

## The CityWork Transition Team

The CityWork Transition Team consists of a diverse group of eleven committed volunteers who have been working on understanding and finding solutions to issues affecting the overall health, well-being, and safety of our community (see Appendix A for names and contact information). Our team was tasked with focusing on three major issues: Human Services, Public Safety, and Infrastructure. At a glance, these issues appear to have zero similarities, however after three months of in-depth conversations with city leaders, professionals, and the citizens of our city, we identified key similarities that helped shape our report.

As we explored the problems facing our community in the areas of Human Services, Public Safety, and Infrastructure, we discovered that, ultimately it all boils down to one thing: commitment. On National, State, and City levels, for example, we know that we are in the midst of a drug crisis (please refer to the statistics provided below). The good news is that our Forest Drive Safe Station is the second most popular place in the County for addicts needing assistance. People are seeking help, but we lack the resources to provide the nurturing and continuing support to those who want to be helped and want to succeed. Tied in with that, our Police and Fire Departments are understaffed and need equipment necessary to adequately respond to the various emergencies facing our community. Moreover, we are all aware of the flooding that occurs in our city when we have excess storm water runoff. That water also generally contains high levels of pollutants, questioning the safety of the water activities for which Annapolis is best known.

To start addressing these issues, our team identified four short-term, one-year goals:

- Convene a panel discussion to explain apparent discrepancies between treatment for some addicts versus incarceration for others,
- Start efforts to improve the use of our existing neighborhood enforcement teams,
- Begin improving communications between our law enforcement agency and the public through informal meetings and basic community outreach,
- Start implementing the City Dock Master Plan.

Our longer-term, four-year goals are:

- Establish an accessible recovery resource center in Annapolis,
- Update and replace police and fire equipment,
- Hire public safety personnel,
- Create a more effective climate change plan to proactively handle nuisance flooding and toxic concentrations of runoff and discharge.

In addition to the goals, the team identified several actions that could occur sooner than a year, without significant funding or changes to the law. These “Do It Now” list is as follows:

- Charge the Planning and Zoning Department to review the present City of Annapolis code on Moderately Priced Development Units (MPDU) to determine if there are updates or changes to the code that would allow for greater participation and

accessibility for qualified applicants.

- Explore avenues to bring Recovery Support Groups back into Housing Authority for the City of Annapolis (HACA) Community Centers for addicts and their families.
- Invite the organization Not My Child, headed by Nancy Schrum, to make a Not My Child presentation to the Mayor and the City Council.
- Assure that the Mayor or a representative of the Mayor's office attends the County Executive's Opioid Intervention Team (OIT) briefings held every other week to remain on the forefront of the current drug crisis.
- Continue City investments in the Safe Station Program. Performance measures should be identified to determine future resource allocation
- Schedule a meeting with Mayor Buckley, Kevin Simmons, Police Chief Baker, Jen Corbin, and Angel Traynor to better coordinate and use the Drug Crisis Team in our city.
- Include funding in the current budget to complete a Cultural Resources Survey as required in the City Dock Master Plan (CDMP).
- Mandate that future planning related to the Water Implementation Plan (WIP) should be consistent with the CDMP so that opportunities to complete both are not lost.
- Start examining a proposal to increase the Stormwater Fee for more funding of visible stream restoration projects, to responsibly and effectively address impaired stream systems, and increase resiliency of these systems.

Achieving all of these goals will require commitment. This commitment will result in making our city safe, providing help for those who need it, and helping us to safely enjoy the pastimes that have made Annapolis the attraction that it is. Below is more detailed information on our findings and these goals.

## One-Year Goals:

- 1) Organize a Mayor's Town Hall Meeting – **"Straight, No Chaser"**: – a frank and honest community conversation about substance abuse and addiction. First town hall meeting to be held at the Pip Moyer Center or the Maryland Hall for Creative Arts venues, creating a non-threatening and supportive environment.

