

GOAL SETTING SESSION – September 13, 2018

Mayor R. E. Bruchey, II called this Goal Setting Session of the Mayor and City Council to order at 10:10 a.m. on Thursday, September 13, 2018, at the Washington County Library's Community Room, 100 S. Potomac Street, Hagerstown, Maryland. Present with the Mayor were Councilmembers K. B. Aleshire, A. Heffernan, E. Keller, L. C. Metzner, and S. McIntire, City Administrator Valerie Means, Erik Kline, Public Works Traffic Control and Building Maintenance Supervisor, Wendy Nussbaum, Director of Human Resources, Kathleen Maher, Director of Planning and Code Administration, Steven Lohr, Fire Chief, Paul (Joey) Kifer, Police Chief, Michelle Hepburn, Director of Finance, Michael Spiker, Director of Utilities, Rodney Tissue, City Engineer, Jill Thompson, Director of Community and Economic Development, Scott Nicewarner, Director of Communications, Information Technology, and Support Services, and City Clerk D. K. Spickler.

Opening Remarks

Mayor Bruchey stated there are 26 months left for this administration. This Goal Setting Work Session is an opportunity for an open discussion about each Mayor and City Councilmember's goals and vision and their shared vision.

High Level Overview of Documents

Ms. Means thanked the Mayor and City Council for meeting in this format to discuss their goals and priorities. This time for strategic planning is of utmost 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 their priorities and goals in a manner that gives direction to staff concerning service levels and service priorities. To do this, Ms. Means recommends that the Mayor and Council consider their individual priorities in the larger perspective of the current and future service needs of the residential and business community of Hagerstown.

Included in the meeting packet is a list of Core Services provided by each City Department along with the 2018 Departmental Goals. This information is provided to assist Mayor and Council as they consider their vision for Hagerstown's Future, as well as think about the accomplishments and the status of current projects such as those in the Community's City Center Plan, and the Urban Improvement Project, along with the current departmental goals and work plan. In doing so, they will be able to form a consensus for a plan to continue to move the City forward.

The Mayor and City Council will face choices as they proceed with the planning process. These choices will affect residents, businesses, and 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 facilities, infrastructure and streets, or the amount and quality of services provided. The outcome of their plan will also become a valuable tool for future year budgeting purposes.

Ms. Means provided a list of possible relevant topics that she and the Department Managers reviewed and believe will be a good starting point and aid for the Mayor and City Council's discussions. Those topics are Citizen Based Government, Community City Center Plan, Community and Public Facilities and Infrastructure, Economic Development, Environmental Resources and Sustainability, Future Land Use, Growth and Annexation, Innovative Progressive Government, Neighborhood Revitalization, Parks and Recreation and Active, Healthy Living, Public Health and Safety, Revitalization of Downtown, Revitalization of vacant and under-utilized land in the City, Sports Tourism, Storm Water Management, Transportation, Urban Improvement Project (UIP), and Water and Wastewater. Using this information together with the Mayor and City Council's vision and priorities, they will be in a great position to create and finalize a plan. Once the Mayor and City Council decide upon their prioritized topics, the department heads and Ms. Means can help them develop action item ideas pertaining to each of the general topics. All of these together will become the plan that will be finalized and formally adopted by the Mayor and City Council.

An adopted plan will provide all stakeholders a clear picture and consistent message of the Mayor and City Council's vision, priorities and work plan to make Hagerstown the best it can be. The senior leadership team and their staff, the boards, and commissions will be empowered to operate effectively and efficiently if all understand the Mayor and City Council's direction to lead the organization.

Included in the meeting packet are the 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.

The planning time will be best spent and most beneficial to all those affected by using it to evaluate the value and cost of the City's services and programs, how the City utilizes the resources it has and whether there are new ways to provide those services and programs.

Mayor Bruchey asked each department head to share what they would like to see happen in the last two years of this administration. He also asked what the elected officials can do to assist with departments.

#### Public Works

Mr. Kline deferred reporting for Public Works until Eric Deike, Director of Public Works, can be present.

#### Human Resources

Ms. Nussbaum reported the department is updating many of the manual processes. One focus is on-line benefit enrollment.

