

**City Council
Work Session**

**8 p.m., Wednesday
September 28, 2016**

**Community Center
Multipurpose Room**

- 1. Council Goals**
- 2. Organizational Assessment Update**

City of Greenbelt, Maryland

Memorandum

To: City Council
From: Michael McLaughlin, City Manager *MPM*
Date: September 23, 2016
Re: Council Goals

Council last met to discuss Council goals on June 1, 2016. Attachment A is the cover memo for that work session, most of which is still relevant in my opinion, especially the bulleted points in the middle of the memo.

Attachment B is suggested language for the goals and explanatory narrative drafted by Ms. Mach and edited by the City Clerk (dated 6/8/16).

Attachment C is Ms. Davis' edits of Attachment B (dated 6/10/16).

Attachment D are your lists of what I would term priorities, action steps, management objectives or work plan items. You shared these at the June 1 work session. These have been shared with department heads.

My suggestion would be to review Attachments B and C and determine if there is agreement that these are the eight (8) or nine (9) goals for the City and if the narrative explanation applies. If yes, then staff can use Attachment D to identify action steps, management objectives or work plan items for FY 2017 and future budgets.

Another approach is for Council to work through the items in Attachment D to determine the top priorities. Priority is key as there are probably 100+ items on the lists and three Councilmembers have not submitted a list.

Finally, I would add that Joellen Earl of GovHR has agreed to put together a set of goals or work plan for the new manager, if that affects how Council views the setting of these goals.

Attachments
/amb

City of Greenbelt, Maryland
Memorandum

To: City Council
From: Michael McLaughlin, City Manager *MM*
Date: May 25, 2016
Re: Goals

In preparation for Council's discussion on Wednesday, June 1 on goals, here is a very brief summary on what has been done, suggestions on how to proceed, and examples of what other communities have done.

Following the Visioning work done by the City Council and the community in 2008, a pamphlet was created which listed the agreed to eight (8) goals, a brief explanation for each goal, and 3-4 action steps towards the goal. Six (6) of those goals have continued and been reaffirmed over the years with two (2) new ones added – 1) Economic Development and Sustainability and 2) Provide Excellent Constituent Services. These are the goals which have been listed/used annually in the budget for the past few years.

The pamphlet has been redone with the current goals and narrative explanation. This might help focus Council's thinking/discussion on the goals. Some key questions are:

- Are these goals Council's top 8 priorities?
- If not, what are the top priorities?
- Do some need to be replaced or just one or two new ones added?

Bullet points have been included under each goal for the listing of action steps. Council's discussion in two prior work sessions in December 2015 and March 2016 has shown that there are many issues of interest to Council and it has not been easy to prioritize. It is suggested that Council use the bullet points to write in related issues of interest. This may help determine if these are the correct goals.

Additionally, I expect that whichever firm is selected for the City Manager search will go through a similar discussion and/or exercise with you to identify what you see as the goals and/or most important issues for the next 3 to 5 years. Having this conversation now will make that conversation easier.

Attached are examples of similar work from College Park, Gaithersburg and Rockville and the minutes from Council's last two work sessions on goals.

Attachments
/amb

Michael McLaughlin

From: Cindy Murray
Sent: Wednesday, June 08, 2016 5:16 PM
To: Council
Cc: Michael McLaughlin; David Moran
Subject: Goals - Revisions
Attachments: Brief goals description-Revision 6-8-16.doc

Council,

See attached. Under each goal are two options:

1. Option A is a slightly edited version of the goal narrative submitted by Ms. Mach last week; and
2. Option B is a more straightforward version of the narrative.

Cindy

Cindy Murray, CMC -City Clerk
City of Greenbelt
25 Crescent Road
Greenbelt, MD 20770
Phone: 301-474-3870

Goals – 06-08-16 Revision

1. Enhance Sense of Community

A. Since its beginning in 1937, Greenbelt has benefited from a strong sense of community. The presence of an active and involved citizenry, citizen-oriented cooperatives, and the design of the City all contribute to the strong sense of community that exists today. It is important to nurture this as we strive to be one, inclusive Greenbelt.

B. Nurture the presence of an active and involved citizenry, citizen-oriented cooperatives, and the design of the community that all contribute to the strong sense of community as we strive to be one, inclusive Greenbelt.

2. Promote Community & Economic Development

A. The City supports community and economic development that adds to Greenbelt's vibrancy and vitality while preserving its history. Appropriate community and economic development can attract new businesses and residents, enhance the tax base, and contribute to the fiscal sustainability of the city resulting in a thriving place to live and work.

B. Maintain appropriate community and economic development which attracts new businesses and residents, enhances the tax base, and contributes to the fiscal sustainability of the city making Greenbelt a thriving place to live and work.

3. Improve Connectivity and Accessibility

A. From its beginning, Greenbelt has emphasized walkable neighborhoods. Providing multi-modal transportation opportunities and easy accessibility are keys to creating and maintaining a livable and thriving community.

