



The City of
Frederick
Maryland

Mayor Michael O'Connor

City Operations and Organization Workgroup

Strategic Opportunities Advisory Team
June 27, 2018

STRATEGIC OPPORTUNITIES ADVISORY TEAM (SOAT)

Operations & Organization Workgroup Final Report

Introduction

The Operations and Organization Workgroup (the “Workgroup”) membership:

Kelly Russell, Chair
Debra Borden
Dana French
Josh Russin
Gayon Sampson

Many of the members of the Workgroup have extensive experience working in leadership positions for various local, state, federal and non-profit organizations. The conclusions and recommendations are based on the Workgroup’s collective experience and expertise working with, and for, the public sector.

On February 2, 2018, the Workgroup convened its first meeting and discussed its mission:

“To evaluate the current structure and operations of the City government and make recommendations for improvements at the structural, operational and policy levels now and in the future.”

In evaluating the current structure and operations of City government, the Workgroup interviewed ten (10) director-level and other key City staff members to discuss their responses to the following questions:

1. Please describe the mission, structure and staffing of your organization.
2. Do you have aspirations for your department above and beyond the currently structured mission? If yes, please tell us about that.
3. How well do you feel your organization is currently performing? How do you measure that performance; what metrics do you track; whom do you ask for feedback?

4. What percentage of your time do you spend on these three areas of responsibility:
 - Operations?
 - Improving processes and services?
 - Focusing on the future?
5. Do you think there are any changes needed to either your organization or the city government more broadly?
6. For the Mayor and the City government to accomplish its overall mission most effectively, what key contributions do you and your organization provide?
7. For you and your organization to be most effective, what do you need and want from the Mayor? From the Aldermen?
8. What haven't we asked you that we should have? What would your response be?

Written responses provided by the interviewees are incorporated into the minutes of Workgroup meetings and attached as [Appendix A](#).

Executive Summary of Key Recommendations

1. Reorganize DPW, Public Information, the Mayor's office and IT. Consider eliminating some of the specificity in the City Charter relating to how departments are organized.
2. Implement regular, systematic strategic planning with annual strategic objectives and action plans for each department. Utilize a process that involves the departments, the aldermen and the mayor to formulate these objectives each year.
3. Implement data-driven decision-making by setting benchmarks, performance metrics and periodic assessment of performance at the department level.
4. Implement a robust diversity and inclusion agenda relating to hiring and recruitment, employee training, and purchasing.
5. Prepare and maintain a facilities master plan for city-wide government operations. Include estimated costs of deferred maintenance and facility needs based on growth projections and other available data.
6. Prepare and maintain an IT master plan for city-wide operations. Project and anticipate replacement schedules, software licensing needs, and special projects based on projected growth and other available data.
7. Improve coordination and collaboration among City departments.
8. Conduct a comprehensive review of the City's existing Boards and Commissions. Ensure that each body is still relevant and active, and that each has a mission statement, updated rules of procedure, and other necessary governing documents.

FINDINGS AND DISCUSSION

Organizational Structure

The organizational structure of the city government should derive from its core functions and desired outcomes. The structure is a means to an end, not an end-in-itself. Identifying the core functions and desired outcomes of city government starts with reference to the City Charter, statutes, missions, policies, as well as a shared vision for the future of the City. The next task is to describe the best government structure that will position the City to realize its goals and achieve the vision of a 21st century city. If the current structure is not effective to achieve those purposes, no matter how long it has existed or how comfortable stakeholders may be with it, then the appropriate action is to adopt improvements to achieve the City's goals.

Reorganization Recommendations:

Mayor's Office

1. As set forth in a memo to the Mayor dated March 16, 2018, the Workgroup recommended that the Mayor fill the positions which are currently vacant in the Mayor's office, namely, Executive Assistant to the Mayor, Executive Assistant for Administration and Administrative Assistant to the Mayor.
 - The City of Frederick needs to be a 21st-century city. To accomplish this, the Mayor should lead the charge in the community. The City must not only focus on providing essential services today, but it must also to find ways to focus as much energy on discerning and planning for the future. This goal will require development of a shared vision for the City and concrete action plans to realize it. Staffing of the Mayor's office is essential for the Mayor to devote the time and resources to focus on and, plan for, the future challenges and opportunities the City will face.
 - Successful planning for the future to achieve the vision for Frederick will require willing collaboration across government, business and industry, the non-profit sector, the philanthropic sector, and residents. That's what successful 21st century cities are doing. In less successful cities, different sectors and stakeholders are often siloed and have not learned that each sector going it alone cannot solve systemic problems, nor achieve a community vision. The Mayor should play a leading role in fostering and nurturing this collaboration.

2. Create a Communications Office within the Mayor's Office headed by a Communications Director. The Communications Director would assist in the development and management of city-wide branding and serve as a media specialist and spokesperson for the Mayor.
3. Move the Audio-Visual (AV) staff currently operating under the Public Information Coordinator to the Communications Office. The AV staff develops a significant number of departmental video projects. Many of these projects are devised in an ad hoc, as needed or assigned manner, outside of a City-wide marketing or branding effort. Placing the AV staff under a Communication Director would encourage an effective and comprehensive approach to media presentations within the larger context of a marketing or branding effort.
4. Move the Public Information Act (PIA) Request function to the Legal Department to be handled by a Paralegal position. This function is currently under the Public Information Coordinator who also handles outreach, media relations and related functions. The Public Information Coordinator position requires no legal background and is instead a communications/marketing position with PIA duties tacked on. The PIA is not a media relations issue, it is a legal issue that has a great deal of administrative activities associated with it. This function would be more effectively administered by a paraprofessional under the supervision of the Legal Department.

Department of Public Works (DPW)

1. Move the Planning Department from under DPW and elevate it to Cabinet level headed by a Director. This will ensure development review and long-range planning-related matters are directly before the Mayor, by reporting to the Executive Assistant for Administration position or the Mayor if that position is not filled. The Planning Department has a very different mission and philosophy from DPW and would be in a stronger position to advocate for long-term planning-related matters directly to the Mayor or an Executive Assistant to the Mayor instead of through an unrelated department with very different priorities.
2. Move the Engineering Department from under DPW and elevate department to a Cabinet level department headed by a Director for the same reasons as stated above for the Planning Department.

- The Engineering Department should be divided into two divisions. One division should focus on development review. The second division should focus on capital projects.
 - This division of responsibilities within the Engineering Department would greatly assist the City in developing and implementing long-term infrastructure improvements.
3. Create a Project Management Department within DPW. DPW is the agency in-charge of the construction of specific city projects and oversees the contracting of city construction projects. The City would be well-served if it had a department that is solely focused on the planning and delivery of capital projects.
 4. Move the Parks and Recreation Department from DPW and elevate the department to a Cabinet level department headed by a Director. The Parks Department has a capital projects and maintenance component to its operations, but the other focus of its mission is public programming, activities and events, which is quite different from DPW's mission.

Finance and Budget

1. Move Information Technology (IT) & GIS Department from under the Budget Office and elevate the department to a Cabinet level department headed by a Chief Technology Officer (CTO).
 - The implementation of technology hardware and infrastructure is an increasingly significant aspect of the delivery of public services.
 - CTO would be responsible for the development of organization-wide technology and communications policies and procedures. The CTO would be focused on the cutting edge of technology issues and trends with significant experience administering an Enterprise Resource Planning (ERP) system and a demonstrated ability to evaluate and guide complex implementation. The CTO can assist in devising technology-oriented budgeting for outcomes and public service delivery solutions as well as supervise a webmaster for the City, which is currently lacking.
 - Currently, information technology implementation is fragmented and outdated. The Workgroup recommends the development of an IT master plan.