### Planning and Code Administration

Ms. Maher stated staff reviews City Codes regarding development and planning each year. One of the Department's goals is to be business friendly while still protecting the quality of life for citizens. Staff will be discussing comprehensive rezoning with the Mayor and City Council in November. Property owners affected by the potential amendments will be invited to a meeting to discuss the amendments. Rental Licensing amendments are in the process of being approved by the Mayor and City Council. Staff is preparing to begin the process to inspect rental units that have never been inspected. Education of property owners is an important step in this process. It is not good for people to live in hotel rooms that are not designed for extended stay uses. Licensing of hotels will be discussed again with the Mayor and City Council in the next few months.

### Fire Department

Chief Lohr stated the biggest challenge for the department is funding and sustainable revenue and governance. He has discussed strengthening the City's Charter regarding the Fire Department with Ms. Means and the City Attorney. During a recent study, one Hagerstown Fire Department facility was rated as poor. Decisions regarding this station will be difficult, as the anticipated cost for repairs is up to \$ 5 million and there are 200 years of tradition associated with it. He is willing to provide alternatives to provide coverage if this station is closed. He asked the Mayor and City Council for support of a Charter Change to define the roll of the fire department to prevent a 911 call if they can't respond with the needed equipment. Staffing discussions are needed and will also be difficult. He would support consolidating five stations into four, if they are in the appropriate places. Support from local leadership will be needed for this change. The work schedule for the Deputy Fire Marshals is overwhelming. The only way to reduce the hours they work is to add a third deputy fire marshal. He would like to move forward with that position as soon as possible. When he was hired as Fire Chief, his top goal was to have 3 people prepared to move into the Chief's position. He suggested filling the Deputy Fire Chief position to help meet that goal. If the Mayor and City Council's direction is to combine City fire services with Washington County Emergency Services, he would do it but does not think it would be a positive action. He believes that would be a plan to temporarily prop up a failing County system. There are not enough personnel in the fire department to meet the goal of 3 staff on fire engines and backfill responding firefighters.

### Police Department

Chief Kifer stated staffing continues to be a concern. With the most recent retirement, the police department is 19 people short. They have been able to maintain services so far but it is getting more difficult. Staffing shortages also affect internal operations. Retention is his primary focus, with recruiting being second. It takes 366 to 564 days to replace someone. This includes academy training and field training. HPD is focusing on local hiring and reinstating a cadet program will be discussed with the Mayor and City Council soon. HPD is not as competitive with departments that are close by. He is looking for direction from the Mayor and City Council for initiatives to help with

retention. Incentives don't always necessarily have to be monetary. If officers continue to leave within 7 years, it will jeopardize the sustainability of the police and fire retirement system. Funding for training has been reduced but more training is required. HPD staff applies for many grants and will continue to do so. HPD works well with the fire department and the Washington County Sheriff's Department. In the three areas where there is a community police officer, crime has been reduced.

#### City Clerk

Ms. Spickler stated staff will be working to update the City Code to make it relevant for the current time. Staff also continue to provide support to the Mayor and City Council.

#### Finance

Ms. Hepburn stated the focus needs to be on prioritizing service levels in order to build a sustainable budget. It will be helpful during the next budget cycle if services have been reviewed to determine if they should be continued. She hopes the next triennial assessment is better but the focus needs to be on sustainability. Both short term and long term goals should be established.

#### Utilities

Mr. Spiker noted he will be retiring in less than 10 months and succession planning is importation. Nancy Hausrath, Water Operations Manager, has filled in for Mr. Spiker and has works well with other utility managers. First Energy is selling their municipal block and another group will be taking over. The City of Hagerstown has a contract for electric service with First Energy through 2022. He does not anticipate any changes during the term of the contract. The five year rate study for Water and Wastewater will be discussed with the Mayor and City Council in October. A 2% to 3% rate increase is likely over the next five years. The Utilities Division focus is keeping utilities seamless, with rates as low as possible.

