Mayor and Council
Work Session
December 2, 2014
Agenda

"A diverse, business-friendly, and sustainable community with clean, safe and strong neighborhoods."
"Providing the most efficient and highest-quality services as the municipal location of choice for all customers."

"When nothing else seems to help, I go look at a stone-cutter hammering away at his rock perhaps a hundred times without so much as a crack showing in it. Yet at the hundred and first blow it will split in two, and I know it was not that blow that did it, but all that had gone before." Jacob Riis

4:00 PM WORK SESSION

	1.	Proclamation - Historic Houses of Worship Tour
4:15 PM	2.	Washington County Community Coalition
4:30 PM	3.	Discussion of 2014 Delegation Meeting
5:00 PM	4.	Debt Management Policy - Draft
5:10 PM	5.	Unattended Donation Containers
5:20 PM	6.	Update on Operations of the Potterfield Pool and Greens at Hamilton Run
5:55 PM	7.	Update on Stormwater Management Program
6:15 PM	8.	2015 and 2016 Pavement Preservation and Highway User Revenue Funding
6:30 PM	9.	Mayor and Council Updated Goals and Priorities for 2015 and 2016

CITY ADMINISTRATOR'S COMMENTS

MAYOR AND COUNCIL COMMENTS

ADJOURN

REQUIRED MOTION

MAYOR AND CITY COUNCIL
HAGERSTOWN, MARYLAND

Topic:
Proclamation - Historic Houses of Worship Tour

Mayor and City Council Action Required:

Discussion:

Financial Impact:

Recommendation:

Motion:

Action Dates:

REQUIRED MOTION

MAYOR AND CITY COUNCIL
HAGERSTOWN, MARYLAND

Topic:
Washington County Community Coalition

Mayor and City Council Action Required:

Discussion:

Financial Impact:

Recommendation:

Motion:

Action Dates:

ATTACHMENTS:

	File Name	Description
	Community_Coalition.pdf	Community Coalition

HAGERSTOWN - WASHINGTON COUNTY
CHAMBER of Commerce
28 West Washington Street • Suite 200 • Hagerstown, MD 21740

November 7, 2014

NOV 10 2014

Mr. Bruce Zimmerman
City Administrator
City of Hagerstown
1 East Franklin Street
Hagerstown, MD 21740

Dear Bruce:

As a founding member of The Washington County Community Coalition, it is time once again to invite the City of Hagerstown to participate in our lobbying efforts in Annapolis. Since 2005, eight dedicated community stakeholders have joined together to advance Washington County's interests at the state level, including the City of Hagerstown, the Washington County Free Library, Washington County Government, the Greater Hagerstown Committee, Washington County Public Schools, CHIEF, the Convention and Visitors Bureau, and the Chamber of Commerce.

As our community grows, the Coalition partners increasingly see the need to supplement the work of our delegation and help promote Washington County in Annapolis. Over the last ten years we've seen the value of a concerted effort to speak with one voice and be heard alongside larger, more urban areas. As a result, the Coalition's efforts have elevated our stature and helped build State support for the issues you as stakeholders bring to the table.

As in the past, the Coalition will hire a lobbyist to push our state-level agenda during the 2015 General Assembly session. In addition, we will be organizing our "Day in Annapolis" on Wednesday, February 4, 2015, where members flock to Annapolis to meet with our state decision makers to talk about our community and issues of concern. The day will conclude with a Washington County: "We Mean Business" reception highlighting the strengths of our region and the value we bring to Maryland. The program will also keep partners posted on issues of concern throughout the year, serving as an "early warning system" for anything in Annapolis that may affect Hagerstown or Washington County.

The lobbying process starts in the summer when the Coalition partners decide on the list of community priorities; we appreciated your willingness to join us in crafting that agenda. Again this year, we will ask the partners to participate financially, and the Chamber will manage the program. The Coalition is asking the City of Hagerstown to contribute $5,000, as it did last year.

Working together, we leverage our collective voice and strengthen our case with decision makers. We hope that you will consider our invitation to participate in the Coalition and that you will work with us to include the City's priorities in the overall legislative agenda. If you have any questions please do not hesitate to contact me.

Sincerely,

Paul Frey

Paul Frey
President

Washington County Community Lobbying Coalition
December 2, 2014

The Coalition

The Washington County Community Lobbying Coalition has successfully lobbied for issues important to the entire community, many of which directly impacted the City of Hagerstown.

Past Projects in the City

- Edgewood Drive Intersection
- Central Booking
- Prisoner Release Process
- New Downtown Regional Library
- Eastern Blvd.
- Professional Blvd./Bridge
- Funding for Downtown Master Plan
- MELP Plant (support through demolition process)
- MD Theatre improvements
- Protection of USMH Funding (remains on watch list)
- Funding for Heart of the Civil War Heritage Area

Funding Partners

Partner	2013-14 Contribution	2014-15 Request
City of Hagerstown	5,000	5,000
Convention & Visitors Bureau	3,000	3,000
County	10,000	10,000
Chamber	2,000	2,000
CHIEF	3,000	3,000
Greater Hagerstown Committee	In-Kind	In-Kind
Library	5,000	5,000
Washington Co. Public Schools	7,500	7,500

The Process

Like in years past, the process to develop the agenda began with a series of meetings to which the entire leadership of all Coalition partners was invited. The group began in the summer with brainstorming sessions designed to identify issues important to our community. The partners agreed that, as in years past, the agenda should include only items that have been supported by all partners with a specific State "ask." Using input from the members as well as feedback from members of our Delegation and our lobbyist, the agenda was finalized in early November. However, should the need arise, the Coalition may modify the agenda and/or watch list as needed.

Agenda

- Professional Court Bridge and Extension Construction Funding
- I-81 Widening (WV line to I-70 Interchange)
- Williamsport C&O Canal Aqueduct Improvements ($6.5M)
- Liquor Law Changes to support designated downtown festival areas
- Support Bond Bill for MD Theatre improvements
- Support or protect funding for the Heart of the Civil War Heritage Area
- Continue educational efforts to promote Washington County as an area for economic prosperity and innovation for Maryland

"Watch List"

- University System of Maryland at Hagerstown Operational Funding
- Protection of County's Gaming Revenue
- Shifting liabilities from state to localities
- Highway User Revenue restoration
- Restoration of state aid for Police protection to municipalities
- Monitor local initiatives by WCPS to identify State funding for the Academic Hub downtown and the creation of boutique learning centers in the county
- Monitor any new state legislation, regulation, or policies that may negatively impact rural counties or targeted industry in Washington County

Lobbying Program

- Strategic lobbying program for Agenda
- "Day in Annapolis" during session (February 4, 2015)
- Evening Legislative Reception/Hagerstown Washington County Trade Show (February 4, 2015)
- Meet/Greet legislators
- Year-long advocacy updates
- Track local legislation
- Advice/special events
- On-call "trip-wire" for Watch List

2014-2015 Budget
Each of the Coalition partners contribute to the overall effort and the Chamber manages both the finances and the logistics. The lobbying program maintains a fund balance equal to approximately one year's budget for cash flow and planning. The current fund balance is $50,023.

Lobbying Advocacy Program

Revenue	
City of Hagerstown	5,000
County	10,000
Greater Hagerstown Committee	In-Kind
Library	5,000
School System	7,500
Total Revenue	27,500
Expenses	
Rifkin, Levitan, Livings & Silver	
Base Fee	24,000
Special Consultations & Initiatives	2,500
Lobbying Registration Fee	1,000
Total Expenses	27,500

Revenue	
Convention & Visitors Bureau	3,000
Chamber	2,000
CHIEF	3,000
Greater Hagerstown Committee	In-Kind
Tradeshow Registration/Sponsorships	7,500
Total Revenue	15,500
Expenses	
Day in Annapolis – Reception/Tradeshow	15,000
Committee Dinners	500
Total Expenses	15,500

The Request
To support its work, the Coalition is requesting $5,000 from the City of Hagerstown (same level as in past years).

REQUIRED MOTION

MAYOR AND CITY COUNCIL
HAGERSTOWN, MARYLAND

Topic:
Discussion of 2014 Delegation Meeting

Mayor and City Council Action Required:

Discussion:

Financial Impact:

Recommendation:

Motion:

Action Dates:

ATTACHMENTS:

	File Name	Description
	Delegation_Memo.pdf	Discussion of 2014 Delegation Meeting

CITY OF HAGERSTOWN, MARYLAND

Donna K. Spickler
City Clerk

TO: Mayor and City Council
Bruce Zimmerman, City Administrator

FROM: Donna Spickler, City Clerk

SUBJECT: Washington County Delegation Meeting Discussion Points

DATE: November 24, 2014

In preparation for the annual meeting with the Washington County Delegation, the Mayor has scheduled time during the December 2, 2014 Work Session for the Mayor and Council to establish their priorities and discussion points.

The meeting with the Washington County Delegation will be held on Tuesday, December 9, 2014 at 3:30 p.m. at USMH.

Thank you.

City Hall • One East Franklin Street • Room 200 • Hagerstown, MD 21740-4987
Telephone: 301.739.8577, Ext. 113 E-mail: dspickler@hagerstownmd.org Fax: 301.790.3424 TDD: 301.797.6617

REQUIRED MOTION

MAYOR AND CITY COUNCIL
HAGERSTOWN, MARYLAND

Topic:
Debt Management Policy - Draft

Mayor and City Council Action Required:

Discussion:

Financial Impact:

Recommendation:

Motion:

Action Dates:

ATTACHMENTS:

	File Name	Description
	Debt_Management_Policy.pdf	Debt Management Policy

CITY OF HAGERSTOWN, MARYLAND

Finance Department
301-739-8577 X156

To: Bruce Zimmerman, City Administrator

From: Michelle Hepburn, Director of Finance MHepburn

Date: November 25, 2014

Subject: Debt Management Policy - DRAFT

Following the initial discussion during November 18th Work Session, changes have been made to the draft Debt Management Policy.