*Suggested Participants: Mayor Gavin Buckley; Moderator Bishop Craig Coates; Addiction Treatment Center representative and graduate of addiction program; family member Lisa Hillman; Health Officer Fran Phillips; Chief Kevin Simmons, Emergency Management; States Attorney Wes Adams; APD Chief Scott Baker; Members of the Human Relations Commission*

*Topics to explore: Why has Anne Arundel County had such a drastic increase in opioid and substance abuse in the 18-35-year age range? Are the city, county and state addressing the racial inequity between incarceration and treatment? How do we reconcile past history and move forward? What do we need to know about programs, resources and initiatives that support individuals and their families affected by substance abuse?*

*Follow up meetings may be held in specific communities (e.g., public housing community or faith-based location) to engage additional members of the community. Smaller meetings may not include all town hall participants but will consider what community leaders and alderpersons should be recommended to assist in reaching out to all communities (including Hispanic).*

- 2) The City of Annapolis should adopt the Whole Community approach to public safety and human services. As a concept, Whole Community is a means by which residents, public safety departments, emergency management practitioners, organizational and community leaders, and government officials can collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests.

*Suggested Participants: APD Chief Scott Baker, Hon. Rhonda Pindell Charles (Ward 3) Public Safety Committee Chair; Hon. Frederick M. Paone (Ward 2) ranking Public Safety Committee member; Hon. Shaneka Henson (Ward 6) ranking Public Safety Committee Chair; Members of the Housing Authority of the City Annapolis Board*

### *Suggested Actions:*

The City should expand its Community Policing program. The Police Department should deploy additional Neighborhood Enforcement Teams (NET) to promote the use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. The department should also adopt and report on its proactive on-foot community engagement activities of NET teams and the corresponding resident satisfaction levels as a result

- 3) Public safety agencies, particularly the police department, must expand its use of its

communications platform and explore new and innovative ways to communicate with the community. A particular emphasis should be placed on direct communications, underserved communities, developing feedback mechanisms, and assessing and public reporting on resident satisfaction

As part of its approach to including the community in its information seeking process, the City should establish a Citizens Police Advisory Board, following best practices as outlined by the International Association of Police Chiefs.

- 4) Appoint an infrastructure implementation committee to oversee joint implementation of both the Water Implementation Plan and the City Dock Master Plan, including costs, benefits, overall impact of each significant element and create an implementation timeline. Also, Develop recommendations for maintenance of Stormwater Best Management Practices (BMPs) and develop community partnerships to maintain BMPs

*Suggested Participants: Hon. Rob Savidge (Ward 7) Chair of the Environmental Matters Committee; Hon. Elly Tierney (Ward 1) ranking member of the Environmental Matters Committee; Hon. Ross Arnett (Ward 8) ranking member of the Environmental Matters Committee; Members of the Environmental Commission; Members of the Planning Commission*

## **Four-Year Goals:**

- 1) Establish a Recovery Community Center for all addicts in recovery in the City of Annapolis. At the Center, recovering addicts will obtain job help, receive Peer Support, and have access to computers and other tools to help them be reintegrated into the community. Existing recovery homes within our city already require that during the hours of 10:00 am - 4:00 pm the occupants are either searching for jobs, completing their education both in traditional and alternative institutions, obtaining mental health counseling, or are actively employed.

*Suggested Participants: Addiction Treatment Center representatives and graduates of addiction programs; Angel Trainer, Annapolis Substance Abuse Prevention (ASAP); Lisa Hillman Community Advocate and Author of "Secret No More"; Chief Kevin Simmons, Emergency Management; APD Chief Scott Baker; AFD Chief Douglas Remaley; Hon. Shaneka Henson (Ward 6) Chair of the Housing and Human Welfare Committee; Hon. Elly Tierney (Ward 1) ranking member of the Housing & Human Welfare Committee; Hon. Frederick M. Paone ranking member of the Housing & Human Welfare Committee*

*Topics to explore: Ways to integrate former and recovering addicts back into society without the restraints of substance abuse.*

- 2) Create a more comprehensive Climate Change Plan as part of the next round of Total Maximum Daily Load (TMDL) goals, as well as allocating resources to create a comprehensive plan that will serve as a blueprint to increase resiliency of public and private assets.