#### Parks and Engineering

Mr. Tissue stated there are five projects being worked on. The Indoor Sports Center Requests for Qualifications (RFQ) is ready to be released. The Maryland Stadium Authority (MSA) will be in Hagerstown this week looking at many factors for a new baseball stadium. The MSA will complete a market analysis of possible locations. Work continues on stormwater regulations and creation of a stormwater utility. Responsibility for curb and sidewalk installation and repair will shift from the property owner to the utility. Construction of the Plaza associated with the Urban Improvement Project (UIP) is occurring. Completion of the next phase of the Cultural Trail is expected to occur in the Fall of 2019. Requests for Proposals (RFP) will be requested next summer. Washington County will be putting out bids for the Professional Boulevard road work in the spring. The City needs to finalize its participation (if any) in the widening of Eastern Boulevard in relation to this project. He anticipates Professional Boulevard will be under construction by the end of 2020.

### Community and Economic Development

Ms. Thompson reported the department's main area of focus is to sustain momentum with businesses and residents and to maintain and increase the taxable base to provide fiscal sustainability. The City Center plan is a good plan to achieve this focus. She would like to discuss how to move forward with the plan in its remaining four years. The City should consider how to leverage the momentum with the UIP to increase interest in downtown, perhaps with economic development marketing. There needs to be a focus on community pride. She would like to see a change in rents downtown to spur investment. A traditional developer needs to see a return on their investment and that won't happen with depressed rents. Volunteer engagement is an important part of the department. DCED has three primary functions – supporting businesses, neighborhoods, and events to increase the quality of life for citizens and visitors. She wants the community to realize they focus on all three of these functions.

### Communications, Information Technology and Support Services

Mr. Nicewarner stated the technology infrastructure is aging and becoming obsolete, A decision will have to be made about whether to house the programs in-house or on the internet. The department is looking how to manage the infrastructure of aging police cameras as well, including the relay of data. The City has a robust financial management program but only uses about 30% of its capability. Reducing staff time to complete reports and other work is a focus of the department. Staff is always looking for ways to improve customer service. Customer Service staff handle 6,000 to 7,000 inquiries per month. Not only is this volume intensive, it is mentally intense as well since most customers are not happy when they contact Customer Service. A department goal is to provide additional training to decrease the stress of dealing with angry customers. The Communications division is in the process of producing marketing material to enhance the community's understanding of what the City's role is. The in-house studio is complete and could be used to promote the message of the City. The City should be more proactive instead of reactive. Staff has been working for years on developing a plan to address the chronic properties that are on the tax rolls. When they are on the tax sale list, it takes them out of the process for two years. There are a few options to get these properties back on the tax roll to discuss with the Mayor and City Council. The first step is to understand the assessment process. A representative from the State Department of Assessments and Taxation will attend a Work Session in October to provide an overview of the assessment and appeal process. Reassessments are sometimes made based on a report of damage to a building. Ms. Maher has been discussing the appeals process with the SDAT office as well. Mr. Nicewarner stated technology staff have been considering how technology can be integrated into projects such as the sports plex and stadium. The department is focused on making Hagerstown an efficient City as far as operations go.

Councilmember McIntire asked if the Community Coalition could include reassessment of properties in their goals. Mr. Nicewarner indicated any avenues to get the information out would be helpful.

Councilmember Metzner pointed out this is the strongest group of senior management he has seen in his 24 years as an elected official. Decisions will have to be made about

funding of services and projects. He totally supports addressing the fire service issues Chief Lohr discussed, including the deputy chief position. It will be difficult to increase the tax rate in 2020 because it is an election year. He suggested considering an increase now. The challenges of the reservoir and the Breichner plant also need to be discussed.

Councilmember Heffernan thanked everyone for their work. It is important to discuss the State's method of assessment. Increasing the tax base is important. He is concerned about the proliferation of tax exempt facilities downtown. The City has growing financial requirements from every department and the burden is put on a continually decreasing group (taxpayers) to pay for all the infrastructure. He wondered if there is a way to discourage tax exempt properties in the City limits and encourage relocation of State and County tax exempt services downtown to locations outside the City limits.

Ms. Thompson and Mr. Nicewarner determined there are 64 properties within the Main Street area that are tax exempt. Ms. Thompson stated the core should be the high performer of the assessable base.

