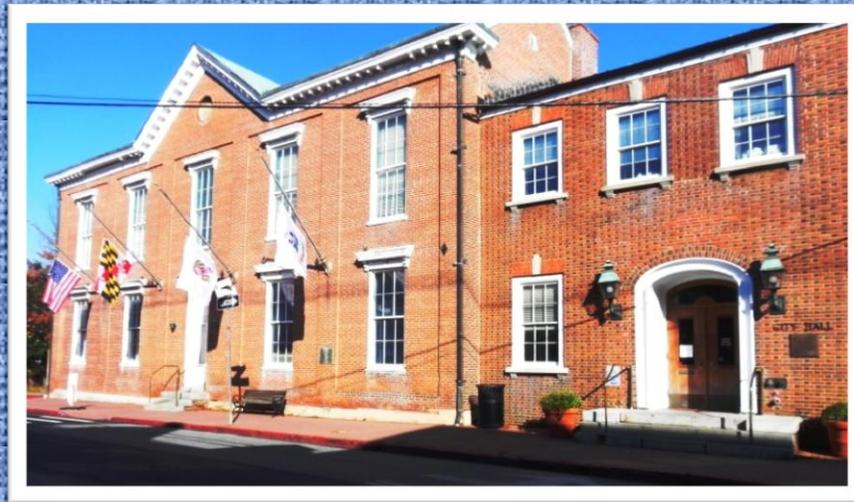


City of Annapolis Strategic Plan

October 2012



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This plan was prepared with the assistance of:
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Introduction

What is a strategic plan?

A strategic plan is an instrument for aligning an organization, such as a city government, to anticipated changes in its political, social, economic, or demographic environment. While a long-range plan focuses on managing existing projects and activities, a strategic plan positions a city government to meet the evolving needs of the community by focusing on projects and activities that should be provided in the future.

How is a strategic plan created?

The process for creating a strategic plan involves five key steps:

- (1) Identify a **shared vision**—a description of the desired characteristics of the community once the activities in the plan have been accomplished
- (2) Perform an **environmental scan** that reveals strengths and weaknesses of the existing city government and opportunities and threats the city may encounter going forward
- (3) Identify **strategic issues** that must be overcome to attain the vision
- (4) Establish **goals and objectives** that signal success in managing each issue
- (5) Frame organizational strategies—including concrete **action plans**—for achieving the goals and objectives

How is a strategic plan used?

The nuts and bolts of the strategic plan are the action plans, which are prepared in detail to facilitate implementation and monitoring of the overall plan. The action plans identify the actions designed to achieve each goal and specify the tasks that must be completed to accomplish each action. For each task, the resources needed to complete the task, when the task will be started and completed, and who is responsible for ensuring completion are listed. City leaders use the action plans to monitor progress at regular intervals and hold each individual accountable for completing assigned tasks.

Plan Development in Annapolis

The strategic planning process in Annapolis was a joint effort of the city's elected and appointed officials facilitated by faculty and staff of the University of Maryland, Institute for Governmental Service and Research. The strategic planning team comprised the Mayor and Council and all city department heads as well as other key city staff. Their names appear below.

Elected Participants in the Strategic Planning Process

The Honorable Joshua J. Cohen, *Mayor*
The Honorable Richard E. Israel, *Alderman, District 1*
The Honorable Frederick M. Paone, *Alderman, District 2*
The Honorable Classie Gillis Hoyle, *Aldерwoman, District 3*
The Honorable Sheila M. Finlayson, *Aldерwoman, District 4*
The Honorable Mathew Silverman, *Alderman, District 5*
The Honorable Kenneth A. Kirby, *Alderman, District 6*
The Honorable Ian Pfeiffer, *Alderman, District 7*
The Honorable Ross H. Arnett, III, *Alderman District 8*

Appointed Participants in the Strategic Planning Process

Michael D. Mallinoff, *City Manager*
Karen M. Hardwick, *City Attorney*
Regina Watkins-Eldridge, *City Clerk*
Hilary Raftovich, *City Council Liaison*
Kevin J. Simmons, *Director, Emergency Management*
Bruce Miller, *Director, Finance*
David L. Stokes, Sr., *Chief, Fire Department*
Paul M. Rensted, *Director, Human Resources*
Paul Thorn, *Director, Management Information Technology*
Maria Broadbent, *Director, Neighborhood and Environmental Programs*
Jon Arason, *Director, Planning and Zoning*
Michael J. Pristoop, *Chief of Police*
Rhonda Wardlaw, *Public Information Officer*
David Jarrell, *Director, Public Works*
Richard Callahan, *Acting Director, Recreation and Parks*
Brian Woodward, *Director, Recreation and Parks*
Gail Smith, *Director of Services*
Richard Newell, *Director, Transportation*

The Shared Vision

The strategic planning team considered several drafts of a vision statement, and refined the statement as the strategic planning process progressed, reflecting new thoughts and ideas that emerged from the process. The statement presented below represents the vision of Annapolis the strategic plan is designed to achieve.

