

Mayor and Council Goal Setting Work Session July 25, 2017 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."*

"Setting goals is the first step in turning the invisible into the visible."

Tony Robbins

10:00 AM WORK SESSION

1. Opening Remarks - Mayor Robert E. Bruchey, II
2. High Level Overview of Documents - Valarie Means, City Administrator
 - Goal Setting/Strategic Plan memo
 - Mayor and Council Goals and Priorities - December 16, 2014
 - June 8, 2017 Action Report: Update on Implementation of the Community's City Center Plan
 - Mid-Year Update to the City Department Goals for 2017
3. Review of Current Vision and Mission Statements - *Group Discussion*
4. Individual Mayor and City Councilmember Goals - *Individual and Group Discussion*
5. *Break*

**12:00
PM**

**12:30
PM**

6. Developing Common Goals - Facilitated by Mayor Bruchey
7. Determination of Vision and Mission Statements - *Group Discussion*
8. Direction to Senior Leadership - Next Steps - *Mayor and City Council*
9. Set Next Meeting Date, Time, and Location

CITY ADMINISTRATOR'S COMMENTS

MAYOR AND COUNCIL COMMENTS

ADJOURN

**REQUIRED MOTION
MAYOR AND CITY COUNCIL
HAGERSTOWN, MARYLAND**

Topic:

Opening Remarks - Mayor Robert E. Bruchey, II

Mayor and City Council Action Required:

Discussion:

Financial Impact:

Recommendation:

Motion:

Action Dates:

**REQUIRED MOTION
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HAGERSTOWN, MARYLAND**

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High Level Overview of Documents - Valarie Means, City Administrator
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Mid-Year Update to the City Department Goals for 2017

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ATTACHMENTS:

File Name

Description

Goal_Setting_-_Strategic_Plan_Memo.pdf

Goal
Setting/Strategic
Plan Memo

Mayor_and_Council_Goals_and_Priorities_-_12-16-14.pdf

Mayor and
Council Goals
and Priorities

June_8__2017_Update_on_Implementation_of_the_Community_s_City_Center_Plan.pdf

June 8, 2017
Action Report

MID_YEAR_UPDATE_of_2017_Department_Goals_7_20_17.pdf

Mid-Year
Update - City
Departments



CITY OF HAGERSTOWN, MARYLAND

Valerie A. Means

City Administrator

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July 17, 2017

To: Mayor and City Council

From: Valerie A. Means, City Administrator

Subject: **Goal Setting/Strategic Plan**

The July 25, 2017 early work session agenda includes the first retreat to begin formal discussion for the Mayor and Council to establish your strategic plan and goals for the near future and eventually for the term of this Administration.

You have served in this Administration since November 2016 and have worked through a very challenging budget round this past spring. This time for strategic planning is of upmost importance for the purposes of guiding future financial planning and budgeting, operating decisions and project/program priorities. The outcome will be most beneficial to staff if the Mayor and Council establish a clear, focused strategic plan that sets forth your priorities and goals in a manner that gives direction to staff concerning service levels and service priorities. To do this I recommend that the Mayor and Council consider your individual priorities in the larger perspective of the current and future service needs of the residential and business community of Hagerstown. You can do this by thinking in terms of your vision for Hagerstown's future as well as thinking about all the accomplishments and the status of current projects such as the items in the Community's City Center Plan and the current departmental goals and work plan. In doing so, you will be able to form a consensus for a plan to continue to move the City forward. The goals and priorities from the past administration can form a great starting point if you so chose to begin there. Core focus areas from this include public safety, innovative government, neighborhood vitality and housing, public facilities and infrastructure, economic development, and active, healthy living and quality of life for our residents.

You will face choices as you proceed with the planning process. These choices will affect residents, businesses, property owners, as well as City personnel. These groups will feel impacts whether through taxes and fees, reductions or increases in certain services areas, the condition of our facilities, infrastructure and streets, or the amount and quality of services provided. Our planning time will be best spent and most beneficial to all those affected by using it to evaluate the value and cost of our services and programs, how we utilize the resources we have and whether there are new ways to provide those services and programs.

Included with this memorandum are the above-mentioned goals and priorities from the past administration, the most recent update on the Community's City Center plan, and an updated listing of current projects and their status by department. Using this information together with



your vision and priorities, you will be in a great position to create and finalize a plan for your adoption. This will likely take several meetings, but this plan will form the basis for future short and long-term budget strategy as well. This will be extremely helpful when we are facing budget balancing for FY19 and beyond.

An adopted plan will provide all stakeholders a clear picture and consistent message of your vision, priorities and work plan to make Hagerstown the best it can be. You will empower the senior leadership team and their staff, the boards, and commissions to operate effectively and efficiently if all understand the direction you wish to lead the organization.

Thank you for your time and consideration in moving towards completion of the goals and priorities of the 2016-2020 City of Hagerstown Administration.

MAYOR & COUNCIL GOALS AND PRIORITIES 2015-2016

APPROVED DECEMBER 16, 2014

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 active Neighborhoods, Children and Families; Excellence and Continuous Improvement; Diversity and Inclusivity; Partnerships; Stakeholder feedback; and Sustainable growth

➤ **ECONOMIC DEVELOPMENT**

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

➤ **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.

➤ **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.

➤ **NEIGHBORHOODS**

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

➤ **ACTIVE / HEALTHY LIVING**

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

➤ **PUBLIC SAFETY**

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

➤ **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.



CITY OF HAGERSTOWN, MARYLAND

Department of Community & Economic Development

MEMORANDUM

TO: Valerie Means, City Administrator

FROM: Jill Frick, Director of Community and Economic Development
Kathleen A. Maher, Director of Planning and Code Administration

DATE: June 8, 2017

SUBJECT: Action Report: Update on Implementation of the Community's City Center Plan

At the June 13, 2017 Mayor and City Council Work Session, staff will provide an update on the progress of implementing the Community's City Center Plan.

Two major partnership efforts support multiple catalyst projects:

- **1 Gigabit Downtown** – The City and Antietam Cable are working in public-private partnership to create a 1 Gigabit Downtown which will support business retention, expansion and attraction. This initiative is supportive of several of the Catalyst Projects.
- **The Urban Improvement Project** – The City is working in partnership with Washington County, the Board of Education/Barbara Ingram School for the Arts, the Maryland Theatre, the University System of Maryland at Hagerstown (USMH), other community partners and private developers on the \$30-\$37 million Downtown Improvement Project. This initiative is supportive of several of the Catalyst Projects.

Work has been progressing on most of the 8 catalyst projects identified in the Community's City Center Plan, and staff will review with the Mayor and City Council the attached 2017 Half-Year Report of actions completed.

Action Reports are distributed to businesses and community stakeholders through email and are also available on the City's website at www.HagerstownMD.org/CityCenterPlan.

Background

The Community's City Center Plan was released in July of 2014. The plan is a 10-year roadmap for eight catalyst projects that will spur development in City Center. The Community's City Center Plan is the result of broad community input, with the consultants spending more than 130 hours collecting feedback from the community.

The plan includes detailed steps for making the project concepts a reality, bringing an anticipated \$125 million in new investment to downtown over 10 years. This is a public-private partnership, where 75% of the investment will come from the private sector, and the balance from all levels of public resources.

ATTACHMENT**Action Report – 2017 2nd Quarter Report**

c: DCED Team
PCAD Leadership Team
Erin Wolfe, Communications Manager
Department Managers
Dave Cotton, Maryland Department of Planning
Kevin Baynes, Maryland Department of Housing & Community Development

Community's City Center Plan

2017 – Half Year Report

ACTIONS COMPLETED:

Two major partnership efforts support multiple catalyst projects:

1. **1 Gigabit Downtown** - created innovative public/private partnership with Antietam Cable to create a 1 Gigabit Downtown which will support business retention, expansion and attraction. This initiative is supportive of several of the Catalyst Projects.
 - Main Street Hagerstown is working on the development of the branding and marketing of the “GigaHubCity” with a logo and website: www.gigahubcity.com
 - Two (2) downtown public “Gigabit Hotspots” are available at Jerry’s Sports Bar and 28 South Restaurant.
 - A committee of City and County staff are working on joint marketing efforts of the 1 Gigabit service tied to investment promotion.
 - 1 Gigabit Service is being offered by both Antietam Cable and New Frontier Solutions
2. **The Urban Improvement Project** – The City is working in partnership with Washington County, the Board of Education/Barbara Ingram School for the Arts, the Maryland Theatre, the University System of Maryland at Hagerstown (USMH), other community partners and private developers on the \$30-\$37 million Downtown Improvement Project. The project includes the expansion and renovation of the Maryland Theatre (\$11M), expansion of an educational complex to support Washington County Public Schools and USMH (\$14M for BISFA expansion), and an outdoor plaza and bridge connection (\$3M). In December 2016, Maryland Governor Larry Hogan pledged \$7 million towards this project over 5 years. This initiative is supportive of several of the Catalyst Projects.

Catalyst Project #1 – Office Development and Recruitment:

GOALS: To position downtown to compete for new office development using portions of Central Parking Lot to build 154,000 sf across three buildings.

1. **Class A Office Development on Central Parking Lot** - The City and Bowman Development are in the exploratory phase on the Class A Office Building project.

Catalyst Project #2 – Maryland Theatre Expansion Project:

GOALS: Expand and improve the facility, and grow from 150 to 225 performance days per year, increasing the audience by 60,000 annually.

1. **Back of the House Upgrades** – Theatre was awarded \$175,000 in State Bond Bill funding and it was matched with local Hotel Tax Funding in March 2017. The final

phase of rigging work will occur in August 2017. This funding will also fund rehabilitation needed on the backstage grid as well as a laundry room in the dressing rooms and transforming the old boiler room to a maintenance and storage area. The new fire alarm system was completed in January and training took place for all staff and volunteers. (Maryland Theatre)

2. **Expansion of Facility** – Theatre Board contracted with Grimm & Parker Architects to design the expansion project. Theatre officials expect design to be complete by end of the summer. Initial estimates have come in at \$13 million (including \$1 million design, \$1 million FFE and construction contingency). Connectivity and shared space are being coordinated with the WCPS officials. (Maryland Theatre)
3. **Support for Expansion of Facility** – the Washington County Board of Commissioners and the Mayor and City Council of Hagerstown both approved providing \$500,000 by each entity towards the architectural services for the expansion of the theatre facility. \$5 million of the Governor’s Allocation for the Urban Improvement Project has been earmarked by the County Commissioners for the Maryland Theatre expansion project. The Theatre has hired a fund-raising consultant to help them raise the private funding for the project. CCS Fundraising has been contracted for six months of fundraising services. The research and planning phase is 8 weeks long and underway.

Catalyst Project #3 – USMH Expansion Support:

GOALS: Support USMH growth from 500 to 750 students through the addition of new program offerings, and capture student housing opportunities with three (3) upper-floor renovation projects. The three (3) upper-floor renovation projects are planned to be implemented separately, in sequence to each other and throughout the 10 year plan.

1. **USMH Programming Expansion** – USMH is continuing work on development of three new programs: Hospitality Management, Nurse Practitioners, and Physician’s Assistant. The B.S. in Hospitality Management and Tourism through UMES is scheduled to begin at USMH with the Fall 2017 semester. The former BB&T Building, 59 W. Washington Street, is to be renovated by the owner for lease by USMH for the hospitality management program on the first floor and wet labs on the second floor. The interior demolition is complete, USMH’s lease with the developer has been finalized, and agreements are being finalized with the Board of Education for joint use of the BB&T Building for the future Hospitality Management space. The intended new program offerings at USMH are outlined in the following chart:

Date	Program	Students per year over 2 years	Full Enrollment	Date	Anticipated Housing Demand
Fall 2017	BS in Hospitality Management and Tourism from UMEC	15-18	30	Fall 2017	6-7 units (12-14 students)
Fall 2018 - tentative	MS in Nurse Practitioner from FSU	20	40	Fall 2019	6-7 units (additional)
Fall 2019 - tentative	MS in Physician's Assistant from UMB and FSU	35	70	Spring 2021	6-7 units (additional)

2. **Student Housing** – The first student housing project at Patterson Hall was completed in 2015 and the apartments are fully leased with eight students. The City was awarded \$200,000 in Community Legacy grant funds in late 2016 to assist with development of a second Student Housing project in 2017/2018. City staff will work on the Request for Proposals for the developer partner for the second phase of the project for Mayor and City Council review in mid 2017.

Catalyst Project #4 – Hotel/Conference Center and Heritage Center/Commemorative Park:

GOALS: Construct 200-room “Upper Upscale” hotel (ie: Sheraton, Wyndham, Hilton). Programmed with adjacent 20,000 square-foot conference center. Establish Civil War Heritage Center and Commemorative Park.

1. Exploratory conversations to date.
2. Project is much more long-term in nature.

Catalyst Project #5 – Linking City Park/The Washington County Museum of Fine Arts and A&E District with Trail and New Housing:

GOALS: Construct multi-use trail linking City Park/WCMFA with the Arts & Entertainment District, and add 31 new townhomes along trail and rehab buildings to create 85 loft apartments (in 10 years).