Councilmember Metzner pointed out even though the properties are tax exempt, the employees who work there impact downtown through restaurants and the parking fund. If they leave downtown, it would not necessarily help the City financially. The major employers are government services.

Councilmember Aleshire agreed with Ms. Hepburn that government should focus on what it does best – infrastructure. That would then drive development. Management staff provided a list of projects and activities to the Mayor and City Council. He keeps a similar list in a notebook with umbrella topics. As projects are completed, he moves them from the main topic. For example, a main topic is consistency of all housing. This includes hotels, vacant structures, strategic development, drug houses, etc. He is able to track projects and initiatives this way.

Ms. Means pointed out the management team is looking to the Mayor and City Council to provide the umbrella by majority. Staff will then continue to work toward completing the initiatives relating to each one.

Councilmember Aleshire doesn't think he has Council majority on all his items, for example a splash pad on the Cultural Trail.

Mayor Bruchey stated his priorities are public safety, homeownership, increasing the assessable base and PILOT agreements. The City should focus on marketing and recruitment. Staff should be part of trade shows in Ohio, southern Maryland, and Pennsylvania so they can tell people what a great place Hagerstown is to do business. There is a great interstate system and rail system here. There are other transportation amenities as well. He would rather put tax dollars toward economic development, public safety and addressing derelict properties instead of toward capital improvement projects. He agrees the City Code needs to be updated in places. His number one priority is the staffing shortage at HPD. Being 19 officers down is concerning to him. The perception that Hagerstown is not safe has to be changed. He agrees with Councilmember Aleshire that the government's job is infrastructure. He would add public safety to that. The

Mayor and City Council has to decide if the City will be a partner in the Professional Court project.

### Review of Current Vision and Mission Statements

The current mission and vision statement is as follows:

“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.”

Councilmember McIntire would like to add “excellent customer service” to the vision statement.

The group agreed to change the Vision Statement to :

“The City of Hagerstown shall be a model of efficient and high quality customer service as a location of choice for all citizens.”

Councilmember Heffernan suggested adding language about a health conscious community, which would include addressing the Opioid abuse crisis and highlighting park amenities.

The group agreed to change the Mission Statement to:

“The City of Hagerstown is a diverse, business-friendly, and sustainable community with clean, safe and strong neighborhoods.”

Chief Lohr pointed out the condition of the building stock was mentioned by five department heads. He wondered which buildings are in the worst shape and need the most attention. He asked what would have the most impact for the abandoned and blighted buildings.

Councilmember Heffernan stated turning these buildings into viable uses would have the biggest impact. He wondered what the drain is on public safety with these buildings.

Chief Lohr has 15 firefighters who are ambassadors for the City when they aren't responding to fire calls. If some of the fire department's time was focused on cataloging these buildings it may make a difference. He reminded everyone of the impact of focusing on one issue had to turn around a bad situation – the Garden Plaza hotel. A Deputy Fire Marshall and a clerk would be needed to track the visits. He noted the former YMCA building is a hazard.

Chief Kifer asked if some of the clerical duties could be completed with a cadet program.

Councilmember McIntire asked how the Crime Resource Officer program is working. Chief Kifer stated the officers are in three different locations and crime has dropped there. She wondered if school resource officers will help increase interest in the cadet program.

Chief Kifer stated cadets would start at age 18 and be employed with HPD for six years by the end of the contract. Officers are leaving for higher pay and other things.

Ms. Means noted the City has excellent healthcare. Maybe it is necessary to do better in relaying what the benefits are.

Ms. Hepburn noted many employees are looking at the immediate benefits, not at future benefits, such as retiree healthcare.

Councilmember Keller believes Hagerstown's biggest problem is getting community buy-in. Hagerstown's leaders and citizens need to do a better job of selling themselves. The document showing the benefits of living in Hagerstown should be everywhere.

The group took a lunch break at 12:00 p.m. The meeting reconvened at 1:30 p.m.

#### Individual Mayor and City Councilmember Goals

Councilmember Aleshire's priority is a strategic demolition plan in which abandoned and blighted properties can be removed. Frederick City developed a program that was very successful. Demolishing these buildings would be an immediate boost to the neighborhood. He believes the City has the capability to be proactive in dealing with the deteriorating buildings. The most egregious buildings would be targeted first.