Vision

Annapolis is Maryland's dynamic, culturally diverse capital city, renowned for its history and maritime amenities and as a safe, healthy, sustainable place to live, work and visit.

The City Government's Role

The government of the City of Annapolis is clearly not the only entity that will determine whether the vision for the community is achieved. The actions of many individuals and organizations contribute to the character and welfare of the city. But the city government has an important role in shaping the future. As part of the strategic planning process, the city's elected and appointed officials crafted the statement below to describe the city government's mission.

Mission

The City of Annapolis delivers comprehensive high quality services to a diverse population of residents, businesses, and visitors through a broadly representative, accessible, and accountable city government recognized for its professionalism, stewardship of resources, and efficiency.

The Environmental Scan

Insights into internal strengths and weaknesses of the city government and opportunities and threats emanating from the external environment were gathered through focus groups and individual interviews with community stakeholders, who were selected for participation by Annapolis officials. The stakeholders included Annapolis residents and business leaders and officials in government agencies that interface with the city. The focus groups and interviews were conducted by faculty and staff from the University of Maryland, Institute for Governmental Service and Research. A total of 51 stakeholders, listed at the end of this section, participated.

Interviewers asked stakeholders to comment on the strengths and weaknesses of five aspects of Annapolis city government:

- (1) Organization
- (2) Laws, regulations, policies, and procedures
- (3) Human capital
- (4) Facilities
- (5) Services

Stakeholders were prompted to identify opportunities and threats in six realms:

- (1) Economic
- (2) Technological
- (3) Political
- (4) Social
- (5) Organizational
- (6) Cultural

The themes that emerged from the interviews are described below.

Strengths and Weaknesses of the City Government

Diversity among elected officials was viewed by stakeholders as a major strength. The city government was also lauded for its engagement of the public, but the existence of too many advisory groups was identified as a weakness. Stakeholders observed a lack of follow through on citizen recommendations when the city solicits input from the public. Many stakeholders felt that the same groups do all the talking, and that there is insufficient participation of businesses.

The fiscal condition of the city government was cited as a weakness. Many stakeholders also felt the city would be strengthened if the form of government was changed to one in which an appointed city manager reported to the Council. Recent efforts by the Mayor to reorganize city government by reducing layers were applauded. The strategic planning process was cited as evidence of a focus on the future that contrasts with a perceived lack of long term vision to date.

Stakeholders recognized effective collaboration between the city government and external agencies as exemplified by the Annapolis Economic Development Corporation and Annapolis City Education Commission. On the other hand, stakeholders felt there were insufficient efforts to share services with the county government.

The city's laws and regulations were viewed by stakeholders as being transparent and generally effective. Problems arise, however, with uneven application of codes and lack of consistency in the permitting process and code enforcement. Many stakeholders perceived a lack of balance between the desire for historic preservation and the need to bring older buildings up to current code. Failure to update codes and incomplete formal plans were cited as a weakness as were Council decisions that ignore staff recommendations.



City employees were generally viewed as competent, responsive, and interested in helping the public. Several high level city officials were rated as excellent by stakeholders. However, stakeholders also cited entrenched staff as a problem. Staff shortages, unclear staff roles, and inadequate tools for staff to fulfill their responsibilities were also identified as weaknesses.

Stakeholders were encouraged by recent improvements to the city's infrastructure but were aware of many remaining problems, particularly with

the aging water and sewer systems and city buildings. They considered the new recreation center and the city dock to be major strengths. Parking was considered a major weakness.

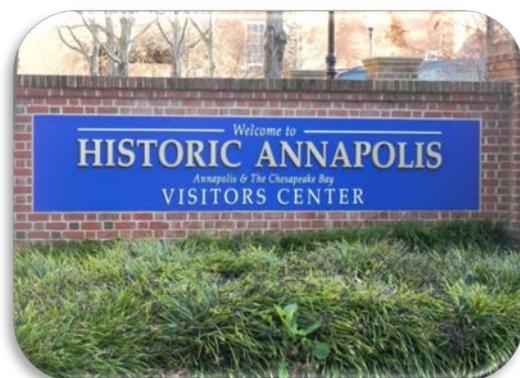
City services were viewed as being good overall. The police role in reducing crime, Fire Department services, downtown maintenance, trash collection, the mobile alert system, and the city's environmental focus were all considered strengths.