2. Combine the Finance, Budget and Purchasing functions into one department under a cabinet-level director reporting to the Mayor. This will ensure more coordination with among these essential functions.
 - The Workgroup found that budgets are developed with little coordination or collaboration. Instead the current process has each Division Director interacting one-on-one with the Mayor to develop each department budget. The Mayor then synthesizes these budgets, which may reflect different and competing goals and desires, with little apparent input from the directors working as a team.
 - The Workgroup recommends a redesign of the budget process so that cabinet-level directors work together with the Mayor as a management team to develop a budget that optimizes the City's strategic goals for that fiscal year.

Department of Economic Development

1. Move the Frederick Municipal Airport from under the Department of Economic Development and have the Director or Supervisor report to either the Executive Assistant for Administration or to the Mayor.
2. Move the Weinberg Center for the Arts from under the Department of Economic Development and have the Director or Supervisor report to either the Executive Assistant for Administration or to the Mayor.

Leadership

Managers do things right. Leaders do the right things!

1. Directors reported that they spend on average 10% of their time or less focusing and planning for the future. Stated reasons for not devoting more time included: directors are working supervisors responsible for work product as well as supervision of employees; the need for more staff to delegated tasks; absence of lack of a consistent, coordinated, articulated vision for city operations; and a lack of emphasis by prior leadership on the future. To begin the process of addressing these issues, the Mayor should shape the Directors into a Cabinet-level team that collectively addresses these issues through strategic annual action plans for each department. The Mayor should have regularly scheduled Cabinet meetings.

2. Proper performance assessment is an essential element necessary to improve the performance of any organization. Currently, performance assessment of City departments is uneven, and haphazard. Directors report few existing and effective systems to obtain feedback from the public on the effectiveness of government services. The Workgroup recommends mapping all services provided by the city government, identifying key performance metrics, and determining effective community feedback methods for each department or group of departments.
3. The Workgroup heard anecdotal evidence of a lack of career path, promotional opportunities and succession planning within the City's ranks. It appears that within departments, there is very little delineation between entry-level and senior, but non-supervisory, positions. While this situation can result from longevity of employees, which is a good thing, this lack of promotional opportunity can have the opposite effect of encouraging experienced staff to leave City service to advance their careers. We recommend a careful study of these issues leading to concrete actions steps designed to address this challenge.
4. The Workgroup had several discussions about diversity with department directors. Many directors concurred that there has been little or no focus on, or discussion of, diversity, no training on diversity (except a recent web-based sexual harassment training), and no coordinated efforts related to diversity that anyone could identify having taken place in recent memory. This may explain the current actual lack of diversity in the City's workforce and supervisory staff, despite the significant diversity of the City itself. The Workgroup recommends that the City adopt a mission and vision that includes the concepts of diversity and inclusion, develop a plan for diversity training for supervisors and non-supervisory employees, and develop a plan to revamp recruitment, hiring and retention practices to include best-practices designed to attract and maintain a government workforce that reflects the diversity of the City's population.

Other City Boards and Commissions

The Workgroup did not research or interview anyone from the various boards and commissions tasked with oversight or regulatory authority. Nevertheless, we note the importance of these entities which form crucial components of the City government. The Workgroup recommends that a comprehensive review of the mission statements, rules of procedure, and governing documents, and an assessment of the effectiveness of these boards should be undertaken periodically to account for legal, technological and practical developments affecting their work programs.

In addition, the City should harness the abundant and diverse talent in the community by creating a robust volunteer program. This, along with a fresh review of the Neighborhood Advisory Council (NAC) program, could form the basis of an annual strategic priority aimed at maximizing valuable community resources.

Concluding Remarks

The Operations and Organization Work Group appreciates the opportunity to contribute our experience and civic service to the new Administration by evaluating the governmental structure and operations of the City of Frederick. We believe that this is a vital component of the newly elected government's responsibility, and is an appropriate time to conduct a review

We in the Work Group undertook our task with enthusiasm and mutual respect to assess current City government operations, while challenging ourselves to propose improvements. This report offers our best assessment of how structure and operations can best serve the city's prosperity going forward into the 21st century.

We wish to underscore that the current government is doing an outstanding job providing essential services to City residents. The staff is dedicated and works very hard to fulfill their responsibilities in a professional manner. Consequently, our recommendations for the future, while sometimes bold and clinical, are intended as a framework for the Mayor and others to exercise the leadership and judgment to decide what, if, and when changes should be made. The Workgroup members would be honored to respond to any clarification or explanation of our recommendations as needed.

[Appendix A](#)

Operations and Organization Workgroup Minutes

[January 16, 2018 Meeting Minutes](#)

[February 2, 2018 Meeting Minutes](#)

[February, 16 2018 Meeting Minutes](#)

[March 9, 2018 Meeting Minutes](#)

[March 16, 2018 Meeting Minutes](#)

[March 30, 2018 Meeting Minutes](#)

[April 13, 2018 Meeting Minutes](#)

[April 27, 2018 Meeting Minutes](#)

[May 11, 2018 Meeting Minutes](#)

[May 25, 2018 Meeting Minutes](#)

[June 8, 2018 Meeting Minutes](#)

[June 19, 2018 Meeting Minutes](#)

[June 27, 2018 Meeting Minutes](#)

January 16, 2018 Meeting Minutes

City Operations and Organization Workgroup

Call to Order at 8:04 a.m.

Introduction of members present:

Alderman Kelly Russell (chair), Debra Borden, Josh Russin, Dana French, Gayon Sampson

Also present: Lance Duvall (City employee)

The group discussed the model of review, SOAR not SWOT because the Mayor wants to focus on identifying opportunities. Discussion of need for the workgroups to connect at some level since there will be overlap in some of the recommendations we are likely to suggest.

The group discussed the various city departments and how they currently operate along with the structure of current city government and how that relates to the City Charter. It was suggested that we, as a group, interview each director and provide an opportunity for operational leaders to explain their roles, the departments' functions and opportunities to improve.

Our mission statement should be to evaluate the current structure and operations of City government to recommend improvements at both the operational level as well as the policy level.

Leaders often spend more time on management and administration than on focusing on the future. We'd like to promote a structure that allows the leadership to focus on the future.

Set up a schedule of meetings and an outline of questions to prepare the departments' representatives for our meetings with them.

Public Comment:

Lance Duvall commented on the fact that the Audio/Visual (A/V) is not a department, they are under the mayor's office but there is a lack of clarity. This results in a lack of representation at important meetings. There are other functions at the City that are in similar limbo regarding whether they are part of a department with clear lines of authority that make sense operationally.

Meeting adjourned: 9:09 a.m. Minutes prepared by Debra Borden

February 2, 2018 Meeting Minutes

City Operations and Organization Workgroup

Call to Order at 8:04 a.m.

Introduction of members present:

Alderman Kelly Russell (chair), Debra Borden, Dana French, Gayon Sampson, Carl Pritchard

Absent: Josh Russin

Approval of Meeting Minutes from January 16, 2018. Approved.

The group discussed the need for agreement on the purpose or objective of the group. Members want individual organization charts for each department or division, the whole chart is quite large and difficult to digest.

Want general open ended questions. What do we want the government to do for the community? Model of review, Concern that the other teams will overlap our work. In the office of the Mayor there is an office manager, public information coordinator, executive assistant to the mayor, executive assistant to the administration, administrative assistant.

The group discussed the various positions under the mayor. It was suggested that a chief of staff has two fold job, internal and external. A deputy can help with the external while an administrative asst. can help with the internal.

Need a decision about a chief of staff type of position.