PILOT (Payment in Lieu of Taxes) agreements should be streamlined and consistent for all entities. The City's income levels are depressed. He noted Hagerstown receives less than  $\frac{1}{4}$  of the income tax that Frederick receives. Licensing of hotels is an important action. A stable paid fire system is necessary. The decisions can't wait for the County to gain the political will to make the decision to fund the fire system throughout Washington County. Stormwater utility management is important to him. He believes development of the East End will happen. This area includes the stadium and the former MELP site. A Sportsplex or MS 4 could be located there. He believes the City is 18 months behind with the plan and construction of a third parking deck. There should already be a property in hand for the deck. He views operations as place over people. He believes his role is to address the needs of the place rather than the people. If the right things are done for the place, the people will come. Image management is important and is often overlooked. The City lets too many entities and organizations and voices dictate its image. This includes the Herald Mail and the various "What's going on in Hagerstown" type social media sites. In contrast, similar sites about Frederick relay a positive message and image. Positive messages from the City's partners are needed.

Councilmember Heffernan would like the City of Hagerstown to have a vibrant downtown core, with offices, shops, and restaurants. A full court press is needed to get rid of deteriorated vacant buildings. The City needs to focus on increasing property

values. This can be done with improvements to the City itself and dealing with the assessment process. He would like to focus on a safe city with a low crime rate. Staffing positions within the budget needs to be discussed. The City should be a walkable, bikeable, and green City. Hagerstown has an extensive bike infrastructure. The City's magnificent parks and amenities should be promoted. Enhancements should continue to City Park and the Cultural Trail. He supports Councilmember Aleshire's idea of a splash pad. Abundant healthy life initiatives are available throughout the City. The City should focus on attracting young professionals seeking a better and healthier lifestyle to Hagerstown. This may help to attract people who want to be police officers or firefighters to the City's departments. Abundant choices of restaurants will attract people downtown. Hagerstown is a city with old charm and interesting architecture. He suggested constructing new buildings with old-style architecture. The revenue stream for downtown development needs to be increased without raising taxes. He would give more support to projects that aren't social service related. There should be some revenue stream for the City from the Hotel/Motel Tax and Admissions and Amusement Taxes. He suggested making downtown a culinary driving point. Perhaps a partnership could be created with Hagerstown Community College to offer a culinary school program downtown. There are more "feet on the street" as more non-profit and service organizations locate downtown. However, it's not the right kind of foot traffic. These entities should not be incentivized. He wondered if PILOTs would be a possibility. The practice of releasing inmates from the Maryland Correction system to Hagerstown has to be addressed. Inmates should be released to their home location.

Councilmember Keller stated the County staff has been working on marketing plans and opportunities for the County. She wondered how the City can be included in that plan. The Mayor and City Council need to know what the County Commissioners' vision is for Hagerstown, as it is the heart of the County. Focusing on homeownership is not realistic. Things have changed and people in her generation are not buying houses. The City should be focusing on developing 2<sup>nd</sup> and 3<sup>rd</sup> floor condos. She agrees there needs to be a strategic demolition plan, with focus on the worst areas first. She thinks a City Economic Development Commission would be beneficial in working with developers and business people. This Commission would be specific for Hagerstown. Boutique stores and a grocery store are needed for downtown. A long term goal for Councilmember Keller is to end the negativity surrounding Hagerstown. Negative comments are posted on social media often. The MML Convention included a workshop about promoting the community and how to inspire pride in the community. If the people living in the community portray it as being the worst place in the world how will anyone be interested in visiting Hagerstown. High Rock did a video about Hagerstown. She suggested the Mayor and City Council be a partner in that video.

Ms. Means stated the video was promoted as a promotional piece for the UIP but that is not what it turned out to be.