*Suggested Participants: Hon. Rob Savidge (Ward 7) Chair of the Environmental Matters Committee; Hon. Elly Tierney (Ward 1) ranking member of the Environmental Matters Committee; Hon. Ross Arnett (Ward 8) ranking member of the Environmental Matters Committee; Members of the Environmental Commission; Members of the Planning Commission*

- 3) Consider investments in the social, technological, and physical infrastructure of both the Annapolis Fire and Police Departments.

*Suggested Participants: Hon. Rhonda Pindell Charles (Ward 3) Public Safety Committee Chair; Hon. Frederick M. Paone (Ward 2) ranking Public Safety Committee member; Hon. Shaneka Henson (Ward 6) ranking Public Safety Committee Chair; Hon. Ross Arnett (Ward 8) Chair of the Finance Committee; Hon. Marc Rodriguez (Ward 5) ranking member of the Finance Committee; Hon. Sheila Finlayson (Ward 4) ranking member of the Finance Committee; Members of the Financial Advisory Commission*

## *Suggested Actions:*

- The City should make an investment in upgrading information and technology infrastructure, to include computer networks, server backup systems on the brink of

failure, records management systems, data terminals, and camera systems.

- The City should adopt a long-term apparatus and fleet replacement program to meet the response demands of the Fire and Police Departments
- The City should hire a full-time grant writer to seek alternative funding sources for critical capital infrastructure needs.

4) Several deficiencies in staffing within the area of public safety need to be addressed as well. To improve both fire and emergency medical service delivery, the City should cease the practice of cross-staffing in Eastport and provide dedicated staffing to both the medic unit and ladder truck.

- The City should add a fourth firefighter to all suppression apparatus to ensure compliance with national standards
- The City should fill the ten (10) funded vacant positions in the Police Department.

## Human Services Focus

Members: Stacy Gullette, Toni Strong-Pratt, Gail Smith, Barbara Webber

Our Committee members met with the following people and organizations to help establish the goals we prepared:

Pamela M. Brown, The Anne Arundel County Partnership for Children, Youth, and Families  
Angel Traynor and Izelle Vanzuylen, ASAP (Annapolis Substance Abuse Prevention)

Newton Gentry, Recovery Awareness Foundation

Lisa Hillman, Drug Awareness Advocate and author of Secret No More

Police Chief Baker, Annapolis Police Department

Kevin J. Simmons, Office of Emergency Management

Mary Kate Hudson, Emergency Planner

Hon. Rhonda Pindell Charles, Alderwoman, Ward 3

Diane Croghan, Chief of Staff, County Executive's Office (online correspondence)

Hon. Gavin Buckley, Mayor, City of Annapolis

Tom Andrews, City Manager, City of Annapolis

Because of the discussions we had with the individuals listed above, several weaknesses and needs were identified. Discussions about the drug crisis revealed the need for clarification on the issue, such as what the circumstances are that would lead to incarceration vs. treatment. This was the impetus for the Straight - No Chaser panel meeting we outlined above. And as noted, we also addressed the need for easily accessible resources for those seeking treatment and in recovery to be ready to enter the job market, obtain peer support, and/ or further their education.

Moderately Priced Development Units (MPDUs) were designed to extend home ownership opportunities, particularly to first time buyers on a limited budget. Citizens need to be aware of updates or changes to the City of Annapolis Code of MPDUs to determine the availability of such units, as well as specific eligibility requirements.