Staff will be available for further Mayor and Council review and feedback on this policy at the December 2nd Work Session and for Mayor and Council adoption on December 16, 2014.

CITY OF HAGERSTOWN, MARYLAND
DEBT MANAGEMENT POLICY

PURPOSE:

The City of Hagerstown's Debt Management policy, as approved by Mayor and Council, is designed to provide sound financial management and protect and enhance the City's bond rating. The City's debt management policy represents boundaries within which debt issuance and overall debt management processes will operate. The policy is established to provide direction and guidance for Mayor and Council and City staff to issue long-term debt in a manner that is affordable to our community. Long-term debt can only be issued with approval by Mayor and Council through adoption of required legislation in the form of an ordinance and resolution. Additionally, the City will seek the advice and assistance of independent legal bond counsel and Hagerstown's independent financial advisor to issue debt. Last, the City Administrator and City Director of Finance are responsible for monitoring and analyzing long-term debt levels and apprising Mayor and Council on issues related to Hagerstown's debt management.

DEBT MANAGEMENT POLICY:

. The City's Debt Management Policy is as follows:

1. The City shall maintain adequate operating cash to meet future debt service requirements.
2. The City will assure compliance with debt covenant provisions and appropriate disclosure to investors, underwriters, and rating agencies.
3. The City will comply with Federal, State, and City Charter requirements and adhere to Federal arbitrage regulations for all debt issuances.
4. The City may issue bonds for eligible projects after determining there will be sufficient revenue to pay annual debt service expenditures for the bond.
5. ~~The City will limit its long-term borrowing to capital items and projects that cannot be funded from current revenues.~~
6. The City will not use long-term debt to fund annual operating costs or to fund capital items and projects that can be funded from sources other than long-term debt.
7. Capital Projects financed through the issuance of bonds shall not be financed for longer than the average expected useful life of all projects and items included in the bond issue, as well as the amount of each item in the bond issue.
8. When available current operating revenue ("pay-as-you-go") may be used to fund capital items and projects that otherwise would be financed through long-term borrowing. Pay-as-you-go may also be used for projects that do not qualify for bond financing.
9. Interest, operating and maintenance expenses will be capitalized only for enterprise or utility fund facilities and will be strictly limited to those expenses incurred prior to actual operation of the facilities.
10. The City will avoid the use of short-term tax anticipation or other short term debt for non-capital purposes except when necessitated by cash flow or other "emergency" situations. Any bond anticipation debt will be retired within 6 months after completion of the project it financed. Continual rollover of short term debt without principal pay down will be avoided.
11. The City will maintain good communications with the bond rating agencies about its financial condition and will follow a policy of full and open disclosure on every financial report and bond prospectus.
12. The City's future funding obligations for OPEB and pensions shall also be considered as long-term debt.
13. Neither Maryland State law nor the City Charter mandates a limit on municipal debt.

14. The City will maintain an average maturity of total City general obligation bonds at or below 25 years.
15. Total tax supported annual debt service expenditures for general long-term debt will not exceed 10% of general fund operating revenues.
16. The City will maintain its general fund tax supported debt at a level not to exceed $1,000 per capita.
17. The City will maintain all long-term debt at a level not to exceed 10% of the assessed valuation of taxable property.
18. The City can issue GO bonded debt backed by the full, faith, and credit for Enterprise Funds. However, the debt will be structured so that it will be paid by the revenue generated by the applicable Enterprise fund.

Periodic reviews of all outstanding debt will be undertaken by the City's financial advisor to determine refinancing opportunities. Refinancings will be considered, within Federal regulations, under the following conditions:

19. There is a net economic benefit
20. It is needed to modernize covenants that are adversely affecting the City's financial position or operations.
21. The City wants to adjust the principal outstanding in order to achieve future debt service savings, and it has available working capital and budget capacity to do so from other sources.

Mayor and Council and City staff will review this policy at a minimum of every five years and update as necessary.

To be Adopted by: Mayor and Council
December 16, 2014

REQUIRED MOTION

MAYOR AND CITY COUNCIL
HAGERSTOWN, MARYLAND

Topic:
Unattended Donation Containers

Mayor and City Council Action Required:
In preparation for introduction of an ordinance at the end of the month, review of draft Code provisions to prohibit unattended donation containers in the city. The Mayor and City Council directed staff to pursue that approach on October 14th.

Discussion:

Proposed Ordinance Provisions

Adopt a new Chapter 183, Nuisance – Unattended Donation Containers. The draft provisions include the following:

1. A policy statement about the importance of protecting our neighborhoods from nuisance issues and the observation that it is the City's experience that unattended donation containers become dumping sites and therefore the Mayor and City Council have determined that such containers are a nuisance.

2. Definition of Nuisance which includes unattended donation containers and indicates that such a condition is in violation of this chapter.

3. Definition of "Owner" and "Premises" which are consistent with other code provisions.

4. Definition of "Unattended Donation Container" that makes it clear this provision is addressing unsupervised collection points for donated clothing, furniture, or other household materials.

5. Prohibitions section makes it clear that nuisance conditions are prohibited.

6. Notice to Abate section provides 30 days to remove the unattended donation container from the mailing of the notice of violation. As recommended by the City Attorney, this provides time for the container-owner to collect the container or the property owner to remove the container, so there is less chance that the City will need to pursue abatement and collect and store the container.

7. Failure to abate shall result in a municipal infraction and the property owner and/or container owner, if we can track down that contact information, shall be fined in an amount not to exceed $500 for each offense.

Staff will be present at the December 2nd work session to discuss this proposal.

Financial Impact:

Recommendation:

Motion:

Action Dates:
Discusssion - October 14, 2014, December 2, 2014

ATTACHMENTS:

	File Name	Description
	112414__M_CC_Packet_Unattended_Donation_Containers.pdf	Unattended Donation Containers

CITY OF HAGERSTOWN, MARYLAND
Department of Community & Economic Development
Planning & Code Administration Division
Code Administration Office: 301-739-8577 x 127

MEMORANDUM

TO: Bruce Zimmerman, City Administrator

FROM: Kathleen A. Maher, Planning Director
Paul Fulk, Inspections Manager

DATE: November 24, 2014

SUBJECT: Unattended Donation Containers

MAYOR AND COUNCIL ACTION REQUESTED

In preparation for introduction of an ordinance at the end of the month, review of draft Code provisions to prohibit unattended donation containers in the city. The Mayor and City Council directed staff to pursue that approach on October 14th.

Proposed Ordinance Provisions

Adopt a new Chapter 183, Nuisance – Unattended Donation Containers. The draft provisions include the following:

1. A policy statement about the importance of protecting our neighborhoods from nuisance issues and the observation that it is the City's experience that unattended donation containers become dumping sites and therefore the Mayor and City Council have determined that such containers are a nuisance.

2. Definition of Nuisance which includes unattended donation containers and indicates that such a condition is in violation of this chapter.

3. Definition of "Owner" and "Premises" which are consistent with other code provisions.

4. Definition of "Unattended Donation Container" that makes it clear this provision is addressing unsupervised collection points for donated clothing, furniture, or other household materials.

5. Prohibitions section makes it clear that nuisance conditions are prohibited.

6. Notice to Abate section provides 30 days to remove the unattended donation container from the mailing of the notice of violation. As recommended by the City Attorney, this provides time for the container-owner to collect the container or the property owner to remove the container, so there is less chance that the City will need to pursue abatement and collect and store the container.

7. Failure to abate shall result in a municipal infraction and the property owner and/or container owner, if we can track down that contact information, shall be fined in an amount not to exceed $500 for each offense.

Staff will be present at the December 2nd work session to discuss this proposal.

Attachment

c: John Lestitian, Director, DCED
Blaine Mowen, Chief Code Official
Paul Fulk, Inspections Manager
Gary Lambert, Programs Manager

Chapter 183
Nuisance - Unattended Donation Containers

§ 183-1. Title

This chapter shall be known and may be cited as the "City of Hagerstown Nuisance - Unattended Donation Containers Ordinance."

§ 183-2. Declaration of policy

It is hereby declared and ordained by the Mayor and Council of the City of Hagerstown to be the public policy of the City to preserve, protect and improve the aesthetic nature of the community and to prevent and prohibit conditions existing or the use of any premises or building exteriors or property which shall be detrimental or is detrimental to the property of others or which causes or tends to cause substantial diminution in the value of the other property in the neighborhood in which such premises are located. It is the City's experience that unattended donation containers become dumping sites for unwanted materials that spill over and around the containers; and therefore, the Mayor and City Council have determined that unattended donation containers are a nuisance.

§ 183-3. Definitions.

As used in this chapter, the following terms shall have the meanings indicated:

NUISANCE - Any condition or use of a premises or property which is detrimental to the property value of others or which causes or tends to cause substantial diminution in the value of other properties in the neighborhood in which said premises or property is located. For the purposes of this chapter, such a condition includes but is not limited to unattended donation container upon a premises in violation of this chapter.