The positions in the charter. We went over the positions as set forth in the charter. The Exec Asst of Admin would be known as the Chief of Staff, the Exec Asst to the Mayor would be known as Deputy Chief of Staff and report to the Chief, and the Admin Assist would also report to Deputy Chief of Staff. These positions will need to be budgeted and rolled out effectively.

We will need to talk with the Mayor about this direction to ensure that he concurs. Kelly will talk to the Mayor. Prior to our next meeting we will distribute draft questions for the departments. We need to schedule the meetings ASAP.

Leaders often spend more time on management and administration than on focusing on the future. We'd like to promote a structure that allows the leadership to focus on the future.

Approval of Meeting Minutes, with corrections provided by Kelly Russell

Public Comment: None.

Meeting adjourned: 9:14 a.m.

Minutes prepared by Debra Borden

February, 16 2018 Meeting Minutes

City Operations and Organization Workgroup

Call to Order at 8:05 a.m.

Members present:

Alderman Kelly Russell (chair), Debra Borden, Dana French, Carl Pritchard, Josh Russin, Gayon Sampson

Approval of Meeting Minutes from February 2, 2018, with corrections provided by Debra.

The group discussed the draft questions compiled by Dana. Kelly suggests that we ask what the directors' goals are for their departments. Need to ask about internal versus external clients and what each department's focus is. How much time is spent on short term versus long term issues? Why are so much of city operations grouped under the DPW Director? Originally the idea was that consolidated functions like permits planning and engineering under DPW would make the processes work better and be more integrated. We would be interested in knowing how well that has worked, or not. Was done very intentionally from an engineer's perspective. Also would helpful to ask how the economic development's areas of control are functioning under the current system. Gayon and Alderman Kelly have met with the Mayor to discuss staffing in the Mayor's office. Mayor wants to be sure that both the Alderman and the staff will buy in to the revised structure. Need to get department heads in to speak with us as quickly as possible, so that we can appropriately correspond to the budget process.

Mayor needs preliminary recommendations for his staff, then followed by departmental level recommendations. Include some key job requirements that should go into the job descriptions. Chief of staff, deputy chief of staff and Executive Admin. that all report to the Mayor. We can prepare a draft position description for each position during our next couple of meetings after or before we interview the first department heads.

The interviews: will the department heads be comfortable with a chief of staff? Probably will welcome the guidance and clarity.

Communications: normally there are two positions, one a political spokesperson and one a public information officer that handles all the legal requirements for public information act. Currently the PIC acts more as a press agent who coordinates press releases, but doesn't act in the other areas. Also the NAC system is not be utilized well. One way to energize public involvement and civic engagement so a communications director is needed to utilize existing structures but also technology.

Next steps:

1. Send out questions and schedule of meetings to department heads with couple of revisions.
2. Set up interview with first department head.
3. Flesh out Mayor's office structure in writing.
4. One of us will attend the Communications Workgroup.
5. Start interviews with DPW Director

Public Comment: None.

Meeting adjourned: 9:a.m.

Minutes prepared by Debra Borden

March 9, 2018 Meeting Minutes

City Operations and Organization Workgroup

Call to Order at 8:05 a.m.

Members present:

Alderman Kelly Russell (chair), Debra Borden, Dana French, Josh Russin,

Absent: Gayon Sampson, Carl Pritchard

Approval of Meeting Minutes from February 16, 2018, with no corrections.

Interview with Zack Kershner, Director of Public Works

Question- do you think that having the planning, parks/rec and sustainability departments reporting to DPW works. He thinks maybe the title is the misnomer, but it actually works well. Code enforcement is currently under planning which he would prefer under permits. Customer service is the goal for all.

Question- Program heavy departments have very different issues and skill sets, do you agree? Parks are particularly concerned with maintenance and other DPW type work. One change he would like to see is a single project management department. In some cases, the City has funds in the CIP for infrastructure projects but the department lacks expertise in managing these projects. Project management is currently too fractured and siloed, would prefer a project management group tasked with managing all City infrastructure projects.

He is appointed by the mayor approved by the board. He has 4 deputy directors who are also appointed by the mayor and approved by the board. He has been fortunate in that the deputies relationships haven't been difficult, no HR issues, but he can see that if there were disciplinary matters, it would be difficult to deal with because he as the supervisor does not have authority to hire/fire.

Another problem he sees is the lack of systemic succession planning, long term planning. We need more resilience.

Question- you indicated that you spend most of your time on operational matters, not much on focusing on the future. He's been in the position for 4 years, and most of that was spent putting out fires - only now is he able to delegate more because it took time to drill down into each department to resolve the silo issues. He now feels more comfortable in his ability to delegate issues to his deputies.

Question - what metrics do suggest for the community to use to rate the performance of DPW. He is not currently tracking specific metrics that are community based. Data may give more insight into the future needs and capabilities. He has limited resources, inconsistent training, and lack of citywide vision statement. He sees a need for mission statements that are consistent with a citywide vision.

Question - Do you know whether the other directors are concerned about that lack of vision? He is certain that they all would like some direction. He would really like to see more focus, direction.

The comprehensive plan is almost 10 years old, may need another update soon.

The City will grow and we need to address the issues, anticipate issues, and start to focus. He and his departments have good relationships with the county; He thinks in the future utilities provided by the City should be self-sustaining through fees. Several years ago, the department analyzed water sewer impact fees and found that they are too low to cover the actual cost of providing the services. He realizes that there are other considerations for setting those rates, but we need to resolve the questions of how services will be provided in the future when we have increased demand and increased costs.

Next steps:

1. Flesh out Mayor's office structure in writing, put in memo format to Mayor
4. One of us will attend the Communications Workgroup.
5. Continue interviews with Directors

Public Comment: None.

Meeting adjourned: 9:15 a.m.

Minutes prepared by Debra Borden

March 16, 2018 Meeting Minutes

City Operations and Organization Workgroup

Call to Order at 8:00 a.m.

Members present: Alderman Kelly Russell (chair), Debra Borden, Dana French, Josh Russin, Gayon Sampson

Absent: Carl Pritchard

Approval of Meeting Minutes from March 9, 2018, with no corrections.

Interview with Katie Barkdoll, Director of Budget and Purchasing

Three departments fall under her umbrella: budget - which consists of her and an admin; purchasing with 7 FTEs with a purchasing manager; IT with 7 FTEs, including IT manager. She is not sure when or why IT was placed under the budget director. Then it was decided not to have directors (appointed) reporting to directors (appointed) so changes were made. The IT department is more focused on problem solving across all departments.

IT maintains the website, but the design was contracted out. Her part time admin works 3 days per week. She can't argue that IT should report to Budget Director, but it makes sense in the sense that they serve the entire city. She would agree that it might make sense for the IT department head to be elevated to a director level. She expects there to be a big IT push in the city to innovate and update technology in the near future.

She is more involved in IT than purchasing. Purchasing is located at DPW not at city hall. This works well.

What are your aspirations for your department? She has been with the city for 9 years, so she began her employment right at the start of the last economic downturn. The City did a good job, but things like IT and big picture initiatives couldn't be funded. They spent many years in crisis mode. She would like to see major IT related initiatives funded, e.g. automating the RFP process.

Who advocates for your department's priorities? She does individually with the mayor.

Would it be helpful to have a spending affordability committee with different stakeholders involved to provide recommendations for how to pay for prioritized items? She's never considered that but thinks it's an interesting idea. Would like to see more of a collaborative effort so that the budget process doesn't feel so competitive among the departments.

How do you develop the budget – The Mayor asks each department to submit their priorities. Then she meets with the mayor, IT, and purchasing managers to discuss the priorities. They do not discuss the budget together, everything goes through the mayor.

How do performance measures intersect with budget? We don't have a formal performance based budgeting model. She thinks the city is ready for something like this. As a city we know how and what the departments are doing but it hasn't been formalized.