Hagerstown Cultural Trail

Trail Construction

- Construction of Phase I of the trail began in April 2016 and was substantially complete by November. The project was completed within budget, allowing addition of irrigation in Herald Mail park and the Housing Authority park.
- Trash cans, a couple of benches, and dog mitt stations are ordered.
- Utilizing a grant from the Maryland Heritage Area Authority, entrance signs were installed in December and the wayfinding signs were installed this spring.
- Granite insets in the walkway were installed in early spring.
- This spring, the City will install interactive history displays, etc.
- The grand opening and ribbon cutting is scheduled for Saturday, June 17, 2017.

Art Installation

- The Mural of Unusual Size – the mural is complete except for some punch work items and clear coating which will occur in June.
- Shade structures – three artistic shade structures are being installed in the Herald Mail plaza and they will be complete by the grand opening.

- Large sculpture – the Artist Selection Committee selected Adam Curtis, a local artist, to build a large metal sculpture for installation in the oval at the Herald Mail plaza. This sculpture should be complete by the grand opening.
- “Faces of Hagerstown” photo murals – 400 pictures were submitted to the Arts Council by local photographers and 35 were selected by a jury and the Artist Selection Committee for 3 foot by 3 foot displays at the Herald Mail fence and the Chic’s wall on Lee Street. They will be installed by the grand opening.
- Water Feature – a water feature that looks like water bubbling out of a rock formation has been installed near the Housing Authority.
- Butterfly Garden – this has been installed near the Housing Authority and will be maintained by the Lions Club.
- Organic Sculpture – the Artist Selection Committee selected Allison Sigethy, another local artist, to design a sculpture for the Butterfly Garden area that looks like plants and flowers in metal. The sculpture will be complete by the grand opening.
- Decorative Fence – a laser cut metal fence is being installed along the Ellsworth property. This is a partnership with Ellsworth and they are paying about half the cost. The artistic fence was designed by Vicki Scuri. This will be completed by the end of the summer.
- POD – the small plaza for POD at City Park is being constructed. Aaron Peteranecz donated his design and created a very nice stone covered plaza that will have seating overlooking the lake. Trees and landscaping will be installed behind the plaza after POD is installed in July.

Catalyst Project #6 – Expanded Downtown Arts/Events Programming:

GOALS: Leverage resources to produce more frequent events and build upon atmosphere created by popular downtown events.

Events

- Wind Down Fridays – Five events have been scheduled for the remainder of the summer (June 9, July 14, August 11, September 29 and October 6).
- Second Saturday series – Second Saturdays in 2017 include January New Year, Frozen in February, March Saint Patrick’s Day, April Showers, May Mother’s Day, and June Sweep Up.
- St. Patrick’s Day Fun Run – Over 800 racers participated in this annual St. Patrick’s Day themed race in distances ranging from a one mile walk to a half marathon. This year the Community Free Clinic partnered with several downtown venues to host a community after party for runners.
- Downtown Summer Slide Festival – Scheduled for August 19th this event will now be sponsored by the Herald Mail.
- Event Guidelines – staff presented to Mayor and City Council a preliminary table of contents for a forthcoming event guidebook. This guidebook will serve as a resource to event organizers and create more event opportunities for Hagerstown.

Main Street Projects

- *Main Street Work Groups* – Currently more than 50 volunteers are supporting Main Street Hagerstown through five (5) Work Groups on projects and initiatives intended to attract and retain businesses, investors, and property owners.
 - The Organization Work Group has developed a web site to complement the City's and to help visitors, residents, and business owners quickly find information about the downtown, produced e-newsletters distributed to over 600 subscribers, developed volunteer and sponsorship forms, are fundraising to support Main Street projects, and held a volunteer recruitment and appreciation event.
 - The Design Work Group developed more window scrims for vacant storefronts, had a Main Street Logo sign created and installed on the side of 53-55 N. Potomac Street, and is working long-range on a set of design guidelines for continuity in the downtown such as storefront signage, sidewalk displays, and approved paint schemes to be developed into a guidebook for the Main Street area.
 - The Clean, Safe and Green Work Group worked on ways to beautify and clean up city blocks by organizing a spring planting day along East Franklin Street and planning a downtown clean-up for June. Additionally, Clean Safe and Green is looking at adding benches to the square, updating the lighting to LED lights on some cobra-head street lights, adding flowers to Public Square, and initiating an anti-litter and bi-annual beautification projects as part of a \$5,000 Keep Maryland Beautiful grant awarded in May 2017.
 - The Promotions Work Group re-established the Second Saturdays monthly event series. Promotions also developed a marketing strategy that will be used in promoting the work of Main Street and has been building a social media presence on Facebook, Twitter and Instagram.
 - The Business Relations Work Group sends members of the ambassadorial committee to welcome new businesses to the Main Street area, is working with City staff to implement grants awarded for code analysis and pop-up ready retail spaces in the Main Street area, and is also working with City staff to brand and promote the 1GB internet fiber opportunity in the downtown as a business recruitment marketing strategy.
- *Façade Grant Program* – The City was awarded a \$25,000 Community Legacy grant in late 2016 to replenish the Façade Grant Program for Commercial and Mixed-use Buildings in the Main Street area. The grant agreements with the State were finalized April 3, 2017. (City and the State)
- *Engine Room Art Space* – Open Thursday through Sunday with fresh exhibits opening regularly. Continues to grow and flourish with new and alternative exhibits. Gallery Coordinator is creating momentum through the use of exhibit space and creating opportunities for the community to interact with the art themselves. (City)

Catalyst Project #7 – Expanded Operations of the City Farmers' Market:

GOALS: Expand operations from 7 to 35 hours per week. Implement private management approach. Make necessary capital improvements. Re-brand. Recruit additional tenants.

1. **Partnerships** – The Farmers’ Market has entered into a two-year partnership with the Valley Co-op for usage of the backroom of the market. The Valley Co-op is a member based cooperative that specializes in providing the community access to over 35 local suppliers’ products including fresh produce, meats, and dairy products. (City)
2. **Private Management Approach** – Staff are continuing to work on drafting a modified Request for Proposals and reposting the RFP for private management of the Farmers’ Market with modification based on feedback. Modifying the RFP to receive proposals on a rolling basis until a viable private operator is identified is one possible option. (City)

Catalyst Project #8 – Expanded and Targeted Home-Ownership Support:

GOALS: Market home ownership incentives and support Neighborhood 1st programs. Establish annual rental licensing inspections, and continue excessive nuisance enforcement programs.

1. **Rental Registration Program** – annual exterior inspections to provide additional support to protect neighborhoods. In 2016, 9,102 units were registered in 3,468 properties. (City)
2. **Vacant Structures Program** – In 2016, there were 554 vacant properties in the program. Inspections of licensed vacant structures are ongoing to ensure protection of our neighborhoods and first responders from exterior blight and unsafe interior conditions. (City)
3. **Home-Ownership Program** – The City was awarded a \$150,000 Community Legacy grant in FY 2016 to assist with our acquisition/renovation efforts to create home-ownership opportunities. Acquisition opportunities with this funding are currently being pursued. Architectural work is underway for creation of two condo units for home-ownership at City-owned, CDBG-funded project at 261 S. Prospect Street. Initial demolition and rehabilitation activities are underway and full rehabilitation is expected to start in the summer of 2017. Renovations at City-owned 64 E. Franklin Street are now complete and the property is being marketed for sale for home-ownership. Assessment ongoing of other opportunities for this program in the three target neighborhoods. (City and State)
4. **City Center Residency Initiative** – The City was awarded a \$50,000 Community Legacy grant in late 2016 to replenish the Down Payment Assistance program. The City received the grant agreements from the State last month and the total of \$100,000 (\$50,000 City Economic Redevelopment match) for the Down Payment assistance is projected to be available in the fall of 2017. (City and State)

June 13, 2017



CITY OF HAGERSTOWN, MARYLAND

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July 20, 2017

To: Mayor & City Council

From: Valerie A. Means, City Administrator

SUBJECT: MID-YEAR UPDATE TO THE CITY DEPARTMENT GOALS FOR 2017

The following are City Department Goals for 2017. An update from each department has been provided for each item and appears in red.

CITY CLERK

Update of the City's Record Retention Schedule. Staff continues to review provisions for electronic and paper documents and communications for an updated Record Retention Schedule. Staff has participated in training seminars from the Maryland State Archives and hopes to attend additional training in 2017. The document retention schedule is being reviewed for implementation in 2017. **Update as of July 2017: Process is on-going. No cost training opportunities are being researched.**

Documents. Continue updating the index of the documents retained in the City Clerk's office. This goal is on-going. **Update as of July 2017: Process is on-going.**

Review of the City Code. Identify outdated and irrelevant language within the Code pertinent to the City Clerk's office. This goal is on-going. **Update as of July 2017: Process is on-going.**

DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT

Main Street Hagerstown Program. In partnership with the business community and residents, continue the implementation and support of the work group structure of Main Street Hagerstown. The Department of Community and Economic Development will work cross-department with several other City departments to support these efforts. The Work Groups include: Promotions; Design; Business Relations; Clean, Safe and Green; and Organization. More than 50 volunteers are actively supporting the five work groups. A range of initiatives and activities are completed and underway through the Main Street Hagerstown Program, and reported as part of the Community's City Center Plan Action Reports. **Update as of July 2017: On-going. More than 50 volunteers are actively supporting the five work groups. A range of initiatives and activities are completed and underway through the Main Street Hagerstown Program, and reported as part of the Community's City Center Plan Action Reports.**

Quality of Life in Our Neighborhoods. Continue "adopt-a-block" efforts in coordination with the Main Street Hagerstown Clean, Safe and Green Work Group. Main Street Hagerstown volunteer clean ups and plantings on Franklin Street occurred and will be on-going. **Update as of July 2017: Completed and on-going. The East Franklin Street gateway area was enhanced with upgraded landscaping at Cannon Avenue. Main Street Hagerstown volunteer clean ups and plantings on Franklin Street occurred and will be on-going.**



Neighborhood-Based Projects and Events. Work with community partners to complete various neighborhood projects to create visible change and community pride in City neighborhoods. These projects include accessibility ramps city-wide, Downtown cellar door replacement, and property improvements through existing housing programs. Continue partnership with Neighborhoods 1st groups on events such as Medal of Honor Day of Hope, Historic Heights Porchfest, and City Park Arts in the Park. Cooperative projects with the Department of Parks & Engineering are underway (West End Park, Accessibility Ramp construction). Partnerships with Neighborhoods 1st groups resulted in multiple neighborhood-based events throughout the City (Day of Hope, Porchfest, Arts in the Park, Neighborhood Cleanups). **Update as of July 2017:** Completed and on-going. Cooperative projects with the Department of Parks & Engineering are underway (National Road Park-90% complete, Accessibility Ramp construction – FY17 ramps completed, FY18 ramps in progress, Street and Sidewalk improvements to occur in later in 2017). Partnerships with Neighborhoods 1st groups resulted in multiple neighborhood-based events throughout the City (Day of Hope completed, Neighborhood Cleanups and Dumpster Days have occurred, Porchfest planned for September, and additional Neighborhoods 1st events are planned throughout 2017).

Community's City Center Plan. Continue implementation of the eight catalyst projects identified in the Community's City Center Plan. The Department of Community and Economic Development work cross-department with several other City departments on the implementation of the Community's City Center Plan.

- Catalyst Project #1: Office Development and Recruitment
- Catalyst Project #2: Maryland Theatre Expansion of Programming and Facilities
- Catalyst Project #3: USMH Expansion Support
- Catalyst Project #4: Hotel/Conference Center and Heritage Center/Commemorative Park
- Catalyst Project #5: Linking City Park/WCMFA and the A&E District with Trail & New Housing
- Catalyst Project #6: Expanded Downtown Arts/Events Programming
- Catalyst Project #7: Expanded Operations of the City Farmer's Market
- Catalyst Project #8: Expanded and Targeted Home Ownership Support

Update as of July 2017: On-going. Provided regular written Action Reports and updates to the Mayor and City Council and community groups on the implementation of the Community's City Center Plan. Reports are available online at: www.hagerstownmd.org/CityCenterPlan

We Love City Life! Campaign. Staff will promote the positive experiences of residents to foster community identity and pride. Testimonials will be gathered to develop video, audio and visual promotions that will be distributed in digital advertisements as well as the City's channels of communication. In cooperation with Communications staff, this effort will be on-going into 2017. **Update as of July 2017:** On-going. In cooperation with Communications staff, this effort will be on-going into 2017 with planned web content enhancement on websites: www.livehagerstown.com

Character Counts! Incorporate pillars of the Character Counts! Program through visible branding in the City Center, neighborhoods, and parks. The Department of Community and Economic Development will work cross-department with the Department of Technology and Support Services on these efforts. Staff continued to meet with Character Counts! representatives and efforts to incorporate Character Counts! through visible branding in 2017. **Update as of July 2017:** On-going. Staff continues to meet with Character Counts! representatives and efforts to incorporate Character Counts! through visible branding are on-going. Examples of efforts include support of "Let's Start a Conversation" community meetings and alignment with Maryland's "Time to Talk, Maryland" efforts.