OWNER – Any person, partnership, association, company, corporation or other entity having a legal or equitable interest in, or control of real property. Owner shall also mean any person who, alone, jointly or severally, shall have the charge, care or control of any premises as executor, administrator, trustee or guardian of the estate of the owner. Owner shall also mean any person having any interest in a partnership, association, company, corporation or other entity which owns or has any ownership interest or control of the premises. Any person, firm, partnership, association, company, corporation or other entity whose name appears on the deed or property tax bill for the premises shall be deemed to be the owner of the premises.

PREMISES – Any single parcel or lot of real property in the City, including the land and all improvements or structures, upon which an Unattended Donation Container is located.

UNATTENDED DONATION CONTAINER - Any box, building, trailer or other receptacle that is intended for use as an unsupervised collection point for donated clothing, furniture or other household materials.

§ 183-4 Prohibitions.

A. No owner or other person using or having charge of any premises or property within the City of Hagerstown shall maintain or keep any nuisance thereon, as defined herein.

B. No owner or other person shall fail to remove from such premises or property any unattended donation container or other similar container after having been notified to do so as provided in this chapter.

§ 183-5. Notice to abate; effects of noncompliance.

A. In the event that any owner or other person allows a nuisance to exist on any premises or property that consists of the placement or maintenance of unattended donation containers thereon, said owner shall have thirty (30) days from the mailing of notice from a City Code Official or other duly authorized agent to abate said nuisance.

B. In the event that said nuisance is not abated within the time required in the notice, said owner shall be in violation of this Section.

C. In the event that said nuisance is not abated within the time required in the notice, the City shall have the authority at any time thereafter, within the discretion of City Code Officials or other duly authorized representatives, to cause the violation to be abated. All costs for any such abatement plus reasonable administrative fees shall be the responsibility of the owner notified under Subsection A. Said owner shall be provided prompt billing notice of all reasonable charges plus reasonable administrative fees incurred in connection with the abatement. Payment for said fees shall be due in full from said owner within thirty (30) days of the date the billing notice was mailed. Failure to remit payment in full may result in collection pursuant to Article III, Tax Liens, § 223-11 of the City Code, or by other civil proceeding.

§ 183-6. Violations and penalties.

In addition to the penalties described herein, if any owner allows a nuisance as defined in this chapter to exist, or shall fail to abate any said nuisance after proper notice, such owner shall, upon conviction thereof, be guilty of municipal infraction and shall be fined in an amount not to exceed $500 for each offense. A separate offense shall be deemed committed on each day during or on which said nuisance is permitted to exist.

November 19, 2014

REQUIRED MOTION

MAYOR AND CITY COUNCIL
HAGERSTOWN, MARYLAND

Topic:
Update on Operations of the Potterfield Pool and Greens at Hamilton Run

Mayor and City Council Action Required:

Discussion:

Financial Impact:

Recommendation:

Motion:

Action Dates:

ATTACHMENTS:

File Name	Description
Potterfield_Pool.pdf	Golf Course and Pool Management

CITY OF HAGERSTOWN, MARYLAND

Department of Parks and Engineering

November 25, 2014

TO: Bruce Zimmerman, City Administrator

FROM: Rodney Tissue, City Engineer RDD

RE: Update on Operations of the Potterfield Pool & Greens at Hamilton Run

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We would like to review with the Mayor & Council the operation of both of these recreation facilities and discuss future plans and staff recommendations. No specific official action is requested of the Mayor & Council but staff would appreciate input on the operation of both facilities.

1. **Potterfield Pool**

Staff recommends that is in the best interest of the City of Hagerstown to cancel our current Pool Management Agreement with *American Pool Enterprises* of Columbia, Maryland. There are several reasons for this, but we feel that we need to make some changes to the operation contract for 2015 and beyond. Specifically, this week we plan to issue a new Request for Proposals with the following changes:

A. With the new ACTIVE point-of-sale (POS) software now established, we want all cashiering functions to be done by City-employed part-time cashiering attendants. Obviously this gives us control over the collection of gate revenue, but also accurate data of all attendance and takes back control of the calendar of private reservations of the pool. Amy has the POS system already developed in ACTIVE. We are pleased with the software's performance at the golf course.

B. The contract needs more incentives to maintain cleanliness of the pool, the pool deck and the locker rooms. This is a constant concern and is critical part of patrons having a good experience. We take this responsibility seriously and we propose to change the contract accordingly.

While our financial bottom line to operate the pool improved due to lower operating costs, the trend of lower overall attendance continued. The following chart of Parks Division data shows the bottom line operating cost and the pool attendance over the last several years.

	2010	2011	2012	2013	2014
Total Attendance	23,388	22,464	20,518	17,010	15,027
Net Operating Loss	\$103,699	\$70,156	\$99,687	\$113,912	\$94,535

We have submitted plans to the State of Maryland for permits to remove the seldom used "wading" pool and replace it with a 'sprayground' or splashpad (see attached sketch). Staff anticipates this feature will increase attendance (as the "Slidewinder" did in 2005) as these are very popular nationwide. Capital Improvement Project #822 has \$150,000 in Program Open Space and Excise Tax funds for this installation and we will return to Council in late winter with contracts to construct this facility.

Parks and Recreation Division
351 North Cleveland Avenue • Hagerstown, MD 21740
Ph: 301.739.8577 Ext. 169 • Fax: 301.790.0171

Engineering Division
1 East Franklin Street • Hagerstown, MD 21740-4817
Ph: 301.739.8577 Ext. 125 • Fax: 301.733.2214

2. **Greens at Hamilton Run**

Nationwide, the amount of golf play is declining and 15 courses close for every new course that opens. Knowing that, staff continues to look for ways to increase operating revenue at the golf course to minimize the General Fund support of the operation. To this end, we sought the counsel of two golf industry professionals to get their objective input. Staff met on-site with Larry Hirsh, a consultant to the *National Recreation & Parks Association (NRPA)*, and separately with representatives of *Billy Casper Golf*, a company that manages, amoung many others, Rockville's course. Some of their noteworthy comments:

- *Billy Casper Golf* professionals indicated that the Greens at Hamilton Run, given the limited local market, the limited course length, fact that we only have nine holes, and lack of a practice facility **could never be operated, even by a professional firm, and actually make money.** In fact, they felt that in a lease situation (see below), their annual operating losses would be in the order of magnitude of $180,000. They said a realistic goal for the course is 12,000 annual rounds played.

- Our discussions yielded a wide range of ways to try to improve revenue at the course. The attached chart shows the spectrum of options. We will review this with the Mayor & Council at the work session.

The 2015 approved fiscal budget caps General Fund support at $200,000, significantly lower than in past years (see attached Financial Statement), a support of around $20 per round played. Revenue increased over the last few years due to a rate increase, new concession sales, and sales of popular golf specials and coupon books. The following chart of Parks Division attendance data and Budget Book financial data shows the bottom line operating cost and the attendance over the last several years.

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Total Rounds Played	10,191	10,804	10,943	10,786	9,759	*Projecting over 10,000*
Net Operating Loss	$293,359	$219,353	$239,114	$275,443	$212,601	*Budgeting $220,000*

Staff is implementing some important capital improvements in the upcoming year. Next week we are scheduled to replace both bridges across Hamilton Run with concrete decks (CIP #669 for $30,000). In the spring, we will install netting along the new Washington County Senior Center (CIP #670 for $32,000, $20,000 of which is from Washington County), possibly construct an additional green at hole #5, and possibly build a connecting trail from the new Senior Center to the Clubhouse.

As mentioned before, we have implemented the ACTIVE point-of-sale program and since November 5th we have real-time, internet-based reports of all sales and accurate data of all attendance. This also assists in inventory management of food and beverages.

One of the many ways we have lowered operating costs is to close the course over the winter. This year, the course will close at the end of the day on Sunday, December 7th and will reopen sometime in March when the weather forecast is conducive for golf. During the closure, the three full-time employees are re-assigned to work in parks and recreation.

Staff will be available to review the operation of these important recreational facilities at the next work session.

Attachments: * splashpad design, * Chart of management options, *Greens Financial Statement

Cc: Junior Mason, Parks Superintendent; Amy Riley, Recreation Coordinator; Karen Paulson

Location view for: Hagerstown SPLASH PAD

Greens at Hamilton Run
Options FY2015/16

	Continue operations with in-house improvements	Continue operations and work with consultant	Hire golf pro	Lease Course to Private Operator	Management contract	Rebuild Course
APPROXIMATE 2015 Operating Loss	$210,000+	$225,000+/-	$230,000+/-	$180,000+/-	$240,000 or less	Unknown
Description/ Advantages	Hire a part time golf specialist with incentive-laden contract Low cost way to try to develop more revenue	Uses professionals to directly target current shortcomings of marketing and customer experience Medium cost way to try to develop more revenue	Hires PGA golf pro to operate the facility on a salary plus incentives. Person may bring marketing expertise.	Operator assumes the operating risk and is responsible for shortfalls while realizing profits	Course benefits from professional management and marketing	Rework course into a "par 3" facility with a top class practice area
Disadvantages	If fails, status quo is not improved Probably hard to find part time golf specialist	Cost of consultant to assist with customer service and marketing is likely $40,000+ annually	Displaces 1 full time pro shop employee Person would see GHR as a 'stepping stone' job	Displaces 3 full time employees Still significant GF subsidy to keep course open City still has to do capital improvements as directed by Operator	Displaces 3 full time employees City retains the operating risk Challenge to maintain quality	If you build it...will they come?