Have there been any discussions about MBEs in purchasing? She thinks so, part of the difficulty has been a lack of IT software to allow tracking of the documents. We really need policies to follow and economic development help. There is a current policy that is vague and has no goals associated with it.

How much time do you spend focusing on the future? For IT, 15% to 20%; purchasing 10%, and 70% on budgeting. Budgeting is half focused on today and half on future. She gets assigned to lots of special projects, financial modeling, contract review, MOUs, etc. Most directors would like to spend more time focusing on the future. The directors are not figureheads, they are working directors.

Interview with Joe Adkins, Deputy Director

His department's "product" is the development process. He has four managers - HPC, Current Planning, Code Enforcement, Long range planning. His department engages in lots of public interaction, the face of the city. Code enforcement works well under planning right now but in other cities its under police, or permits department. Thinks it would work well under both. He tries to separate himself from the enforcement issues.

How do you feel about the structure of planning under DPW. His preference would be to move it out from under DPW. Planning is a different type of discipline than DPW professionals. Salaries in his department are a little low but not substantially, but it can be hard to keep planners here. He hasn't found it difficult in the past to access the mayor directly, he just copies Zack.

What would be optimal regarding access to the mayor? The mayor's executive assistant used to act as the gate-keeper which made it much easier. That's missing right now.

If planning was elevated as an equal department, do you see a need for a deputy to deal with day to day operations? He doesn't think there would be a need for a deputy because he has good managers. Total 24 in his department with 5 direct reports to him.

How does he spend his time? Focusing on the future 15%. This is where the planning department is underutilized. Planners think differently, and number of initiatives started

by the planning department have taken off and become self-sustaining. GIS, sustainability office, food truck events, oral history project, etc.

Planners are creative by nature, so we try to engage our planners in different groups and be involved.

We need a vision for the city, department level mission statements, then work our way down to the details. For a lot of departments they have no annual legislative priorities like planning, legal etc. Ideally we should have a public workshop with the alderman to discuss the various departmental priorities, and have the aldermen agree or come to consensus on the priorities. This would result in buy-in and avoid mission creep. Also allows public input.

He runs his departmental priorities by Zack, but they are self-generated. He is not involved in any cabinet meetings, those are handled by Zack.

Does your department has a mission statement? Yes, we are process focused.

Livable Frederick, the county's process is fine, the document is different. Some people are not happy because there's no map (future land use) associated with it.

What about continuity in the department? Yes he thinks he has someone who could step into his shoes. He encourages his employees to apply for jobs to know what's out there for them. On the other hand nothing can prepare for the step up to director or deputy director.

Is the current structure optimal for upward mobility, cross training? No, we need planner tech I, II and III positions.

Do you have metrics? For the last few administrations we have tried to push dashboards city wide. We have our own metrics that we track in the department.

Affordable housing, everyone's talking about it but no one is in charge of it. The issue will need leadership if it really is a city priority.

The ratio of employees to population has gone down over time, but the level of complexity in delivery of services is increasing. This needs to be addressed somehow. Expecting more productivity with less funding is not sustainable in the long run.

Memo to Mayor - to be finalize and transmitted to the Mayor today.

Next steps:

Continue interviews with Directors

Public Comment: Phil LeBlanc

Meeting adjourned: 9:20 a.m.

Minutes prepared by Debra Borden

March 30, 2018 Meeting Minutes

City Operations and Organization Workgroup

Call to Order at 8:10 a.m.

Members present: Alderman Kelly Russell (chair), Debra Borden, Dana French, Josh Russin, Gayon Sampson

Absent: Carl Pritchard

Approval of Meeting Minutes from March 16, 2018, with corrections sent by email.

Interview with Patti Mullins, Public Information Coordinator

She formulated her job's mission statement. She responds to all public information act requests, but is not sure that this is a good place to coordinate these requests. The City gets about 250 requests per year. Of that, 10% are complicated and/or large requests. Responding to them is heavily administrative, and tedious. She is not sure this function is appropriately housed with her, as it is more of an administrative role not a professional role. She would prefer to spend time promoting civic engagement, understanding and awareness of municipal business and functions, and promoting Frederick's image etc.

She supervises two audio visual staff. They spend most of their time covering meetings, but would like to spend more time on promotional projects. She feels they are performing well covering the essential functions of their jobs. She is not able to focus on the big picture functions. How much time do you spend on social media? She uses it daily to post on behalf of the city. She uses Facebook, Twitter, and Instagram (less).

A director of communications would be useful in the city to be the spokesperson, and to craft the Mayor's message. Is reporting to the mayor directly right for her position? She doesn't think so. She doesn't think the mayor should have to make the smaller decisions; these should instead be handled by a deputy or a communications director.

Her goal has been to drive people to the city's website for information. The City does not have a webmaster, and her department takes care of the news flash portion of the site, but doesn't actually manage the site.

The City has explored civic engagement software but doesn't have anything like that currently.

Interview with Tracy Coleman, City Engineer:

She has been City Engineer for 4 years and reports to the Director of DPW. She previously worked for the City as assistant city engineer 20 years ago. She has 6 direct reports, supervises 13 engineers, plus a building inspections department with 16 employees, inspectors, and building code reviewers. She thinks her number of direct reports is appropriate. They help her plan and look at future projects. She works with a master planner to plan for roads and infrastructure. Her department also spend a lot of time on development review referrals, traffic and parking studies. She is also responsible for capital project development and management.

The projects department is housed under operations, so the project management position that Zack wants to add would be in that department. She would prefer the engineering department to be divided into development review and capital projects (short term v. long term). She doesn't think the project management position was included in the current budget proposal for the next fiscal year, but a new storm water engineer position was included. A supervisor for development review and one for capital projects that report to her would allow her to focus on planning for the future and more effective supervision of the rest of the department.

Frederick is the biggest small town in Maryland. Yet, so many resources are not online. You can't apply for a permit online. We still do so many tasks by hand, and with paper. A decision has to be made from the top that the City must move into the 21st century in terms of technology. Once this is a priority, then we will need buy-in from stakeholders and a plan for implementation it over a number of years.

How are promotions handled? Each area is so small so promotions are difficult and you have to wait for openings. The City has such a flat structure. Any thoughts on code enforcement? Permits Inspections and Enforcement was all one department 20 years ago and she thinks that works best. She doesn't know why Permits is under DPW. She currently likes reporting to Zack (the Director of DPW) but it used to be that the City Engineer reported directly to the Mayor. She works closely with Zack and the DPW operations department. Given Zack's scope of work she tries to only take important issues to him. They have quarterly deputy directors' meetings.

The reason that the structure of the city changed last time was personality driven and not for organizational effectiveness. The city has tended to develop managers not leaders.

She spends about 80% of her time dealing with operational matters, 15% focusing on the future, and 5% on process improvement. She thinks she needs to spend more time on the future and improving processes and delivery. She doesn't really have effective benchmarks or measurements of performance of her department.

Next steps:

Continue interviews with Directors

Public Guest/Comment: Phil LeBlanc

Meeting adjourned: 9:30 a.m.

Minutes prepared by Debra Borden

[April 13, 2018 Meeting Minutes](#)

City Operations and Organization Workgroup

Call to Order at 8:10 a.m.

Members present: Alderman Kelly Russell (chair), Debra Borden, Dana French, Josh Russin, Gayon Sampson

Absent: Carl Pritchard

Approval of Meeting Minutes from March 30, 2018, with corrections sent by email.