Faith Community and Social Service Community Engagement. Continue to expand engagement efforts and dialogue with the Faith Community and Social Service Community by exploring action items that enhance our efforts to become a more sustainable and viable City with a vibrant core. Faith Community Engagement meetings occur monthly and staff continue to explore additional community engagement opportunities. **Update as of July 2017:** Completed and on-going. Faith Community Engagement Meetings occur every other month and staff continues to explore additional community engagement opportunities.

Growing Volunteerism. Work cross department to continue to grow volunteer engagement to foster understanding of local government operations among the community. **Update as of July 2017:** Completed and on-going. Efforts to enhance volunteer engagement are on-going. Replacing the City College Program with similar engagement activities are being planned for future years.

Entrepreneurship and Business Resource Center at 60 W Washington Street. Continue to seek partnerships and begin operations of the BuroBox, Entrepreneurship and Business Resource Center at 60 West Washington Street to grow and assist small businesses in the City Center following the completion of all renovations and space fit out. Launch of operations is scheduled for first quarter of 2017. **Update as of July 2017:** Completed and on-going. Operations launched March 1, 2017.

Commercial Development and Competitive Negotiated Sale (CNS). Be a catalyst for commercial development by enhancing City-owned properties and marketing these properties to private investors through the Competitive Negotiated Sale process (CNS). Actively marketing properties through the CNS process. The property at 43-53 West Washington Street is currently under contract with sale expected to be complete in 2017. **Update as of July 2017:** Completed and on-going. Actively marketing properties through the CNS process. In 2016, 278 South Prospect Street was sold. The property at 43-53 West Washington Street is currently under contract with sale expected to be complete in 2017.

Urban Improvement Project. Support the Mayor and City Council as the City considers partnership with Washington County and the Board of Education to expand academic opportunities in City Center. Participating in the community partnership working to realize the \$30-\$37 million Urban Improvement Project which includes expansion of the Maryland Theatre, Barbara Ingram School for the Arts and the University System of Maryland at Hagerstown as well as the creation of a plaza and possible parking deck. MOU with partnership was approved by City Council in January 2017. **Update as of July 2017:** On-going. Participating in the community partnership working to realize the \$30-\$37 million Urban Improvement Project which includes expansion of the Maryland Theatre, Barbara Ingram School for the Arts and the University System of Maryland at Hagerstown as well as the creation of a plaza and possible parking deck.

Annexation Opportunities. Explore opportunities to facilitate annexation to include Mt. Aetna Technology Park in conjunction with exploration of Professional Court extension as well as other areas of the City as a means of enhancing the tax base of the City and facilitating provision of services. The Department of Community and Economic Development will work cross-department with the Planning and Code Administration Department on these efforts. In process and participating in cross-department team that is exploring opportunities in 2017. **Update as of July 2017:** On-going. In process and participating in cross-department team that is exploring opportunities.

Hagerstown Revolving Loan Program. In order to enhance the program's effectiveness and sustainability, suggested updates to the existing revolving loan program guidelines are currently being developed and will be presented to the Mayor and City Council for adoption in 2017. **Update as of July 2017:** On-going. In process for 2017.

Community Revitalization Improvement Zone (CRIZ). Explore potential City Revitalization Improvement Zone (CRIZ) legislation that would create a new economic development financing tool. Continue efforts to make Hagerstown a pilot City in the State of Maryland for such legislation. Will provide staff leadership for the 2017 Legislative Session. Reviewed latest draft in February 2017. **Update as of July 2017:** On-going. Provided staff leadership for the 2016 Legislative Session, in which draft legislation was considered, but not enacted. Reviewing opportunity to continue efforts for the 2017 Legislative Session.

Public Art. In cooperation with the Parks & Engineering and the Planning & Code Administration Departments, identify additional locations for public art in neighborhoods throughout the City. A concentrated effort is being made in 2017 in conjunction with the community for public art along the Trail project. **Update as of July 2017:** Completed and on-going. Installation of seven public art projects along the Trail are completed, and two more are in process. Exploration of a "micro art" program and an annual temporary art exhibition on the Trail are also currently underway.

NOPO Lofts and Engine Room Art Space at 36-40 North Potomac Street. Continue management and leasing of the NOPO (North Potomac) Lofts, 4 live-work studio units for artists. Continue operation of the Engine Room Art Space where resident and non-resident artists will work in partnership with the greater arts community to program exhibits and use of the gallery. The Engine Room Art Space holds regular events and activities and programs with plans to continue in 2017. **Update as of July 2017:** Completed and on-going. The Engine Room Art Space holds regular events and activities and programs, and the four live-work studio units are being managed to be fully leased on an on-going basis.

Multi-Cultural Events. Develop event guidelines in cooperation with the Parks and Engineering Department, and continue to work with local community groups and other City departments to support increased programming for multi-cultural events festivals, and performances. **Update as of July 2017:** On-going. In process for 2017.

Legislative Amendments for Arts and Entertainment Events. Support and continue to expand attendance and interaction of event attendees with the utilization of the modified State Liquor Laws. Legislative amendments were made in 2015 to permit alcoholic beverages to be taken out of an establishment provided the customer remained within the event area. **Update as of July 2017:** Completed and on-going. Supported initial utilization at Wind Down Friday events and ready to support other interested events.

FINANCE DEPARTMENT

Financial Software Enhancements. Finance will begin to implement process improvements for fixed assets throughout the City in phases over the next two fiscal years. Currently, fixed assets are depreciated annually and monthly estimates are being calculated and entered manually. The first phase is education for departmental users. Now that the module is available in MUNIS and all departments have inquiry and reporting access, we will provide training and documentation to the departments in 2017 as the Finance Department is fully staffed. The second phase in 2017 is providing reports to departments on a monthly basis to ensure asset additions and disposals can be recorded timely. **Update as of July 2017:** No progress as the Accounting & Budget Manager resigned in January and was the primary position responsible for the Fixed Assets module. Currently, the Department is training and working on having two employees within the Finance Department knowledgeable of this module. New upgrades are anticipated to be substantial with the new version of Munis to be tested later this calendar year.

In the future and final phase perhaps in 2017 or 2018, Finance would like to streamline the process by depreciating assets monthly. This will improve accuracy and create efficiencies during our fiscal year end crunch for the audit. **Update as of July 2017:** The phase will be pushed out to 2018 and 2019 to allow upgrades in the new version of Munis to be fully tested and implemented.

City's Financial Reporting Needs. In 2017, Finance will continue quarterly review meetings with Department Managers to ensure that the City's financial condition is adequately monitored. Additionally, Finance will meet the October 31 deadline for completion of the Annual Audit and Comprehensive Annual Financial Report. Last, Finance will strive to produce a Popular Annual Financial Report to present financial data in an easy-to-use format in 2017. **Update as of July 2017:** The Department met with all applicable departments in May and June to review grant funding and grant status as of March. It is anticipated that the Department will meet with all applicable departments to review general fund capital improvement projects and status as of June by the middle of August.

Review Fiscal Policies. Staff will continue to review and recommend updates for fiscal policies in 2017 to present to Mayor and Council for approval. Reviewed General Fund Agency Contribution policy in October 2017 and will continue to review and recommend other fiscal policy changes in 2017. **Update as of July 2017:** Have started preliminary review and draft of a new fund balance policy and will continue to work with the City Administrator to present it to Mayor and Council by the end of 2017.

Issue Bond & Other Debt. In 2017, Finance will continue to monitor the capital projects included in the CIP fund. Projects that do not qualify for bond financing, are non-capitalizable, or are considered to be an operating expense will be transferred to their respective operating budgets within each fund. This process has been on-going and will continue on an annual basis. **Update as of July 2017:** Finance will continue to work with the City's financial advisor and bond counsel to issue general obligation bonds as needed and approved for the City's approved FY16 and FY17 public improvements projects. Finally, Finance will continue to monitor unspent bond projects and funding to ensure timely compliance with bond covenants. Began process of reprogramming 2015A and 2015B bonds and completed process in January 2017. Held meetings across City Departments and with the City Administrator to work on project listing for 2017 Bond Issue which was completed and in the City's bank account on June 1, 2017.

Customer Service. Another focus, in the Finance Department, is to continue to provide enhanced customer service internally and externally. Throughout 2017, Finance will review the procurement process and policies to identify ways to make it more efficient. The Finance Department will also promote awareness and understanding of the City's finances through accessible and easy to use data presentations. **Update as of July 2017:** The Department is currently waiting to fill the vacant procurement position that will directly impact this goal.

Software Implementation. Finance and IT staff will continue to coordinate with our time and attendance software system vendor (Intellitime) and City Departments to get all groups live in this system. The remaining Departments to implement Intellitime are Police and Fire. Finance will continue to meet and assist IT staff with the implementation of Intellitime Dynamic Scheduler for Police and Fire in 2017. **Update as of July 2017:** IT is the project manager for this portion and have met sporadically throughout 2017 to work on implementation of Fire staff which has been delayed due to anticipated significant changes in SOGs.

FIRE DEPARTMENT

Administrative

- The below goals will require working with Human Resources and/or Finance to establish feasibility for further recommendations to the City Administration:
 - Develop a staffing plan and recommended sustainable revenue source to establish a three person minimum, four persons desired, staffing for all City companies engine and ladder. In progress via formal transition plan for CY17. **Update as of July 2017:** Awaiting VFIS consultant's recommendation(s)
 - Continue to support the recruitment and retention of trained and certified volunteers. Centralize responsibility and authority for operationally certified volunteer personnel. During CY17, create a new initiative that will require administrative and political approval, policy creation that may affect the volunteer funding model. **Update as of July 2017:** This policy is under development at this time. Administrative duties to remain with the local volunteer companies, ALL operational personnel to be governed under the HFD Chief's authority and direction.
 - Review the existing ordinances and policies governing the City Worker's Compensation Plan as it relates to HFD. **Update as of July 2017:** Recommend conversations that lead to creation of two categories of claims: contested and uncontested.

- Conduct a classification and compensation audit for all management level positions. In progress with HR, City Administrator and Fire Chief. Estimated completion in accordance with term negotiations and an approved staffing plan in CY17. **Update as of July 2017:** In progress. Salary compression exists with three existing Captain's positions.
- Add a third Fire Marshal to enable a shift work configuration and Kelley relief for on-duty FM's. Requires a permanent staffing plan, resolution of the Deputy Fire Marshals positions and work schedules (non-exempt) request is in front of the City Administrator and HR Director. **Update as of July 2017:** As the inspection and investigation workload continues to increase, the need for this position also increases. A "power-shift" 12 hour/day work schedule is recommended on a 3-3-3 configuration with on-call standby pay for next up.
- Contract a part-time plans reviewer. 3rd Quarter FY 2017, tentative approval by City Administrator and HR Director requires clarifications to insure the employee for liability and or wages. **Update as of July 2017:** Human Resources have asked the Chief to draft a job description.
- Initiate a plan to grow management level training for Captain's and above. **Update as of July 2017:** In progress via Company-Officer Leadership Academy (C.O.L.A.) program for Captain's list candidates @ rate of three/year. Currently in year two.
- Train Command Staff in Washington County Department of Emergency Services (WCDES) Emergency Operations Center (EOC) Operations. On-going in 2017. **Update as of July 2017:** This requires a higher maintenance of services budget commitment to backfill command staff when they are registered in free training afforded by either the State or Federal Governments. An alternative is to fill the Deputy Fire Chief and or Training Chief position who may serve as a back-up shift commander when others are deployed.
- Explore opportunities to fully utilize top tier candidates of the WCPS Fire-Rescue Academy for minimum staffing positions. Will require contract change via term negotiations. **Update as of July 2017:** There is currently no progress with the negotiations process to get this done.
- Expand the role of certified EMS providers in the HFD. In progress 2017, Mutual, joint negotiations beginning with CRS and WCDES to bring back to City for consideration. **Update as of July 2017:** Limited success with CRS. Their discussions have centered around maintaining their status quo including maintain an ALS provider on each EMS transport unit.

Facilities

- Request approved funding and continue legacy repairs on all City owned facilities (2; 100 Eastern Boulevard and 25 West Church Street). In progress for 2017. Significant, on-going progress with operating and CIP budgets to begin resolution of legacy issues.
- Fund and upgrade existing fire station alerting infrastructure and personnel alerting system. Possibly volunteer funding available for partial completion of this goal in 2nd Quarter 2017
- Develop a CIP project to relocate two of five engine companies and FD Headquarters. **Update as of July 2017:** Conversations are in progress for a site in the 400 block of South Potomac Street.
- Collaborate with all Washington County public safety agencies to make improvements to the existing burn building. Collaborative conversations are in progress to establish a near-long term relationship to include the City owned Bowman Ave training facility into the larger County plan for a facility on Rt-65 near Roxbury Road. Self Contained Breathing Apparatus (SCBA) maze, pump testing pit and training tower are the key assets that should be preserved at the Bowman Ave site.