GOLF COURSE - OPERATING REVENUES
FISCAL YEAR 2014/2015

ACCOUNT DESCRIPTION	2011/12 ACTUAL	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET
GREENS REVENUES				
Greens Fees-Weekday,Senior,9-Hole	$ 8,072	$ 10,703	$ 10,400	$ 12,000
Greens Fees-Weekday,Senior,18-Hole	2,266	3,778	3,022	3,500
Greens Fees-Weekday,Regular,9-Hole	20,574	21,839	21,376	23,000
Greens Fees-Weekday,Regular,18-H	7,923	9,228	7,950	9,900
Greens Fees-Twilight	2,280	-	-	-
Greens Fees-Weekend/Holiday	32,488	34,570	31,568	30,000
Season Pass-Senior Individual	1,200	1,800	600	1,500
Season Pass- Regular Individual	1,275	2,550	2,125	2,000
Season Pass- Regular Family	-	42	-	-
Total Greens Revenues	**76,078**	**84,510**	**77,041**	**81,900**
GOLF CART REVENUES				
Cart Rentals-Senior, 9-Hole	-	2	-	-
Cart Rentals-1/2 Price Senior, 9-Hole	6,949	8,808	6,751	9,300
Cart Rentals-1/2 Price Senior, 18-Hole	2,882	4,263	3,173	4,000
Cart Rentals-1/2 Price, 9-Holes	16,322	16,927	16,250	17,500
Cart Rentals-1/2 Price, 18-Holes	11,428	14,007	13,089	15,800
Pull Cart Rentals	410	618	573	600
Total Golf Cart Revenues	**37,991**	**44,625**	**39,836**	**47,200**
TOURNAMENTS & SPECIALS	**26,888**	**36,851**	**59,492**	**36,500**
OTHER REVENUES				
Rental of Golf Clubs	460	570	510	600
Tee Marker Sponsorship	1,000	1,500	-	-
Scorecard Sponsorship	-	-	2,500	-
Golf Course Concession Revenues	1,554	2,561	3,171	3,000
Golf Course Vending Revenues	3,889	6,522	8,889	8,000
Golf Card Revenues	680	425	224	400
Gift Certificate Revenues	395	-	155	-
Golf Course Alcohol Revenues	-	2,524	6,639	7,000
Miscellaneous Golf Revenues	140	(2,575)	(1,699)	1,700
Total Other Revenues	**8,117**	**11,527**	**20,389**	**20,700**
Total Operating Revenues	**$ 149,074**	**$ 177,513**	**$ 196,758**	**$ 186,300**

GOLF COURSE - INCOME STATEMENT
FISCAL YEAR 2014/2015

ACCOUNT DESCRIPTION	2011/12 ACTUAL	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET
OPERATING REVENUES				
Green Fees	$ 76,078	$ 84,510	$ 77,041	$ 81,900
Cart Rentals	37,991	44,625	39,836	47,200
Tournaments and Specials	26,888	36,851	59,492	36,500
Other Revenues	8,117	11,527	20,389	20,700
Total Operating Revenues	**149,074**	**177,513**	**196,758**	**186,300**
OPERATING EXPENSES				
Operating Expenses	365,347	423,117	377,510	368,000
Depreciation	22,841	29,839	31,849	38,300
Total Operating Expenses	**388,188**	**452,956**	**409,359**	**406,300**
Operating Income (Loss)	**(239,114)**	**(275,443)**	**(212,601)**	**(220,000)**
NONOPERATING REVENUES (EXPENSES)				
Interest Earned	184	23	13	-
Gain (Loss) on Capital Assets	-	949	-	-
Total Other Income (Expense)	**184**	**972**	**13**	**-**
TRANSFERS FROM (TO) OTHER FUNDS				
Transfers from General Fund	216,460	272,000	200,000	200,000
Transfers from CIP Fund	34,039	3,550	-	-
Total Transfers From (To) Funds	**290,499**	**275,550**	**200,000**	**200,000**
CAPITAL CONTRIBUTIONS				
Capital Contributions	500	-	-	20,000
Total Capital Contributions	**500**	**-**	**-**	**20,000**
Increase (Decrease) in Retained Earnings	**52,069**	**1,079**	**(12,588)**	**-**
Add Back Depreciation	22,841	29,839	31,849	38,300
Capital Outlay/Fixed Assets	(74,039)	(33,550)	(38,900)	(62,000)
Changes in Working Capital	(6,442)	(18,795)	(2,464)	-
Net Sources (Uses) of Cash	**$ (5,571)**	**$ (21,427)**	**$ (22,103)**	**$ (23,700)**

REQUIRED MOTION

MAYOR AND CITY COUNCIL
HAGERSTOWN, MARYLAND

Topic:
Update on Stormwater Management Program

Mayor and City Council Action Required:

Discussion:

Financial Impact:

Recommendation:

Motion:

Action Dates:

ATTACHMENTS:

	File Name	Description
	Council_Stormwater_Update_Dec_2__14.pdf	Stormwater Update

CITY OF HAGERSTOWN, MARYLAND

Department of Parks and Engineering

November 24, 2014

TO: Bruce Zimmerman, City Administrator

FROM: Jim Bender, Assistant City Engineer JIM

RE: Update on Stormwater Management program

Background:
Staff has made multiple presentations on stormwater management issues to the Council over the past five years. The Council has directed staff to keep them abreast of changes to State and Federal stormwater management regulations, and to seek funding opportunities for the construction of new facilities. The purpose of this memo is to update the Council on these efforts, and to provide a look ahead to stormwater-related activities in 2015 and beyond.

Mayor and Council Action Requested:
No action is required at this time. However, because the State has established milestone dates for the reduction of pollutants in stormwater runoff, the Council should keep these issues in mind during the preparation and review of the FY 15/16 budget. Staff will continue to report on these efforts, and will provide updates to the Council as necessary.

Discussion:
Some of the key components of the City's stormwater program are presented below:

NPDES Phase II Permit: the City and Washington County are classified as "Phase II" communities in the National Pollutant Discharge Elimination System, and stormwater discharges are regulated under a Phase II General Permit. The City has been waiting for several years for a new, revised General Permit to be issued. Our understanding is that the Maryland Department of the Environment (MDE) has sent a draft version of the permit to the Environmental Protection Agency (EPA) for review and comment, and that MDE hopes to release the draft permit to the Phase II communities in late December or early January. These permits are generally valid for a five (5) year period, after which time a new permit is issued.

Although we will not know the conditions and requirements of the permit until we receive it, staff feels that it is likely to include a requirement to manage/treat stormwater runoff from at least 20% of the City's impervious area that is currently unmanaged. Staff estimates that this amounts to approximately 350 acres of impervious area; based upon preliminary estimates for the construction of retrofit stormwater facilities to treat this unmanaged runoff, staff anticipates the 5-year cost to meet this requirement will be at least $10 million. The new permit may include other requirements that will raise the compliance cost. Staff will update the Council on the specific requirements once we receive the draft permit.

Parks and Recreation Division
351 North Cleveland Avenue • Hagerstown, MD 21740
Ph: 301.739.8577 Ext. 169 • Fax: 301.790.0171

Engineering Division
1 East Franklin Street • Hagerstown, MD 21740-4817
Ph: 301.739.8577 Ext. 125 • Fax: 301.733.2214

Watershed Implementation Plan (WIP): EPA developed a computer model of the Chesapeake Bay to predict the impact of pollutants (mainly nitrogen, phosphorus, and sediment) on water quality. Using this model, MDE developed specific pollutant reduction goals for each county; the City, in conjunction with Washington County, developed a plan to attempt to meet these goals (60% reduction by 2017, and 100% reduction by 2025). Strategies that the City identified included the continuation of our street sweeping program, continuation and expansion of our street tree planting/reforestation program, construction of stormwater management retrofit facilities, and the implementation of an Urban Nutrient Management program to reduce the amount of fertilizer used on lawns and turf areas. The estimated cost for the City to meet the 2025 reduction goals is $210 million. The plan submitted to MDE by Washington County made it clear that we would pursue these efforts to the greatest extent possible given our budget constraints.

Another element of MDE's WIP strategy is known as "Accounting for Growth" (AfG). Under AfG, new site development projects would be forced to reduce pollutants even beyond the requirements of the current stormwater management regulations. A cost would be established to offset each pound of nitrogen that needed to be removed from a site's runoff; developers could pay this additional fee, or they could trade/buy credits from land owners that would preserve undeveloped land elsewhere in the state. Our understanding is that considerable objections have been raised to AfG, and that MDE is still reviewing the strategy in an attempt to create a viable program. It is likely that AfG will be a topic of discussion during the upcoming General Assembly session.

Grant Programs: in accordance with the direction from the Council, the City has solicited grant funding from various agencies and programs to meet the NPDES and WIP goals. Over the past year, the City was able to secure a $500,000 grant from the Chesapeake and Atlantic Coastal Bays Trust Fund to design and construct two stormwater management retrofit facilities; the design of these facilities is approximately 80% complete, and staff plans to solicit bids to construct the facilities in early 2015. The City also secured a grant in the amount of $170,000 from the Chesapeake Bay Trust's "Green Streets-Green Towns-Green Jobs" program; this funding, coupled with a $90,000 match from City funds, will be used to implement "green streets" elements on Memorial Boulevard near Park Circle, and to continue the City's street tree planting program. The design of the Memorial Boulevard project is approximately 50% complete, and staff anticipates soliciting bids in early 2015. Also, the Washington County Conservation District, in partnership with the City, is in the process of securing a $208,000 grant from the Maryland Nonpoint Source Program for the Kiwanis Park Stream Stabilization Project; this project will create a canoe/kayak launch in Antietam Creek near the Light Business Park.