The Circulator bus was considered strength, but low ridership was cited as a weakness.



Although the permitting process was described by many stakeholders as cumbersome and unpredictable, others mentioned streamlining of the permit process as a recent improvement. Many stakeholders cited a lack of enforcement of regulations. A number of stakeholders criticized economic development efforts that emphasize bars and restaurants over other types of businesses. A major concern was inadequate city government resources to support the scope and level of services provided.



Opportunities and Threats Going Forward

Stakeholders generally perceived many more opportunities for the city than threats. In particular, the community's attractiveness and the amenities for visitors, including historic landmarks, the waterfront, the National Sailing Hall of Fame, the U.S. Naval Academy, cultural activities, specialty shops, and the products of local artisans and farmers, set Annapolis apart from other cities.



City businesses are challenged, however, by large shopping complexes just outside city borders in Parole and Annapolis Mall, which have contributed in part to a decline in commerce on Main Street.

The opportunity for Annapolis to create a visitor center on Naval Academy land outside downtown was identified. Stakeholders noted that Annapolis can learn from the approaches of other historic tourist destinations such as Alexandria and Williamsburg, Virginia; Charleston, South Carolina; and Savannah, Georgia.



The city's proximity to Washington, D.C., and its attractiveness to visitors from the nation's capital were cited as significant advantages. Numerous ideas for events to attract visitors were mentioned. Some stakeholders were concerned that vendors at these events compete with local businesses. Others raised concerns about limited access to downtown events. The possibility of providing visitor parking outside the city with the Circulator transporting visitors to downtown was identified as an opportunity to be explored.

Stakeholders also felt that providing more parking and making improvements at the City Dock were opportunities to benefit the city. The potential for encouraging development along inner and outer West Street was also discussed. The newly streamlined permit process and “one-stop shop” concept was viewed as an opportunity to advance the city’s economic development interests. Tensions among historic preservation, code enforcement, and development interests could hamper the ability of Annapolis to be a showcase, however.



Stakeholders perceived opportunities emanating from the city’s diversity in terms of ethnicity, income, businesses, and cultural events. Residents possess much talent and experience that can contribute to the city’s wellbeing. Children and youth are a particular focus of the community, with much support given to education and renewed interest in public schools. Stakeholders also saw opportunity in improved access to cultural amenities within the city for all groups.

Segregation and lack of intermingling of racial groups, exclusionary practices, and marginalized groups were viewed as significant threats that must be addressed. Many stakeholders used the phrase “a tale of two cities,” referring to the contrasts between affluent and poor neighborhoods. The high density of public housing, lack of affordable housing for low and middle income earners, and lack of employment opportunities for entry-level workers were all cited as threats to the city’s prosperity.

Stakeholders repeatedly noted that Annapolis is part of a thriving region that is gaining jobs as a result of Base Realignment and Closure (BRAC). The expansion of military operations attracts other businesses, many bringing

entry-level job opportunities. While regional economic conditions were viewed favorably by stakeholders, the effects of federal budget cuts were a concern as were the fiscal condition of the city government and limitations of the city's tax base.

Transportation was a recurring theme. Stakeholders pointed to inadequacies in both access to downtown Annapolis and access to other areas of the county and the region. Many stakeholders emphasized the importance of multi-modal transportation. Improved transit connections to Washington and Baltimore would enhance residents' ability to reach jobs in these markets and in the area of the county most affected by BRAC.



Stakeholders identified several features of the Annapolis governance structure as opportunities, including the ability of citizens to access and participate in the political system and the potential for improving city governance through a switch to non-partisan elections and a council-manager form of government. Clarifying the roles of the Mayor and Council with respect to city staff was also identified as an opportunity to improve governance. City politics and the city election cycle were perceived by many stakeholders as the main drivers of city government and a threat to sustained progress. A lack of long term vision and leadership was a major concern. Stakeholders viewed some city agencies as obstacles to progress that need to be overcome.

