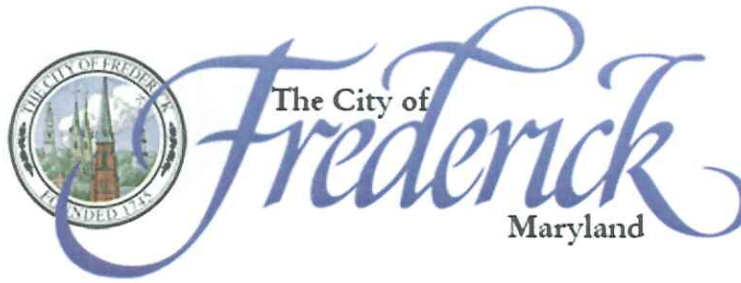


*Mayor*

*Michael C. O'Connor*



July 6, 2018

Dear Mayor O'Connor,

As co-chairs of the Mayor's Strategic Opportunities Advisory Team (SOAT) Steering Committee, we are pleased to submit to you the final reports of the SOAT Workgroups. Rather than a traditional "transition" report, you requested that we conduct in depth exploration of five key areas:

- Civic Engagement
- 21st Century Technology and Communication
- Economic Resilience
- Expanding Opportunity
- Organization and Structure of City Government

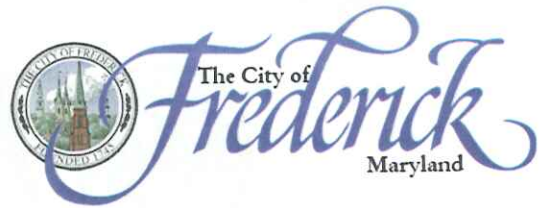
The Steering Committee was formed and commenced its work in January 2018. Five workgroups were created; each was chaired by a Steering Committee member and assigned an area of study. The workgroups, comprised of volunteers from the community with a broad diversity of backgrounds and expertise, held multiple public meetings, interviewed staff and members of the public, read city documents, and analyzed information. Agendas and minutes of all meetings were made available to the public on the City's website from a dedicated SOAT link. A deadline for completion of the reports was set for June 30, 2018.

The goal of each group was, to the best of its ability, seek answers these questions:

1. What are our greatest strengths?
2. What are our best opportunities?
3. What is our preferred future?
4. What are the measurable results that will tell us we've achieved that vision of the future?

There was also an understanding that with limitation on time, there may be topics that the groups would not be able to include in the evaluations, but that these areas should be identified for further contemplation and potential action.

Each Workgroup has completed its own report which is folded into this final document as submitted. While each workgroup has addressed the intended goals, each has done so with its own unique approach, style, and flavor that best supports the unique aspects of each key area. We believe that this theme of



collaborating to achieve common goals while still maintaining the integrity and individuality of each group is actually quite symbolic of the City's vision of inclusiveness and diversity.

There were literally dozens of volunteers who participated in this process alongside City staff and members of the public, and each has made valuable contributions. The time and energy they have donated to the betterment of Frederick is priceless. We commend them and are grateful their time and dedication to the city that they all care deeply about. This has been an obvious labor of love and all have made it clear that they remain available to you and the City moving forward.

We thank you for the opportunity to share in this process which we believe was a refreshing departure from the norm. The City of Frederick is poised for greatness, and bold actions such as this process help build the framework for our future. We all remain dedicated to moving Frederick forward and truly hope that the work that has been done here will benefit not only this Administration, but those in the future.

Sincerely,

A handwritten signature in blue ink, appearing to read "J. Racheff", written over a horizontal line.

Jim Racheff, Co-Chair  
SOAT Steering Committee

A handwritten signature in blue ink, appearing to read "Kelly Russell", written over a horizontal line.

Alderman Kelly Russell, Co-Chair  
SOAT Steering Committee