B. Create and maintain a livable and thriving community by providing easily accessible multi-modal transportation opportunities.

4. Maintain an Environmentally Proactive Community

A. We are all stewards of the environment. The City must continue to be a leader in creating a sustainable, resilient community that minimizes its impact on the environment.

B. Maintain a sustainable, resilient community that minimizes its impact on the environment.

5. Continue to Improve and Enhance Public Safety

A. Working together, we can provide a safe community for our citizens. A safe community makes for a place where people want to live, work, learn, and play.

B. Work together with residents, businesses and other organizations to provide a safe community where people want to live, work, learn, and play.

6. Preserve Our Planned Community Legacy

A. Greenbelt – a bold, innovative idea in 1937 – is an important part of this country's history and a model for community planning. It is vital that it continue to thrive and build on this legacy.

B. Continue to thrive and build on the legacy of the City's history and a planned community.

7. Promote Quality of Life Programs

A. An integral part of Greenbelt's history is the ability of the community to enrich the lives of its residents. Improving the quality of life for all residents - adults, seniors, youth and others with special needs – should guide programs that the city offers.

B. Provide programs that improve the quality of life for all residents - adults, seniors, youth and others with special needs.

8. Provide Excellent Constituent Service

A. Greenbelt citizens are served by many agencies, from our local municipal government to county, state, and national governments as well as agencies providing such services as utilities or communications. The City government will provide excellent municipal services to residents and businesses and work on their behalf with other governments and agencies.

B. Provide excellent municipal services to residents and businesses and work on their behalf with other municipal governments, the County, State and National Governments, as well as agencies providing such services as utilities or communications.

9. Improve & Maintain Infrastructure

A. The city's infrastructure, including roads, sidewalks, pathways, buildings, technology, parks, playgrounds and more, are maintained at a high standard of quality to meet the needs of residents, businesses, employees and visitors.

B. Maintain the city's infrastructure, including roads, sidewalks, pathways, buildings, technology, parks, playgrounds and more, are maintained at a high standard of quality to meet the needs of residents, businesses, employees and visitors.

*J's edits of Letter
Cindy - 6/16/16*

GOALS—NARRATIVES

Attachment C

I. Enhance Sense of Community

The City will nurture the presence of an active, involved citizenry and a city design that contributes to the strong sense of community from which it has benefited since 1937. We strive to be one, inclusive Greenbelt.

II. Promote Community and Economic Development

The City supports appropriate community and economic development that adds to Greenbelt's vibrancy and vitality while preserving its history, attracts new businesses and residents, enhances the tax base, and contributes to the fiscal sustainability of the City, resulting in a thriving place to live and work.

III. Improve Connectivity and Accessibility

As it has from its beginning, the City will create and maintain a livable and thriving community by providing walkable neighborhoods and easily accessible, multi-modal transportation opportunities.

IV. Maintain an Environmentally Proactive Community

The City must continue to be a leader in creating a sustainable, resilient community that minimizes its impact on the environment.

V. Continue to Improve and Enhance Public Safety

Working together with residents, businesses, and other organizations, the City will provide a safe community where people want to live, work, learn, and play.

VI. Preserve Our Planned Community Legacy

The City will build on its historic legacy as a model planned community.

VII. Promote Quality of Life Programs

The City will provide programs that improve and enrich the quality of life for all residents—adults, seniors, youth and others with special needs.

VIII. Provide Excellent Constituent Service

The City will provide excellent municipal services to its residents and businesses and work on their behalf with other municipal governments, the County, State and National Governments, as well as agencies providing such services as utilities or communications.

IX. Improve and Maintain Infrastructure

The City will improve and maintain its infrastructure, including roads, sidewalks, pathways, buildings, technology, parks, forests, playgrounds and more, at a high standard of quality to meet the needs of residents, businesses, employees and visitors.

City of Greenbelt, Maryland
Memorandum

To: Department Heads
Assistant Department Heads
Police Command Staff
From: Michael McLaughlin, City Manager *MLM*
Date: June 3, 2016
Re: Council Goals

City Council held a work session on June 1 to discuss its goals. Council supported the current eight goals with some “word-smithing” which Cindy and I will work on next week. They also supported adding a 9th goal on Infrastructure.

Attached are handouts from Council members showing their thoughts and priorities related to the goals. For the most part, these might be considered “action steps.”

At this time, this is just FYI for your review.