Just as stakeholders had identified existing collaboration efforts as a strength of the city government, they identified additional collaboration possibilities as an opportunity. Stakeholders felt that consolidation of some services with the county government has the potential of providing economies of scale. The proximity of multiple levels of government and non-profit organizations within or near the geographic borders of Annapolis facilitates collaboration. A collaborative effort stakeholders felt could be reinvigorated is the Governor's Capital City Commission. School system shortcomings were viewed as a threat to the future of Annapolis, but continuing efforts to work with the county to improve schools provide an opportunity to overcome this threat.

Opportunities presented by technology include tools to broadcast information about events, programs, and parking. The city government can also take advantage of technology to disseminate information about how citizen feedback is used to make decisions or inform initiatives. Stakeholders were concerned, though, that the city would be hampered by relying on technology that is not up to date or comparable to what is available in other jurisdictions.

Participating Stakeholders

Focus Group Participants

Carol Benson	Tim Leahy
Brian Bolter	John Lee
Scott Bowling	Tarrant (Tarry) Lomax
Joe Budge	Jamekica Mackall
Mary Grace Callagher	Tim Mennuti
George Cardwell	Patti Norris
Ned Criscimagna	April Nyman
Linda Deming	Patricia Omaña
Curtis DeStefano	Frank Parent
Andrew Fegley	Vic Pascoe
Carol Forsyth	Gary Reiner
Lara Fritts	Orlando Ridout V
Victoria Garcia	Barbara Ripani
Dirk Geratz	Jay Schwarz
Bill Givens	Wilford Scott
John Hammond	Robert Smith
John Hodgson	Julie Snyder
Karen Jennings	Wayne Speight
Joni Jones	Cardie Templeton
Elizabeth Kinney	John Wade
Fred (Rick) Kissel	Robert Worden
Jane Lawrence	

Individual Interview Participants

Kevin Maxwell, *Superintendent, Anne Arundel County Public Schools*
Carlesa Finney, *Director, Office of Equity Assurance and Human Relations, Anne Arundel County Public Schools*
John R. Griffin, *Secretary, Maryland Department of Natural Resources*
The Honorable Chris Trumbauer, *Councilmember, Anne Arundel County*
Maurice Tosé, *President and Chief Executive Officer, TeleCommunication Systems*
Dick Franyo, *Owner, Boatyard Bar and Grill*
The Honorable Michael E. Busch, *Speaker, Maryland House of Delegates*
Chet Gladchuk, *Director, U.S. Naval Academy Athletic Department*

Strategic Issues

The strategic planning team reflected on the results of the environmental scan in the context of their vision for Annapolis. In the team's estimation several concerns rose to the top: the ability of the city to provide an array of services given its fiscal conditions; the feeling that only a small segment of the voices of city stakeholders is being heard; and significant disparities in economic circumstances among city residents. The team articulated the following three strategic issues that must be managed in order for its vision for the city to be realized:

- (1) The need to match service delivery to resource constraints
- (2) The need to diversify input to the City Council
- (3) The need to promote housing and employment opportunities for lower/middle income levels

Goals and Objectives

A strategic plan should provide a blueprint for how an organization will manage the strategic issues it faces. The first step in developing the blueprint is to establish goals that must be achieved to manage the strategic issues. For each of the three key strategic issues, the strategic planning team identified three goals. For each goal, a set of objectives was developed and specified in terms of actions that need to be completed for the goal to be achieved. The goals and actions for each issue follow.

**Issue 1: *The need to match service delivery
to resource constraints***

Goal 1: Optimize operating capital

Action 1: Identify untapped or under-tapped revenue sources and incorporate into budget

Action 2: Obtain full compensation for services to nontaxable entities

Goal 2: Give funding priority to core services

Action 1: Identify core services and service levels

Action 2: Incorporate core service priorities into budget process

Goal 3: Increase efficiency of operations, processes, and services

Action 1: Identify opportunities to reduce cost per unit of output or improve quality of output at same cost per unit

Action 2: Explore opportunities for cost savings and increased efficiencies through technology

Action 3: Explore opportunities for cost savings through optimization and/or contracting out

Issue 2: The need to diversify input to the City Council

Goal 1: Improve City Council meetings to facilitate/encourage resident input from different perspectives

Action 1: Improve flow of Council meetings

Action 2: Explore new ways for public to access Council meetings

Action 3: Hold Council work sessions in non-traditional locations in each ward

Goal 2: Offer additional forums for residents to provide input to Council

Action 1: Hold outreach meetings

Action 2: Broaden participation in City commissions

Goal 3: Improve and expand Council communication and interaction with residents

Action 1: Engage, support, and network with community associations and neighborhood leaders