Interview with Gerry Kolbfleisch, Finance Director

His department exists to support the other departments of the City. They handle collection of funds, accounts payable, and payroll. They also handle debt issuance and track the City's capital assets. His department also tracks the activity of the City's investments and pension plan, prepares the financial report, and serves as a liaison with the auditors and bond counsel. Is there an internal audit function? Not formally, they try to review a number of departments annually, but there's no formal function or personnel for that. He questions whether the City government is big enough to warrant having a full-time internal audit staff. Why does the city have a director of finance and a director of budget in separate departments? His department supplies estimates or projections to the budget office. Years ago budget was part finance department. So the departments perform different functions. Former Mayor Jim Grimes created a chief financial officer and under that there was a comptroller and budget director. When former Mayor Holtzinger took office, he eliminated the chief financial officer and retained the two positions of budget and finance director. Mr. Kolbfleisch doesn't see the need for the CFO type position.

Our senior level people have been here for a while, and we have succession concerns. It would be advantageous to have a director and an assistant director of finance so there would be room for professional growth. This would create room to move up because with the current lack of turnover, it's very challenging to provide a career path for employees.

The finance department has a director, accounting manager, 2 accountants, 4 account clerks, a junior accountant, an administrative assistant, payroll coordinator, and an accounting assistant. There are a total of 13 people in the department. Over the years the department has grown very little. How closely do you work with IT? We just recently converted to a new payroll system. We collaborated with the IT director (housed in the budget department) to make it happen. It has taken a few years to implement the new system and they still have more functions to convert over. He is not sure he needs a full

time administrative assistant. Currently the administrative assistant in the department splits time among several functions including accounts payable.

They are currently considering the conversion of miscellaneous accounts receivable to the enterprise system so they can utilize an online payment system. Next they would like to centralize cash receipts. Currently each department enters payroll information into the system, then sends a paper backup to Finance. He doesn't see a need for large growth in personnel for the finance department, but even with more automation they will still need people to review and reconcile both payments and receivables. Do you see more opportunities for teleworking? He personally has concerns with teleworking. He thinks the interactions among employees are important. He is a paper guy but is getting better with electronics. He has reservations generally with teleworking.

What do you find that people need to be cross trained for? Workload allowing, they need to be able to cross train within the department so that they can provide coverage within the department. Is there anyone now who could succeed you in the department? Possibly the account manager, but there are some aspect of his job as director that she is not familiar with.

How would you describe your interaction with the Mayor? I'm a direct report to the Mayor and can share my opinions directly with the Mayor. This currently works well. It would be helpful if the director of finance was in the room with the Mayor when the budget is being developed. How much do you meet with the budget director? We don't have regular meetings, no standard times to sit down. If questions come up, we meet as needed.

He's more hands on, operationally focused, but needs more time to focus on the future. Additional personnel would help with that. He would like to do an annual report to the citizens regarding the financial state of the city.

Interview of Karen Paulson. HR Director

She has been with the City for 11 months. There was an extended period of time during which her position was vacant before her arrival. Her department takes care of all HR functions, recruitment, benefits, etc. and also has risk management under her direction, but this function is located remotely at the Talley Rec Center. The risk management department includes a risk manager, safety assistant and 3 part-time security positions which are assigned to work the front desks at City Hall and elsewhere.

Prior to her tenure as HR director there was an HR manager supported by administrative assistants who were not professionally trained. A few years ago one of the administrative positions was turned into a professional HR position. There have been several extended vacancies and turnover in the HR director position over the years. For a long time the department was essentially transaction-focused, processing paperwork as opposed to providing policy and advice. She is looking to change that, as well to include automation

and working more closely with the departments on policy and advice. The risk management function runs very well. They do a great deal of training, and as a result of their efforts, the City's insurance risk went down significantly in the past year.

What does the City do to encourage people to want to work here? Recruitment is very passive; we use NEOGov, which includes the opportunity for people to sign up for notifications of job openings. We post internally, and some local groups and industry-specific organizations get our job announcements. The number of job openings is variable and the turnover rate for the city is not high. There seems to be very little diversity in City employment, do you track diversity? Historically the City hasn't tracked diversity other than the report they do bi-annually. They have recently contracted with a consultant to do look at workplace analytics. Have you ever had a meeting with all department heads to discuss diversity? No she has not.

In her view, ultimately diversity comes down to the hiring managers and holding them accountable. We need the people in charge to set the expectations. With an HR department that's been in firefighting mode for years, there has not been effective leadership for a significant period of time. She is trying to take more ownership of the onboarding process as opposed to focusing on the paperwork. She wonders if the "City101" program could be adapted to onboarding employees.

Seasonal employees can also present challenges to equalize benefits. They are planning to review employee benefits City-wide for all employees.

Do you meet directly with the Mayor? They get together as needed, no regularly scheduled or recurring meetings. All department heads meet as a group with the Mayor twice each month. When she started she met with the departments but since the interaction has been informal. Have you done any recent City-wide sexual harassment training with employees? Yes, we had computer based training that everyone had to complete, including supervisors. There was an optional diversity training that was poorly attended. The Police Department is planning to conduct training on recognizing overdose that is open to all City employees.

The hiring history here at the City seems to be, promote the person who is great at the job, but give them no support. She is trying to deal with that through training. Is your staffing adequate? On the HR side she believes it is adequate, on the risk side it is not adequate. If she had another staff member for HR she would want it to be on the organizational development side, an HR generalist.

The performance evaluation system is paper-based, but it was standardized a few years ago. It was developed for a pay for performance program that was never funded or implemented. So there was little incentive to actually do the performance evaluation. The rubric is flexible, and allows the department heads and supervisors to tailor the performance goals. It's an interesting time for City government in that some people are still

wedded to paper and the old ways of doing things, while others welcome innovation and diversity.

Sometimes there is a lack of opportunity or growth within departments, other times people leave the City because of personality conflicts, and other reasons. The HR department conducts exit interviews with departing employees.

A few years ago the City had to change vesting rates and other pension policies in order to fix a pension liability that was under funded. She understands that this issue has been resolved or at least greatly improved.

What does your department need from the Mayor? A collaborative department head team, rowing in the same direction; a new workspace, currently the space is not safe or secure in the basement. She thought it was odd that there was no vision or mission that anyone was able to identify for her when she started working for the City. The City is such a beautiful progressive place and she doesn't think the city government matches that image.

Next steps:

Continue interviews with Directors

Public Guest/Comment: Phil LeBlanc

Meeting adjourned: 9:30 a.m.

Minutes prepared by Debra Borden

[April 27, 2018 Meeting Minutes](#)

City Operations and Organization Workgroup

Call to Order at 8:00 a.m.

Members present: Alderman Kelly Russell (chair), Debra Borden, Dana French, Josh Russin, Gayon Sampson

Absent: Carl Pritchard

Approval of Meeting Minutes from April 27, 2018, with no corrections.

Alderman Russell gave an update on the Open House held on April 16, 2018.

Interview with Bob Smith, Director of Parks and Recreation

He's been with the City for 22 years, first as a recreation supervisor. He became director 3 years ago. He has a great support team and staff. How many joint arrangements do we currently have with the County? We have joint arrangements at Whittier Elementary, TJ Middle School, Lincoln Elementary School, and the new Butterfly Ridge will be a site for the City to operate a recreation program. We have funding for a parks master plan and we will include an update of the departmental mission statement in that plan.

How involved are you with the NACs? Not as much as we should be. When there is an issue, we reach out to the NACs. It seems that the NACs are underutilized; do you agree that they may be able to help identify the recreation needs of the community? Yes, his department's work often seems very reactionary. He would like to get to a point where the department is more proactive.

Recreation can be a public health issue. He has been working on an initiative, Docs in the Park, and has recently picked up some including partners, including the Health Dept. and Frederick Memorial Hospital.