Attachment

/amb

cc: David Moran, Assistant City Manager
Cindy Murray, City Clerk
Beverly Palau, Public Information
& Communications Coordinator

Mary Holte, MMC Professor

GOALS

**Budgetary impact

I. Enhance Sense of Community

A. Now

1. Greenbelt Museum should continue providing residents and visitors with information about Greenbelt's history, ethos, philosophy.
2. Continue to expand means of providing information to our citizens, increasing transparency in all city/Council actions
3. Continue to hold work sessions, events and classes throughout the City
4. **Expand recreational and social services to all areas of the City, especially for seniors, youth and families.
5. Work on bringing in the next generation into all City committees, volunteer activities
6. **Incorporate Pedestrian/Bicyclist Master Plan linkages (Phase in over long term)

B. Short Term

1. Online calendar of events (One Stop Shop) for all activities in Greenbelt
2. **Gateway signage (Phase in)

C. Long Term

1. **Install public art throughout the City, through donations, sponsors, grants

II. Economic Development and Sustainability

A. Now

1. **Begin to implement elements of the Economic Development Study, the ones that are fundable and provide the biggest bang for the buck (Phase in over long term)
2. Increase number of informal meetings with the business community
3. Increase effort to connect with hotels in the City

B. Short Term

1. **Institute a Marketing Director or Economic Development Director position
2. Create an Outstanding Business Award
3. Find a development partner for the Nursing Home site

C. Long Term

1. Develop a vision for redevelopment of current commercial areas to make them more sustainable, mixed use areas

III. Improve Transportation Opportunities

A. Now

1. Incorporate suggestions from the Bus Stop Study (Phase in over long term)

B. Short Term

1. Work with SHA and GCDC to update Neighborhood Study plan for Greenbelt Road

C. Long Term

1. Find funding and implement Greenbelt Road improvements

IV. Maintain Greenbelt as a Sustainable Community

A. Now

1. Continue to fund measures and policies in our Sustainable Plan and Sustainable Maryland Community framework (Phase in over long term)

B. Short Term

1. **Work with FPAB to maintain a healthy Forest Preserve
2. **Deal with invasives throughout the City, if possible and if necessary
3. **Install solar panels and arrays where feasible
4. **Install an electric charging station in at least one municipal parking lot
5. Develop Sustainable Land Care policy; begin to phase out inappropriate herbicides, pesticides, over use of fertilizers; educate our citizens about this topic
6. **Expand alternative fuel vehicles, if practical
7. **Increase number of electric landscaping tools

C. Long Term

1. **Look for other city streets to redo as Complete Green Streets
2. **Find a long term solution for Greenbelt Lake issues and watershed streams

V. Improve and Enhance Public Safety

A. Now

1. In the Police Log/Report, separate residential and commercial data wherever possible, especially in Greenbelt East and Greenbelt West
2. Institute a Drug Take Back/Drop Off program
3. **Implement usage of body cameras (Phase in over short term)

B. Short Term

1. Check into visibility of court exits (parking is tight in GHI, but some spaces may need to be eliminated)

C. Long Term

1. Work with SHA to redesign the American Legion/Lakecrest intersection
2. **Expand Safe Routes to School concept to all Greenbelt schools
3. Find a new location for the Greenbelt Fire House

VI. Preserve and Enhance Legacy as a Planned Community

A. Now

1. **Maintain all cemeteries within Greenbelt; include within our City's history (Phase in over long term)

B. Short Term

1. Determine how to utilize remains of Hamilton Family home site

VII. Promote Quality of Life Programs for All Citizens

A. Now

1. Meet regularly with apartment owners/tenants as well as HOAs, COAs, GHI
2. Redo Festival Permit
3. **Reinstall Megan Lane basketball court with changes to increase safety

B. Short Term

1. **Find sites for second and third dog parks (Phase in funding and construction over long term)

C. Long Term

1. **Institute a Rental Ombudsman position

VIII. Provide Excellent Constituent Service

A. Now

1. Revise Recognition/Contribution Group status and funding

B. Short Term

1. Move Animal Control to the Police Department
2. **Expand Community Promotion and Information Department

IX. Improve and Maintain the City's Infrastructure

A. Now

1. **Contract a detailed assessment of our entire infrastructure (buildings, parks, ball fields)
 - a. Set up a life span spread sheet for replacement
 - b. **Budget yearly amounts needed to cover these future replacements in a Replacement Reserve

B. Short Term

1. **Budget to replace missing, sick street trees with appropriate native trees according to the ACT master plan
2. **Upgrade IT technology throughout all departments (Phase in over long term)
3. **Continue to find sites for permeable paved paths and parking lots (Phase in funding and construction over long term)
4. Resolve issues with the Community Gardens

Leta's Goals for the city

1. Enhance Sense of Community

Since its beginning in 1937, Greenbelt has benefited from a strong sense of community. The presence of an active and involved citizenry, citizen-oriented cooperatives and the design of the community all contribute to the strong sense of community that exists today. It is important to nurture this sense of community throughout all of Greenbelt to remain a special place to live, work, and play.

