

Council Agenda Report

Date: November 28, 2016

Prepared and Submitted by: Sandra Tripp-Jones, City Manager *STJ*

SUBJECT Fiscal Year 2017 Council Goals – 1st Quarter Report

Recommendation: That Council receive subject report.

Discussion:

As part of the budget adoption process, City Council adopted Five Goals and Sixteen Implementation Actions. Attached is a table with the status of activities reported against planned implementation activities for the first quarter. Also shown are the planned activities for the second quarter.

City Council has agreed to hold two work sessions to refresh the goals and implementation plans on Dec. 1 and 2 from 10:00 am until 12:00 noon in the Public Safety Building.

Attach:

Commissioners Goals FY 2017 First Quarter Report

Strategies	Implementation Plans	Dept/ Division	1 st Quarter Activity	2 nd Quarter Projected Activity
1. Strengthen Financial Health of the City				
General Strategy	1. Adopt Fiscal Policies	Finance	Plan: Development and implementation of purchasing and reserve policies. Status: Draft reserve policies submitted to City Council; comments taken; and staff work proceeded on GF operating reserve policy, MUC operating and capital reserves policy, and budget policy. (These were submitted and approved 11/14/16)	Plan: Development and implementation of debt and revenue policies.
Increase Revenue	2. Sell unneeded properties	Public Works - Admin.	Plan: Do full inventory of all City Owned Properties and prepare GIS Mapping. Status: Completed.	Plan: Evaluate inventoried properties to determine which are not needed; present report with recommendations for disposal; Council begin process to declare
Reduce Costs	3. Task RFC with finding ways to reduce costs.	Fire Dept.	Plan: Investigate grant sources for fire apparatus and role of RFC's in other areas in funding operating and capital programs. Status: Consulted with other city administrators and learned that some cities fund less and some more of volunteer operating budgets. Also learned that some volunteer fire departments seek funding (raise funds, seek grants and loans) to finance and maintain all fire apparatus. In others, the city and the volunteer fire department share in responsibilities for funding and maintaining fire apparatus. Identified potential grant and low-interest loans for Fire apparatus; identified consultant to do apparatus needs assessment for prioritizing future purchases and justifying grant applications.	Plan: Meet with RFC re consultant study and their working with consultant; hire consultant for fire apparatus needs assessment; meet with RFC re costs reduction potentials through bidding frequently bought items.

2. Address Housing Blight

<p>Strategy: Demolish condemned houses</p>	<p>4. More funding for demolition</p>	<p>Public Works - Building Safety Services</p>	<p>Plan: As of July, 2016 18 houses had demolition orders. Update listing to see if any have been recently foreclosed on by Dorchester County. Reevaluate structures on demolition list and prioritize. Have Rob Collison do deed searches for clearance. Status: Four properties added to demo list. Nine Properties have been demolished since July 1, 2016. One was done by the City of Cambridge.</p>	<p>Plan: Demo at least 5 houses – top ranked from the list of 18.</p>
<p>Strategy: Get more properties back onto tax rolls</p>	<p>5. Cooperate with County on selling vacant property and facilitating lot-line adjustments.</p>	<p>Public Works - Admin and Planning & Zoning</p>	<p>Plan: Continue to sell already foreclosed properties from prior and June 2016 lists Status: County sold 30 properties. Bids were received on other properties and County and prospective owners are working on settlement. City staff have initiated lot line adjustment policy/ordinance study with Planning Commission.</p>	<p>Plan: Dorchester County is updating tax sale list to be available by the middle of October. Determine which properties would be recommendable for foreclosure. Determine which properties would be eligible for lot line adjustments.</p>
<p>6. Purchase tax sale properties as buyer of last resort to take control of properties in the City.</p>	<p>Public Works - Admin.</p>	<p>Plan: Acquire a full listing of properties from Dorchester County of properties they hold on old and new tax sales, already foreclosed and prepare GIS Mapping. Status: Not completed. In November, County offered 2 vacant lots on Academy St. to the City. County is having success in selling foreclosed property. HPC agreed to not enforce maintenance requirements on County if County forecloses, facilitating sales of properties in Historic District.</p>	<p>Plan: Continuation of Qtr 1 activity.</p>	

<p>Strategy: Avoid decline of vacant houses to point of condemnation</p>	<p>7. Research enforcement policies and tools for more effective code enforcement.</p>	<p>Public Works - Admin. and Building Safety Services</p>	<p>Plan: Continue our efforts in visiting and talking to other jurisdictions to explore more effective enforcement procedures and make internal changes that don't require legal action. Meet Judge Jews to suggest new Court procedures. Status: New Code enforcement software has been installed for more efficient and effective enforcement. Proposals for more consistent enforcement schedules has been drafted for Council consideration. City Council approved a policy for reducing fines and fees on properties for which there are tax certificates and property owners were unaware of them. Mr. Collison and Mr. Wheeler met with the Honorable Melvin Jews on Nov. 16, 2016 and agreed on streamlining measures.</p>	<p>Plan: Continue to work with court officials to for more efficient processing; bring new procedures to Council for consideration.</p>
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<p>8. Develop a housing blight reduction program, in coordination with the County.</p>	<p>Public Works – Planning & Zoning</p>	<p>Plan: Apply for more façade improvement funding. Status: Application for \$50k submitted for façade improvement with more focus on areas outside the downtown. Other activities: - City and County staff participated in a webinar learning about FHLB’s funding programs for low and moderate income housing rehab and development. - Scott Shores and LaSara Kinser have been working with Salisbury University as a class project to conduct site evaluations on all properties in the third ward, categorizing kinds of blight. This was done in Nov. This can be a model applied throughout the rest of the City. The Ward 3 data will be combined with other data and be used to plan blight intervention programs and justify grant applications.</p>	<p>Plan: Develop blight reduction plan.</p>
<p>9. Increase code enforcement capacity so that it is more proactive .</p>	<p>Public Works - Building Safety Services</p>	<p>Plan: Hire an additional full-time code enforcement inspector to increase enforcement activity. Status: Due to Council's decision not to increase rental registration hiring a full time inspector isn't feasible. However we are exploring funding options to see if we can hire someone part-time to do just weed/rubbish notices from March to Oct. which will free up full-time inspector to concentrate on housing violations.</p>	<p>Plan: Conduct desktop audit of Code Enforcement operations looking at efficiency and effectiveness.</p>