Staff will continue to pursue grant funding opportunities through the coming year. Projects being considered for grant applications include a stream restoration project on Hamilton Run near the American Legion property on Northern Avenue, and additional stormwater management retrofit projects at various locations around the City. Staff will request authorization from the Council before submitting any grant applications that require City matches for these projects.

cc: Rodney Tissue

REQUIRED MOTION

MAYOR AND CITY COUNCIL
HAGERSTOWN, MARYLAND

Topic:
2015 and 2016 Pavement Preservation and Highway User Revenue Funding

Mayor and City Council Action Required:

Discussion:

Financial Impact:

Recommendation:

Motion:

Action Dates:

ATTACHMENTS:

	File Name	Description
🗋	Pavement_Preservation.pdf	Pavement Preservation and Highway User Revenue Funding

CITY OF HAGERSTOWN, MARYLAND

Department of Parks and Engineering

November 25, 2014

TO: Bruce Zimmerman, City Administrator

FROM: Rodney Tissue, City Engineer Ron

RE: 2015 & 2016 Pavement Preservation Program

===

1. Background

In November 2013, the Council endorsed a draft 2015 street list for pavement preservation, and now the City must finalize the 2015 street list and begin to establish a list of streets for pavement preservation in 2016. This would allow utilities to budget for and install main replacements as necessary. In addition, property owners who receive curb and sidewalk notices will have approximately 12 months to complete the required work prior to the 2016 pavement preservation work (see section 5 below).

2. Mayor & Council Action Requested

Staff requests that the Mayor & Council on December 16th approve the list of streets proposed for pavement preservation in 2015 and tentatively approve the list of streets for pavement preservation in 2016.

3. Pavement Preservation Program

Last year, we completed a "pavement condition" survey and the attached PowerPoint will be presented at the work session to summarize the results of the survey and remind everyone of how we use the data to determine future pavement preservation work. In both 2015 and 2016, we plan to mill/overlay, slurry seal, crackfill, and complete random patching based on the results of the pavement conditions survey.

A big factor in selecting streets is the condition of underground utilities and if the respective utility will upgrade prior to paving. We coordinate with the City utilities and Columbia Gas to assure us that their systems are in good condition in the proposed streets. We are meeting with Columbia Gas on December 9th to discuss these lists.

Staff plans to budget for a new condition survey in the second half of 2015. This new data is important to allow us to make the best decisions possible about how pavement preservation dollars are spent.

4. Budget

Based on the attached, we will endeavor to budget $1,000,000 annually for pavement preservation including all paving, milling, slurry seal, patching, crack filling, and pavement markings. A preliminary budget for FY15 would be as follows:

- $188,000 in fund balance (CIP 025 and 324)
- $336,890 FY16 Highway User Revenue (see attached letter)
- $524,891 in General Funds or hopeful restoration of Highway User Revenue

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If those funds are not available, we would have to postpone streets to stay within our budget.

5. <u>Curb & Sidewalk Notices</u>

Staff sends about 75 to 100 "Curb & Sidewalk" notices each year. We endeavor to work with property owners given the current economic climate. Unless directed by Mayor & Council to do otherwise, staff will follow the previously established City Code and Council-approved policies to issue Notices to the "2016" streets after the first of the year.

6. <u>Alley Condition Survey</u>

We will receive the results of a comprehensive alley condition survey in the next few weeks. Our CIP request for FY16 will reflect the results of this survey.

Staff will be available on Tuesday to discuss our Pavement Preservation Program.

Attachment:
* 2015 Pavement Preservation list for approval
* Proposed 2016 Pavement Preservation list for review
* PowerPoint slides
* HUR Funding (State letter and spreadsheet)

c: Jim Bender
Eric Deike
Dale Poffenberger
Dan Poffenberger
Tim Young
Mike Spiker

City of Hagerstown
Pavement Preservation Program
Summer 2015

FINAL – Mill and Overlay Streets

Year Last Resurfaced	Street	Location	Area
1990	Glenwood Avenue	Sunnyside Drive to Dead End at RR	6,610 sy
1994	South Burhans Boulevard	Bridge WHO21 to Sherman Avenue	7,300 sy
1994	Mulberry Avenue	Pangborn Boulevard to Irvin Avenue	2,120 sy
1994	East Irvin Ave	Mulberry Ave to Mealey Parkway	4,560 sy
1991	Mealey Parkway	Irvin Ave. to & including Magnolia Circle	4,870 sy
1963	Wise Street	Franklin Street south to alley	620 sy
1992	West Hillcrest Avenue	Oak Hill Avenue to The Terrace	1,630 sy
1993	Highland/City Park Drive	Park Plaza Apts to Virginia Avenue	6,675sy
1980	South Mulberry Street	Washington Street to Baltimore Street	3,660 sy
1990	Hamilton Boulevard	West Irvin Avenue to Potomac Ave.	7,820 sy
		TOTAL	**45,865 SY**

FINAL – Slurry Seal Streets

Street	Location	
Eastern Boulevard North	Potomac Avenue to City Limits	8,960 sy
Ridge Avenue	Burhans Blvd to Wesel Blvd	5,890 sy
Claire Street	Burhans Boulevard to End	2,990 sy
Center Street	Ridge Avenue to Brewer Ave.	2,420 sy
Brewer Avenue	Center Street to Claire	1,940 sy
Mill Street	Cannon Avenue to Frederick Street	4,840 sy
Jonathan Street	Washington Street to south of Church Street	1,770 sy
	TOTAL	**28,810 SY**

Note: Other streets that will receive crack filling treatment and isolated patching.

Last revised 11/26/14

City of Hagerstown
Pavement Preservation Program
Summer 2016

DRAFT – Mill and Overlay Streets

Year Last Resurfaced	Street	Location	Area
1990	Summit Avenue	Memorial Blvd to Washington Street	8,615 sy
1993	West Lee Street	Summit Avenue to Locust Street	4,415 sy
1968	Rhode Island Avenue	Salem Avenue to Marshall Street	3,811 sy
1990	East Avenue	Cannon Avenue to Potomac Street	4,650 sy
1987	Radcliffe Avenue	Cannon Avenue to Tracy's Lane	3,426 sy
1989	Frederick Street	Baltimore Street to Memorial Boulevard	9,500 sy
1981	West Washington Street	Elgin Boulevard to Washington Square	4,920 sy
		TOTAL	**39,337 SY**

DRAFT – Slurry Seal Streets

Street	Location
West Irvin Avenue	The Terrace to Woodland Way
Bartow Drive	
Others TBD by 2015 condition survey	

Note: Other streets that will receive crack filling treatment and isolated patching.

Last revised 11/26/14

Pavement Management Program

Department of Parks and Engineering
December 2, 2014

In the old days....

- Prior to 1995, selected streets were paved with asphalt, maybe a dozen a year, based on the "worst-first" approach.
- Around 1995 we began to mill prior to repaving.
- In 2000, the cost of a ton of 'installed' asphalt was about $30. The City spent about $225,000 annually while our HUR revenue far exceeded that.
- Today that cost is about $75 per ton, a we are budgeting around $700,000 annually and our HUR revenue is trending around $330,000+/-

Research is now showing that the “worst first” approach is misplaced, actually causing the overall street system condition to worsen.

Rehabilitating a road that has fallen into disrepair costs substantially more than keeping the road in good condition in the first place. The cost of keeping a mile of road in good condition is less than half over time of letting a road deteriorate and then making major repairs.

What is “Pavement Preservation”

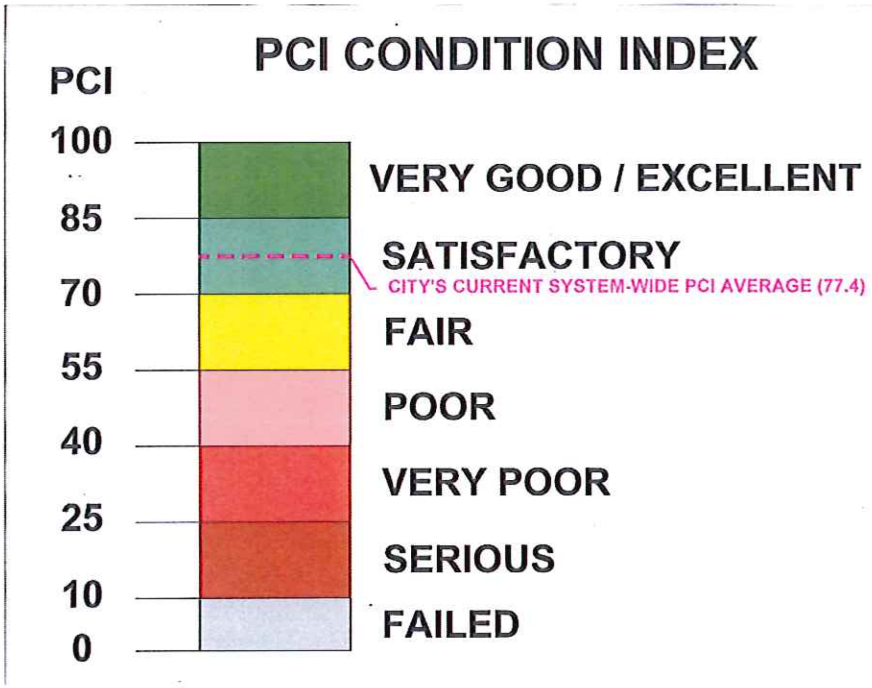
- There are never enough resources to rebuild roadways and bridges. With constrained resources causing roadways to deteriorate to the point of no return, we need to get serious about preserving and maintaining this fundamental investment.
- Pavement preservation fills that gap.
- The essence of pavement preservation is the application of the ***right treatment, to the right pavement, at the right time***.