Several of our recommendations deal with the current drug crisis in our city and are in response to the following statistics for Anne Arundel County:

- 2014 - 354 overdoses; 51 deaths
- 2015 - 344 overdoses; 51 deaths
- 2016 - 815 overdoses; 119 deaths
- 2017 - 942 overdoses; 155 deaths

(This denotes a 171% increase between 2014/15 to 2017)

Demographics of 2017 overdoses:

- 75% male
- 88.3% white; 11% black

- 57% are between the ages of 20-35
- Fatal overdoses: 39% due to Fentanyl; 19% due to a Heroin Fentanyl mix; 11% to Heroin; 4% Carfentanil; 5% other (includes Crack Cocaine); 22% pending (more than likely Fentanyl or Fentanyl Heroin)

## Public Safety Focus

Members: Andrew Pantellis, Joseph Porcelli, and Toni Pratt

Our goal was to provide Mayor Buckley and City leaders with a clear and concise assessment of the City's current public safety condition, the strengths and weaknesses of its key processes, and future challenges and opportunities.

The Public Safety Transition Team interviewed or engaged the following City leaders, community members, and public safety experts retained by the City. We thank them for their time, the documents they provided, and their valuable insight into the inner workings of City government.

Hon. Gavin Buckley, Mayor, City of Annapolis

Mr. Tom Andrews, City Manager, City of Annapolis

Mr. David Stokes, Acting City Manager, City of Annapolis

Mr. Scott Baker, Police Chief, City of Annapolis

Mr. Douglas Remaley, Acting Fire Chief, City of Annapolis

Mr. Kevin Simmons, Office of Emergency Management Director, City of Annapolis

Col. Michael Wilson, Chief of Police, Maryland Capitol Police

Mr. Russell Hall, Lieutenant (retired), Annapolis Police Department

Mr. Christopher Dew, President, International Association of Fire Fighters, Annapolis Local 1926

We also conducted a community survey. The community survey was distributed digitally via Nextdoor to all Nextdoor neighborhoods in Annapolis and via the Eastport Neighborhood Forum Facebook group. The digital survey opened up on March 10 and closed March 19th and 30 responses were collected. We also paid for and printed paper copies that were distributed to HACA residents by Commissioner Jacquelyn Wells and her fellow board members and 34 HACA residents completed the survey. The paper version of the survey was distributed over the course of the 11-14th and responses were collected until March 19th. While we appreciate that 64 people completed the survey, we feel that due to the low response, the timeframe with which we had to work, the results are not statistically relevant. Survey responses will be shared with public safety leaderships and may be found at <http://bit.ly/CityWorksSurvey2018>

This section presents our assessment of the strengths of and weaknesses in the City's public safety agency condition and policies and procedures, followed by our recommendations.

### Strengths:

- As a result of strong relationships with county, state, and federal partners, the police department has been able to drive the following results comparing January 1 through April 3 so far this year compared to the same time period last year:
  - Overall crime down 33% compared to 2017
  - Violent crime down 24% compared to 2017
  - Property crime down 35% compared to 2017

- Of significant note is burglaries down 51% and theft from auto down 57%
- The Community Services Section of the Annapolis Police Department Increased Community Meetings by 259.3%, from 27 in 2016 to 97 in 2017. Overall meetings were increased by 161.3%, from 137 in 2016 to 358 in 2017.
- In addition, the Community Services Section increased Community Activities by 431.3%, from 115 in 2016 to 611 in 2017. Summer camps also increased by 300%, from 2 in 2016 to 8 in 2017.
- The Police Department has specialized units for gang violence and drug reduction, and NET Teams (although more are needed).
- Each Annapolis City Fire Station serves as a safe environment for individuals looking for assistance to start their path to recovery from substance abuse addiction.
- Compared to other like-sized Department's, the Annapolis Fire Department provides a wide array of additional services, including Fire Investigations, K-9 Unit, Fire Prevention, Bomb Squad, Technical Rescue, and a Marine Unit.
- The average number of intrusion alarm calls over the last 3 years is 15% of all 911 calls. Of those calls over 97% are false alarms.