3. Economic Development

<p>Strategy: Increase tourism</p>	<p>10. Add advertising dollars to Marina budget and direct Long Wharf Committee to advise on its use.</p>	<p>Public Works - Marina</p>	<p>Plan: Visit brokers and catamaran dealers in Annapolis and bring some to Cambridge for a visit. Advertise in Prop Talk and Spin Sheet magazines. Status: Brandon Hesson developed a marketing brochure, which was taken to sailing boat show and motor boat show for distribution. Brandon Hesson also developed a marketing plan which – including advertising in Prop talk and Spin Sheet magazines - which was presented to and approved by the Long Wharf Committee.</p>	<p>Plan: Begin advertising for next boating season. Put together a calendar of events to use in advertising. Include an exclusive page within new website for the Marina.</p>
<p>Strategy: Attract businesses and increase employment base</p>	<p>11. Develop industrial business marketing project under joint City/County committee</p>	<p>Public Works - Economic Development</p>	<p>Plan: Better define how commit is to be formed. Status: Both the City and County Councils and Hurlock have identified their Council representatives each. The Sage Group economic development strategy update has completed the review and comment stage. The Committee has not met as other priorities have taken precedence. Staff have developed contacts for consulting on formation of a county Economic Development Commission Other activities: City and County Economic Development Staff have built a strong collaborative relationship focused on business retention and attraction.</p>	<p>Plan: Finalize Sage Group study. Convene first meeting of City/County to consider its mission and criteria for adding other members.</p>

4. Advance Sailwinds Development

<p>Strategy: General</p>	<p>12. Proceed with Sailwinds Wharf repair.</p>	<p>Public Works - Engineering</p>	<p>Plan: Receive Army Corps of Engineers permits. Status: Permits still not in hand. Morris, Richie Associates provided us with an update, Army Corp of Engineers permit is still in review process, and we hope to receive in November. Once received specification will be sent for formal bidding. Other Activities: Governor's Hall lease was awarded to the American Legion effective 12/1/16, which organization will pay the City \$20,000 for 2-year lease, extendable by one year.</p>	<p>Plan: The Corps has recommended that even if the permits are not in hand by December, the City should proceed to bid and go to construction once the bids are in hand.</p>
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5. Reduce Crime

<p>Strategy: General</p>	<p>13. Bike patrol</p>	<p>Police - Patrol</p>	<p>Plan: Identify uniform and equipment needs and place orders as needed. - Done Status: Done</p>	<p>Plan: Send a minimum of three officers to Police Cyclist Certification School at the Eastern Shore Criminal Justice Academy. Status: We are sending seven officers to bike school and have had bikes repaired.</p>
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14. Neighborhood Watch program in 4 neighborhoods	Police - Chief's Office/Community Policing	<p>Plan: Conduct research and obtain information from the Maryland Police Training Commission on how to set up Neighborhood Watch programs. Select four neighborhoods to begin the program and encourage them to attend the Citizens' Police Academy.</p> <p>Status: We believe the Nextdoor.com website will improve neighborhood communication. We have four neighborhoods on Nextdoor.com. Formation of the four Neighborhood Watch programs have not yet been initiated.</p>	<p>Plan: Hold community meetings to determine their quality of life issues and establish lines of communication among residents. Train neighborhood leaders to communicate with their Police Advisory Board.</p>
15. Exploration of how to reduce crime through meetings between the Chief, Sheriff	Police - Chief's Office	<p>Plan: Meet with Sheriff Phillips and State's Attorney Bill Jones to come up with objectives to collaboratively reduce crime.</p> <p>Status: We held two meetings and a press conference to discuss crime, addiction and goals for the county narcotics task force.</p>	<p>Plan: Put programs or tactics into effect, or identify funding sources to accomplish objectives.</p>
16. Crime analysis software	Finance - IT	<p>Plan: Obtain quote and purchase order for ATAC-RAIDS software from Lexis-Nexis and begin installation and data conversion.</p> <p>Status: After attempting to use install this software, it is apparent that it cannot be supported by the County server and that it is not as well developed as it should be. The Chief has identified an alternate method for crime data analysis and will cancel the contract with Lexis-Nexis.</p>	<p>Plan: Develop and install alternative crime analysis application.</p>