ONGOING & CURRENT

- Work hard to get all Greenbelt children assigned to Greenbelt schools
- Identify programs and practices to connect the East, Center and West sectors of the City
- Work with the Greenbelt Museum to open the adjacent home and use as a facility to help tell the Greenbelt story
- Work with the Greenbelt News Review to see community activities listed in their online calendar
- Work with the Greenbelt Theater to offer community programming

CURRENT & LONGER-RANGE

- Begin Gateway signage program
- Encourage the three shopping centers to provide information (kiosk) about the city

2. Promote Economic Development

Businesses contribute to Greenbelt's vitality. The City should promote economic development to maintain it as a thriving place to live and work.

ONGOING & CURRENT

- Work to bring the FBI to Greenbelt
- Promote relations between City government and businesses through a regular (at least quarterly) Business Breakfast
- Complete the economic development Tool Box

CURRENT & LONGER-RANGE

- Look into ways to implement economic development study recommendations particularly to enhance the value of the housing stock
- Add a Marketing/PR or Economic Development staff position

3. Improve Transportation Opportunities

Transportation within a community and easy accessibility to it are keys to creating and maintaining a livable community.

ONGOING & CURRENT

- Promote the Greenbelt Connection and University of Maryland shuttle services
- Implement more of the Bicycle/Pedestrian Master Plan
- Begin implementation of bus stop accessibility recommendations
- Provide benches at bus stops that do not yet have shelters
- Get a crosswalk on Southway at the BW Parkway entrance

CURRENT & LONGER-RANGE

- Update and seek implementation of the Greenbelt Road Neighborhood Streetscape project

4. Continue to Enhance Public Safety

A safe community makes for a place where people want to live, work, learn, and play.

ONGOING & CURRENT

- Engage public involvement throughout all of Greenbelt through regular

- outreach, crime watch programs, and other programs
- Make neighborhoods safer by calming traffic and enforcing appropriate motorist behavior – look into raised crosswalks
- Institute a Drug Take Back program

CURRENT & LONGER-RANGE

- Pilot usage of body cameras
- Move Greenbelt Fire Station and consider use of old station for senior housing
- Work to improve Lakecrest/American Legion intersection

5. Maintain Greenbelt as an Environmentally Sustainable Community

We are all stewards of the environment. Greenbelt, as a community, must do its share to minimize its impact on the environment.

ONGOING & CURRENT

- Meet or exceed the Climate Change goals of the State of Maryland and the Council of Governments
- Encourage all residents, commercial and residential, to recycle
- Update and confirm the Sustainable Land Care policy
- Complete the Forest Preserve Assessment and begin recommendations as appropriate
- Dredge the lake forebays and look into repairs for the dam

CURRENT & LONGER-RANGE

- Find funding for Cherrywood Lane improvement project
- Install solar panels and arrays where feasible
- Implement more of the Sustainability Master Plan

6. Preserve Greenbelt's Legacy as a Planned Community

Greenbelt is an important part of this country's history and a model for community planning. It is vital that it continue to thrive for future generations.

ONGOING & CURRENT

- Work with state, WMATA and developer to open a trail in the Metroland development
- Look into phase 2 of the Theater renovations starting with the screen and stage
- Protect and maintain green space throughout the City
- Maintain cemeteries and Hamilton Family site ruins

CURRENT & LONGER-RANGE

- Actively seek planning and zoning authority
- Develop a strategy for the revitalization of the Roosevelt Center

7. Promote Quality of Life Programs for All Citizens

An integral part of maintaining the legacy of Greenbelt is the ability of the community to enrich the lives of its residents. Quality of life concerns for all residents - adults, seniors, youth and special needs - should be addressed.

ONGOING & CURRENT

- Evaluate and Maintain city infrastructure
- Enhance and facilitate cultural and artistic programming
- Complete the assessment of recreational needs in the city and explore whether the rooms in the Old Middle School can help meet city needs
- Revise and update the Festival permit
- Reinstall Megan Lane Basketball court
- Develop and promote recreational and social activities for all residents including adult, senior, youth and special needs populations

CURRENT & LONGER-RANGE

- Find site for a second dog park

8. Provide Excellent Constituent Service

Greenbelt citizens are served by many agencies in their daily lives, from government to utilities to communications companies. When problems arise, city assistance may be needed to "cut through" the bureaucracy.

ONGOING & CURRENT

- Facilitate problem solving for residents
- Meet on a regular basis with agencies and other legislators to maintain open lines of communication
- Advocate for fair MNCPPC taxes for Greenbelt Station
- Revise Recognition/Contribution Group status and funding
- Advocate for fair and reasonable services and fees

Community / Economic Development

CED must become a regular function of Greenbelt City government. Attracting and retaining desirable business activities to Greenbelt and encouraging commercial redevelopment that lines up with our priorities will reduce Greenbelt's reliance on residential taxes.

