

Strategic Opportunities Advisory Team 2018

Economic Resilience Committee

Minutes

March 12, 2018

Members in Attendance: Edmond B. (Ted) Gregory, Nick Tressler, Gary Moore, John Daniels, Helen Maleady, Bruce Reeder, Thorsten Weiss, Ryan Safner, Richard Griffin, Karen Paulson, Gerry Kolbfleisch,

February minutes were accepted with no change.

Gary Moore volunteered to do minutes in April.

Proposed Agenda that was loosely followed:

1. Review of the data distributed
2. Sharing of analysis by members that was done in advance
3. Request more data
4. Create a map of the data to include in the final deliverable
5. Obtained bond underwriters feedback and reviewed
6. Review benchmarks comparing the city of Frederick to other similarly sized and situated municipalities

Ted reviewed what reports were available on the City of Frederick site and we proceeded with the Agenda.

A general discussion ensued which included

- Comments on the definition for our work group of economic resilience. We are still attempting to consolidate this into something concise and to the point.
- Comments on the City's pension options, on the fact that the county is developing up to the city limits and that there is no real perception in the public of Frederick's actual city limits, and Livable Frederick.
- Ted praised the team and City staff working on the team.
- It was determined that the work group would develop a SWOT analysis in April
- And the committee was divided into groups to study the following topics in preparation for the April meeting.

Additional comments:

- How can the city survive with limited tax resources by scaling back some services but remaining as a good place to live – How variable is the cost structure.
- Credit Strength highlighted in Moody's
- Discussion of recession handling by Frederick. Rainy day fund issues. General budget estimates were on a conservative and frugal basis.

Budget comments.

- Workers Comp is up. Discussed cost saving through sharing discussed. City does good job with motor pool requirements. City size helps.
- Ft. D generally 1300 service employees. Variance would be in civilian employees.
- Storm water management greatly improved. Treating and pumping-Compare flow to billed. Helps locate leaks. Non revenue water is a big issue. Save water drink craft beer.

Mayor description of resilience is internally focused while the committee was outward focused. Will have to marry the two. Define our definition and determine how this goes forward. Mayor is our client so we need to stay near his definition. Focus - What gives us the biggest bang for the buck; Other not so important. Avoid project creep. What happens if?

HOMEWORK ASSIGNMENT

1. Read Ted's Interpretation and compare to word document
2. Benchmark suggestions – from Gerry
 - Feedback – ties into what is on website
 - Do comparative analysis
3. Divided into Subgroups
 - REVENUE + DEBT + RESERVES + LEGACY - Doug, Karen, Katie, Garry
 - INFRASTRUCTURE - Helen, John, Richard, Jenny, Rick
 - GOVERNANCE –Transparence/Literacy - Gary, Ryan, Dawn
 - PRIVATE ECONOMY - Nick, Bruce, Thorsten, Richard
 - Population
 - Workforce
 - Employment
 - Industries
 - Housing
 - Define current, look to the future
 - Governance and an engaged citizenry
 - Build up trust with citizenry
 - No clear defined output
4. Analyze segment of data

At April meeting the leader of each subgroup above will lead a discussion of the topic as a precursor of SWOT analysis which will be developed as far as the hour and a half allows.

Respectfully submitted.

Helen Maleady
March 16, 2018