Preservation is Proactive

- **Preservation is proactive, not reactive.**
- We're not talking pothole filling, but pothole prevention.
- As roads worsen, reconstruction becomes the only option, but the cost is unaffordable.

Pavement Condition Index (PCI)

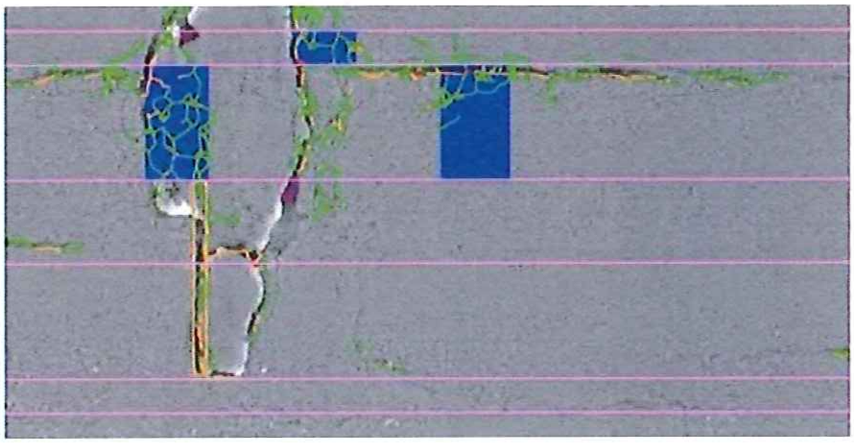
- Numerical index between 0 and 100 which is used to indicate the general condition of a pavement.
- Developed by the *United States Army Corps of Engineers,* the method is based on a survey of the number and types of distresses in a pavement. The result of the analysis is a numerical value between 0 and 100, with 100 representing the best possible condition (new pavement) and 0 representing the worst possible condition.



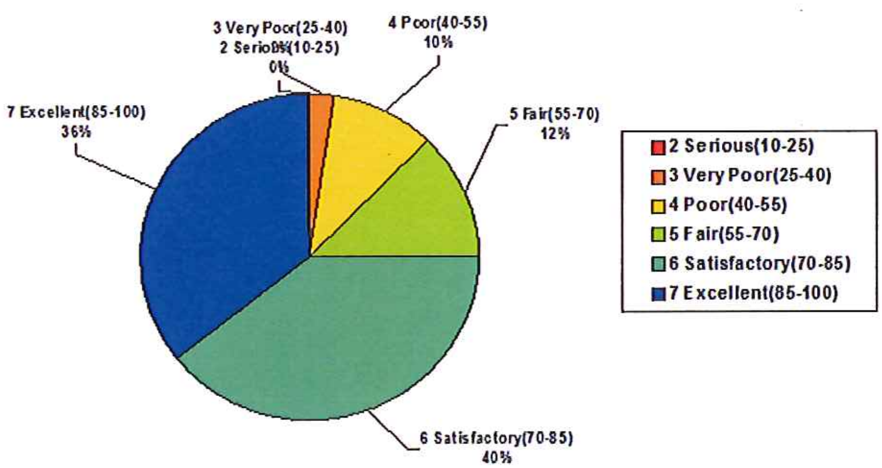
Pavement Condition Survey

- Contract awarded to *Enterprise Information Solutions, Inc* in October 2012
- Survey conducted in December 2012

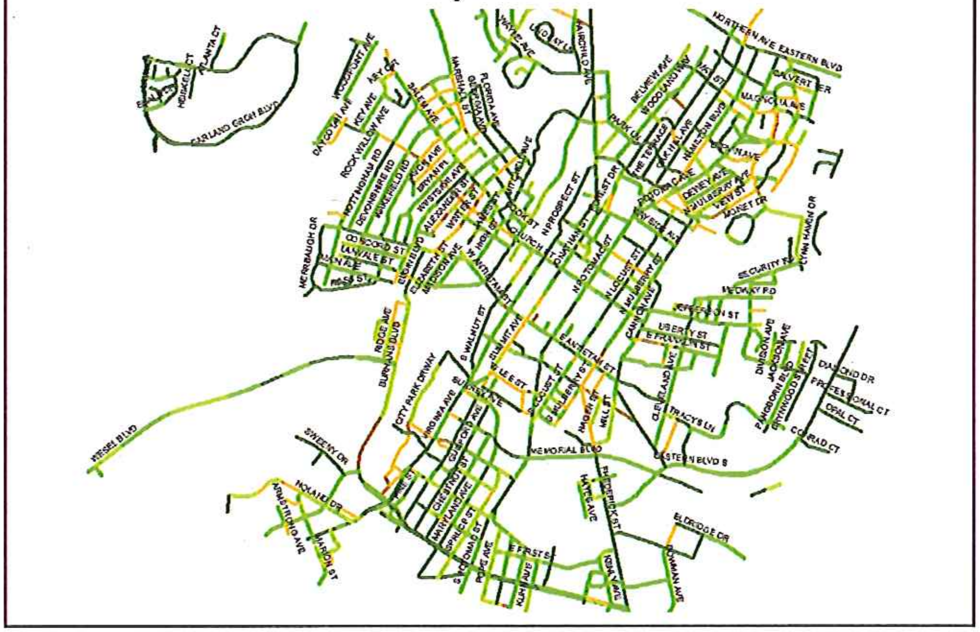
Sample image of 3D pavement scan



PCI Distribution



PCI By Streets



Segmented Street-by-Street PCI ratings

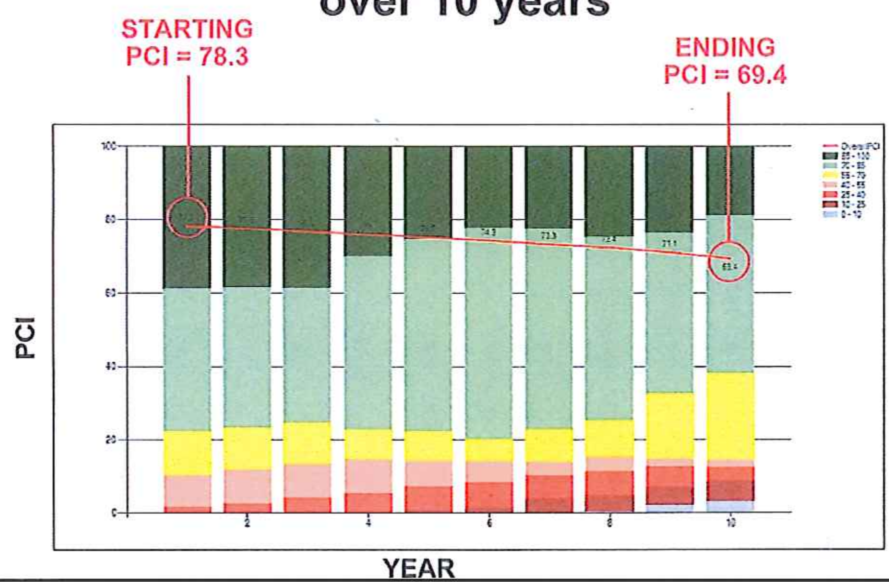
PCI Index

- 12/2012 Survey: Hagerstown City-wide PCI= 75.9
- Hagerstown PCI with recent work (neglects deterioration since 12/12 survey)= **77.4**
- Comparisons (per consultant):

Jurisdiction	Overall PCI Ratings	Centerline Miles
City of Hagerstown, MD	75.9	126
Blacksburg, VA	64.9	129
Malden, MA	52.9	134
Salem, VA	75.4	178
Vineland, NJ	69.5	249
Redland, CA	53.4	349
City of Suffolk, VA	79.2	891
Montgomery County, MD	71.2	1900
Takoma Park, MD	76.8	77

Over 70 is considered "good"...the question is can we keep them in good shape?

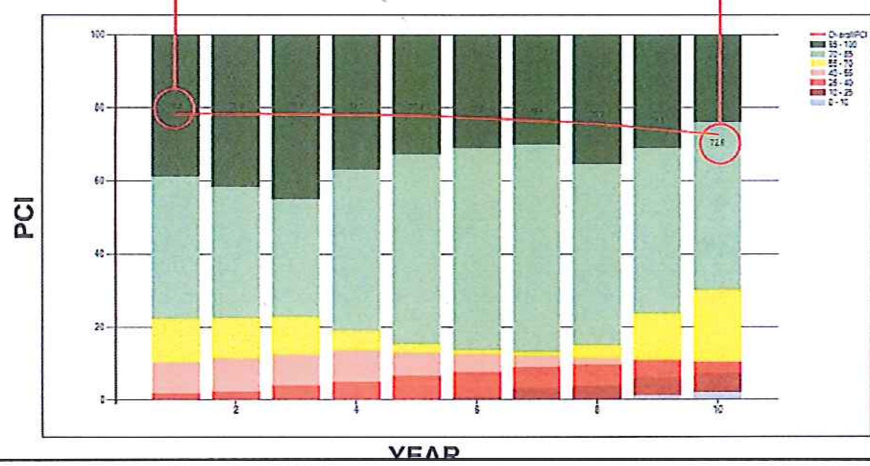
What if... Pavement Preservation, $525,000 budget over 10 years