- Develop implementation strategies:
 - Sage group recommendations: use incentives and other methods to stimulate residential & commercial property redevelopment.
 - Implement the toolkit and asset inventory created by the CED contractor to develop commercial marketing materials for the City
- Move toward an ongoing or expanded role for contractor or full time staff person in 2017budget year. A full time staff person dedicated to External Relations (Community and economic development/ Grant & writing / Marketing) should be hired in FY2018.

Specifics areas of focus initiatives:

- Roosevelt Center as a "destination"
- GB Road/193 Boulevard / streetscape improvements. Update sector plan
- Fund and implement Cherrywood Lane Greenstreet plan
- Gateway signage / branding / directional signage - way finding tools
- Hanover Parkway - recreational amenities
 - "Lake Ora Glen"
 - Greenway Center perimeter recreational trail
 - Improve bike/ped connections between Hanover Parkway to Greenbrook Dr. and Greenbelt Road from Mandan to Hanover sidewalk improvements
- Increased role for stakeholders /citizens:
 - Creations of a taskforce (RCMA/ Friends of GB Theater/ Friends of Museums / GCDC?)
 - Creation of a Business Improvement District in Greenbelt West.

Managing Change/ Organizational issues

- The Organizational Assessment suggested several staffing & organizational structure changes and emphasized the development of more **performance measures**.
- Perhaps the largest roadblock to implementing OA recommendations has been space limitations. The physical layout of the municipal building (planning dept/ gb cares/ etc) is constrained. The acquisition of the museum and reconfiguration of existing space would allow for the implementation of more recommendations.
 - Allow the recording or broadcast council work sessions
 - better space for counseling
 - space for more interns or volunteers
 - allow shifts in staff suggested by OA study
- Preparing for retirements/ Succession Planning
 - The same firms that focus of org assessment study often do executive search. Focusing on the OA is way to prepare for the changes that are coming.
- **More transparency and better access to info for the public and Council through technology**
 - Implement paperless agenda
 - Better organized and searchable website. Perhaps a new website
 - Record or broadcast council work sessions

Fiscal Restraint

- maintain a healthy reserve rate between 10-14%
- accelerate pay off debt from the 2001 bond issue/public works building
- Increase and continually focus on economic development to provide growth and greater stability in our tax base.
- If conditions improve, adjust the tax rate back to previous or appropriate level

Other

- Begin to implement the use of Police Body Cameras this year.
- Dog park
- Launch a formal, facilitated strategic planning process / visioning.
- Prioritize CAR list: "1,2,3,x" = "high, medium, low, remove"
- Maintain petitions & request list
- Manage referrals to advisory board
- Integrate 2 year Council work plan into budget and Management Objective process

Priorities

City Council

Konrad Herling

June 1, 2016

1. More inclusive community

- a. More effective outreach; Expand CRAB to deal with greater diversity than when committee was created.
- b. As we go through a significant change in city personnel, we need to be more aggressive in securing greater diversity of personnel management.
- c. Continue efforts to hold meetings, social events, environmental and recreational programs in all parts of the city.
- d. Hold "Community Days" in Greenbelt Station and all apartment complexes.
- e. Explore grants for at least one more van to help get folks, young and older alike, to different activists. As part of this process, we need to explore and put into effect a true circulator bus.
- f. Work with community organizations to develop grants and grants which can take advantage of a collaborative goals and programs so we organizations can get a "bigger bang for a buck". Additionally, hold two meetings a year with community organizations, in conjunction with city departments, to review calendars to reduce conflicts, discover possible collaborative programming.

2. Economic Development

- a. Post Eisenberg, we need to define what we want an economic development director will do. Among the elements would be:
 - i. Use tools as proposed by Eisenberg
 - ii. Work with the County's Economic Development programs which benefit existing businesses, attract new businesses.
 - iii. Coordinate, with Public Information Director, marketing for all city activities
 - iv. Develop a strategy for Greenbelt West development with the GHI and, as importantly, without the FBI
 - v. Work towards building a connection with community groups
 1. Foster collaboration of community groups
 2. Foster collaboration with city programs
 - vi. Develop a campaign to promote, explain, educate folks as to what economic development means.
 - vii. Look at economic development in all three shopping centers.
 - viii. Is there any land which can be purchased with open space funds?
 - ix. Get the signage campaign settled, paid for, and implemented. Kiosks!!!
 - x. The arts mean business - science and technology can also mean business.
 - xi. Explore electric vehicle stations, solar canopies at shopping centers which could attract more business, more customers.
 - xii. Food truck policy needs to be fully explored and settled

3. Survey Condition of Fields

- a. Assess conditions of fields
- b. How often are the fields used, how often are they maintained?
- c. Develop a strategy that can result in fields which are truly playable.

4. Playgrounds

- a. Continue to replace playgrounds with unacceptable surfaces
- b. Work within the community to gather their input as to which surface they desire

5. Environment

- a. Continue to involve the community regarding the preserve assessments.
- b. Keep moving forward with zero waste.
- c. Finalize, adopt and implement a pesticide policy.
- d. Continue work on Greenbelt Lake.