Councilmember Metzner stated the music video that was done several years ago was a great marketing piece. When you watched the video, you knew there was enthusiasm about Hagerstown. He thinks promoting Hagerstown can be promoted with music. There are two budget cycles left for this administration. Solving issues with more funding won't occur before 2020. Since funding issues with the fire departments in

Washington County is being discussed, there may be some funding approved by the County. He agreed with Councilmember Keller in that younger generations are not purchasing houses. He agrees a demolition fund is needed; however, he wonders where funding will come from. He agrees with including a splash pad at the Cultural Trail.

The stadium and sports plex are long term projects. He has seen things in the works for 20 years (while he has been in office) come to completion. The UIP project is his top priority. It is encouraging that \$ 40 million is being spent on a downtown project. A decision needs to be made about the Mt. Aetna area. He agrees that positive promotion of Hagerstown is needed. He would support hiring a public relations firm, such as High Rock. Further discussion is needed for a deputy fire chief position as Chief Lohr requested. He is comfortable with succession thoughts for Utilities. Because of the challenges with recruiting police officers, he suggested it may not be relevant anymore to not allow people who smoked pot five years ago to be police officers. Hagerstown needs the right officers so they don't have to deal with some of the things other departments do. A decision will have to be made about the Edgemont Reservoir and the Breichner water plant soon.

Councilmember McIntire thinks there are barriers to people purchasing homes in Hagerstown. Part of the problem is that realtors have the same perception of Hagerstown being unsafe. She would like to market the City more positively. Enhancing customer service is important. She suggested a 24 hour kiosk for utility payments. Online permitting would be helpful to contractors. She would like to figure out a way to engage the under-represented in the community. A Town Hall meeting in different locations may help with this. Easy to read documents to educate the public on the City's finances are needed. Other priorities include promoting Hagerstown as a gigabit city, use the Cultural Trail more often, and promote and encourage local businesses to be part of the activities. She supports a splash pad at the Cultural Trail.

Mayor Bruchey thinks a strategic demolition program and the worst and most damaged properties should be addressed first. A fund for this program is needed. He suggested using General Fund surplus to increase funding in the Invest Hagerstown program. He noted that Hagerstown Advance was a City EDC but it was not successful. He could live downtown but he doesn't want to have to drive to a grocery store or other stores. He thinks a grocery store downtown is needed. Hagerstown attempted to attract a grocery store downtown but marketing studies indicated the market wasn't there. He does not think the Maryland Theatre expansion will immediately provide a direct return to the City. He does think the Hager 5 project will have a direct impact. A conference center for 300 participants would be good for downtown. The City should discuss return of revenue from the Arts and Entertainment District. Meeting with the County Commissioners (after the coming election) would be a good idea. He hopes there will be better interaction with the County. He believes the third parking deck is needed. Hotels should be licensed. Serious discussions are needed about PILOT agreements for all entities. The non-profit facilities receive the same services as others and should pay something. He clarified that the utilities pay PILOTs on their properties. He stated a new stadium is needed. The City is in the process of working with the Maryland Stadium Authority to review sites, etc. He believes a new stadium can be built without any taxpayer money.

Developing Common Goals

Chief Kifer clarified that the City Attorney has indicated the City cannot impose a fire tax. He wondered if the County would charge a fee and then provide a portion of the fee structure for service within the City limits. Chief Lohr stated the fee should be based on the risk of the building.

Ms. Means asked if the Mayor and City Councilmembers are still on board with the City Center Plan Catalyst Projects.

Councilmember Aleshire is not interested in putting more money into the Market House. Chief Lohr asked if it would be converted to another use. Councilmember Aleshire would prefer to list the building on the Competitive Negotiated Sale list. Ms. Thompson thinks the property is positioned well for a discount grocery store. Discussions have taken place but nothing is solidified.

Mayor Bruchey noted the Maryland Theatre Expansion Project and the USMH Expansion Support are being constructed. The Cultural Trail is essentially complete, expect for the housing.

Councilmember McIntire does not think the market has been given due diligence with a social media push yet. She has noticed increased interest in the market with new staffing initiatives. Exciting things are planned for the next 4 to 5 weeks. A few twitter posts will reach younger people.

Councilmember Heffernan stated the farmers market needs to be open more days.

Councilmember Metzner pointed out the Amish market at Longmeadow Shopping Center is thriving and the City can't compete with it.

