terms of identifying committee members, developing a meeting and research strategy, and selecting relevant stakeholders and resources. The administration provided the committee chairs a list of five guiding principles.

When reviewing the government's current systems and preparing the final recommendations in this report, committees considered the following:

Anne Arundel County is....



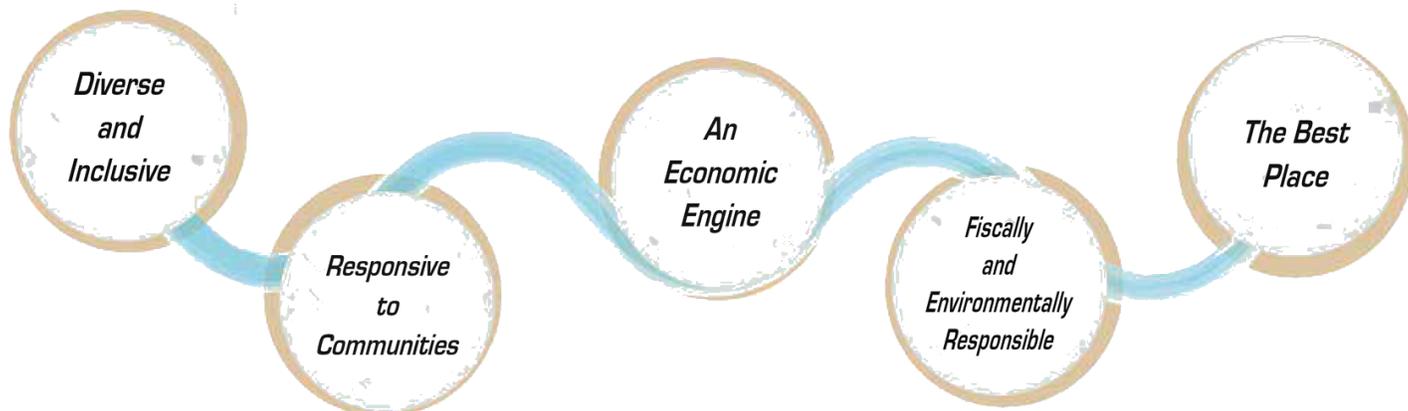
Diverse and Inclusive: Anne Arundel County government should represent the communities and citizens that it serves both internally (employment) and externally (programs) and aim to advance equity for all people of the county.

Responsive to Communities: The voters elected Steuart Pittman based on his vision for a more participatory and transparent government. Recommendations should reflect that vision and the needs of the broader community, not just small subsets of citizens.

An Economic Engine: Services to citizens can only be provided when resources are available and each recommendation should consider how to best utilize existing resources while growing new sources of non-tax revenue to provide these services. Economic development and public/private partnerships are key to our success.

Fiscally and Environmentally Responsible: Resources of all types (taxpayer dollars, grants, natural resources, human resources, etc.) will be used prudently and recommendations should be both feasible in the short-term and sustainable for the long-term.

The Best Place: Anne Arundel County is already a great place to live, learn, work, play, visit, or engage in any other activity you enjoy, but there is always room for improvement. Committees are charged with making recommendations that can improve the lives of citizens today, tomorrow, and in the future.



OVERALL THEMES AND CONCLUSIONS

The findings and recommendations in this report include both visionary ideas and specific, actionable items. Some are small and presumably easy to accomplish, while others are complex and will require significant time, resources and stakeholder involvement to implement. Some recommendations require little if any funding, some would mean a large investment, while still others will require legislative action.

Whether the recommendations were small or large, visionary or specific, similar themes emerged from most of the committees.

Staffing and funding aside, the most prevalent theme was engagement. The six community-based committees recommended finding better mechanisms to engage the community in a wide range of activities. The responsive government committee also recommended better engaging the county's own employees in making decisions to improve processes and services provided to the county's internal and external customers.

Engagement goes hand in hand with collaboration, information sharing, and communication. Almost all committees saw a need to improve communication with constituents and among departments. Many of these bigger-picture, long-term recommendations would require collaboration with the community, other departments, local business or non-profits, the state legislature, and/or the City of Annapolis among many other potential partners.

Transportation, or lack thereof, in the county was an issue identified by all committees. Transportation is needed to access the county's health and human services, its parks, and its schools. People need a better transportation network to get to their places of work. Transportation is needed for the young, for the old, and for ages in between. Transportation options are needed to decrease road congestion and protect the environment.

A final theme was the county's responsibility to ensure that there is equity and access to services for all residents of the county. This includes transportation, recreation opportunities, education, health care, employment opportunities, the arts and safe communities in which to live.

Interestingly, the universal themes identified as a result of this transition process, with just one exception, differed from that of the previous administration. Four years ago, the transition team identified the need to upgrade information technology, create a culture of customer-friendly service, enhance revenue from private sources, embrace public/private partnerships, and streamline the procurement process. The one key theme identified both now and four years ago is the need to build cross-departmental collaborations and cooperation. This issue is clearly one that can still be improved.

In conclusion, all citizens deserve to live in healthy, sustainable, empowered, safe, thriving, educated communities. All citizens deserve a government that is open, accessible and responsive to their needs. The new administration has the opportunity to make changes to best address the changing needs of the people who call this county home. This transition report provides the County Executive and his team with a long list of actionable recommendations aimed at making Anne Arundel County *The Best Place*.

"LET US NEVER FORGET THAT GOVERNMENT IS OURSELVES
AND NOT AN ALIEN POWER OVER US."

- FRANKLIN D. ROOSEVELT

"IF YOU CAN'T FLY THEN RUN, IF YOU CAN'T RUN THEN WALK, IF YOU CAN'T
WALK THEN CRAWL, BUT WHATEVER YOU DO YOU HAVE TO KEEP MOVING
FORWARD."

- DR. MARTIN LUTHER KING, JR.

"THIS IS AN AMBITIOUS AGENDA, BUT NOT A DIVISIVE AGENDA. THIS IS AN
AGENDA THAT CAN AND WILL BRING US TOGETHER, WITH YOUR HELP.
WE HAVE AN OPPORTUNITY, AND AN OBLIGATION, TO SHOW THAT TRUST IN
GOVERNMENT CAN BE RESTORED."

- FROM STEUART PITTMAN'S INAUGURAL ADDRESS
DECEMBER 3, 2018



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For information about this report, contact the County Executive's Office at
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