6. Transportation

- a. If we can secure the funding to purchase a bus(es), implement a circulator bus
 - i. Bus route would hit 10 major areas: the shopping centers, library, Shrom Hills Park, recreation parks, etc.
 - ii. Work with TRU-G and the community at large to work with Metro during a period of reduced metro rail service.

7. Dog Parks

- a. Where
- b. Rules?
- c. Fees for using?

8. Greater citizen input on the budget process

- a. Melissa Eirenreich has some ideas
- b. Vendors at MML / NLC conferences also have other approaches

9. Long Term

- a. **A new senior housing center**
 - i. Green Ridge has a long waiting list
 - ii. Where to build?
 - 1. Need to include in a circulator bus route (both Green Ridge and New Senior housing)
- b. **A new performing arts center**
 - i. Used by both the City and Community Organization's
 - ii. Requires a demonstrated need
 - iii. Requires major funding
- c. **A recreation center in Greenbelt East**

Transportation

While it will be some time for the FBI to be built and operating (if it's approved for Greenbelt, of course), how do we assure that Metro/The Bus will step up to the plate?

What are the current numbers, projected number of FBI employees who live close enough to the site that they would use the metro busses

Explore cost and use of a true circulator bus

Would be different than the "Greenbelt Connection", but could possibly replace it.

The Circulator Bus (busses) , two of them, possibly, would have a circulatory route hitting the top 10 sites. Possible sites: The three shopping centers, library/museum, recreational sites

We need to assess current bus shelters and expedite putting in benches where none are; make necessary changes so that each shelter is accessible to all.

Our rate has been to build up to two bus shelters a year; can that be increased?

Amenities/Recreation

Dog Park

Current status of existing dog park –

How many users?

How many users are Greenbelters?

Consider implementing fee structure for outsiders.

Long Range

A new arts center

Where? Community center addition, Greenbelt West, Greenbelt East

Who would run it? The Arts, under Economic Development

Users: The City's arts programmers, arts organizations

Model: One could be Joe's Emporium

Design - would include room for an access television studio; also

Phase II of the Old Greenbelt Theater.

Review past work done by volunteer committee (Tom Renahan, chair)

Funding???

Environment

Continue our work on the dam

Zero waste management efforts continue

Continue our policies which make us less dependent on fossil fuels

Continue to work on EVIC and see if we can't land some specific steps such as grants for electric charging stations

Explore with the business community how they can apply for funds for solar canopies

Cindy Murray

From: Konrad Herling
Sent: Wednesday, June 01, 2016 6:07 PM
To: Council; Michael McLaughlin; David Moran; Cindy Murray
Subject: Additions - Cindy, could you print this as well?

Improve and Enhance Public Safety

Improve camera coverage certainty

Community Policing should include increased officers getting out of their cars on walking on/biking on the streets.

Promote quality of life programs for all citizens In addition to having more meetings and community gatherings in all sections of Greenbelt, programs in the Arts should be included.

I think we do pretty well here. But my advocacy of collaboration of events and programs can benefit more of us. The example I have used before is an event which would have brought the Golden Age Club, the Senior Softball Team, and Greenbelt Baseball together: "42". Young people could learn a lot from older folks, and the event would have reinforced such an opportunity.

As we look at dealing with the challenges of Metro and perhaps more Metro bus services in the current period and prospectively, considering bus connections throughout town in the future (circulator), seniors and young folks need to be at table as it is a quality of life program which affects folks, young and old alike.

Provide Excellent Constituent Service

Our polling indicates that overall we do really well.

Again, if we can continue to upgrade our electronic services so to make it easier for folks to communicate using the format that would receive positive responses from the public. Need to look at what Boston has done (several years ago). One can track when a concern/complaint was filed, what the progress is on that item, how much it will cost to remedy, and how long it will take to address.

Konrad

Sent from my iPad

City of Greenbelt, Maryland Memorandum

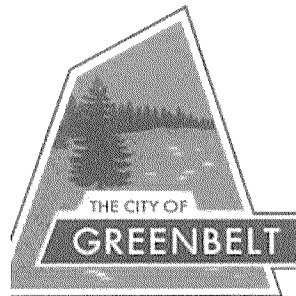
To: City Council
From: Michael McLaughlin, City Manager *MM*
Date: September 23, 2016
Re: Organizational Assessment Update

Attached is the Power Point of the Matrix Consulting Group's presentation on the Organizational Assessment. It has been modified for use to show the status of the recommendations. Starting with the table on page 6, the title of the right-hand column has been changed from Cost Impacts to Status. The information listed in that column is the status of the item as of now.