Vehicles, Tools & Equipment

- Finalize a fleet vehicle, and portable fire-fighting, rescue and EMS equipment replacement plan. **Update as of July 2017:** In progress for 2017.
- Conduct a mini-rehabilitation of one reserve aerial ladder. In progress, expected completion February 2017. **Update as of July 2017:** Completed in 2017
- Dedicate funding to replace three light duty vehicles utilizing a standard, interchangeable vehicle platform for command, and investigators/code compliance staff. Third in progress for 2017.

Programs

- Study the impact of funding the HFD to a current maintenance of services level.
- Work with Legal for legislation to rename HFD to reflect the all-hazards mission.
- Continue to revise or create outdated policies and procedures at the rate of three/month. On-going progress but not at the desired rate. **Update as of July 2017:** Seven complete, four in progress. This is difficult given the budget lapsed positions (6, 3 of which are administrative staff positions)
- Continue to participate in and work collaboratively with the Washington County Emergency Services Advisory Commission (WCESAC), the WCDES staff, Washington County Volunteer Fire Chief's Committee and the Washington County Volunteer Fire Rescue Association (VFRA) to formulate strategic goals and objectives, policies and procedures that improve the efficiency and effectiveness of all public safety agencies. **Update as of July 2017:** Remains in progress for 2017 with limited success.
- Initiate quarterly briefings with the command staffs of all Hagerstown and Washington County public safety assets that will include fire-rescue. **Update as of July 2017:** This is done every month for volunteers, and regularly with DES, law enforcement, etc. Stove piping and retreating to legacy issues remains a problem. Consultant's recommendations address the governance issue.

EMS and law enforcement to improve operations and seek economy of scale and efficiency opportunities. Remains in progress for 2017.
- Conduct a station alerting, personnel alerting radio replacement and paging assessment analysis and plan that fully meets the department's needs. Explore opportunities to consolidate IT and radio needs with law enforcement. **Update as of July 2017:** In progress 7/2017 as the result of an increase in station alerting failures in the prior 30 days.
- Develop an in-service inspection plan for commercial buildings using Insurance Service Office (ISO) criteria. In progress for 2017 with Code and FM's. **Update as of July 2017:** As the direct result of feedback from two high profile projects, a joint meeting of codes and FD has been requested by the FD.
- Develop an in-service plan to inspect, flow-test, color-code and maintain fire hydrants to ISO standards. **Update as of July 2017:** Meeting has been held with managers at the Water Department as the result of the Cortland Manor fire.
- Evaluate opportunities for consolidation of corporate, municipal, and county assets to maximize efficiency of public safety assets. Partially in progress for 2017 incomplete absent political direction. **Update as of July 2017:** Firm, consistent, and majority local political leadership is needed to attain this challenging goal.

HUMAN RESOURCES

NEGOTIATION OF COLLECTIVE BARGAINING AGREEMENTS. As budget allows, Human Resources will engage in the negotiation process with all four of the City's Collective Bargaining Units. All union contracts were extended to June 30, 2017. Negotiations with all groups are either in progress or are scheduled to be underway by mid-February 2017. **Update as of July 2017:** The Police 3373 and AFSCME1540 contracts have been completed and negotiations with IBEW 307 (Light) and IAFF 1605 (Fire) are continuing.

WELLNESS PROGRAM. The Wellness Program will continue to offer comprehensive wellness initiatives with focused programs on nutrition, exercise, financial planning and stress reduction. Health risk assessments will be offered in the Summer to all full and part time employees. The Wellness Program will continue to work in partnership with the Recreation Department and HEAL of Washington County initiatives by offering wellness programs to employees and expand programming to include family wellness. **Update as of July 2017:** We had employees from many of our departments participate in the Health Risk Assessment this spring and police and fire employees completed their bi-annual physicals through our partnership with Health@Work. We continue to offer the On The Move monthly challenges and we placed 21st in the National 12-week On the Move Challenge that ended in June. In June, the City of Hagerstown was awarded the Bronze award as part of the Healthiest Maryland Businesses program.

HEALTHCARE INITIATIVES. We will work to meet the various Affordable Care Act requirements for reporting healthcare coverage for employees, retirees and dependents for tax purposes. The Healthcare Committee will provide Mayor and Council with recommended changes to the healthcare plans in an effort to reduce the increasing administration and claims costs. Human Resources will work with the Health Care Committee to explore integrating wellness participation/practicing healthier lifestyles (smoking cessation, participating in quarterly programs) with a reduction of premiums for medical coverage. Additionally, prior to Open Enrollment in May, Human Resources will host a Benefits Fair for employees/dependents to learn more about the various benefit plans available. A separate benefits fair is being planned for Retirees and their dependents as well. **Update as of July 2017:** We added a third medical plan for July 1, 2017 that has a lower deductible, but has an increased employee premium. We also added preventive care to the Under 65 Retiree Medical Plan and reduced the Health Reimbursement Account from \$400 to \$350 for retirees who are Medicare eligible for July 1. Two of the union contracts and the non-union group have accepted these changes and we are waiting to implement these retiree changes for the other 2 union groups.

TECHNOLOGY. Staff will explore ways to automate or streamline routine clerical tasks in order to shift time and staff resources from transactional clerical work to more strategic focuses. **Update as of July 2017:** We continue to work to identify better efficiencies in this area. We are evaluating the opportunities for online enrollment and changes in contributions with Empower Retirement for the Deferred Compensation Plan.

TRAINING. Human Resources will make customer service training a priority in 2017. Also in focus, will be providing tools to staff to develop their supervisory and coaching skills, specifically on areas related to performance management and succession planning. Training courses will be offered through Hagerstown Community College, SkillPath Training Seminars and other available resources. We continue to review and update employment policies as needed throughout the year. **Update as of July 2017:** Three employees tested out a series of financial planning classes offered at Hagerstown Community College and we are going to be working with the college to offer these classes to employees. We are working on testing an online training class for Supervisors that will begin on September 1, 2017. We are providing a variety of training programs for the Code Enforcement group. The safety training programs continue to conduct classroom training on various safety classes like CPR, Flagger, and the new OSHA fall protection standard. The online safety training classes cover a host of safety topics and business skills and many employees are participating in the online classes.

EMPLOYEE RECOGNITION. Staff will be working to develop updated employee recognition programs this calendar year. **Update as of July 2017:** A pilot program has been developed to offer employees a quicker recognition. This program is just getting started to evaluate if it will successfully replace the HIP award program.

DEFERRED COMPENSATION. Empower will continue to offer employees investment training classes and will incorporate financial planning training for employees/spouses. **Update as of July 2017:** Our representative continues to offer monthly meetings with individual employees and she will continue to offer planning seminars as well. The Empower website is being updated soon and we hope to offer some training about the new online features for retirement planning in the Fall.

RISK MANAGEMENT. We will continue to work to minimize losses due to workers' compensation and liability incidents. Staff continues to work with other departments to ensure adequate risk management considerations are given to events, operations, and purchases. **Update as of July 2017:** Overall, workers' compensation losses have been lowered since the City converted to the self-insured model. The incurred costs are trending well below the initial projections. During the first half of 2017 the City incurred \$142,907 in losses to-date, and that's covering two policy periods of open claims. Liability claims are trending downward as compared to 2016 losses. Currently the City has had 19 at-fault accidents for the 35 recorded vehicle accidents at the midway point of 2017. Last year the total at-fault vehicle accidents equaled 57.

INFORMATION TECHNOLOGY & SUPPORT SERVICES

INFORMATION TECHNOLOGY

Municipal Broadband Project. The City will begin working with Antietam Cable Television in implementing a >1Gb High Speed Internet service in the general City Center area in the Spring of 2016. This project will be a major economic development opportunity for the City in positioning the City as the only affordable gigabit city in the four-state area. If successful, the initiative will be expanded to include more areas (residential and commercial) in the City. Antietam Cable and New Frontier Internet Services have completed Phase I of high-speed Internet in City Center and surrounding area. Phase 2 for each will begin in the first quarter of 2017. **Update as of July 2017:** Phase I (Downtown area) of rollout is complete and increasing in commercial utilization with both ACTV and NFIS. Phase II (North-End) has begun. Communications is working with Main Street and the County in producing a short recruitment video highlighting our Gigabit City status for distribution in Fall, 2017.

Data Analytics Implementation. In the spirit of transparency, many municipalities in the State are moving towards a system where residents and staff are more easily able to research the current state of City finances and activities through online resources such as the State's STATESTAT system. We look to provide the same type of system for our stakeholders in 2016 with the implementation of systems that provide snapshot views of budgetary information through interaction with the City website. This type of system will also provide a more streamline reporting of information to the State when necessary. The MUNIS Transparency Portal has been vetted and will be made available to citizens via the city webpage in February 2017. **Update as of July 2017:** Complete.

MUNIS Maplink Implementation. The successful implementation of Version 10.4 of MUNIS in Fall, 2015 will allow for the integration of GIS technology into our financial system. Place points will be associated with financial records (Tax, Utility Billing, Permits, etc.) and allow for visualization of parcels within the financial system. In 2017, staff will now look to integrate the system into Utility Billing/Tax/Permitting modules initially. **Update as of July 2017:** Maplink is installed and project ongoing in integration of MUNIS modules with productive application use.

Dynamic Scheduler Implementation in Public Safety. Staff will continue to work towards the completion of this project with the implementation of dynamic scheduling for the Public Safety staff of the City. Staff will continue to work with the Fire Department to produce a scheduler for them. Police will be complete by the third quarter of 2017. **Update as of July 2017:** Project is ongoing.

Use of Tablet Computing in the Field. Staff will continue the proliferation of tablet computing following the MUNIS upgrade in the effort to get more information into the hands of our field staff without having to return to the office. This capability will also be a benefit following the Time and Attendance system implementation where staff will be able to report information from the field. On-going in 2017 with tablets/mobile devices are being tested with Internet hotspots. **Update as of July 2017:** Mobile units have been deployed in HFD and testing ongoing.

Expansion of Video Surveillance System. Staff will be working with contractors for the expansion of the video system to include the pedestrian trail and the new downtown fiber loop (Jonathan Street/Prospect Street). On-going for 2017, fiber is available and installation of cameras continues.

Information Technology Strategic Plan. The rapid advances of technology over the past two years, as well as local governments use of this technology, provides great timing for the updating of our IT Strategic Plan last presented in 2007. This plan will look at all facets of technology and its potential use in the City, including wireless networking, tablet computing, cloud computing, etc. **Update as of July 2017: None.**

Studio Construction. Work began in Spring, 2016 on the video production studio for the Communications group in the Elizabeth Hager Center. The studio will allow for increased opportunities for community outreach and information by providing a production facility for more discussion based, information providing programming. Staff will also be working with various departments to increase our offering of public service programming as well as promotional pieces to provide more fresh content on our PEG channel. Studio should be completed and production of new material begun in 2nd Qtr. 2017.

Update as of July 2017: Studio is 75% complete, with lighting the only remaining installation to occur.

SUPPORT SERVICES

Credit Bureau Reporting. Staff will look to add more teeth to our collection efforts by partnering with a credit bureau agency to report delinquent customer balances. **Update as of July 2017: Moved our long-term collections from the collection attorney to Valley Credit. This, in addition to saving several thousand dollars in attorney fees, allows for collection letters and credit bureau reporting by the credit company.**

Support Services Strategic Plan. The changes in our capabilities to provide effective customer service and cash processing require a revisiting of how the department does business both with internal City departments as well as our external customers. Reviews of our utility collection process, cash management operation, tax collection and reporting processes will all be documented and reviewed by staff, with recommendations on implementation. **Update as of July 2017: None.**

PARKS & ENGINEERING DEPARTMENT

PARKS & RECREATION DIVISION

New Park Development:

- **Kiwanis Park:** Continue to work on the required reforestation and support the Historical Society on their renovation of the Saylor House. **Update as of July 2017: Project complete. Continue to work on the required reforestation and support the Historical Society on their renovation of the Saylor House.**
- **National Road Park:** Convert the remnants of an old commercial building to a new park at 806/808 West Washington Street using Community Development Block Grant funds. Park is about 60% complete and we hope to finish by May 2017. **Update as of July 2017: Park is about 90% complete and we hope to finish in July, 2017.**

Potterfield Pool: Renew contract with *Community Pools Services, Inc.* to manage the pool and provide lifeguards. We plan to continue the Dive-In Movie event and develop a Dash and Splash 5K and Fun Run plus install "Aqua Climb" climbing wall. Continue to sell sponsorships on the fencing to generate revenue. **Update as of July 2017: CPSI continues to manage pool but we continue to meet with the regarding staff and patron behavior issues. The Dive-In Movie event is in August and we installed "Aqua Climb" climbing wall this week. Swim team and swim lessons are going very well.**

202 Train Museum: Construct pavilion reminiscent of an old train station that will be used for events and birthday party rentals. Continue special events like Ride-Along Weekends with Tommy 202 and Railroad Heritage Days. Develop long term strategic plan for facility. We should consider selling three of our cabooses to help fund improvements. **Update as of July 2017:** Working on Strategic Plan for facility. Continued special events like Ride-Along Weekends with Tommy 202 and Railroad Heritage Days.