Action 2: Create a centralized input system for residents' concerns, comments, and complaints

Action 3: Promote a customer-service attitude in relationships with residents

Action 4: Improve dissemination of City government information to residents, especially those not reached by online content

Action 5: Use technology to record and broadcast/share public information

Action 6: Increase publicity and outreach efforts with information on City government issues and involvement

Action 7: Offer public information and outreach materials in Spanish

Issue 3: The need to promote housing and employment opportunities for lower/middle income levels

Goal 1: Promote workforce development

Action 1: Increase collaboration with businesses, Chamber of Commerce, educational institutions, government entities, economic development corporations, and housing authority

Action 2: Expand City's Science, Technology, Engineering, and Math (STEM) cooperation/internship program

Action 3: Develop/expand internship programs in City departments

Goal 2: Increase job opportunities

Action 1: Partner with lending institutions to develop lending opportunities for businesses

Action 2: Explore providing City tax incentives for creating jobs

Action 3: Explore other evidence-based best practices and strategies for creating jobs and growing the Annapolis economy

Goal 3: Improve housing opportunities for residents of public housing and lower/middle income levels

Action 1: Expand affordable housing units within new developments

Action 2: Adopt and implement legislation and regulations that encourage a diverse housing stock

Action 3: Partner with lending institutions to develop lending opportunities that facilitate home ownership, including more inclusive non-traditional forms of lending

Action Plans

The final product of the strategic planning process is a set of action plans listing the tasks involved in completing each action. The action plans identify the resources required to complete each task, the timeframe in which the task will be completed, and the individuals responsible for completing the task. Providing this level of detail helps ensure coordinated and timely implementation of the strategic plan and facilitates accountability. The action plans are outlined in the tables that follow on pages AP-1 through AP-10.

Issue 1: The need to match service delivery to resource constraints

Goal 1: Optimize operating capital

Action 1: Identify untapped or under-tapped revenue sources and incorporate into budget

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Review and analyze national and Maryland benchmarking resources, such as International City County Management Association (ICMA) and Maryland Municipal League (MML)	Finance Department staff, memberships in organizations that compile this type of data	Begin: October 2012 End: November 2012	Finance Director
2. Provide report to City Manager and department directors	Finance Department staff	Begin: November 2012 End: November 2012	Finance Director
3. Identify resource opportunities not captured by ICMA and other data sources and report back to Finance Director	Department staff	Begin: November 2012 End: December 2012	Department directors
4. Review existing rates and fees, such as charges for credit card payments; compare to other entities and report back to Finance Director	Department staff	Begin: October 2012 End: December 2012	Department directors
5. Prepare report to City Manager with findings and recommendations	Finance Department staff	Begin: December 2012 End: January 2013	Finance Director
6. Decide which, if any, revisions to pursue		Begin: January 2013 End: January 2013	City Manager
7. Incorporate revisions to revenue sources and rates in budget submissions	Department staff	Begin: January 2013 End: March 2013	Department directors

Action 2: Obtain full compensation for services to nontaxable entities

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Estimate costs and income for each nontaxable entity	Department staff	Begin: Immediately End: November 2012	Department directors
2. Determine what other jurisdictions receive	Department staff	Begin: Immediately End: October 2012	Department directors
3. Engage advocates at other levels of government	Lobbyist	Begin: Immediately End: Ongoing	City Manager and Mayor
4. Obtain sales tax authority to offset costs	Lobbyist	Begin: November 2012 End: When achieved	City Manager and Mayor
5. Obtain memoranda of understanding with entities to pay for services directly	City Attorney	Begin: November 2012 End: February 2013	City Manager and Mayor

Goal 2: Give funding priority to core services

Action 1: Identify core services and service levels

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Develop list of all non-enterprise services and service levels	Department staff	Begin: Immediately End: October 2012	Department directors
2. Develop system for obtaining public input	Staff and Council	Begin: Immediately End: October 2012	City Manager
3. Obtain public input on which services are core and at what service levels	Public participation	Begin: October 2012 End: November 2012	Council
4. Develop list of core services and service levels based on public input	Department directors and staff	Begin: November 2012 End: January 2013	City Manager
5. Approve list of core services and service levels		Begin: January 2013 End: January 2013	Mayor