Attachment
/amb

Presentation on the Citywide Organizational Assessment

City of Greenbelt, Maryland



matrix 
consulting group

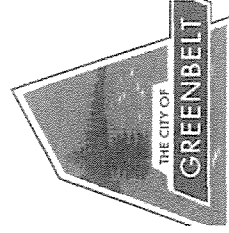
December 16, 2013

September 2016 (MPM)

①

Scope of the Project

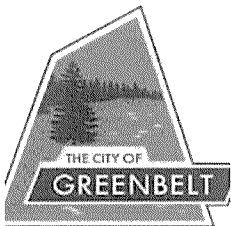
- ◆ To identify strengths in the organization.
- ◆ To assess operations and the allocation of staff in each department.
- ◆ To evaluate the organizational structure of the City overall and in each department.
- ◆ To develop recommendations to improve the effectiveness and efficiency of City services.



2

Project Methodologies

- ◆ The project team interviewed many of the employees in the departments at all levels in the organization.
- ◆ Interviews were supplemented by an anonymous employee survey which everyone had the opportunity to complete.
- ◆ The project team collected workload and service level data in each department.
- ◆ We compared operations to ‘best practices’ .
- ◆ We developed detailed analyses of improvement opportunities.
- ◆ Our understanding of municipal operations and issues were reviewed with departments and the City Manager.

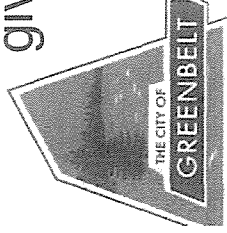


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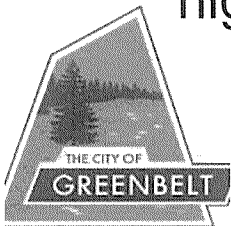
Results of the Employee Survey

- ◆ The project team developed an employee survey for this assignment – over 62% of employees responded (111 of 179).
- ◆ There was strong agreement with statements about the strength of supervision and the training / support provided to employees. The use of performance appraisals is in stark contrast to this.
- ◆ There was disagreement with statements about internal cooperation (outside of administrative services) and staffing. In addition, comments about staffing conflicted with perceptions of the amount of work.
- ◆ Outside of the Police Department, management and management systems were given high marks by employees.
- ◆ Outside of Public Works, the use of technology were generally given high marks by employees.



Overall Observations

- ◆ The City provides extremely high levels of service in each area of service delivery.
- ◆ There is a clear and consistent customer service philosophy.
- ◆ The budgetary process has a high degree of transparency and accountability associated with it.
- ◆ The City meets a high proportion of ‘best practice’ service targets.
- ◆ The City needs to invest in its administrative infrastructure, especially relating to information technology.
- ◆ Most of the recommendations made in the report are medium or high priority and are targeted for the short term.

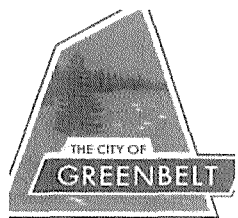


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Improvement Opportunities – City Manager’s Office

Function	Improvement Opportunity	Status
City Manager	<ul style="list-style-type: none"> Assign the Assistant City Manager the responsibility of performance management. Create an intergovernmental presence for grants, communication and economic development. Longer term, create a second Assistant City Manager position to better focus the City Manager on high priority issues. 	<p>Done</p> <p>Funding in budget Awaiting HCDC study Longer term</p>
City Clerk	<ul style="list-style-type: none"> Tie the City’s performance management system to a strategic planning process. Implement paperless meeting agendas and reports; expand automated records management. 	<p>Tied to budget & work plan Proposal presented</p>
Human Resources	<ul style="list-style-type: none"> Add a third HR position. Develop a human resources strategic plan. Implement the already purchased HRIS. 	<p>Need funding No progress Testing NEOGOV</p>

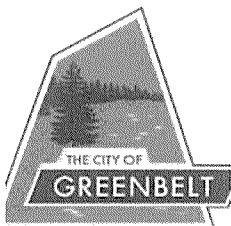


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Improvement Opportunities – Finance & Administrative Services

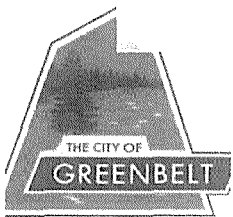
Function	Improvement Opportunity	Status
Information Technology	<ul style="list-style-type: none"> Reorganize IT to report to the City Manager or Assistant. Additional staff (1-2) are required in IT to address backlogs in service. 	<p>Done</p> <p>One added</p>
Finance	<ul style="list-style-type: none"> Develop a more customer focused approach to IT services. Expend eFinance capabilities. The City needs to develop cost recovery goals and targets 	<p>Done</p> <p>75% done elec. Needs funding</p>



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Improvement Opportunities – Planning & Community Development