Hager House: Continue special events like the Doll Tours, Ghost Tours and Easter Egg Hunt. Developing a User Agreement with non-profit volunteer group(s) to assist with maintenance of the gardens. Also developing long term strategic plan. **Update as of July 2017:** Continued special events like the Doll Tours, Ghost Tours and Easter Egg Hunt as well as new kids activities.

Hagerstown Greens at Hamilton Run Golf Course: Recreation staff will continue to develop sponsorships and work to increase revenue and golf play at the Course through targeted advertising, monthly specials, and golf outings. We will be developing a survey to learn more from our customers on how to improve their golf experience. Continue to develop stream relocation project and related course improvements. **Update as of July 2017:** Play revenue was down about 24% in 2016 for various reasons but is rebounding in 2017. Recreation staff continues to develop sponsorships and work to increase revenue and golf play at the course through targeted advertising. Improved functionality of the clubhouse to increase merchandise and product sales. Completed plans for stream relocation and are currently seeking grants for construction.

Recreation Initiatives:

- **Strategic Planning:** Continue strategic planning process:
 - **Marketing Plan:** Look at our programs, events and facilities and determine how best to spend our marketing resources -- What are the target audiences? Where should we advertise? **Update as of July 2017:** Met with consultant this week and hope to have plan complete by the end of August.
 - **Strategic Plan:** What are the goals of our programs, events and facilities? What improvements should we make? What are the national trends in Parks and Recreation that we need to embrace? **Update as of July 2017:** Completed Strategic plan in spring. As a result, we have since completed Standard Operation Procedures for the Golf Course and Pool.
 - **Fiscal Responsibility:** Develop cost recovery policy, seek grants, and consider "Friends" group. **Update as of July 2017:** Will work on this in late 2017/early 2018.
- **Expand Active Lifestyle Recreation Programs:** Continue our seasonal Recreation "Fit For You" Program Guides, develop partnerships with new instructors, and create new recreation programs throughout the year. Our goal is to have a full calendar of seasonal programs offered indoors and outdoors. **Update as of July 2017:** Numerous programs are now at the FIT Room. We are working on better advertising and ways to grow attendance.
- **Walking Plan:** Implementing a grant received from the Washington County Health Department to develop a new Parks Fitness Challenge in the Spring of 2017. Continue to develop the Hub City 100 Miler Program to increase business participation and registration from the community at-large. **Update as of July 2017:** Challenge is currently in progress and we are pleased to report 105 participants in the first year.

Miscellaneous Parks Projects

- **City Park Lake Walls:** Repair the lower lake's stone wall as part of the Marsh Run walls maintenance contract. **Update as of July 2017:** Project Complete.
- **City Park Lake and Storm Drains:** So that the lake is healthy, complete dredging project of the lower lake. We will also address the needs of the antiquated "scum drain" system and make needed repairs at the outfall at Marsh Run. **Update as of July 2017:** Project Complete.

- Emerald Ash Borer: Repeat bi-annual treatment of trees to be saved. Continued to remove other affected trees and re-plant new trees. **Update as of July 2017:** Second Round of bi-annual treatments to City park ash trees completed in June 2017.
- Fairgrounds Park Entrance Building: Will continue efforts to keep gatekeepers house stable and re-roof the stables in 2017. **Update as of July 2017:** Serious issues exist with the structure. Staff will convene a meeting on site later this week to discuss options before coming back to City Council in August.
- Tennis and Pickleball Court: Recoated and restriped tennis court in City Park and added pickleball lines.

ENGINEERING DIVISION

Bridges

- Bridge Maintenance Contract: Based on inspection reports, we are developing a list of sidewalk work to be completed by a contractor. Staff is preparing a contract to complete other repairs (such as guardrail installation) for construction in Summer of 2017. **Update as of July 2017:** Contracts awarded and work will start later this year.

Pedestrian and Bike Projects

- Hagerstown Cultural Trail: Trail construction is complete. In 2017, install signs, art and other amenities. Grand opening is June 17. **Update as of July 2017:** Construction of the Trail is complete. POD will be installed in July. Laser cut fence will be installed in October.
- Safe Routes to School (SRTS) Signal Project: Using a \$375,000 grant we acquired from the SRTS program, design the replacement of antiquated signals with ADA-compliant signals at Frederick Street/Mill Street (walk route to Bester Elementary) and Salem Avenue/Indiana Avenue (walk route to Western Heights and Salem Elementary). We are still waiting for approval from SHA but expecting them to increase funding by \$340,000 to complete all work. **Update as of July 2017:** Construction began in June and will be completed before school begins this Fall.

We received another SRTS Grant to build a sidewalk on the south side of Haven Road and add pedestrian pushbuttons at the intersection of Pennsylvania Avenue and Fairview Road. Design will be completed in 2017. **Update as of July 2017:** Waiting on MOU from the State before design work can begin.

- Marsh Run Trail: Use the \$250,000 grant funds from MDOT for the final design of the 2,000-foot missing link of trail adjacent the Marsh Run aqueduct. 30% "TS&L" plans are now complete. **Update as of July 2017:** Acquired the preliminary approval of CSX to install a tunnel under the rail spur across from the Public Works building. 30% "TS&L" plans are now complete. Planning to issue an RFP for final design as soon as the MDOT approves.

Transportation Projects

- Alley Reconstruction: Continue to reconstruct alleys based on the priorities from the 2014 condition survey. We are designing Phase 2 alleys and expect to advertise that contract in the Spring of 2017. **Update as of July 2017:** Phase 1 construction to replace eight alleys is complete. We are designing Phase 2 alleys and advertised that contract in June.
- Professional Boulevard: Working with the County to design the extension of Professional Court to Meritus Medical Center and Hagerstown Community College. We reviewed 60% complete Phase 1 drawings from the County and sent comments in January. **Update as of July 2017:** We received 60% complete Phase 1 drawings from County to construct the bridge over Antietam Creek and connect to existing Professional Court. We issued comments in May.
- Pavement Preservation: Using the data from an updated street Pavement Condition Survey, make future pavement maintenance decisions and seek restored funding of Highway User Revenue in 2017. **Update as of July 2017:** 2017 work will start in August. CW Hetzer is the contractor.

Stormwater Study and Regulations. Continue to develop strategies to comply with the Chesapeake Bay Total Maximum Daily Load (TMDL) limits and the Watershed Implementation Plan (WIP) goals. The City has been notified that a new National Pollutant Discharge Elimination System (NPDES) General Permit for stormwater will be issued **in late 2017**. This permit will include requirements to remove existing impervious surfaces, or to treat run-off from areas that are currently unmanaged. Staff will continue to seek grant funding to complete stormwater management projects that were identified in our 2013 "Stormwater Management Retrofit Study". These projects will help the City to comply with the Watershed Implementation Plan (WIP) requirements and the new NPDES regulations. Staff will submit a "Letter of Intent" to apply for additional grant funding in FY18 to complete additional stormwater management retrofit projects. **Update as of July 2017:** Two retrofit projects (Hager Park and Clean Water Circle) were completed using grant funds in 2016, providing treatment for 21 acres of impervious surfaces. Another grant paid to develop an Action Plan for the Hamilton Run watershed, and to design a proposed relocation of the stream at the Greens at Hamilton Run golf course. We are reviewing storm water utility fees with City Council in July.

Surveying/GIS

- Complete survey and/or construction stakeout for projects and continue to update GIS system layers including geo-referencing City drawings and plats. 74-000 series is in progress for 2017. Also plan to create a point layer for archived Engineering drawings. **Update as of July 2017:** We have surveyed and staked a significant number of City projects as well as completed research/surveys for other departments. We have provided surveys, research, GIS services and AutoCad drafting for Public Works, HPD, DCED, Fire Department, as well as the general public. Geo-Referencing of 74-000 & 75-000 are complete, pending QC, we will replace the current layer on the ARC server. (We also found a fairly significant portion of mylars in the vault that had not been scanned/indexed. They have now been taken care of.)
- **Updated ROW Map:** Consolidate GPS surveys that include curb locations and have calculated centerlines from these and then offset for ROW. **Update as of July 2017:** All of the GPS curb information collected in the past year is stored in the map. We will continue to store this information as collected.
- **Preservation of Archived Data:** Continue digitizing and integrating archival data into usable data/GIS layers including SHA plats and RR plats. **Update as of July 2017:** Updates have been made particularly in SHA plat indexing. We now have a procedure and schedule for collecting City transaction data and assimilating into our GIS.

Miscellaneous Engineering Projects

- **Marsh Run Aqueduct Repairs:** Make improvements to the deteriorating masonry wall by issuing a contract to address the worst areas of the channel that includes rebuilding a 75 foot section of the south wall just west of South Potomac Street. **Update as of July 2017:** Currently under construction and will be completed by August.
- **Signal Coordination:** Continue to work with Washington County to improve traffic flow on Wesel Boulevard and Massey Boulevard by coordinating signals. Our office approved the Signal Coordination Plan and is waiting for final implementation by the consultant. **Update as of July 2017:** Our office in conjunction with County Engineering have approved of the signal coordination plan. We have implemented our plan but the County is still debating what they will do.
- **Traffic Calming and Neighborhood Safety:** Seek a Green Street Grant to install bump outs on Belview Avenue. **Update as of July 2017:** We will have a public announcement of the award of the grant.
- **Tourist Attraction Signs:** Work with the Hagerstown-Washington County Convention and Visitors Bureau to take advantage of a new State Highway program to more effectively direct traffic to selected destinations in the downtown and the City Park. The State will furnish and install signs but a schedule has not been finalized to date. Also working on downtown pedestrian signs. **Update as of July 2017:** State has submitted a plan to upgrade tourist signs on interstates, Rt 40 and City streets. State will furnish and install signs but schedule has not been finalized yet.

- Received FCA funding and advertised a small tree contract with planting started and will carry over until Spring.
- Worked with Bicycle Advisory Committee to design Hub City Bike Loop signs and pavement markings that were installed in May.

RECYCLING & TRASH COLLECTION DIVISION

REFUSE AND RECYCLING INITIATES

- Collection Contract: The current contract expires at the end of 2017. We will discuss the program with Mayor and Council and decide what changes we wish to make and how they want to handle the re-bidding. **Update as of July 2017:** Reviewed with the Mayor and Council ideas for a new contract. Plan to bid the contract in July.

PLANNING & CODE ADMINISTRATION

Updates and Amendments of Codes, Plans and Guidelines. On-going review of codes and planning documents to bring them up to latest standards, priorities of the City, and needs of our neighborhoods. Goals for 2017 include:

- visionHagerstown 2035 – in-house update to the 2008 Comprehensive Plan. **Update as of July 2017:** A multi-part, on-line survey was posted on Survey Monkey during the week of March 21st to facilitate community input on the elements of the draft Comp Plan update, visionHagerstown 2035. As of May 4th, we had 1,300 responses, which is tremendous input for a Hagerstown Comp Plan update process. The draft document went out for 60-day State Clearinghouse Review in mid-June. The draft plan is posted on the City web site. The Planning Commission public hearing is anticipated for late August.
- Update Design Review Guidelines for Historic District Commission. **Update as of July 2017:** Project progressing and anticipate presenting draft for HDC review in September.
- Update Chapter 204, Signs – the off-premise signs or billboards ordinance – Update in first quarter of 2017. **Update as of July 2017:** Amendment activity put on hold to confer with City Attorney on implications of 2015 Supreme Court ruling on regulation of sign content.
- Update Property Maintenance Code in Chapter 64 – Review with M&C in April 2017. **Update as of July 2017:** Update delayed to allow PICCR process to evolve and provide recommendations on possible process and code amendments. Anticipating resuming staff's work on this project in December.
- Land Management Code – review 2017 package of amendments with Planning Commission in 2nd quarter of 2017. **Update as of July 2017:** Package will be submitted to the Planning Commission in mid-August to begin their review. Two independent text amendments in process with Mayor and City Council hearing planned for late August.
- Receivership Ordinance – continue research of benefits of such a nuisance abatement process for the City and whether enabling legislation is necessary to adopt a program similar to the City of Baltimore's. **Update as of July 2017:** Project put on hold. Staff investigating Land Banks as possible alternative tool to tackle this goal.