Action 2: Incorporate core service priorities into budget process

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Provide guidance to departments on core services and service levels to be included in budget requests		Begin: January 2013 End: January 2013	City Manager
2. Prepare budget requests reflecting core service priorities	Department staff	Begin: January 2013 End: March 2013	Department directors
3. Review budget requests in context of core service priorities; prepare proposed budget for Mayor's review		Begin: March 2013 End: March 2013	City Manager
4. Finalize proposed budget for submission to Council	City Manager	Begin: March 2013 End: March 2013	Mayor
5. Review proposed budget and obtain public input regarding core service funding	Council Finance Committee	Begin: March 2013 End: June 2013	Council
6. Adopt budget that reflects core service priorities		Begin: June 2013 End: June 2013	Council

Goal 3: Increase efficiency of operations, processes, and services

Action 1: Identify opportunities to reduce cost per unit of output or improve quality of output at same cost per unit

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Identify services to benchmark against other cities	Department directors and staff	Begin: July 2013 End: August 2013	City Manager
2. Decide how to measure cost per unit and quality	Department staff	Begin: August 2013 End: October 2013	Department directors
3. Research existing sources of data on selected measures, such as ICMA and unions	Department staff	Begin: October 2013 End: Ongoing	Department directors
4. Identify measures on which efficiency in Annapolis deviates from other jurisdictions	Department staff	Begin: October 2013 End: Ongoing	Department directors
5. Identify factors that contribute to deviations, including different circumstances and differences in operations	Department staff	Begin: October 2013 End: Ongoing	Department directors
6. Identify and implement changes based on best practices	Department staff	Begin: October 2013 End: Ongoing	Department directors

Action 2: Explore opportunities for cost savings and increased efficiencies through technology

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Review and update Technology Strategic Plan (data mining)	Finance Director, IT Director	Begin: Immediately End: December 2012	Finance Director
2. Provide technology needs from across departments via Technology Committee	Department directors	Begin: November 2012 End: November 2012	Finance Director
3. Integrate Technology Strategic Plan with Capital Improvement Plan (CIP)	Capital improvements/CIP Committee	Begin: January 2013 End: April 2013	Planning Director
4. Promote utilization of RITA (Risk Management System)	Emergency and risk management staff	Begin: September 2012 End: March 2013	RITA Steering Committee
5. Complete review of fleet maintenance system	Mercury Associates	Begin: September 2012 End: February 2013	Steering Committee
6. Complete project on 3-1-1 system	Equipment, staff	Begin: Already begun End: December 2012	City Manager
7. Evaluate electronic improvements to treasury operation	Finance department, County auditor report	Begin: Already begun End: December 2012	Finance Director

Action 3: Explore opportunities for cost savings through optimization and/or contracting out

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Develop policy for annual review of selected department or function in which opportunities for optimization are identified	ICMA, GPM, GFOA, MML	Begin: Immediately End: February 2013	City Manager

Issue 2: *The need to diversify input to the City Council*

Goal 1: Improve City Council meetings to facilitate/encourage resident input from different perspectives

Action 1: Improve flow of Council meetings

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Encourage having one voice testify for multiple parties		Begin: Immediately End: Ongoing	Mayor
2. Move citations/awards to an earlier time during Council meetings, i.e., after public hearing		Begin: Immediately End: December 2012	Mayor and Council
3. Determine and assess flow issues in Council meetings		Begin: Immediately End: January 2013	City Clerk
4. Decide actions to pursue based on assessment and begin implementation	Depends on selected actions	Begin: January 2013 End: Depends on actions	Mayor and Council

Action 2: Explore new ways for public to access Council meetings

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Implement video streaming of Council meetings	Technology support staff, equipment (cost depends on specific characteristics, up to \$22,000)	Begin: Immediately End: January 2013	Public Information Officer
2. Explore other interactive, web-based access options		Begin: October 2012 End: December 2012	Boards and Commissions Coordinator
3. Decide actions to pursue and begin implementation		Begin: December 2012 End: January 2013	Boards and Commissions Coordinator

Action 3: Hold Council work sessions in non-traditional locations in each ward

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Identify possible locations and investigate whether one or several non-traditional locations are warranted	Staff	Begin: Immediately End: November 2012	Mayor
2. Contact MML to learn from other municipalities' experience with Council sessions in non-traditional locations	Human Services staff	Begin: November 2012 End: December 2012	Human Services Director
3. Determine costs for different options	Public Information staff	Begin: December 2012 End: February 2013	Public Information Officer
4. Formulate proposed actions for meetings in non-traditional locations and present to Council	Public Information staff	Begin: February 2013 End: March 2013	Public Information Officer
5. Decide actions to pursue and begin implementation		Begin: March 2013 End: April 2013	Mayor and Council