How is the structure of the organization working for your department? Do you get enough access to the administration? Yes, the support and access to the administration is not an issue at all. Half of the department, the parks side, is very similar to a DPW operations department, but the recreation side is very different because it's people-focused. He doesn't have a good feeling about whether the current organizational structure would work well if the personalities didn't work so well together.

What's the policy for county residents' use of city facilities? Is there reciprocity? We have a good relationship with County Parks and Recreation and we try to avoid duplication of

services. We provide discounts for city residents, with a few exceptions, but county residents are welcome to utilize our facilities. Generally the users are split 50/50 between city and county residents.

How do you feel about your staffing level? The City keeps growing and taking in parkland dedication. Our staff, however, is not growing. We will need more staff. He read though the number of various facilities they are responsible for. They have 25 full time parks and recreation employees, and several hundred part-time and seasonal employees. Full-time employees are much more expensive to the organization, mainly due to the benefits that part-time and seasonal employees don't receive.

Interview with Marc Stachowski, Deputy Director DPW Operations

He supervises 22 departments and 185 people. This takes a good bit of orchestration. DPW Operations functions as the maintenance department for city owned infrastructure. What's the overall shape of the infrastructure in the city? We have a very robust schedule of maintenance for the buried infrastructure. The downtown is always challenging, the storm system and the impact of repairing it is heavy. The buried infrastructure is all funded by dedicated funding streams - enterprise funding. Highway user fees have never been adequate to cover the maintenance requirements for our roads, so the fees end up representing a small part of the total funds necessary to actually address road maintenance needs. We haven't done a good job of maintaining the street surfaces in the past, so it's hard to catch up with insufficient funding. This is not a staffing issue, just a money issue for road surfacing.

Are the elected officials aware of the dire projections? We make sure they are aware at least annually. He thinks his department operates at 80% efficiency, but their main job is to provide citizen's service. They do what needs to be done, which may be clearing trees one day, clearing snow another and paving a road the next day. They try to strike a balance between the available staffing and the cost of materials, which are both dependent on funding.

Our bridges are another area of concern. We've partnered with the county on bridge inspections. Our in-house crews didn't have the equipment or expertise to do bridge repairs. They lobbied for an additional position in the street maintenance department and this year they are putting out an RFP for repair work on one of the bridges. If the inspection reveals that a bridge is failing, the state is notified and if necessary, the state will shut the bridge down. The City will need a comprehensive study of all bridge maintenance and repair needs.

What about succession planning? Are there positions in your department which could step into your job? He has a few folks that he has tried to bring along and give additional managerial mentoring. He gives his people the opportunity to present to the mayor and board, so that he rarely presents to the mayor and board. Has there been strong

engagement with HR? He does think the new HR director has been open to interacting with the departments in ways that are helpful. He thinks HR is understaffed, but is headed in the right direction.

Impending doom? The City is running out of office space. Is there a plan? There is no facilities plan in effect currently which is designed to anticipate and plan for the city's growth. In order to prepare such a plan he would need either training or consultant services, as well as help from other departments like engineering, planning and DPW.

When new elected officials come in, they should get training and information on city operations. There is currently no framework for mayor and alderman orientation, the officials reach out on their own and some do not at all.

His department attends the NAC meetings when invited. He doesn't usually solicit input from the NACs unless there is a special project that lends itself to input in advance of the work.

Next steps:

Continue interviews with Directors

Public Guest/Comment: Phil LeBlanc

Meeting adjourned: 9:30 a.m.

Minutes prepared by Debra Borden

May 11, 2018 Meeting Minutes

City Operations and Organization Workgroup

Call to Order at 8:05 a.m.

Members present: Alderman Kelly Russell (chair), Debra Borden, Dana French, Josh Russin,

Absent: Carl Pritchard and Gayon Sampson

Approval of Meeting Minutes from April 27, 2018. Approved.

Interview with Richard Griffin, Economic Development Director

The departments that report to him are: Economic Development; Parking Fund; Airport; and Weinberg Center. These departments were placed under economic development when the executive assistant to the mayor position was vacated and not filled, about 6 years ago. He sees his responsibility as fiduciary and strategic. Before the reorganization that placed these departments under him, each one reported directly to the mayor. He's tried to move his departments into the modern age of technology and has encouraged more collaboration between departments. He has no aviation background but uses his management experience to provide oversight.

How are your smaller departments prepared for continuity? We just requested an assistant parking manager so that we can have back up because currently there is no one who can fill in for that position. At the Weinberg we have a goal for an assistant level position because there is no one who can backfill that manager position. What portion of time do you spend on the non-economic development areas of your responsibility? About 60% on economic development but it ebbs and flows through the year depending on what's going on. All the managers are working managers. They are responsible for both work product and supervisory duties. Not enough time is spent on organizational, strategic issues or planning for the future. His background is urban planning, and he was manager of comprehensive planning for Loudoun County, Virginia during a very significant period of growth. He was also the main street manager here in Frederick and has worked in economic development since 2002. One of his current goals is to make his economic development department fully credentialed.

Communication has changed so much because of social media. We have to utilize different people with the skills to use social media and other methods. Branding - there is an RFQ out now to re-brand the city. He would love it if all city departments play a role in the re-branding. The mayor cannot have every department report to him directly because that would bog the mayor down in minutiae, if there is a better option for reorganizing the departments he would welcome it.

The parking department has a good synergy with economic development, the oddball is the Weinberg. The airport is a huge economic resource for the community, but we still haven't maximized the visibility of it. DPW and parks have helped maintain the airport, but grant assurances have been made so the airport has taken over much of its own maintenance so that it is largely self-sufficient operationally and financially. Parking is an enterprise fund so it also has its own budget for maintenance, but parks and DPW may provide occasional services.

Economic development - how do you obtain information about where the city is heading in the future? He has hired consulting groups to review and prepare market analyses. That provides data that he uses to advise the mayor and board. He also buys some data such as local commercial property data. He hasn't specifically asked consultants to review current or recommend new economic development programs. How do you define success? We track the number of businesses, number of cars parked, utilization rates, aircraft operations, number of aircraft, fuel sales, number of patrons, type of patrons, and price points. Generally the City's data points are positive, but something we struggle with is housing affordability, lack of transit options, and roadway congestion.

If this administration wants to move the needle you have to follow the money. If it costs the same to build green field projects, developers will always gravitate to the easiest or cheapest options to build. We have to make it more attractive to do infill development, if that is the thing that we want.

What keeps you up at night? Anytime we can improve the safety of the airport operations he is interested in finding a way to do that. He worries about money and due diligence on grant administration. What about resilience regarding the diversity of the economy? If a major employer left, would the City be ok? The city's economy is a lot more diverse than people think. From a tax base standpoint the City could weather a storm. From a jobs standpoint, if for instance Ft. Detrick were to close, that would be a great loss. Fortunately, it would be extremely expensive for the Army to shut down the scientific missions that operate out of there.

It's very important that the City focus on consistently increasing the presence of other industries, other than federal government. His department exists to support the other departments of the City.

Interview with Saundra Nickols - City Attorney

She has been with the City since 2000, full-time since 2002. Has 6 positions reporting to her including 3 attorneys, city clerk, paralegal, and admin asst. They provide legal advice to mayor and board, handle litigation, code enforcement, police discipline matters, personnel matters. She thinks they have work for another attorney. With an additional attorney, they

could have more dedicated time to departments and could get involved earlier. She has the ability to hire outside counsel - but would prefer to separate the budgets between insurance counsel and specialty legal work. She on occasion needs to hire outside counsel for unique or specialized matters, like tax or bond work. They handle standard legal matters in house.

How is the department progressing with digitizing records? Everything currently gets scanned but we have lots of old paper documents stored in file cabinets. No current project or plans to digitize.

