CITY OF ANNAPOLIS

PROPOSED AGENCY CONSOLIDATION

DESCRIPTION AND RATIONALE

February 13, 2016

The Mayor proposes to reorganize and realign several city agency programs and functions in the interest of efficiency and effectiveness and to improve the delivery of services to the citizens of Annapolis.

The proposal, which would be embodied in City Ordinance and Charter Amendment, includes the following:

Transfer MIT from Finance to the City Manager

The MIT function is currently housed within the Finance Department. The proposal is to transfer this function and existing staff to the City Manager's Office to better reflect the MIT mission as one encompassing the entire city government. There are public-private partnerships in the Information Technology sphere that are to be explored with a view toward updating capabilities and enhancing MIT services and products to user city agencies and citizens.

Transfer Human Resources to Finance

HR is a small agency with a department head vacancy. The proposal is to consolidate the HR function and existing staff within the Finance Department to provide additional support and coordination in several areas including benefit administration, payroll and Workers' Compensation. The HR Director position would be abolished. The Finance Department would become the "Department of Finance and Administration" which is an organizational model employed by many small to mid-size city governments.

Transfer DNEP Programs and Functions to Several Departments

The Department of Neighborhood and Environmental Programs comprises regulatory functions that can be more effectively carried out, coordinated and tasked in combination with programs of other existing

departments. It is imperative to create a "one stop shop" for all city permitting, inspection and land development approvals and related activities. The proposal is to:

Transfer to the Department of Planning and Zoning
- All regulatory programs that are attendant to the development/subdivision process such as the Forest Conservation Act and grading permits
- Rental licensing and code enforcement
- Residential and commercial building and trade permitting and inspection
- Port Wardens

Transfer to the Department of Public Works
- Stormwater management and erosion control plan review, approvals and inspections
- Wastewater pretreatment

Transfer to Police
- ABC inspections

Transfer to an Office of Environmental Policy
- Environmental policy/advocacy/coordination/education activities

Create an Office of Environmental Policy in the Office of the Mayor

This new office would be responsible for the following transferred from DNEP:
- Urban Forestry
- Sustainability
- Land Trust
- NPDES/MS4/TMDL Compliance Coordination
- Environmental Grants
- Environmental Policy Development/Initiatives

This proposed realignment of city departments is premised in part on enhancing the promise of last year's adoption of Program Based Budgeting by the City Council. The rationale behind the reorganization is that program based budgeting works best when related program responsibilities and content are contained in a single organizational unit.

There are several benefits associated with adopting the "single organization" responsibility model.

First, placing total responsibility for a program(s) in a single department organizes each program around goals and functions and makes determination of authority and accountability more direct and transparent to elected officials and citizens alike.

Second, establishing program(s) responsibility within single departments simplifies intergovernmental interaction which creates the opportunity for less complicated government operations (e.g., streamlining permitting functions).

Third, programs with well-defined goals and functions, clear lines of authority, accountability and transparency are more easily analyzed when establishing priorities and funding requirements in the budget.

Fourth, organizations that have created "single organization" responsibilities for program management and implementation experience enhanced program effectiveness, reduced costs and an ability to establish policy integration that is more difficult across multiple organizations.

Finally, "single organization" program control often has significance as useful symbolism, demonstrating a commitment to transparency, efficiency and responsibility to citizens concerned with the perceived complexity of government and efficient delivery of services.