What if...
Pavement Preservation, $700,000 budget over 10 years

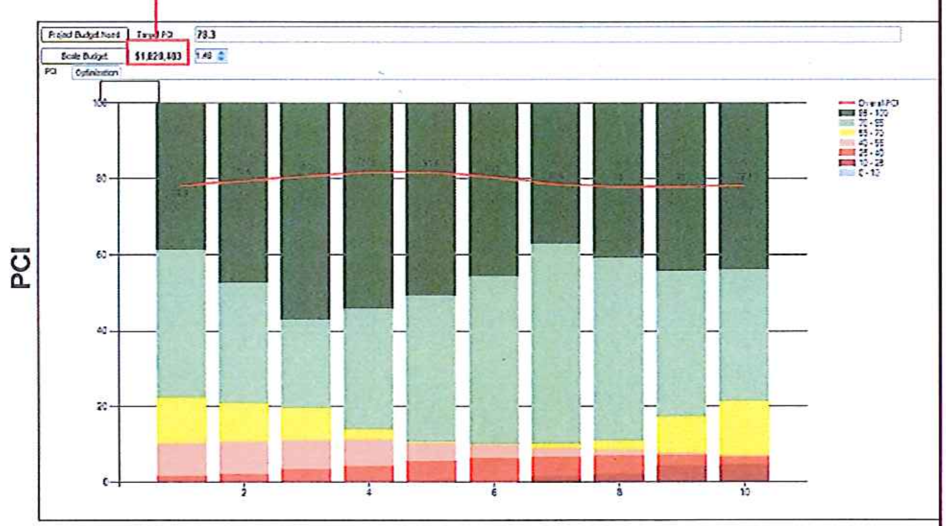
STARTING
PCI = 78.3

ENDING
PCI = 72.6



What Pavement Preservation budget is needed to maintain PCI = 78.3 over 10 years?

$1,020,000 (1.9 times the 2014 HUR)



City of Hagerstown
State Shared Taxes: State Highway User Revenue Detail
November 20, 2014

	Total	One-Time Allotments
FY09 Actual	1,899,839.05	
FY10 Actual	217,621.80	
FY11 Actual	161,387.12	
FY12 Actual	469,325.59	
FY13 Actual	301,934.70	
FY14 Actual - includes one-time allotment	1,039,879.51	722,881.83
Estimated FY15 based on 12/30/13 memo & email 1/23/14		
FY15 Annual allotment (per 12/30 memo)	1,079,911.99	748,955.36
Projected FY16 based on 9/23/14 memo		
FY16 Annual allotment	336,890.63	

Martin O'Malley, *Governor*
Anthony G. Brown, *Lt. Governor*

SHA State Highway Administration
MARYLAND DEPARTMENT OF TRANSPORTATION

James T. Smith, Jr., *Secretary*
Melinda B. Peters, *Administrator*

September 18, 2014

RECEIVED
SEP 23 2014

Mr. Bruce J. Zimmerman
City Administrator
City of Hagerstown
1 East Franklin Street
4th Floor
Hagerstown, MD 21740

RE: Highway User Revenue Revised Estimates - Fiscal Years 2015 and 2016

Dear Mr. Zimmerman:

The Maryland Department of Transportation has revised the estimated Highway User Revenues (HUR) for Fiscal Year 2015 and Fiscal Year 2016. This revision was based on an updated revenue forecast.

The revised HUR estimates for City of Hagerstown for Fiscal Years 2015 and 2016 are $328,602.45 and $336,890.63, respectively. Please note that these estimates are based on the most recent registration and mileage data on file. If a change to this data is anticipated for Fiscal Year 2016, you may want to adjust your internal HUR estimate accordingly.

If you have any questions or require further assistance, please feel free to contact Norly Belforti at (410) 545-5535 or me at (410) 545-5510.

Sincerely,

for/ Mr. Norly Belforti

Okey I. Odinammadu, Chief
Accounting Operations Division
Office of Finance

Cc: Mike Mikolajczyk, MDOT
Bill Bertrand, SHA
Norly Belforti, SHA

REQUIRED MOTION

MAYOR AND CITY COUNCIL
HAGERSTOWN, MARYLAND

Topic:
Mayor and Council Updated Goals and Priorities for 2015 and 2016

Mayor and City Council Action Required:

Discussion:

Financial Impact:

Recommendation:

Motion:

Action Dates:

ATTACHMENTS:

	File Name	Description
	Goals_and_Priorities.pdf	Mayor and Council Goals Priorities for 2015 and 2016

CITY OF HAGERSTOWN, MARYLAND
Technology & Support Services – Scott Nicewarner, Director
1 E. Franklin St., Hagerstown, MD 301-766-4071

November 25, 2014

TO: Bruce Zimmerman, City Administrator

FROM: Scott Nicewarner, Director of Technology & Support Services SN
Erin Wolfe, Communications Manager ECW

RE: Mayor & Council Updated Goals & Priorities for 2015 through 2016

Staff, in consultation with the Mayor, have updated and revised the 2015-2016 Goals and Priorities document presented to City Council on November 18 to reflect the discussion and input of the elected body.

This updated document will be presented on Tuesday, December 2 for discussion and modification, if necessary, with the ultimate outcome being a document that can be shared with the community on December 11th at 7:00 PM at the Washington County Free Library Community Room. We would anticipate adoption of the Goals and Priorities for 2015-2016 on December 16.

Thank you.

CITY OF HAGERSTOWN
MAYOR & COUNCIL GOALS & PRIORITIES
2015 THROUGH 2016

VISION: A diverse, business-friendly, and sustainable community with clean, safe and strong neighborhoods.
MISSION: Providing the most efficient and highest quality services as the municipal location of choice for all customers.

CORE VALUES:

Health, safety and welfare

Positive character and transparency

Turning liabilities into assets

Creative, progressive action

Neighborhoods, children and families

Excellence and continuous improvement

Diversity and inclusivity

Partnerships and stakeholder feedback

Sustainable growth

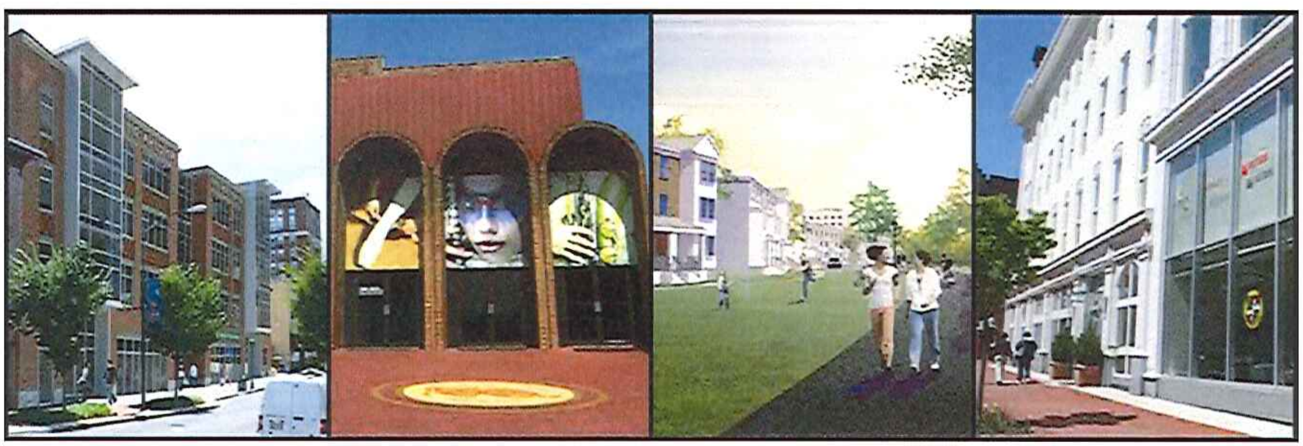
CITY OF HAGERSTOWN - MAYOR & COUNCIL GOALS & PRIORITIES - 2015 THROUGH 2016

VISION: A diverse, business-friendly, and sustainable community with clean, safe and strong neighborhoods.
MISSION: Providing the most efficient and highest quality services as the municipal location of choice for all customers.

ECONOMIC DEVELOPMENT

The City of Hagerstown has a diverse, business-friendly economy that supports the community's needs.

- Build a public-private partnership to provide **high-speed broadband** in excess of 1Gb to attract high-tech business to the City.
- Implement the **Main Street Maryland Program** to enhance collaboration among diverse partners who support the downtown.
- Implement the **Community's City Center Plan** to promote economic development and strong neighborhoods in our core.
  - **Catalyst Project #1** - Select a developer to construct new Class-A offices on the Central Parking Lot.
  - **Catalyst Project #2** - Work with public and private partners to support the expansion of Maryland Theatre programming and facilities.
  - **Catalyst Project #3** - Work in support of USMH to expand academic program offerings and facilities, including student housing.
  - **Catalyst Project #5** - Construct a multi-use trail linking the Arts & Entertainment District with City Park and the WCMFA.
  - **Catalyst Project #7** - Expand operations of the City Farmers' Market to include additional hours and a greater variety of vendors.
- Implement the **business resource and creative work space area** to support small business start-ups and collaboration among entrepreneurs.
- Identify assets of the **Meritus properties** to cooperatively market for re-use and development in partnership with Meritus.
- Participate with the County and the private sector on the extension of **Professional Court across Antietam Creek** and the annexation/development of Mt. Aetna farms.
- Collaborate with Washington County Government and the private sector to re-develop the former **Massey property** in support of the library and the neighborhood.
- Partner with Washington County and the Board of Education on the proposed **Education Hub** to expand academic opportunities in City Center.