Protection of our Neighborhoods from Nuisances. Work with community partners and neighborhood representatives on initiatives to address blighting influences and to improve the quality of life in our neighborhoods. Goals for 2017 include:

- Non-bidder Properties at Tax Sales – work with County Treasurer on process to acquire non-bidder, nuisance properties at tax sales – Review with M&C in first quarter of 2017. **Update as of July 2017:** On-going discussions with the City Attorney on determining how the process of moving properties from Tax Sale will occur. New Land Bank legislation offers a possible mechanism for short term receiver of these properties.
- Nuisance paper rights-of-way – work with Engineering Division on possibility of abandonment of nuisance paper rights-of-way and transfer to adjoining property owners – First quarter of 2017. **Update as of July 2017:** Upon discovery that most of these paper rights-of-way contain utilities, the project was dropped. Will explore options to remove these paper rights-of-way on a case-by-case basis.
- Neighborhood Improvement Plans – work with neighborhood reps on plans to address priority issues in each neighborhood. **Update as of July 2017:** Met with different neighborhood groups to get feedback. Staff participated in a webinar on February 21st on Preserving Our Neighborhoods and another webinar on June 22nd on Landlord Behavior and the Effects on Our Neighborhoods. Draft template is almost complete for staff to use developing their plans.
- Abatement of Nuisance Building Issues – work with neighborhood reps on priorities for City abatement of nuisance properties needing repairs or demolitions. Cases expected to come out of on-going enforcement cases and recommendations from Neighborhood Improvement Plans – Will implement as funds are available. **Update as of July 2017:** Funds included in FY18 budget to allow for this type of abatement activity. Staff will work with neighborhood groups on development of priorities for the abatements and then work with the City Attorney on determining which have highest chance of success in gaining court order for the abatements through Chapter 187, Nuisance and Abandoned Property Abatement. Will review activities of other jurisdictions.
- Rental Licensing and Vacant Structures Program – on-going administration and enforcement of these programs intended to protect the quality of life of residents, the property values of surrounding property owners, and the safety of first responders – On-going for 2017. **Update as of July 2017:** Update on the Rental Licensing Program and Excessive Use of City Services Ordinance will be provided to the Mayor and City Council on August 8th with HPD. Administration of the Vacant Structures Program is on-going.
- Communication with Customers – developed a number of new tools and practices to enhance customer service. Created feature to allow on-line searches of business licenses, code violations, and permits. Created bilingual door-hangers as soft first contact to inform citizens of minor exterior property maintenance violations. If we have email addresses, we are sending an email alert to accompany mailed notices of violation to provide recipient an opportunity to immediately look online to learn of the specific violation.

Enhancement of Plan Review and Permitting Processes. On-going review of processes and educational materials to ensure the City provides premier service to the community and that property and business owners understand the City's codes and programs. Goals for 2017 include:

- Education materials – continue to develop brochures, web features or other programs on code solutions, preparing for Rental Licensing inspections, navigating the permit and inspections process, working with the Maryland Rehab Code, etc. **Update as of July 2017:** Staff made a presentation on enhancements made to our permitting process and received input from the Business Relations Work Group, the Landlords Association, the Penn-Mar Board of Realtors, the Herald Mail editorial board, and the County EDC. Developed brochure on what to expect when renovating a downtown building and distributed the draft for review by Main Street's Business Relations Work Group. Staff have been undertaking research for the PICCR Committee to facilitate discussions on possible enhancements to the permit process. Staff are finishing up creation of detailed inspection check-list for Rental Licensing Inspections for distribution to landlords to help them be better prepared for the inspections. Hope to roll this out in late 2017. Web site modified to be more responsive to customer interest and to be more user friendly.

- New Building Permit Applications – rolled out new building permit applications in January 2017 to facilitate the application process and to provide better understanding of what is required to apply and what sequence to request inspections. Incorporated additional contact fields to help ensure permit comments are distributed to the appropriate folks on the project. Forms are available on-line in a writeable format. **Update as of July 2017:** Six months into implementation of new applications. We are getting more info at the time of application. The fill-in forms have helped the inexperienced homeowner with permit applications. Average time of application submittal to permit issuance has decreased from 4.72 days in 2016 to 1.73 days in 2017.
- On-line Trade Permits and Fence Permits - if a fix can be made in MUNIS, should roll out this service in the first quarter of 2017. **Update as of July 2017:** Had three meetings with MUNIS to enhance the software for this activity and the quote came in at \$229,410. Due to cost we are going to explore the capabilities of the new features coming with the updated version (MUNIS 11.3) which will be implemented this year.
- Customer Service Training – PCAD staff will undergo a customer service training program in the first half of 2017 which will have an emphasis on building positive relationships with our customers and enhancement of our communication skills. **Update as of July 2017:** Staff have completed the six-course Skillsoft training program on customer service. Since that program was heavily weighted towards sales professions, we are exploring with HR any other possible training tools for regulatory professions. Customizing a 'Defusing Hostile Customers for the Public Sector' training program in-house and hope to roll it out in late 2017.
- Customer Input – PCAD staff will develop customer service survey to monitor progress in achieving enhanced customer service with our processes, permitting and inspections. Input will also be gained through participation on the ad hoc Planning, Inspections, Review Committee appointed by the Mayor and City Council in February 2017. **Update as of July 2017:** Surveys were emailed to any person who provided our office with an email address. Survey emails are sent out after an inspection is completed, a permit is issued, or a plan review is completed. So far, we have received 16 inspections surveys, 6 front office surveys, and 2 plan review surveys. Surveys are completed either on-line or mailed to our office.
- Road Map of What to Expect when Renovation Old Buildings – requested by realtors. Possible joint project with the Fire Marshal's Office and other stakeholders. **Update as of July 2017:** Developed two brochures on what to expect when renovating a one-family and two-family dwelling and a commercial and/or multi-family building. Draft brochures were distributed for review by Main Street's Business Relations Work Group. Based on feedback will explore booklet with pictures. Goal for late 2018.
- Communication with Customers - Created feature to allow on-line searches of business licenses, code violations, and permits. Letters being sent to permit holders alerting that their permit is about to expire and requesting an update on their project.

Pending Rezoning and Annexations. Work with Planning Commission and Mayor and City Council on rezonings and annexations which may be proposed by property owners. Pending in the first quarter of 2017 are the Fulton Annexation on Salem Avenue and a piecemeal rezoning on West Washington Street by Jake Baer. Also on the horizon is the potential annexation of the proposed Mount Aetna Farm business park off Professional Court. **Update as of July 2017:** Both the Fulton annexation and Baer rezoning have been completed. Discussions are ongoing on the potential for annexation of the Mount Aetna Farm tract.

Coordination of Planning Efforts with the Department of Community and Economic Development. Continue strong working relationships with our former department partners on implementation of the Community's City Center Plan and other community and economic development initiatives. In addition to implementation of the Community's City Center Plan, goals for 2017 include:

- Stormwater Management Grandfathering – to facilitate protection of investment by the City's developers, continue work with the Maryland Department of Planning to determine the necessary steps to provide final administrative approval for in-progress projects. **Update as of July 2017:** Input was inconclusive and so the project was shelved.
- Main Street Program – provide staff liaison support to the Business Relations Work Group and other assistance as needed to support Hagerstown's Main Street Program – On-going for 2017. **Update as of July 2017:** Staff made a presentation on enhancements made to our permitting process and received input from the Business Relations Work Group. Staff attends the monthly meetings of the Main Street Larger Monthly Group.
- Data Management – assist with update and maintenance of data necessary to support the City's community and economic development initiatives – On-going for 2017. **Update as of July 2017:** Shopping Center Occupancy Report for 2016 was completed this spring. Staff shared with the DCED intern what data was available to facilitate their plan to update the 2013 State of the Downtown Report.
- Customer Service Enhancements – promoting economic development facilitation services of pre-purchase meetings, building walk-throughs, construction progress meetings, etc.

Coordination of Plans, Policies and Goals with Washington County. Continue working relationships with our counterparts at Washington County to discuss incorporation of City planning recommendations, policies and goals into County plans and codes. Areas for discussion include updates of the City and County Comprehensive Plans, updates of the Washington County Water and Sewer Plan, and pedestrian improvements as part of infrastructure upgrades and site plan development. – On-going for 2017.

Update as of July 2017: Involved County staff in discussions to develop the GWUDI exemption in the City's Water & Wastewater Policy. We directly notified the County planning staff that the 60-day State Clearinghouse Review had begun on the City's draft Comp Plan update - visionHagerstown 2035.

Heritage Interpretation and Promotion. Working with our stakeholder partners, continue efforts to make Hagerstown a destination for heritage tourists in the region. Goals for 2017 include:

- Civil War Heritage Park – explore funding options to implement this component of Catalyst Project #4 in the Community's City Center Plan – In progress; working on Battlefield report for ABPP/NPS. **Update as of July 2017:** Staff is nearing completion on a battlefield study which is a necessary component of certain grant funds for land acquisition and development. An initial draft is anticipated to be ready in the 4th quarter of 2017. A strategy document for moving forward will be prepared for discussion with the current administration in the 3rd or 4th quarter of 2017.
- Adopt-A-Marker Program – develop a program to ensure sufficient funds exist to maintain or replace markers as the need arises. **Update as of July 2017:** Still under exploration.
- Video Productions – secure funding to enable filming of the planned "Ransom of Hagerstown" video and continue development of the "Hagerstories" video series – Future (depending on funding). **Update as of July 2017:** On hold due to funding.
- On-line Tours of Downtown Civil War/Rose Hill Cemetery Walking Tour Map – The downtown virtual tour is on line. Staff will work with Rose Hill Cemetery staff to develop a similar virtual tour of the cemetery which will be posted on both of our web sites. Second tour should be posted by December 1st.

POLICE DEPARTMENT

Predictive Policing. The Department will continue the integration of Predictive Policing software in our daily operations by integrating the use of the software within the police cruisers. Predictive Policing software is used to identify areas in the city where crime is most likely to occur. Initial evaluation of the program took place during 2015 which is showing the viability of the system as a crime prevention tool. Continued evaluation of the system will take place in 2016. This program is promising, and full

implementation will take place in 2017. **Update as of July 2017:** Goal achieved. Implementation completed with Patrol Lieutenants continuing to monitor and enhance usage of the system by officers. Predpol was asked to make enhancements to the system this year to allow for better monitoring and evaluation by staff. Some enhancements from Predpol have been received to date.

Juvenile Officer. In an effort to reduce repeat juvenile offenders and juvenile related crime, the Department employed the use of a Juvenile Coordinator Police Officer in 2015. In 2017, this Officer will work closely with the Safe Streets Program, the Department of Juvenile Justice, the Court, the State's Attorney and the Board of Education to achieve this goal. **Update as of July 2017:** Goal achieved. This officer has worked closely with detectives and the other agencies in the recent juvenile gang situation that has presented itself to our city. The officer will continue to work with officers and detectives, the schools, the SRO's and other agencies that work with juveniles in combating this growing juvenile violent crime along with coordinating with agencies on other juvenile matters.

Body Worn Cameras. As budget allows, the Department will implement and assess this pilot program which will support a more transparent police department to our community members. On-going for 2017. **Update as of July 2017:** Goal achieved. The department has been able to roll out BWC's for all uniformed patrol officers in 2016. The cameras have proven invaluable to the protection of the officers, the department and the City as demonstrated in an incident back in September 2016 where they allowed our community to remain calm in a highly charged situation involving protests and anger from some in the community. As budgetary funding allows the department will be working on expanding the BWC program to more sworn staff in 2017 and beyond.

Neighborhood Policing. Engaging our community through citizen contacts in each neighborhood is the key element of our Neighborhood Policing Program. This year we will merge the Neighborhood Policing Program with the Neighborhood Guardianship Program which will be developed utilizing four new police officers being hired under a COPS grant obtained in late 2015. Selected officers will be assigned to specific neighborhoods based on need and data. They will expand the community awareness of the program through direct engagement with the community and the Neighborhood officer assigned there. The principle of Problem-Solving-Policing and community involvement will be the paramount and the design of the program is to build trust and reduce crime and the perception of crime in these neighborhoods. Initial officers were selected for this program and as we are able to hire additional officers through the grant, they will be added to the program. Four specific neighborhoods were identified and initial analysis is being conducted to identify baseline parameters. **Update as of July 2017:** Goal not achieved. The CG Program has been a work in progress. Officers have been selected to fill these positions but due to staffing deficiencies they have not been deployed. Based on the grant requirements these officers will be deployed in early fiscal year 2018. Community surveys have been collected as part of the grant requirement and preparations for the program are continuing.

Continuity of Operations Plan (COOP). As a part of emergency planning, the Department will complete a written Continuity of Operations Plan (COOP) to ensure uninterrupted police services to our community during natural or manmade disasters. Will be finalized by June 2017. **Update as of July 2017:** Goal not achieved. The vendor chosen for this task experienced major internal issues and could not accomplish the goal. A format of the plan has been obtained and in 2018 The Special Services Division will be finalizing this plan in 2018.