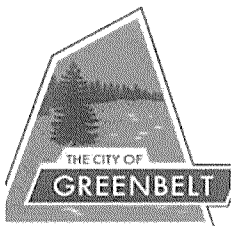
Function	Improvement Opportunity	Status
Overall	<ul style="list-style-type: none"> • Consolidate Engineering. Hire a City Engineer. • Transfer Animal Control out of P&CD into a new Community Services Department. • Transfer Parking Enforcement out of P&CD into a new Community Services Department. • Expand the focus of Economic Development with a contract or staff part time position. 	<p>If FBI comes Not supported at this time</p> <p>Transferred to Police Funding avail. Await. HCDC</p>
Development Services	<ul style="list-style-type: none"> • Create and utilize checklists for application submittals at the counter and on line. • Convert an administrative position to a permit technician to expedite planning, zoning and building applications. • Expand the use of on line permit applications; develop a technology fee to support this. • Conduct a fee study to ensure costs are covered. 	<p>Not Applicable</p> <p>Not Applicable</p> <p>Not Applicable</p> <p>Not Appl.</p>



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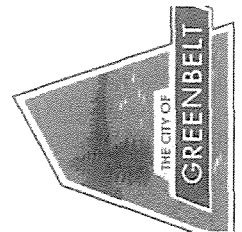
Improvement Opportunities – Planning & Community Development

Function	Improvement Opportunity	Status
Code Enforcement	• Develop a more proactive code enforcement approach.	Done
	• Develop a prioritized approach to responding to code enforcement complaints.	Done
	• Develop monthly reporting that includes the turnaround times on complaints.	Awaiting field reporting
Customer Service	• Develop an annual customer service survey for all Community Development functions.	In bi-annual ques. Expand with field reporting



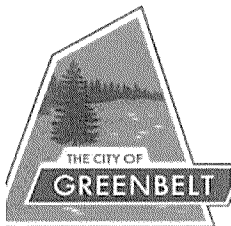
Improvement Opportunities – Police

Function	Improvement Opportunity	Status
Organization	<ul style="list-style-type: none"> • Create a Deputy Chief position to serve as the GPD #2 and to improve coordination. • Reassign the Police Mechanic to the Public Works Department. • Reorganize the GPD into 2 divisions each under a Captain. 	<p>Done</p> <p>Veh. Maint. under review 3 div. ok'd July 2016</p>
Field Operations	<ul style="list-style-type: none"> • Officially target a 45% proactivity target. • Reassign the Canine Unit to Operations. 	<p>Will review Not rec. July 2016</p>
Support Services	<ul style="list-style-type: none"> • Consolidate property and evidence under a single administrative supervisor. • Convert one records technician to a CAD/RMS position. 	<p>Done</p> <p>Done</p>



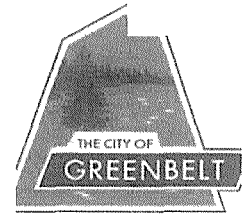
Improvement Opportunities – Recreation and Parks

Function	Improvement Opportunity	Status
Organization	<ul style="list-style-type: none"> • Transfer all maintenance functions to the Public Works Department. • Expand the focus of the R&P Department to include a wider array of 'community service' functions. 	<p>Done except for minor cleaning Not supported</p>
Recreation	<ul style="list-style-type: none"> • Develop a formal cost recovery strategy and conduct a fee study. 	Need funding
Parks	<ul style="list-style-type: none"> • Develop service level standards for parks. • Develop parks condition assessment inspection sheets and use them for work order completions too. 	<p>To be done To be done with above</p>



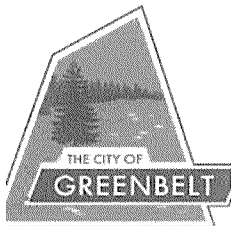
Improvement Opportunities – Public Works

Function	Improvement Opportunity	Status
Organization	<ul style="list-style-type: none"> • With the transfer of Engineering to the P&CD Department eliminate one Assistant Director. • Develop a comprehensive asset management plan for the City. • As part of a comprehensive maintenance management plan develop service goals and performance measures and reporting. 	<p>Engineering not moved To be done</p> <p>See previous page. Working on Perf Measures</p>
Parks	<ul style="list-style-type: none"> • Consolidate the supervision over playgrounds and ball fields. 	Dept. review underway
Equipment	<ul style="list-style-type: none"> • Consolidate equipment and fleet maintenance (3 positions) under a single manager. 	Veh. Maint. Under review
Buildings	<ul style="list-style-type: none"> • Add a trades building maintenance position. 	Dept. review underway
Streets	<ul style="list-style-type: none"> • Acquire a pavement management system to better evaluate and prioritize road repairs. 	Joint effort unsuccessful



Improvement Opportunities – Greenbelt CARES

Function	Improvement Opportunity	Status
Overall	• Continue Greenbelt CARES programs, commitments and staffing.	Done
	• Develop a space needs assessment for Greenbelt CARES staff.	To be done



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