CITY OF HAGERSTOWN - MAYOR & COUNCIL GOALS & PRIORITIES - 2015 THROUGH 2016

VISION: A diverse, business-friendly, and sustainable community with clean, safe and strong neighborhoods.
MISSION: Providing the most efficient and highest quality services as the municipal location of choice for all customers.

PUBLIC FACILITIES AND INFRASTRUCTURE

The City of Hagerstown establishes and maintains quality services and infrastructure that support residents and business in a cost-effective manner.

- Create a plan for the revitalization and re-use of the **MELP property** to support the city's East end.
- Explore use options for **Municipal Stadium** to enhance the social and economic vitality of Hagerstown's East end.
- Further strengthen Fairgrounds Park with diverse recreation opportunities through use of the **Grandstand area**.
- Improve and **increase access to waterways** for recreational opportunities and economic development, to include Antietam Creek, Hamilton Run, Marsh Run, and Town Run.
- Enhance the benefit of the **Greens at Hamilton Run** golf course to the community and improve its long-term financial feasibility.
- Ensure future use of the **Winter Street Elementary School** supports Hagerstown's West end neighborhood.
- Develop a plan for the future need and use of the City's **Edgemont water facilities**, including the reservoir, watershed property, and the Breichner water treatment facility.
- Incorporate new technologies that provide and promote a more **customer-oriented parking experience**.
- Expand **"pocket park"** development in several areas, including Kiwanis Park, to provide neighborhood and recreational facilities.

CITY OF HAGERSTOWN - MAYOR & COUNCIL GOALS & PRIORITIES - 2015 THROUGH 2016

VISION: A diverse, business-friendly, and sustainable community with clean, safe and strong neighborhoods.
MISSION: Providing the most efficient and highest quality services as the municipal location of choice for all customers.

CITIZEN-BASED GOVERNMENT

The City of Hagerstown believes in an ethical and financially responsible government, while supporting an engaged citizenry to make the community more than the sum of its parts.

- **Integrate technology** throughout City operations to enhance the customer experience and increase citizen access to City services and information.
- Evaluate the **future structure and delivery of City services** within the availability of our community's financial resources and in response to the needs of Hagerstown's residents.
- Promote awareness and **understanding of the City's finances** through accessible and easy-to-use data presentations.
- Grow the **Hagerstown Strong Program** - a volunteer outreach group pairing volunteers with government staff.
- Grow a foundation of **active and engaged residents** to serve on various City boards and commissions.
- Promote community engagement initiatives under the **"engageHagerstown"** brand to increase participation and actionable outcomes.
- Grow resident awareness of **x311** and explore a resident notification system to more effectively share information.
- Improve access to **City website** information for mobile device users.

CITY OF HAGERSTOWN - MAYOR & COUNCIL GOALS & PRIORITIES - 2015 THROUGH 2016

VISION: A diverse, business-friendly, and sustainable community with clean, safe and strong neighborhoods.
MISSION: Providing the most efficient and highest quality services as the municipal location of choice for all customers.

NEIGHBORHOODS

The citizens of Hagerstown experience a high quality of life in their neighborhood.

- Secure State funding and hire a consultant to develop a **housing and neighborhood plan** based on Mayor & Council's goals to strengthen Hagerstown as a residential community by addressing key issues such as concentration of poverty, non-profit/subsidized housing, concentration of social services providers and quality of housing stock in the older neighborhoods.
- Adopt a **"Complete Streets" policy** to incorporate multi-modal transportation in Hagerstown's future street re-construction.
- Incorporate pillars of the **Character Counts!** program through visible branding in the downtown and parks.
- Foster **adopt-a-block programs** throughout the City modeled after the adoption of E. Franklin St. and streetscape improvements.
- Promote neighborhood-based services and citizen engagement by **defining neighborhood boundaries and identities** and also by expanding Neighborhoods 1st programming.
- Improve conditions in neighborhoods by working with owners, tenants and investors utilizing the **Rental Facilities and Vacant Structures programs**.
- Expand efforts in **Problem-Solving Policing** through neighborhood patrol walks and direct engagement of citizens.
- Enact a **progressive Land Management Code** and related ordinance amendments to strengthen City neighborhoods.

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ACTIVE / HEALTHY LIVING

The City of Hagerstown supports a rich, social and culturally vibrant community.

- Establish **multi-use walking trails** in the Marsh Run area of the City (Antietam Creek to City Park).
- Develop a program to **add public art** throughout City neighborhoods, parks and public gathering places on an annual basis.
- Support **increased programming for multi-cultural events**, festivals and performances.
- Foster an **age-friendly community** to make city living attractive to people of all ages.
- Enhance **visitor attractions at Potterfield Pool**, including a "sprayground" area.
- Develop and **expand programs through the Parks & Recreation Division** to increase active, healthy living of citizens.
- Establish goals and initiatives supportive of the **HEAL Cities & Towns campaign** to promote healthy eating and active lifestyles.
- Establish a **community garden** for citizens to grow and cultivate foods and produce.
- Enhance the City's standing as a **"Bicycle Friendly Community"** through additions of bike lanes, bike racks and rider-friendly routes.
- Establish a **"Wireless Parks" initiative** to provide free Internet services in the major City parks.
- Provide **interactive opportunities for visitors** to trails / parks to increase their knowledge of City History.
- Pursue certification through the **Sustainable Maryland Certified Program** to incorporate eco-friendly practices at a cost savings while enhancing quality of life amenities.

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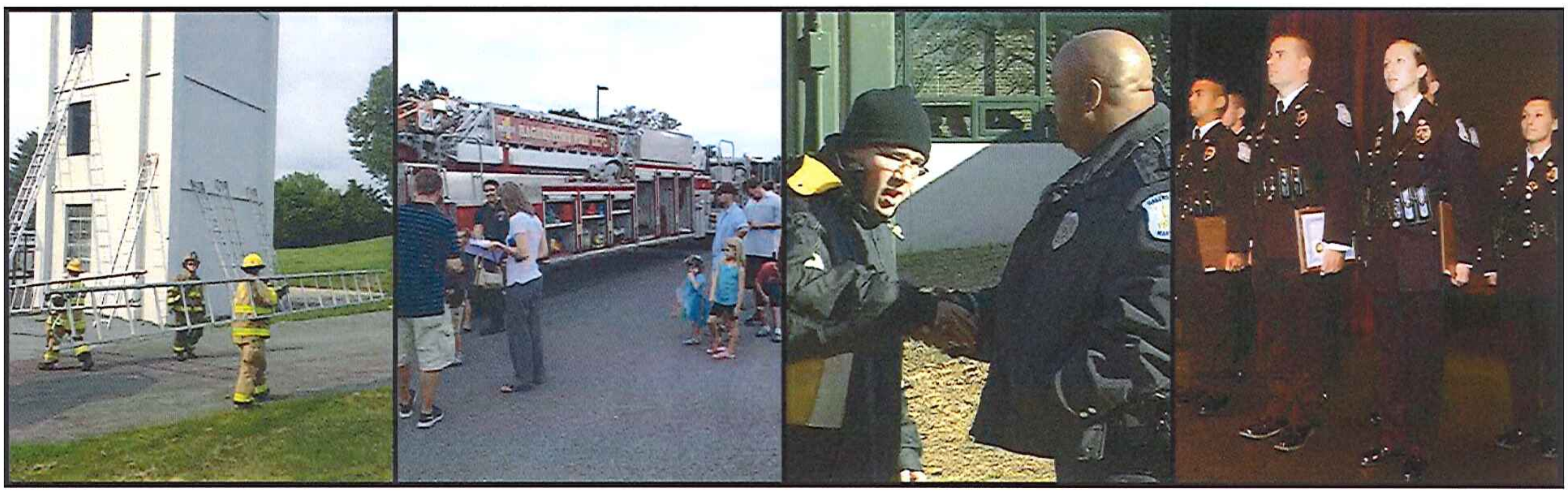
PUBLIC SAFETY

The City of Hagerstown ensures that all who live, work, and play in the City of Hagerstown are safe.

- Improve the **model of data/community driven public safety** enforcement through incorporation of National Safety Standards.
- Work with State delegation and community stakeholders to develop legislation and programs to **address gangs, violence, drug activity and juvenile crimes.**
- Purchase a **replacement ladder truck** for Pioneer Hook & Ladder.
- Partner with Washington County Volunteer Fire & Rescue's Recruitment & Training Coordinator to **strengthen the volunteer program** within HFD.
- Implement the **HFD Strategic Plan** to guide the future operations of the department.
- Strengthen an **Emergency Preparedness Program** to further coordinate emergency response between City departments.
- Integrate **GPS and calls for police service**, including enhanced field reporting and crime camera monitoring.
- Address **violent crime and gang activity** utilizing the latest in Predictive Policing technology.
- Enhance the **management of juvenile offenders** through the use of a Juvenile Officer Coordinator.



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INNOVATIVE / PROGRESSIVE GOVERNMENT

The City of Hagerstown is committed to employee development, excellence in services, and adapting to meet the needs of the community and the organization.

- Use **data to guide decision-making** and program development throughout City operations.
- Adopt **continuous improvement strategies** throughout all City operations.
- Complete implementation of an **Electronic Time and Attendance Reporting** to enhance the tracking of employee time and leave.
- Incorporate a **Self-Funded Worker's Compensation Program** to reduce costs and enhance occupational health.
- Explore **alternate employee and retiree health plan options** to ensure the future sustainability of benefit offerings.