Crime Camera Replacement. Significant investments were made in 2015 to replace the aging crime cameras throughout the City. Infrastructure and camera replacements began in the Jonathan Street area. In 2016 this area will be upgraded to fiber optic connectivity cameras which will support economic development and continue to provide additional security measures to assist in the reduction of crime in this area. Additional cameras will be added to the new city walk between the downtown and City Park as this project moves forward. 2017 pending funding. **Update as of July 2017:** Goal achieved. The Jonathan Street camera loop has been installed and is working as anticipated. The enhanced camera quality has greatly increased the efficient usage of the system. The downtown camera loop has been started with additional funding obtained by the Economic Development Dept. and the Cultural Trail cameras are installed and operational. Continued upgrades to the remaining system will continue if funding is available or acquired in 2018.

City Ordinance and Legislative Improvements. The Department will work throughout the year to improve upon local city ordinances using innovative and evidence-based programs to enhance public safety. Support will also be given to our state legislative delegation toward this same goal. Started the process of installing a red light camera system working with State Highway and working with City Council to enact necessary ordinance language in 2017. **Update as of July 2017:** Goal achieved. The Red Light Camera project has been authorized at several city streets and the project is moving forward. Installation and implementation will be completed at these sites in 2018. The department will continue to work with the State on the original intersections on state roads in our city for installation in 2018.

Crisis Intervention Training (CIT). In response to the rising number of crisis calls involving developmentally disabled persons or those with mental health issues, the Department will continue to expand its CIT program. All patrol officers have received Mental-Health First Aid in 2015 and all newly hired officers will receive this training in 2016. This program is designed to improve the safety to the officers and the individual in crisis through the use of specially trained CIT officers. In partnership with the Washington County Mental Health Authority, a Mobile Crisis Team was implemented in 2015. We will continue to develop this program with our community partners and conduct research into the effectiveness of the approach. The 2016 goal is to reduce the number of repeat calls for service of persons with mental health crisis. We began the process with WCMHA to access monies to enable us to send all of the remaining patrol officers to the 40 hour CIT training in 2017 at no cost to the City. We are evaluating 2016 statistics to compare to previous years and will make any necessary adjustments if needed. **Update as of July 2017:** Goal achieved. Monies from the Washington County Mental Health Authority has been acquired and staff have been scheduled in early the 2018 fiscal year to attend Crisis Intervention Training increasing our overall numbers of officers trained in mental health crisis. In fiscal year 2018 as additional training classes open we will be sending as many officers as the training classes will allow until the monies are expended.

Engaging the Community. Community engagement for the Police Department relies on information and the receiving of feedback through a variety of sources. The Department will continue to follow recommendations identified in the President's 21st Century Policing Report dated in 2015. Street officer participation in community events and meetings to listen and share information will continue. Information will also be shared through the increased use of social media and our website to provide timely and relevant information. Feedback through our website, community meetings, and involvement with the faith-based, minority and ethnic community groups will be used to shape our responses, service needs and recruiting concepts. Achieving and enhancing through the COPS Hiring Grant involving our Community Guardianship Program. Four officers are being hired and assigned to specific neighborhoods to address procedural justice and trust building. **Update as of July 2017:** Overall goal has been achieved except the CG Program implementation. The CG Program has been a work in progress. Officers have been selected to fill these positions but due to staffing deficiencies they have not been deployed. Based on the grant requirements these officers will be deployed in early fiscal year 2018. Community surveys have been collected as part of the grant requirement. Feedback has been achieved in 2017 and will continue through the next year.

Quality of Work Life. Employee safety and career development will continue to take shape this year. The employee driven safety committee will meet to discuss issues and specialized training programs focusing on officer safety will be sought after. Career development will take shape by utilizing individual surveys and interviews of staff to develop training and education to further the employee's career. Specific training areas in such fields as Advanced Emergency Medical Training, Accident Reconstruction, and Drug and Gang Interdiction and leadership/supervision training will promote career development. Establishing a language training program with HCC utilizing their English as Second Language students to work on a one-on-one peer tutoring program with officers who wish to learn Spanish or another language. This program will also act as a community outreach bridge with members from the Latino community. **Update as of July 2017:** Still in progress. The language learning is moving forward. HCC and English and More have been working with us on developing the programs we seek. These look to be implemented in fiscal year 2018. Grants have been sought to fund the necessary career development training we seek. We are awaiting notice of awards for these grants. The Chief was able to get acquire a spot at the FBI National Academy for Captain Langston to attend in fiscal year 2018. He was also able to secure spots for Captain Kifer and Lieutenant Hurd for the LEEDS, Executive Management training school in 2018. Lieutenant Fetchu was enrolled in Leadership Washington County for 2018 fiscal year as well. We will continue to seek funding for, and specialized training for our staff as described above in 2018.

SAFE STREETS Initiative. This is a grant funded program through the State of Maryland Governor's Office of Crime Control and Prevention (GOCCP) intended to reduce violent crime and repeated criminal behavior in Hagerstown. Continuing upon last years' emphasis on repeat juvenile offenders, the Department will further our partnerships throughout the community by enhancing our engagements with as many juveniles as possible through programs and initiatives. This will include engaging new partners to the program from allied agencies and the expansion of 'community call-ins', specific for juveniles. Completed and on-going. Carry-over to 2017 if grant is awarded. **Update as of July 2017:** Goal achieved. We were able to enhance our outreach by incorporating Police/Youth Dialogue Circles at Antietam Academy placing youths and police in discussions with each other on difficult topics. To date the 2018 grant has not been awarded but we are anticipating it being renewed. This initiative will continue with the above goal for fiscal year 2018.

PUBLIC WORKS

BUILDING MAINTENANCE

City Hall Restroom Exhaust System. There is no existing exhaust system to vent the restrooms on the second through fourth floors. Funds are being allocated to installed exhaust fans and vents to provide much needed ventilation. Architect is completing final details. This work should go to bid in February of 2017. **Update as of July 2017:** A final design has finally been agreed upon. The project has to be bid and awarded. Tentative completion is in the Fall of 2017.

Central Equipment Building Roof Replacement. This property houses the offices of Public Works and the Water Department. The existing flat roof has lasted years beyond the initial warranty of the roof. The rubber roof and insulation will be removed and replaced with a long term (20 year plus) roofing system. The majority of work was completed in November and December of 2016. Waiting on the completion of punch list items and a warranty from Firestone Roofing. **Update as of July 2017:** Roof work was completed in the winter of 2016. Awaiting warranty information.

City Ballet. Spring 2014 flooding caused a number of issues within the basement of the Elizabeth Hager Center (EHC). A new floor was constructed in Studio B of City Ballet which occupies the basement area of the EHC. However, there is evidence that other damage occurred within the space. It appears that some additional floor work will be required in 2016 in the main reception area of the ballet and possibly Studio A on the west side of the facility. Work will not proceed until the ballet company vacates the property in the spring of 2016. City Ballet vacated the space in April of 2016. Floor Project is placed on hold until a long term plan for the space has been established. **Update as of July 2017:** No floor work has proceeded. The space is currently occupied by HPD staff on a short term basis (90 days).

Roslyn Building Window Replacement. The Roslyn Building has 66 windows many of which are in need of replacement. The original replacement windows have deteriorated as have many of the original window sills. If the project remains as bond financed, the timing is tied to the issuance of the bonds. This work was put on hold in favor of using the bond money for other purposes and the possibility that the building was going to be sold. To date, there are no buyers for the property. The project of window replacement will be scheduled in the FY18 budget. **Update as of July 2017:** The project is on hold until a bond is issued to fund the project.

Elizabeth Hager Center Flooring. The Department of Labor, Licensing and Regulation (DLLR) is a tenant of the City located in the Elizabeth Hager Center. The lobby flooring is constructed of vinyl composition tile that has come loose and brittle after years of use. The vinyl composition tile and subfloor will both need to be replaced to provide a long lasting flooring solution. DLLR's lease expired at the end of July 2016. Only recently has the State of Maryland indicated a desire to renew the lease. Floor work was placed on hold until a decision regarding the lease for DLLR was determined. A new lease has not been negotiated so the work is on hold. Anticipate lease agreement early 2017. **Update as of July 2017:** DLLR agreed to a new five year lease in June 2017. The floor work is estimated to be completed by the end of 2017.

Market House Improvements. City staff is working towards a new and different means of operating the Market House as part of the catalyst projects recommended by Urban Partners. Physical improvements and changes are most likely to occur but it is currently unknown to what extent those changes will be. Staff is prepared to assist with these changes as necessary. Work on hold, the future direction of the Market House is still being determined. **Update as of July 2017:** No modifications have been made to date.

STREETS

Sidewalk Repairs Due to Street Tree Damage. This is an on-going project in conjunction with the Engineering Division. Tree roots damage sidewalks creating trip hazards. Portions of the sidewalk generally have to be removed and replaced. All attempts are made to save the trees but sometimes the tree has to be removed and replaced when possible. This is a project that continues from year-to-year. Sidewalk repairs are completed by staff and by contractors hired by the Engineering Department. **Update as of July 2017:** On-going.

Storm Drain Repair and Maintenance. The City has over 4,000 storm drains that need continual servicing. The work can include simply cleaning the drain to a complete rebuilt. This work is emphasized in the Spring in preparation of the street overlay project in coordination with the Engineering Division. Staff continues to make repairs the numerous storm drains throughout the city. Emphasis is placed on repairs along the street overlay project. Coordination with the Engineering Department is critical. **Update as of July 2017:** On-going.

Street Sweeping Enhancements. Expansion of the permanently posted streets downtown has helped keep the City Center looking good. Use of permanently posted times and dates throughout the City's 117 miles of streets is not possible. A plan to enhance the sweeping schedule to ensure all streets has begun and will continue to evolve. However, a logical method of addressing all the streets can be implemented to ensure every street gets swept on a regular basis. The expansion of permanently posted streets began in late 2016 and will be completed in early 2017. The additional streets to be permanently posted include Broadway, Henry, Murph, Charles and portions of North Potomac, North Mulberry and North Locust. **Update as of July 2017:** Additional sign installation complete.

Festival and Event Support. Public Works will continue support such as setup, cleanup and traffic control for events held in the streets and downtown. Scheduled events for 2017 include Blues Fest, Augustoberfest, Mummers Parade, Thunder in the Square, Bike Night, Tour of Washington County and the Donut Drop New Year's Eve Program. Emphasis continues to be placed on holding more events in the downtown. This will be budget dependent. **Update as of July 2017:** On-going.

Property Abatement. Public Works will be teaming up with Code Administration to abate properties where property owners have failed to do so. Public Works will be hiring additional staff, including some part-time help and a full-time staff member, to focus on the abatements. An additional truck has been purchased solely for this purpose. City staff completed the first property abatement on April 5, 2016 and its last on December 28, 2016. The Code Administration Department indicated they were pleased with the work of Public Works including the timeliness of the work and invoicing. This is on-going for 2017. **Update as of July 2017:** Code Admin is pleased with the efforts of PW. On-going.

TRAFFIC CONTROL

Signal Improvement. It has been 10 years since the first LED lights were installed in the traffic signals. The lights continue to work well so the signal lights will only be replaced as needed. Signal lights are replaced as needed. **Update as of July 2017:** Work was delayed due to budget issues. Lights are replaced on an as-needed basis.

Traffic Signal Optimization. Many traffic signals control traffic through a pre-set program or by using loop wires under the surface of the street. Several intersections utilize a camera system called AutoScope. The AutoScope System provides a better traffic control system and takes the system physically out of the street. Staff has identified the intersection of Maryland Avenue Wilson Boulevard as a prime candidate to install AutoScope in 2016. The intersection of Maryland Avenue and Wilson Boulevard has not been completed to date. The necessary parts are on-site with a target date of early 2017 for completion. Autoscope was installed at the intersection of Frederick Street and Memorial Boulevard as an additional project coordinated with the Street Overlay Program. **Update as of July 2017: AutoScope installation complete at Maryland Avenue and Wilson Boulevard.**

Street Sign Installations. In 2017, the Sign Department will continue to work closely with the Engineering Division in the installation of street signs as necessary. On average, 150 work orders per year are received by Engineering for the placement of signs. These can include individual handicap signs, parking signs, warning signs and bike trail signs. **Update as of July 2017: On-going.**

CENTRAL MAINTENANCE GARAGE

Vehicle Lifts Installation. The Central Maintenance Garage is a great space for the City's fleet maintenance services. Staff is requesting the installation of two new vehicle lifts to provide better service and safer working conditions. A heavy duty lift is needed for the larger vehicles and equipment that the current lifts cannot support. Staff has put the work out to bid with installation projected to be complete by Spring of 2017. **Update as of July 2017: Installation of three vehicle lifts is complete.**

PARKING SYSTEM

Arts & Entertainment District Parking Deck Art. Staff will look into incorporating art work in and around this deck as part of the A&E District. The intent is to collaborate with local artists, Barbara Ingram School for the Arts, and the Washington County Arts Council on placing art on and within the deck. Artwork can be used to identify different floor levels making it easier for patrons to remember which floor on which they parked their cars. **Update as of July 2017: No work has been completed.**