Councilmember Aleshire is not opposed to leaving it there until it collapses. He is opposed to putting more money into it.

Ms. Means mentioned the market house is one of the sites being reviewed for a stadium. The site could also be used for expansion of the fire department facilities.

Councilmember Aleshire suggested marketing the building to Amazon for a pick up location.

Ms. Thompson stated one problem with being open more days at the market is that some vendors store their merchandise at the market. Councilmember Aleshire stated, as a vendor, he wouldn't want to move his items.

Councilmember Metzner stated the Cultural Trail would be a great location for selling produce.

Councilmember McIntire wondered if Councilmember Heffernan's idea of a culinary school could be located in part of the market house.

It was the consensus to not put a lot of money into the market and to keep it open at this time.

The group reviewed the Catalyst Project list and made the following determinations:

1. New Office Development and Recruitment – will happen at some point
2. Maryland Theatre Expansion Project – work being done now
3. USMH Expansion Support – work being done now
4. Hotel/Conference Center/Heritage Center/Commemorative Park – long term goal
5. Linking City Park/Washington County Museum of Fine Arts and A & E District with Trail and New Housing – mostly complete
6. Expanded Downtown Arts/Events Programming – continue and add Main Street Hagerstown as a partner
7. Expanded Operations of the City Farmers Market – discussed earlier
8. Expanded and Targeted Home Ownership Support – include blighted and vacant demolition plan

Ms. Means noted the budget for events is approximately \$ 500,000. This year's Blues Fest cost about \$ 70,000.

Ms. Means and Ms. Hepburn asked if the Mayor and City Council are considering including a third parking deck as part of the plaza project with the UIP.

Mayor Bruchey stated he has discussed a deck with Hager 5, LLC representatives. The plan includes providing a floor in a five story parking deck in exchange for land provided by Hager 5, LLC.

Ms. Hepburn pointed out the larger deck would be more than the \$ 6 million deck that has been discussed.

Councilmember Metzner is a proponent for a third parking deck. He supports having discussions with Hager 5, LLC representatives but he thinks other locations have to be considered.

Ms. Means stated if the Mayor and City Council are serious about the deck, they need to seriously talk about raising the parking rates. Councilmember Aleshire supports raising the parking rates as recommended by staff. He also wants to work with the County to secure the \$ 400,000 they committed toward the project.

Ms. Hepburn pointed out the General Fund can't provide funding to Enterprise Funds.

Councilmember Metzner stated he sees parking as part of economic development and economic retention.

Mayor Bruchey suggested he and Rodney Tissue start a discussion with Greg Snook (a partner in Hager 5, LLC).

Chief Lohr wondered if a fire station with parking above it would be feasible.

Councilmember Aleshire does not support the City owning or maintaining Professional Court. A fire tax would be a sustainable revenue source. City residents are essentially paying a fire tax currently, with 1/3 of their tax bill. He does not want the MELP property returned to the owner at the end of the clean-up. He feels a road should be built on that property to provide access from the business park in that area to the Dual Highway. He supports the idea of a City EDC. He does not like town hall style meetings that don't have a stated purpose. He likes the idea of a streamlined image of Hagerstown.

Councilmember McIntire found the MML convention informative. She offered to give her space at the convention to a department head.

Based on the discussion, Ms. Means clarified the common goals as:

1. Vacant buildings/strategic demolition plan
2. Splash pad – exact location to be determined
3. PILOTs – Plan to implement consistently – determine if churches are exempt from PILOT agreements
4. Stormwater Fees – applied to all non-pervious areas
5. City Center Plan – focus on most of the Catalyst Projects except # 4 (Cultural Trail) and # 7 (City Farmer's Market)
6. Urban Improvement Project
7. Expanding events
8. Planning for third parking deck
9. Enhancing the City's image
10. City level Economic Development Commission
11. 24 hour kiosk for utility payment and permits

There being no further business to come before the Mayor and City Council, the Goal Setting Session was adjourned at 3:43 p.m.

Respectfully submitted,

*Original signed by D. K. Spickler*

Donna K. Spickler  
City Clerk

Approved: January 29, 2019