What's working well in the city government and what's not? She thinks it's running pretty well. They have a lot of lawsuits, but doesn't think they can do much to prevent these. She doesn't think they have an unusual number of disciplinary matters. Same with the planning commission, HPC, ZBA, but they have been successful on those appeals.

She has good working relationship with departments, but they don't interface with departments unless they need something. She tries to check up periodically with departments. She aims for a 3-day turn-around time on routine matters. She has a good relationship with the aldermen. Training? She reached out to the new aldermen and offered training. Two aldermen did take her up on it and she met with them to explain certain processes.

Do the attorneys have the ability to fill in for other attorneys who are out or unavailable? Yes, the attorneys can and do fill in for each other, but they each have certain areas or departments that are assigned to them. Do you foresee any changes that the city's growth will cause? She would like to tighten up the annexation process.

Next steps:

Debra will prepare an outline for the final report.

Continue interviews with Directors

Public Guest/Comment: Phil LeBlanc

Meeting adjourned: 9:30 a.m.

Minutes prepared by Debra Borden

May 25, 2018 Meeting Minutes

City Operations and Organization Workgroup

Call to Order at 8:05 a.m.

Members present: Alderman Kelly Russell (chair), Debra Borden, Dana French, Gayon Sampson,

Absent: Carl Pritchard and Josh Russin

Approval of Meeting Minutes from May 11, 2018. Approved.

Interview with Chief Ed Hargis, Frederick Police Department

The lack of diversity of City police officers is a concern, what has the city done? The pool of qualified applicants is very small and he is competing with many police departments in the state who are recruiting for officers. They have targeted many colleges and military bases for recruitment efforts. He has sent recruiters as far as Orlando and Kissimmee, Florida to recruit Puerto Rican transplants after the hurricane. Many of the police officers they hire move into the area for the job. They have started a recruiting poster campaign and a police explorer program.

Why is it hard to get locals from Frederick to be police officers in Frederick? He thinks the local emphasis in the school system is on STEM careers, except at the VoTech high school. Do you have much luck with the Hispanic community? Locally not yet and we probably won't have much success until the kids get a little older. Currently there are lots of very young Hispanic kids in the local community. He has done much better by bringing diverse officers in as lateral hires. If the workgroup has any suggestions to increase diversity recruitment, he will entertain them. Do you recruit at criminal justice college programs? Yes we reach out to the local college programs. They are working on setting up tables at the student center at FCC to encourage students to consider law enforcement. They have also reached out to the high school graduates to encourage them to start with the police department as dispatcher with the potential for advancement. The starting pay for city police officers is \$48k. The salary is a challenge because other departments pay more, including the County Sheriff's office which raised their starting pay above the City's a couple of years ago.

School resource officers. He wants to have resource officers housed under the city police; they are currently split between the city police and the sheriff's office. Currently there is one deputy at the high schools, but he would like to take that over and place 2 city officers in each high school. They need more grant money to do that.

Community involvement. NAC meetings great deal of direct contact with residents. He started a chief's forum to act as the next level of engagement for graduates of the citizen's police academy program. Members of the chief's forum provide feedback on police department policies. The forum is made up of a diverse group, but it could be more diverse ethnically. The department has presented policies and even showed a video of a controversial traffic stop to the forum and explained each step to them. The Chief personally attends community events, HRC meetings, and NAC meetings. Should the police department continue to organize the NAC meetings? He believes the NACs should stay with the police department because the information sharing works well, and he thinks the other city departments wouldn't be as focused on keeping the NACs engaged.

Crime statistics. Where do we stand with gangs? There are four main groups in the City. Carver v. Lucas Village - no longer geographically relevant because those public housing complexes have been demolished, so individuals identifying with those groups are now dispersed throughout the city. On the south side of the city MS13 is the problem. They prey on their own immigrant population via trafficking, extortion, and homicide. The 18th street gang is a disorganized group. We watch the high schools closely for gang recruiting. Does the department do anything to address the reasons for gang participation? Our PAL program is the tool that we use to divert young kids and teens to more positive activities after school. He is working on expanding the PAL program beyond Lucas Village. The PAL board needed to be revamped. We also try to get the most violent individuals off the street because that weakens the structure of the groups.

What's your relationship with the local media? We have good relationships; we reach out to them and provide information proactively. The Public Information position within the department evolved from an outreach specialist position. She coordinates press inquiries, edits or revises press releases, and schedules the spokesperson that will run point on an issue.

How is your relationship with the office of the mayor? He reaches out and gets time with the mayor whenever needed. How often do you present information to the mayor? Every 2 weeks we have a directors meeting with the mayor and we share information at those meetings. Have the new aldermen been briefed on police operations? Yes they all had a briefing, and 2 had a tour of headquarters. Relationship with the sheriff? They know each other, and have a cooperative relationship. He likes that the relationship among the state police, city police, and sheriff is great and very cooperative. They often work together on emergency management and planning for events.

He would like to see more involvement of the directors in emergency management planning and training. They need better coordination among city departments during an emergency.

Is your strategic plan working for you? He is a big fan of strategic planning. The challenge is how to implement the strategic plan when your job is law enforcement. They have tied

the purchasing process to their strategic plan goals. He looks for ways to sell the plan to the employees so they can see how it benefits them.

Interview with Mike Spurrier, Director of the Community Action Agency

FCAA started as the Frederick Community Center back in 1968 by two leaders of the local chapter of the NAACP after MLK's assassination to provide recreation to low income predominantly African-American residents. The Center did well financially. They had a board called Friends for Neighborhood Progress. Floods came along in 1972 and again in 1976, which significantly damaged the City's train station. The City bought the train station property and took over the community center. They then worked to obtain community opportunity block grant funding. Frederick had a community action agency that was a private nonprofit that went defunct. The Mayor at the time pursued the funding and the Frederick Community Action Agency was born.

As the director of the FCAA he reports to 3 different bodies, the City of Frederick, Friends for Neighborhood Progress and a 15-member Board of Directors. A federal community action agency must have one third low income people, one third elected officials, one third other residents, and only about 10% of community action agencies in the country are public. This reflects the federal emphasis on depoliticizing these agencies so that they are more grass roots and less bureaucratic.

He started at FCAA in 1988 as assistant director. Block grants at the time were the means of funding FCAA. The budget was \$150K per year. Now the budget is \$6.5M. Most of the money goes to providing direct services. The FCAA runs the only federally qualified health center in the county, and is one of the few nationwide operating a health center. Some programs are grant funded. In Maryland there are 17 designated community action agencies. Frederick's was the last designation in 1993. In Baltimore and Montgomery the agencies are public and buried inside county or city government. In Montgomery almost all of the direct services to individuals are contracted out to third parties. Frederick is the opposite; we provide almost all services in house.

To what degree does the county support FCAA? The County appropriates money and support through different departments. In 1993 FCAA received \$5k per year from the county, now its \$125K. Generally 15-25% of FCAAs clients are not city residents. There is cooperation with county departments including the health department, county department of housing and community development, and social services.

Is there anything that you would recommend to get the county more involved in supporting your work? They asked for \$250K from the county this budget cycle. The appropriation from the City is \$800-900K so it works out that about 25% of FCAAs budget should come from the county which would be about \$250k. They did not receive the increased amount this year, but they will keep trying.

What does success look like for FCAA? CCAs should be working to put themselves out of business. Helping people to achieve their maximum feasible potential. Gradual incremental change is sometimes the measure of success. They generally address 25-75 percent of the need in the communities they serve.