Goal 2: Offer additional forums for residents to provide input to Council

Action 1: Hold outreach meetings

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Explore frequency and location options for outreach meetings	Human Services staff	Begin: Immediately End: November 2012	Human Services Director
2. Assess costs	Human Services staff	Begin: Immediately End: November 2012	Human Services Director
3. Decide actions to pursue and begin implementation		Begin: December 2012 End: December 2012	Mayor

Action 2: Broaden participation in City commissions

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Explore improvements in recruitment mechanism for City commissions	Human Services staff	Begin: November 2012 End: November 2012	Human Services Director
2. Explore creation of orientation programs for City commission members		Begin: November 2012 End: January 2013	Boards and Commissions Coordinator
3. Explore the use of term limits for membership in City boards and commissions		Begin: November 2012 End: January 2013	Boards and Commissions Coordinator
4. Decide actions to pursue on term limits issue and begin implementation		Begin: February 2013 End: April 2013	Mayor and Council

Goal 3: Improve and expand Council communication and interaction with residents

Action 1: Engage, support, and network with community associations and neighborhood leaders

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Explore expanding list of contacts with associations and neighborhood leaders	Community Relations Specialist	Begin: Immediately End: Ongoing	Human Services Director
2. Continue leadership training for tenant council representatives, with an emphasis on helping underrepresented neighborhoods develop their leadership	Community Relations Specialist	Begin: Immediately End: Ongoing	Human Services Director

Action 2: Create a centralized input system for residents’ concerns, comments, and complaints

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Complete project on 3-1-1 phone system	Equipment, staff	Begin: Already begun End: December 2012	City Manager

Action 3: Promote a customer-service attitude in relationships with residents

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Explore training options on customer service for city government staff	Human Services staff	Begin: October 2012 End: November 2012	Human Resources Director
2. Assess costs	Human Services staff	Begin: November 2012 End: December 2012	Human Resources Director
3. Decide actions to pursue and begin implementation	Depends on selected actions	Begin: December 2012 End: Depends on actions	Mayor

Action 4: Improve dissemination of City government information to residents, especially those not reached by online content

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Implement monthly information visits by Mayor’s office to community/senior centers	Mayor	Begin: December 2012 End: Ongoing	Human Services Director
2. Explore other information center options such as information kiosks	Staff	Begin: Immediately End: January 2013	City Manager
3. Assess costs	Staff	Begin: January 2013 End: March 2013	City Manager
4. Decide actions to pursue and begin implementation	Depends on selected actions	Begin: March 2013 End: Depends on actions	Mayor

Action 5: Use technology to record and broadcast/share public information

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Implement video streaming of Council meetings	Technology support staff, equipment (cost depends on specific characteristics, up to \$22,000)	Begin: Immediately End: January 2013	Public Information Officer
2. Explore other recording and broadcasting options, including podcasts		Begin: Immediately End: January 2013	Public Information Officer
3. Assess costs		Begin: January 2013 End: March 2013	Public Information Officer
4. Decide actions to pursue and begin implementation	Depends on selected actions	Begin: March 2013 End: Depends on actions	Mayor

Action 6: Increase publicity and outreach efforts with information on City government issues and involvement

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Explore outreach efforts and improvements through places of worship in the City	Human Services staff	Begin: Immediately End: November 2012	Human Services Director
2. Explore options to publicize summaries of legislation in lay terms	City Clerk	Begin: November 2012 End: December 2012	Public Information Officer
3. Explore and identify new publicity and outreach options, including social media		Begin: November 2012 End: December 2012	Public Information Officer
4. Assess costs of new publicity and outreach options		Begin: December 2012 End: January 2013	Public Information Officer
5. Decide actions to pursue and begin implementation	Depends on selected actions	Begin: January 2013 End: Depends on actions	Mayor

Action 7: Offer public information and outreach materials in Spanish

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Identify translators	Community Relations Specialist	Begin: Immediately End: November 2012	Human Services Director
2. Identify materials to translate	Community Relations Specialist	Begin: November 2012 End: December 2012	Human Services Director
3. Assess costs	Community Relations Specialist	Begin: December 2012 End: January 2013	Human Services Director
4. Decide actions to pursue and begin implementation	Depends on selected actions	Begin: January 2013 End: Depends on actions	Mayor

Issue 3: The need to promote housing and employment opportunities for lower and middle income levels