#### Weaknesses:

The Annapolis Police and Fire Departments do not have adequate training budgets to sustain in-service training, community/cultural training, or other training programs that are not mandated by State or Federal law.

The Annapolis Police Department attrition through turnover is higher than surrounding jurisdictions.

The Annapolis Fire Department does not currently meet the staffing requirements as outline by the National Fire Protection Association (NFPA) Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments (NFPA 1710).

The historic district is a significant economic driver for the City. However, the area is prone to fire risk. 58% of the identified commercial buildings in the historic district are not protected by fire sprinkler systems and 54% of the identified commercial buildings in the historic district do not have fire alarms.

Many of our recommendations are focused on the fact that the City of Annapolis should adopt the Whole Community approach to public safety and human services. Whole Community is a means by which residents, public safety departments, emergency management practitioners, organizational and community leaders, and government officials can collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests.

## **Infrastructure Focus**

Members: Cecil Cummings, Scott MacMullan, Tom McCarthy, Jack Turner

Our Committee members met with the following people and organizations to help establish the goals we prepared:

David Jarrell, P.E., Director, Department of Public Works

Marcia A. Patrick, P.E., Assistant Director, Department of Public Works

Samuel McLean Brice, P.E., Bureau Chief, Engineering and Construction, Department of Public Works

### **Background on the WIP:**

The Watershed Implementation Plan (aka Watershed Improvement Plan) is a document that lays out the strategy to address stormwater runoff into the water bodies around the city. The plan is a requirement of a larger, Chesapeake Bay watershed wide agreement that was signed in 2014. The agreement mandates, among other things, the reduction of specific pollutants entering the water. The pollutants are Nitrates, Phosphates, and Suspended Solids (sediments).

The Chesapeake Bay Program initiated a study of all the sub-watersheds in the Bay (the Severn River is an example) and determined the maximum amount of the identified pollutants that can enter the water daily which the water could absorb without getting worse. This is called the Total Maximum Daily Load (TMDL).

The goal of the WIP is to reduce stormwater runoff to a level which achieves the TMDL goal for the waters around the city. It does so through identified projects that will repair, upgrade, or retrofit existing infrastructure or implement new Best Management Practices. These are all fully explained in the Plan.

The current Bay Agreement has a goal of full implementation in 2025. Leading up to that date, it is anticipated that the Bay will be re-evaluated, and new opportunities identified.

Annapolis is a historic city, and much of its infrastructure falls into that category in one way or another. The City's Public Works Department is doing a good job of keeping up with the ongoing maintenance of that infrastructure system within its operating budget. As with any such challenge, the more funding that is available, the faster older systems can be modernized. This is a yearly challenge in the budget.

As noted, the Infrastructure Subcommittee opted to concentrate on the visible opportunities presented in the Watershed Implementation Plan and the City Dock Master Plan. These two plans further the Mayor's goals of clean water and a revitalized downtown area, and they are the improvements most likely to positively impact tourism and economic development.

### Background on CDMP

In 2010, Mayor Josh Cohen directed that a citizens' committee be formed to advise the City on rejuvenating City Dock – the City Dock Advisory Committee (CDAC). The Mayor charged it with three objectives: to establish guiding principles for the use and redevelopment of City Dock, to develop a master plan based on those principles, and to encourage and coordinate public participation throughout the planning process.

The first report, Visions and Principles, Phase One Report, was published in July 2011. There was considerable debate over the plan, and the final report was presented in October 2013.

After the 2013 City election, the new Council made some amendments to the Plan, but the Plan itself has essentially been dormant since then.

The Infrastructure subcommittee agreed that the Watershed Implementation Plan (WIP) and the City Dock Master Plan (CDMP) represent the two largest and most visible opportunities to address needed infrastructure changes around the City and in the downtown area. The WIP is currently controlled by the Public Works Department, and the CDMP is currently in the Planning and Zoning Department. In addition, any long-term goals related to both efforts must address climate change.

**APPENDIX A**

**Team Members and Contact Information**

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