Each program has different funding sources and different expectations. They try to tie the programs together with their strategic plan to look at the big picture. They also try to tie the services together in service point, their database. In the health center they are addressing a cause and an effect. One of the causes of poverty is lack of access to healthcare. Lack of affordable, safe, livable housing is a big problem. The City needs to work on developing a plan to increase affordable housing for its low income population.

Next steps:

Debra has prepared an outline for the final report.

Prepare final report.

Public Guest/Comment: Phil LeBlanc

Meeting adjourned: 9:30 a.m.

Minutes prepared by Debra Borden

June 8, 2018 Meeting Minutes

City Operations and Organization Workgroup

Call to Order at 8:05 a.m.

Members present: Alderman Kelly Russell (chair), Debra Borden, Dana French, Josh Russin, Gayon Sampson (by phone)

Absent: Carl Pritchard

How do we want to approach the report? We need to agree on a few main big picture recommendations. We are limited as to how much detail we can include.

Consensus #1 - DPW needs to be reorganized because there are too many disparate divisions and the reasons for the consolidation under DPW were not organizationally valid.

Dana thinks the front end mission of this needs to come from the top (Mayor) down. Mayor needs strong suggestions about leading forward. Managers do things right, leaders do the right thing. The Mayor should take a zero base review and not be afraid to make necessary changes. Dana could prepare this recommendation.

The report should be specific enough to provide guidance and a basis for the changes that need to be made. Dana suggests that we highlight the missed opportunity of departments to interact with, and get feedback from, the public. Also, the past there seems to have been lack of strategic planning, data driven decision making, and metrics for measuring performance of city departments. These should be included in the strategic long-term goals that we think the city should pursue.

Consensus #2 - The long term goals then lead to short term action items that serve as steps to achieve the long term goals and visions. The ultimate vision is to transform the City into 21st Century Frederick. We need to make sure there are short-term achievable examples of items to accomplish quickly - always on the path to the main goal.

The steering committee wants the report to start with a mission statement/goal of the workgroup, followed by the recommendations, followed by narrative detail.

The city's various commissions and boards need to be reviewed at some point. We did not have time to review these entities but their purposes, activities and goals should be comprehensively reviewed to ensure that they are still relevant, needed and performing appropriately.

Consensus #3 - The departments that shouldn't be under DPW include Parks, Planning, Engineering, and Permits.

Consensus #4 - There is no reason for IT to be housed under budget and/or finance. It should be run by a senior position that has a global perspective. The enterprise system has been slowly rolled out over many years. The Mayor may want to consider a chief technology officer. The City definitely needs a communication director.

Next steps:

Dana will prepare mission statement/preamble

Identify challenges, strengths, and opportunities

Debra will prepare summary of interviews of department heads and start on list of recommended long term goals.

Josh will prepare list of the minimal organizational changes that we recommend.

Josh and Gayon can work on Mayor's office reorg e.g. communications, IT, etc.

Deadline - June 15, 2018

Public Guest/Comment: None.

Meeting adjourned: 9:02 a.m.

Minutes prepared by Debra Borden

June 19, 2018 Meeting Minutes

City Operations and Organization Workgroup

Call to Order at 8:05 a.m.

Members present: Alderman Kelly Russell (chair), Debra Borden, Dana French, Josh Russin, Gayon Sampson (by phone)

Absent: Carl Pritchard

Approval of Meeting Minutes from May 25, 2018 and June 8, 2018. Approved.

Discussion of the draft parts of the report.

Discussion of level of specificity of the charter. We need a recommendation that long term the charter should be simplified with the specific positions removed except the mayor, aldermen, and city attorney. The other stuff should be in the code if necessary or the aldermen can approve changes by resolution, instead of requiring charter changes every time a mayor wants to reorganize.

Chief Technology Officer should be either a director or a direct report to the Mayor.

Division directors and budget paragraphs are really important recommendations that should be highlighted in the final report.

Flat organizational structure - we need to say instead our recommendation is that the city needs to optimize the organizational structure.

Emphasis on inclusion and diversity - a more targeted, data driven approach to increasing diversity hiring and recruitment.

Last bullet point should go under IT.

Delete the future focus "poem".

We want the City to lead as a 21st century city.

Reference to Livable Frederick and use of the data: delete? Yes.

Re-word the Budget/Finance recommendation to a Director of Finance and Budget to include the functions of finance, accounting, purchasing and budget.

Director of DPW would have DPW and Engineering
Parks and Rec - stand alone; Planning, Code Enforcement, Permits in their own department

Need a capital projects manager for DPW or Engineering.

Move AV under a communications director; and a PIA paralegal send the function to legal.

Economic development - the disparate departments under him is concerning. The parking department should stay under economic development; Weinberg center should go under the Mayor's office; Airport should go under the mayor.

Delete the part about the advisory councils.

How do we want to approach the report? We need to agree on a few main big picture recommendations. We are limited as to how much detail we can include.

Consensus #1 - DPW needs to be reorganized because there are too many disparate divisions and the reasons for the consolidation under DPW were not organizationally valid.

Dana thinks the front end mission of this needs to come from the top (Mayor) down. Mayor needs strong suggestions about leading forward. Managers do things right, leaders do the right thing. The Mayor should take a zero base review and not be afraid to make necessary changes. Dana could prepare this recommendation.

The report should be specific enough to provide guidance and a basis for the changes that need to be made. Dana suggests that we highlight the missed opportunity of departments to interact with, and get feedback from, the public. Also, the past there seems to have been lack of strategic planning, data driven decision making, and metrics for measuring performance of city departments. These should be included in the strategic long-term goals that we think the city should pursue.

Consensus #2 - The long term goals then lead to short term action items that serve as steps to achieve the long term goals and visions. The ultimate vision is to transform the City into 21st Century Frederick. We need to make sure there are short-term achievable examples of items to accomplish quickly - always on the path to the main goal.

The steering committee wants the report to start with a mission statement/goal of the workgroup, followed by the recommendations, followed by narrative detail.

The city's various commissions and boards need to be reviewed at some point. We did not have time to review these entities but their purposes, activities and goals should be comprehensively reviewed to ensure that they are still relevant, needed and performing appropriately.

Consensus #3 - The departments that shouldn't be under DPW include Parks, Planning, Engineering, and Permits.

Consensus #4 - There is no reason for IT to be housed under budget and/or finance. It should be run by a senior position that has a global perspective. The Innoprise system has been slowly rolled out over many years. The Mayor may want to consider a chief technology officer. The City definitely needs a communication director.

Next steps:

Dana will prepare mission statement/preamble

Identify challenges, strengths, and opportunities

Debra will prepare summary of interviews of department heads and start on list of recommended long term goals.

Josh will prepare list of the minimal organizational changes that we recommend.

Josh and Gayon can work on Mayor's office reorg e.g. communications, IT, etc.

Deadline - June 15, 2018

Public Guest/Comment: None.

Meeting adjourned: 9:02 a.m.

Minutes prepared by Debra Borden

June 27, 2018 Meeting Minutes

City Operations and Organization Workgroup

Call to Order at 8:10 a.m.

Members present: Alderman Kelly Russell (chair), Debra Borden, Dana French, Josh Russin, Gayon Sampson

Absent: Carl Pritchard

Approval of Meeting Minutes from June 19, 2018. Approved.

Discussion of the final report.

Mayor's reception for all Workgroups July 23, 2018 at 5:30.

Revisions on page 5 and spacing on page 7.

Motion to approve the final report with revisions noted above made by Josh Russin, 2nd by Gayon Sampson. Vote - unanimous.

Next steps:

Debra will prepare the final revisions and send, along with final minutes, to Kelly.

Kelly will package the final report and coordinate release with the Mayor's office.

Deadline - June 30, 2018

Public Guest/Comment: None.

Meeting adjourned: 8:50 a.m.

Minutes prepared by Debra Borden