Goal 1: Promote workforce development

Action 1: Increase collaboration with businesses, Chamber of Commerce, educational institutions, government entities, economic development corporations, and housing authority

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Identify underutilized workforce	Department directors and staff, subject matter experts, state unemployment agency, housing authority	Begin: October 2012 End: November 2012	Human Services Director
2. Identify existing collaborations	Human Services staff	Begin: November 2012 End: December 2012	Human Services Director
3. Evaluate sufficiency of existing collaborations compared to underutilized workforce and identify gaps	Human Services staff	Begin: December 2012 End: January 2013	Human Services Director
4. Determine response to gaps	Human Services staff, Opportunities Industrialization Centers (OICs), community college, Chamber, businesses	Begin: January 2013 End: Depends on response	Human Services Director

Action 2: Expand City's Science, Technology, Engineering, and Math (STEM) cooperation/internship program

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Publicize program internally	Human Resources staff, department directors	Begin: February 2013 End: March 2013	Human Resources Director
2. Develop meaningful departmental work programs for STEM interns	Department directors	Begin: March 2013 End: May 2013	Human Resources Director

Action 3: Develop/expand internship programs in City departments

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Publicize program internally	Human Resources staff, department directors	Begin: February 2013 End: March 2013	Human Resources Director
2. Develop meaningful departmental work programs for interns	Department directors	Begin: March 2013 End: May 2013	Human Resources Director

Goal 2: Increase job opportunities

Action 1: Partner with lending institutions to develop lending opportunities for businesses

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Recommend this action to Annapolis Economic Development Corporation (AEDC)	AEDC	Begin: Immediately End: March 2013	City Manager

Action 2: Explore providing City tax incentives for creating jobs

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Develop list of all available tax incentives	Finance Department staff, AEDC	Begin: Immediately End: December 2012	Finance Director
2. Survey businesses to understand tax incentives they need to develop jobs	AEDC	Begin: Immediately End: December 2012	City Manager
3. Make list available to Council for review	Finance Department staff, AEDC	Begin: January 2013 End: May 2013	City Manager

Action 3: Explore other evidence-based best practices and strategies for creating jobs and growing the Annapolis economy

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Report on evidenced-based practices that link economic development strategies to job creation in the City	AEDC	Begin: October 2012 End: December 2012	City Manager
2. Decide actions to pursue based on report and begin implementation	Depends on selected actions	Begin: January 2013 End: Depends on actions	City Council

Goal 3: Improve housing opportunities for residents of public housing and lower/middle income levels

Action 1: Expand affordable housing units within new developments

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Explore increasing rental percentage of Moderately-Priced Dwelling Units (MPDUs) to 12%	Planning and Zoning staff	Begin: Immediately End: December 2012	Planning and Zoning Director
2. Increase percentages of other MPDUs and explore different incentives	Planning and Zoning staff	Begin: Immediately End: December 2012	Planning and Zoning Director

Action 2: Adopt and implement legislation and regulations that encourage a diverse housing stock

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Investigate what other communities are doing in this area	Planning and Zoning staff	Begin: January 2013 End: March 2013	Planning and Zoning Director
2. More aggressively pursue implementation of housing components of comprehensive plan	Planning and Zoning staff	Begin: March 2013 End: Ongoing	Planning and Zoning Director
3. Identify and remove impediments to producing and maintaining a diverse housing stock	Planning and Zoning staff	Begin: March 2013 End: Ongoing	Planning and Zoning Director

Action 3: Partner with lending institutions to develop lending opportunities that facilitate home ownership, including more inclusive non-traditional forms of lending

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Contact state regulators about Community Reinvestment Act (CRA) and how to hold lenders accountable in Annapolis	City Attorney staff	Begin: Immediately End: November 2012	City Attorney
2. Research best practices elsewhere and identify candidates for implementation in Annapolis	Planning and Zoning staff	Begin: Immediately End: November 2012	Planning and Zoning Director
3. Decide actions to pursue and begin implementation	Depends on selected actions	Begin: November 2012 End: Depends on actions	Planning and Zoning Director

Action 4: Explore and implement other evidence-based best practices and strategies for improving housing opportunities

Tasks	Resources Required	Target Dates	Person/Group Assigned
1. Investigate what similar-sized municipalities are doing in this area	Planning and Zoning staff	Begin: January 2013 End: March 2013	Planning and Zoning Director
2. Decide actions to pursue based on investigation and begin implementation	Depends on selected actions	Begin: March 2013 End: Depends on actions	Planning and Zoning Director

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