Parking Lot Improvements. The long range plan for improvements to the parking lots continues with improvements to the Market House lot (25 West Church Street). Asphalt repairs, crack sealing and lighting improvements are scheduled for this lot in 2016. The private parking area behind 38-40 North Potomac (Engine Room Art Gallery, Thai Zap) is also scheduled to be repaved this year. This lot is beyond patching and needs a total replacement. Asphalt repairs and new lighting were completed at the Market House Parking Lot. New lighting was also installed at the Rochester Parking Lot located on the corner of West Washington and South Prospect Streets. The lot behind 36-40 North Potomac Street was not replaced. This will be a project for the Summer 2017 Street Overlay Project. **Update as of July 2017: Repaving of the 36-40 North Potomac Street lot is scheduled to be completed with the street overlay work later in 2017.**

Customer Oriented Parking. To work towards this goal in 2017, we need to explore approaches to incorporate new technologies. Staff worked with vendor ParkMobile in 2016 to provide parking options to the public including pay-by-phone. However, the deal was cost prohibitive to the operations. Staff is regrouping on this project for 2017. **Update as of July 2017: No progress. Current parking rates are prohibitive in providing enough revenue to justify a system such as pay-by-phone or kiosks. Other options have not been explored.**

Installation of New Parking Access and Revenue Control System (PARCS). The PARCS (Parking Access and Revenue Control System) equipment for both parking decks will be replaced. The project involves the replacement of the access gates, entry ticket spitters, the POF (Pay-On-Foot) machine, computers and software. Basically, everything that controls access to the decks and the devices and software that manages the revenue will be replaced. The manufacturer of the original equipment and software no longer exists causing issues with repairs or corrections. The bid specification is almost complete. The project is projected to cost upwards of \$450,000. **Update as of July 2017: The project will go to the Mayor and Council for approval in July 2017 with a completion date set for the end of 2017.**

UTILITIES DEPARTMENT

ELECTRIC

Energy Storage System Projects. The City recently consummated lease agreements with Alevo and Mitsubishi Heavy Industries (MHI) regarding Energy Storage Systems (ESS) that will connect through the HLD system and perform PJM system grid reliability services, specifically voltage and frequency support. Staff will continue to work with the two entities as we finalize the Service/Interconnection Agreements and complete the MD Public Service Commission notifications. The proposed total of the 12MW ESS, which is composed of projects at three substations, is expected to be in service mid-2016. The MHI project at Snook Substation has been assumed by Alevo who will be providing all 12 MW of ESS to the HLD. The initial project is under construction and the delivery of the 2MW unit is scheduled for January 18, 2017. The project is expected to be in service within the next few months. **Update as of July 2017:** The 2MW unit is installed and is operational. Aleve has two projects underway with other Utilities and the projected start date of the remaining two HLD projects is in the final quarter of 2017.

Rate Structure & Revenue. Manage the financial operations of the Electric Division to ensure that our existing rate structure remains in place. The recent weather trends further reduces our ability to increase revenues through sales. The combination of the revenue losses, the currently reduced wholesale power supply cost, and projected increases in wages and benefits will force the Division to continue to extend the life of our existing assets as required. Continuing process in 2017. **Update as of July 2017:** Continual process.

MELP

The City of Hagerstown is working through legal issues regarding the default of the Release and Settlement Agreement with the owners of the property. Staff has performed the cost analysis, worked with local contractors and secured the final pricing required to complete the project in anticipation of when the City is allowed to move forward with the final demolition/remediation of the MELP property. 2016 report detailed history to date. For 2017 staff will evaluate remaining funding and determine if the next phase can be accomplished. **Update as of July 2017:** MDE approval for the Phase 2 backfill was received on June 16, 2017. The demolition contractor is expected to remobilize within the next two weeks. The next phase will be the removal of the water in the basement of Phase 3 and then test the walls and floors for contaminants

WATER

Water Five Year Rate Model. Staff will continue to manage the financial operations of the Water Division to insure that our existing five year rate model is followed. FY16 rates are in place with a 2% increase slated for each of the five years of the rate model. The City will continue to update the financial information on a yearly basis and forward the information to the Municipal & Financial Services Group for inclusion into the model. Continuing process. Staff has forwarded our recent FY financial information for inclusion into the document. **Update as of July 2017:** Continual process.

Water Treatment Plant Upgrades. Staff continues to work with Hazen & Sawyer and MDE regarding improvements at the facility. The existing Traveling Screens were installed in 1976, have exceeded their useful life, and have required extensive repairs over the past three to five years. Future repairs would require extensive reconstruction of the existing screen chamber and installation of a new traveling screen. The useful life of this type of repair is approximately 20 years. CIP 863 has been funded through a \$1M MDE loan and the replacement of the screens will occur in FY17. Regarding funding for the R.C. Willson Treatment Plant Traveling Screen Replacement and Water Storage Tank Mixing project: Hazen is in the process of making the final amendments to the contract documents and drawings and we expect the project to be advertised during January of 2017. We expect a notice to proceed to construction in May of 2017. This project was submitted to MDE in April 2016 for review, comment, and approval with the intent to advertise in mid to late summer. The final comments were not received until November 15, 2016 and the City and Hazen staff have been working to finalize the contract documents and drawings since that time. At this time, staff does not foresee any additional delays and expect to meet the June 2017 deadline. **Update as of July 2017:** The M&C approved the \$1.294M contract with Carl Belt Inc. on June 20, 2017 and construction is expected to occur within the next few months.

Edgemont Water Facilities. For 2017 continuing as previously reported. Staff is in the process of developing information pertaining to the long range plans for the Watershed Properties, the Edgemont Dam, and the Breichner Water Treatment Plant. In FY17 the study and design to either repair the toe drain and spillway seepage or breach the reservoir, per MDE Dam Safety Division requirements, will be completed. CIP 168 contains \$1.332M as a budgeted amount over the next two fiscal years. Upgrades will be necessary to convert the currently non-operable Breichner Plant to Chloramination since the Willson Phase IV work is complete. Additional upgrades will include upgrading the electrical and SCADA equipment, internal piping and enhanced filtration sufficient to treat the raw water supply. Engineering and construction upgrades are expected to cost approximately \$4,200,000 which is funded through CIP 405 over the next three fiscal years. Staff continues to work with Hazen & Sawyer, Triad Engineering and MDE as preliminary engineering and data are developed regarding the dam at the Edgemont Reservoir. In addition to seepage at the toe, cracking has occurred in the overflow raceway and subsidence beneath the raceway has been noted. Core testing is complete and the report is in the process of finalization. The reservoir continues to be operated in a dry state and the Breichner WTP is non-operable. Staff is awaiting the finalization of the reservoir report. **Update as of July 2017:** Staff is working diligently on the engineering aspects of the project. The reservoir will continue to be operated in the "dry state" with MDE oversight and reporting still in place.

Distribution System Upgrades. The Water Division will continue with our CIP 709 budgeted \$550,000 system rehabilitation and main replacement projects through the leak detection program, hydrant and valve program, and through our coordinated efforts with the City/County/State roadway rehabilitation projects. This CIP assists greatly in reducing system operational issues related to water main and equipment failures. The planning and development of the transmission main replacement project will receive further focus in FY17. Continuing process utilizing our leak detection program and roadway rehab requests. **Update as of July 2017:** Continual process.

WASTEWATER

Synagro Operations. For 2017 continuing as previously reported. Scheduled for completion in calendar year 2017 under CIP 712, the Synagro Wastewater Treatment Plant Sludge Storage Tank and Sludge Thickening Project was funded in the amount of \$944,750 for the design, permitting, procurement, installation, and commissioning work to complete modifications to the existing facilities. The project will provide a redundant location for the storage of thickened sludge including modifications to the existing Fermenter. Staff, Synagro and GHD Engineering continues to work on the upgrades which are slated over a five year period. The group continues to work on the third phase of the project which will include upgrades to the drum dryer, DAF and other associated operating equipment. **Update as of July 2017:** Staff continues to work with Synagro and GHD in the finalization of the engineering process.

Wastewater Five Year Rate Model. Staff will continue to manage the financial operations of the Wastewater Division to insure that our existing five year rate model is followed. FY16 rates are in place with an increase of 4%, and following years increase for FY17 at 4%, FY18 at 2% and FY19 at 2%. The City will continue to update the financial information on a yearly basis and forward the information to the Municipal & Financial Services Group for inclusion into the model. Continuing process. Staff has forwarded our recent FY financial information for inclusion into the document. **Update as of July 2017:** Continual process.

Wastewater Collection System. For 2017 continuing as previously reported. Administrative and Collections staff utilize the Capacity Management Operation & Maintenance (CMOM) evaluation and procedure documentation. This document allowed the Wastewater Division to meet MDE Consent Judgment mandates and plan for the future maintenance and operational needs of our wastewater collection system. Staff requested grant funding in the last quarter of 2015 from the MDE for continuation of the multi-year project in FY16. MDE has allocated \$300,000 in a grant that requires a 50% match by the Division. CIP 312 has \$400,000 budgeted in FY16 and \$430,000 proposed for FY17. The projects will be completed utilizing existing staff and equipment. The City of Hagerstown Department of Utilities, Wastewater Division was awarded \$300,000 in matching grant funds by the Maryland Department of the Environment (MDE) through the Maryland Water Quality Financing Administration for FY17. This project

will address the Inflow and Infiltration (I&I) of the system related flow in the wastewater collection system by replacing or relining existing defective pipe and other associated infrastructure. Mr. Rehab, Inc. submitted the most cost effective bid of \$538,453.66 and will begin the project in early 2017. **Update as of July 2017:** Mr. Rehab has completed the I&I remediation project and staff will explore future grant opportunities.

Wastewater Treatment Plant. Wastewater Treatment Plant (WwTP) staff will continue to refine our processes as they relate to the Enhanced Nutrient Removal (ENR) initiatives at our facility. Funding is secured for the launder cover installation on final two clarifiers. Staff will also be working with Synagro on the sludge storage and thickening process upgrades required for the pelletizing facility. The MDE and City continue to debate the reduction of our rating capacity from the permitted 10.5 MGD to the previous 8MGD permit parameters. Staff will be working with our consultants and legal counsel to determine our course of action as we move forward. City staff, Black & Veatch staff, and legal staff have met with MDE numerous times as we attempt to work with MDE to prove our treatment plant is capable of operating at the previously permitted 10.5 MGD. The facility continues to operate without a permit violation for the past 105 consecutive months. **Update as of July 2017:** Continual process.

ADMINISTRATIVE

Regulatory Requirements. The Utilities Department Administrative, Regulatory, and Engineering staff will work to meet all regulatory reporting parameters including but not limited to the MD Public Service Commission, Federal Energy Regulatory Commission, the Maryland Department of the Environment, the US Environmental Protection Agency, and all local agencies reporting for FY17. Continuing process. **Update as of July 2017:** Continual process.

City Enhancements. The Utilities Department Administrative, Regulatory, and Engineering staff continues to assist the Department of Community and Economic Development in projects related to economic development, the MELP project, and all the committees that assist in the operation and revitalization of the City. Continuing process. **Update as of July 2017:** Continual process.

c: Department Managers

**REQUIRED MOTION
MAYOR AND CITY COUNCIL
HAGERSTOWN, MARYLAND**

Topic:

Review of Current Vision and Mission Statements - *Group Discussion*

Mayor and City Council Action Required:

Discussion:

Financial Impact:

Recommendation:

Motion:

Action Dates:

**REQUIRED MOTION
MAYOR AND CITY COUNCIL
HAGERSTOWN, MARYLAND**

Topic:

Individual Mayor and City Councilmember Goals - *Individual and Group Discussion*

Mayor and City Council Action Required:

Discussion:

Financial Impact:

Recommendation:

Motion:

Action Dates:

**REQUIRED MOTION
MAYOR AND CITY COUNCIL
HAGERSTOWN, MARYLAND**

Topic:

Break

Mayor and City Council Action Required:

Discussion:

Financial Impact:

Recommendation:

Motion:

Action Dates:

**REQUIRED MOTION
MAYOR AND CITY COUNCIL
HAGERSTOWN, MARYLAND**

Topic:

Developing Common Goals - Facilitated by Mayor Bruchey

Mayor and City Council Action Required:

Discussion:

Financial Impact:

Recommendation:

Motion:

Action Dates:

**REQUIRED MOTION
MAYOR AND CITY COUNCIL
HAGERSTOWN, MARYLAND**

Topic:

Determination of Vision and Mission Statements - *Group Discussion*

Mayor and City Council Action Required:

Discussion:

Financial Impact:

Recommendation:

Motion:

Action Dates:

**REQUIRED MOTION
MAYOR AND CITY COUNCIL
HAGERSTOWN, MARYLAND**

Topic:

Direction to Senior Leadership - Next Steps - *Mayor and City Council*

Mayor and City Council Action Required:

Discussion:

Financial Impact:

Recommendation:

Motion:

Action Dates:

**REQUIRED MOTION
MAYOR AND CITY COUNCIL
HAGERSTOWN, MARYLAND**

Topic:

Set Next Meeting Date, Time, and Location

Mayor and City Council Action Required:

Discussion:

Financial Impact:

Recommendation:

Motion:

Action Dates: