

MUNICIPAL HOME RULE
PILOT PROGRAM

City of Elkins

2018
PROGRESS
REPORT

West Virginia State Code §8-1-5a (m) provides:

“Commencing December 1, 2015, and each year thereafter, each participating municipality shall give a progress report to the Municipal Home Rule Board and commencing January 1, 2016, and each year thereafter, the Municipal Home Rule Board shall give a summary report of all the participating municipalities to the Joint Committee on Government and Finance.”

The Municipal Home Rule Board has developed this standard format for Pilot Program participating municipalities to prepare and submit their respective Annual Progress Reports. The intent of this standard format is to gather and compile information in a consistent, easily understood, and efficient manner that will be used to develop a concise and practical summary report to the Joint Committee on Government and Finance.

Annual Progress Reports must be submitted electronically as an individual file in PDF format no later than the close of business on December 3, 2018, by emailing Courtney Shamblin at courtney.d.shamblin@wv.gov, West Virginia Department of Revenue, West Virginia Home Rule Pilot Program, State Capitol Complex, Building 1, Room W-300, Charleston, West Virginia 25305, 304-558-3356.

A. General Information		
Name of Municipality: City of Elkins		
Certifying Official: Jessica Sutton	Title: City Clerk	
Contact Person: Jessica Sutton	Title: City Clerk	
Address: 401 Davis Ave.		
City, State, Zip: Elkins, WV 26241		
Telephone Number: 304-636-1414 ext. 1211	Fax Number: 304-635-7973	
E-Mail Address: jsutton@cityofelkinswv.com		
2010 Census Population: 7,094		
B. Municipal Classification		
<input type="checkbox"/> Class I	<input type="checkbox"/> Class II	<input checked="" type="checkbox"/> Class III
<input type="checkbox"/> Class IV		
C. Pilot Program Entry Phase		
<input type="checkbox"/> Phase I (2007 Legislation)	<input type="checkbox"/> Phase II (2014 Legislation)	<input checked="" type="checkbox"/> Phase III (2015 Legislation)
D. Attest		
I hereby confirm that I am the authorized official for this municipality and certify that the information submitted herein and attached hereto is true and accurate and that this report addresses each and every initiative included in the original Home Rule Pilot Program Plan Application for this municipality and any subsequent amendments, if applicable.		
Jessica Sutton		Nov. 29, 2018
Type Name of Certifying Official	Signature of Certifying Official	Date

Please use this page to report progress on each **non-tax related initiative** included in your Home Rule Application. Each non-tax related initiative must have a separate page.

Initiative: "On the spot" citations
Category of Issues Addressed (check all that apply) <input type="checkbox"/> Organization <input checked="" type="checkbox"/> Administration <input type="checkbox"/> Personnel <input type="checkbox"/> Other
Was this non-tax initiative a part of your original plan application <input checked="" type="checkbox"/> or a plan amendment <input type="checkbox"/> ?
Has the ordinance(s) needed to implement this initiative been enacted? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
If yes, when was the ordinance enacted? July 21, 2016
If no, please describe challenges faced in enacting the related ordinance(s)
<p>SUCSESSES – In the space below, please provide a brief narrative highlighting successes realized through the implementation of this initiative and any metrics used to track performance.</p> <p>The authority provided to our Code Enforcement Officer by this initiative has provided a three-fold benefit to the City. First, the officer has the ability to directly confront unsanitary, unsightly and potentially dangerous issues with immediate effect. Second, the citizens of Elkins have renewed confidence that the City is interested in and addressing problems that they see often and feel are important. Third and final is the relief that is provided to our police department through the transference of responsibility to code enforcement, in appropriate instances, for what they may consider low priority calls.</p> <p>Within the first four months of implementation our Code Enforcement Officer issued sixteen citations. Twelve of these were abated and four were issued and paid fines. In 2017 the number of citations dropped significantly and in 2018 only six citations have been issued. What may be imbibed from these statistics is that the ability of the Code Enforcement Officer to quickly address what are typically very public issues, has prompted immediate redress in most cases an ultimately improving the quality of neighborhoods and neighbors throughout the city.</p> <p>In response to our lessons learned (see below), actions have been taken over the last eighteen months to better educate the public, including a document for distribution detailing the most commonly occurring violations and who (police, fire or code enforcement) is responsible for responding, in order to address any confusion, as well as multiple articles published in print and electronically.</p>
<p>LESSONS LEARNED – In the space below, please provide a brief narrative highlighting lessons learned during implementation of this revenue initiative that would benefit other municipalities.</p> <p>More public education would have been helpful during and immediately after implementation so that citizens could have a better understanding of the process, the authority granted and more importantly, the limitations on what the code enforcement officer is able to do. In many cases, high visibility issues include a combination of code enforcement and public safety issues, which take coordination and time to resolve.</p>

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Initiative: Registration and Maintenance of Foreclosed Properties			
Category of Issues Addressed (check all that apply)			
<input type="checkbox"/> Organization	<input checked="" type="checkbox"/> Administration	<input type="checkbox"/> Personnel	<input type="checkbox"/> Other
Was this non-tax initiative a part of your original plan application <input checked="" type="checkbox"/> or a plan amendment <input type="checkbox"/> ?			
Has the ordinance(s) needed to implement this initiative been enacted? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
If yes, when was the ordinance enacted? July 16, 2016			
If no, please describe challenges faced in enacting the related ordinance(s)			
<p>SUCSESSES – In the space below, please provide a brief narrative highlighting successes realized through the implementation of this initiative and any metrics used to track performance.</p> <p>The successful expansion of the City’s Vacant Structures Registration Program to include lenders and trustees who are in the process of foreclosing is a significant tool in the struggle to abate the blight of dilapidated properties around town. The process of foreclosure can be lengthy and imposes no requirements for property maintenance throughout, allowing what are typically already neglected properties to continue to negatively affect communities for significant amounts of time. Since the implementation of this authority the Building Inspector/Code Enforcement Officer has registered several properties held by a lender or trustee and currently has one foreclosed property on the list. This has proven to be a valuable tool for the City.</p>			
<p>LESSONS LEARNED – In the space below, please provide a brief narrative highlighting lessons learned during implementation of this revenue initiative that would benefit other municipalities.</p> <p>The problem still exists that even though the City has the authority to require a lender or trustee who is in the process of foreclosing on a property to register as the owner, identifying who the foreclosing entity is can be difficult. Once ownership is identified, contact and compliance improve in a majority of cases.</p>			

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Initiative: Public Nuisance Liens
Category of Issues Addressed (check all that apply) <input type="checkbox"/> Organization <input checked="" type="checkbox"/> Administration <input type="checkbox"/> Personnel <input type="checkbox"/> Other
Was this non-tax initiative a part of your original plan application <input checked="" type="checkbox"/> or a plan amendment <input type="checkbox"/> ?
Has the ordinance(s) needed to implement this initiative been enacted? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes, when was the ordinance enacted?
If no, please describe challenges faced in enacting the related ordinance(s) The City of Elkins is still pursuing the best way to implement this authority. It is currently under review by the Rules and Ordinances Committee.
SUCSESSES – In the space below, please provide a brief narrative highlighting successes realized through the implementation of this initiative and any metrics used to track performance.
LESSONS LEARNED – In the space below, please provide a brief narrative highlighting lessons learned during implementation of this revenue initiative that would benefit other municipalities.

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Initiative: Satisfaction of Demolition Liens
Category of Issues Addressed (check all that apply) <input type="checkbox"/> Organization <input checked="" type="checkbox"/> Administration <input type="checkbox"/> Personnel <input type="checkbox"/> Other
Was this non-tax initiative a part of your original plan application <input checked="" type="checkbox"/> or a plan amendment <input type="checkbox"/> ?
Has the ordinance(s) needed to implement this initiative been enacted? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes, when was the ordinance enacted?
If no, please describe challenges faced in enacting the related ordinance(s) The City of Elkins is still pursuing the best way to implement this authority. It is currently under review by the Rules and Ordinances Committee.
SUCSESSES – In the space below, please provide a brief narrative highlighting successes realized through the implementation of this initiative and any metrics used to track performance.
LESSONS LEARNED – In the space below, please provide a brief narrative highlighting lessons learned during implementation of this revenue initiative that would benefit other municipalities.

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Initiative: Transfer or Lease of City Property to Private and Non-profit Entities
Category of Issues Addressed (check all that apply) <input type="checkbox"/> Organization <input checked="" type="checkbox"/> Administration <input type="checkbox"/> Personnel <input type="checkbox"/> Other
Was this non-tax initiative a part of your original plan application <input checked="" type="checkbox"/> or a plan amendment <input type="checkbox"/> ?
Has the ordinance(s) needed to implement this initiative been enacted? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
If yes, when was the ordinance enacted? March 2, 2017
If no, please describe challenges faced in enacting the related ordinance(s)
<p>SUCSESSES – In the space below, please provide a brief narrative highlighting successes realized through the implementation of this initiative and any metrics used to track performance.</p> <p>The City has not yet had the opportunity to exercise this authority.</p>
<p>LESSONS LEARNED – In the space below, please provide a brief narrative highlighting lessons learned during implementation of this revenue initiative that would benefit other municipalities.</p> <p>We suffered no negative effects from the adoption of this initiative and as stated above, have not yet had the opportunity to test the process.</p>

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Initiative: Part-time Police Officers			
Category of Issues Addressed (check all that apply)			
<input type="checkbox"/> Organization	<input type="checkbox"/> Administration	<input checked="" type="checkbox"/> Personnel	<input type="checkbox"/> Other
Was this non-tax initiative a part of your original plan application <input checked="" type="checkbox"/> or a plan amendment <input type="checkbox"/> ?			
Has the ordinance(s) needed to implement this initiative been enacted? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
If yes, when was the ordinance enacted? April 7, 2016			
If no, please describe challenges faced in enacting the related ordinance(s)			
<p>SUCSESSES – In the space below, please provide a brief narrative highlighting successes realized through the implementation of this initiative and any metrics used to track performance.</p> <p>Since the adoption of our Ordinance allowing the hiring of part-time police officers for longer than three months, the City has utilized this ability twice. In the first instance, an officer who has been hired on and off since 2010, but previously limited to serving only three months consecutively, can now stay on as needed with the department, while maintaining other employment in the area. His familiarity with department procedures and personnel allows for a smooth transition on and off the schedule. The ability to hire this officer for longer than three months, grants the department flexibility in his use and time to make other long term adjustments without sacrificing the integrity of the police force.</p> <p>The second example is of an officer who began his part time employment on October 31, 2016. Effective January 20, 2017 a full-time officer retired and allowed the part-time officer to be considered for and eventually hired into the full-time position. Without the ability to keep the part-time officer employed beyond three months, the police department would have suffered the loss of two officers at once and likely have remained under staffed for several months.</p> <p>The City currently employees three officers who are active military. In addition to weekend and week-long duty requirements, they may be called up for deployment at any time. The ability to keep or hire part-time officers, helps significantly during these times of loss.</p>			
<p>LESSONS LEARNED – In the space below, please provide a brief narrative highlighting lessons learned during implementation of this revenue initiative that would benefit other municipalities.</p> <p>We suffered no negative effects from the adoption of this initiative. The public and the police department were both in favor of and have responded positively to the City’s adoption of this policy.</p>			

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Initiative: Raising Maximum Age for Joining Civil Service Police Departments			
Category of Issues Addressed (check all that apply)			
<input type="checkbox"/> Organization	<input type="checkbox"/> Administration	<input checked="" type="checkbox"/> Personnel	<input type="checkbox"/> Other
Was this non-tax initiative a part of your original plan application <input checked="" type="checkbox"/> or a plan amendment <input type="checkbox"/> ?			
Has the ordinance(s) needed to implement this initiative been enacted? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
If yes, when was the ordinance enacted? January 7, 2016			
If no, please describe challenges faced in enacting the related ordinance(s)			
<p>SUCSESSES – In the space below, please provide a brief narrative highlighting successes realized through the implementation of this initiative and any metrics used to track performance.</p> <p>The City has administered civil service testing for probationary police officers three times since the implementation of this initiative. While no applicants, on either occasion, were over the age of forty (40), the City still sees value in the authority to hire otherwise qualified officers up to age forty-five (45) for two reasons. First, in June 2017, Elkins City Council, with the endorsement of the Police Civil Service Commission and the Chief of Police, raised the minimum age of applicants from eighteen to twenty-one. Secondly, the City remains in direct competition with the WV State Police, the Randolph County Sheriff’s Department and neighboring municipalities in the hiring of new officers. The Sheriff’s Department, who also observes a maximum age of forty-five for applicants, has administered civil service testing as many times, or more, as the City over the last year. For both of these reasons, the pool of potential applicants is reduced even further. Which is why the City still believes that the increased maximum age limit is beneficial.</p>			
<p>LESSONS LEARNED – In the space below, please provide a brief narrative highlighting lessons learned during implementation of this revenue initiative that would benefit other municipalities.</p> <p>We suffered no negative effects from the adoption of this initiative. The public and the police department were both in favor of and have responded positively to the City’s adoption of this policy.</p>			

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Initiative: Party Membership Requirements for Election Boards and Civil Service Commissions			
Category of Issues Addressed (check all that apply)			
<input checked="" type="checkbox"/> Organization	<input type="checkbox"/> Administration	<input type="checkbox"/> Personnel	<input type="checkbox"/> Other
Was this non-tax initiative a part of your original plan application <input checked="" type="checkbox"/> or a plan amendment <input type="checkbox"/> ?			
Has the ordinance(s) needed to implement this initiative been enacted? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
If yes, when was the ordinance enacted? March 2, 2017			
If no, please describe challenges faced in enacting the related ordinance(s)			
<p>SUCSESSES – In the space below, please provide a brief narrative highlighting successes realized through the implementation of this initiative and any metrics used to track performance.</p> <p>The City simultaneously passed four separate ordinances to exercise the authority granted by the Board. These included, exemption from party affiliation for 1) police civil service commission members; 2) fire civil service commission members; 3) building commission members; and 4) ballot commissioners and poll workers.</p> <p>The City has had the opportunity to appoint three members to the Elkins Building Commission and one member to the Elkins Police Civil Service Commission without having to consider party affiliation. In addition, the municipal election on March 5, 2019 requires the appointment of twenty-five to thirty individuals, which will be significantly less burdensome with the removal of the party requirements.</p>			
<p>LESSONS LEARNED – In the space below, please provide a brief narrative highlighting lessons learned during implementation of this revenue initiative that would benefit other municipalities.</p> <p>We suffered no negative effects from the adoption of this initiative. The City, as well as other nominating organizations, appreciate being able to focus on the overall suitability of a candidate instead of a persons political party affiliation, particularly given the low interest in serving.</p>			

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Initiative: Business License Categories and Fees
Category of Issues Addressed (check all that apply) <input type="checkbox"/> Organization <input checked="" type="checkbox"/> Administration <input type="checkbox"/> Personnel <input type="checkbox"/> Other
Was this non-tax initiative a part of your original plan application <input checked="" type="checkbox"/> or a plan amendment <input type="checkbox"/> ?
Has the ordinance(s) needed to implement this initiative been enacted? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
If yes, when was the ordinance enacted? June 16, 2016
If no, please describe challenges faced in enacting the related ordinance(s)
<p>SUCSESSES – In the space below, please provide a brief narrative highlighting successes realized through the implementation of this initiative and any metrics used to track performance.</p> <p>The consolidation of categories of business license fees was not a significant change as all categories were already charged the same amount, regardless of being identified separately. However, what the initiative did provide is consistency and efficiency for both business owners and the Treasurer’s department. In addition, the City was able to both raise the fee and institute a penalty for late payment universally. The ability to affect changes across the board has provided an ease to doing business that did not exist before.</p>
<p>LESSONS LEARNED – In the space below, please provide a brief narrative highlighting lessons learned during implementation of this revenue initiative that would benefit other municipalities.</p> <p>The Ordinance to implement this changed was not approved on final reading until June 16, 2016, only a few weeks prior to the start of the fiscal year. This created a delay in the ability of the treasurer’s department to issue license renewal forms and inform business owners of the change in the fee and the new penalty structure.</p>

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Initiative: Distance between WVABCA License Holders and Churches
Category of Issues Addressed (check all that apply) <input type="checkbox"/> Organization <input checked="" type="checkbox"/> Administration <input type="checkbox"/> Personnel <input type="checkbox"/> Other
Was this non-tax initiative a part of your original plan application <input checked="" type="checkbox"/> or a plan amendment <input type="checkbox"/> ?
Has the ordinance(s) needed to implement this initiative been enacted? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes, when was the ordinance enacted?
If no, please describe challenges faced in enacting the related ordinance(s) The City of Elkins Planning Commission is nearly finished drafting a new city-wide zoning ordinance for recommendation to City Council. The consideration of implementing this authority will be postponed until after adoption in order to best determine need and application.
SUCSESSES – In the space below, please provide a brief narrative highlighting successes realized through the implementation of this initiative and any metrics used to track performance.
LESSONS LEARNED – In the space below, please provide a brief narrative highlighting lessons learned during implementation of this revenue initiative that would benefit other municipalities.

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Initiative: "Brunch Bill"
Category of Issues Addressed (check all that apply) <input type="checkbox"/> Organization <input checked="" type="checkbox"/> Administration <input type="checkbox"/> Personnel <input type="checkbox"/> Other
Was this non-tax initiative a part of your original plan application <input type="checkbox"/> or a plan amendment <input checked="" type="checkbox"/> ?
Has the ordinance(s) needed to implement this initiative been enacted? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
If yes, when was the ordinance enacted? September 7, 2017
If no, please describe challenges faced in enacting the related ordinance(s)
<p>SUCSESSES – In the space below, please provide a brief narrative highlighting successes realized through the implementation of this initiative and any metrics used to track performance.</p> <p>It is difficult to measure the success of this initiative given that the impact is more directly felt by private businesses. However, I am aware that some businesses holding a "Class A" license that were either normally open on Sundays have adapted their operating hours and businesses now intentionally open on Sundays for specific events (sporting events or private parties). In addition, individuals and organizations within the City frequently host special events during which alcohol is served and now have the flexibility of time on the weekend to do so.</p>
<p>LESSONS LEARNED – In the space below, please provide a brief narrative highlighting lessons learned during implementation of this revenue initiative that would benefit other municipalities.</p> <p>We suffered no negative effects from the adoption of this initiative. The public and the business owners offering on-site alcohol consumption were both in favor of and have responded positively to the City's adoption of this policy.</p>

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Initiative: Allocation of Funds for City Marketing and Tourism
Category of Issues Addressed (check all that apply) <input checked="" type="checkbox"/> Organization <input type="checkbox"/> Administration <input type="checkbox"/> Personnel <input type="checkbox"/> Other
Was this non-tax initiative a part of your original plan application <input type="checkbox"/> or a plan amendment <input checked="" type="checkbox"/> ?
Has the ordinance(s) needed to implement this initiative been enacted? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes, when was the ordinance enacted?
If no, please describe challenges faced in enacting the related ordinance(s) The City is currently reviewing a draft ordinance for recommendation to council.
SUCSESSES – In the space below, please provide a brief narrative highlighting successes realized through the implementation of this initiative and any metrics used to track performance.
LESSONS LEARNED – In the space below, please provide a brief narrative highlighting lessons learned during implementation of this revenue initiative that would benefit other municipalities.

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Initiative: Intergovernmental Agreements			
Category of Issues Addressed (check all that apply)			
<input checked="" type="checkbox"/> Organization	<input type="checkbox"/> Administration	<input type="checkbox"/> Personnel	<input type="checkbox"/> Other
Was this non-tax initiative a part of your original plan application <input type="checkbox"/> or a plan amendment <input checked="" type="checkbox"/> ?			
Has the ordinance(s) needed to implement this initiative been enacted? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
If yes, when was the ordinance enacted? February 1, 2018			
If no, please describe challenges faced in enacting the related ordinance(s)			
<p>SUCSESSES – In the space below, please provide a brief narrative highlighting successes realized through the implementation of this initiative and any metrics used to track performance.</p> <p>The City has utilized this ability once since implementation earlier this year. The ease and speed of issuing agreements is of great benefit to the City, while still meeting the level of necessary approval and transparency.</p>			
<p>LESSONS LEARNED – In the space below, please provide a brief narrative highlighting lessons learned during implementation of this revenue initiative that would benefit other municipalities.</p> <p>We suffered no negative effects from the adoption of this initiative.</p>			

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Initiative: Municipal Court Technology and Maintenance Fee			
Category of Issues Addressed (check all that apply)			
<input checked="" type="checkbox"/> Organization	<input type="checkbox"/> Administration	<input type="checkbox"/> Personnel	<input type="checkbox"/> Other
Was this non-tax initiative a part of your original plan application <input type="checkbox"/> or a plan amendment <input checked="" type="checkbox"/> ?			
Has the ordinance(s) needed to implement this initiative been enacted? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
If yes, when was the ordinance enacted? September 21, 2017			
If no, please describe challenges faced in enacting the related ordinance(s)			
<p>SUCSESSES – In the space below, please provide a brief narrative highlighting successes realized through the implementation of this initiative and any metrics used to track performance.</p> <p>The receipts to date have been less than two hundred and fifty dollar. However, simultaneous with the final reading and adoption of the ordinance implementing the new fee, City Council also approved the purchase of new municipal court software at a cost of twenty-five thousand dollars. While the fee will likely never generate enough revenue to cover this expense entirely, any amount will be helpful in offsetting the burden to the general fund.</p>			
<p>LESSONS LEARNED – In the space below, please provide a brief narrative highlighting lessons learned during implementation of this revenue initiative that would benefit other municipalities.</p> <p>We suffered no negative effects from the adoption of this initiative.</p>			

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Initiative: Reducing the Number of Eligibles from Certified List of Police Civil Service Commission			
Category of Issues Addressed (check all that apply)			
<input checked="" type="checkbox"/> Organization	<input type="checkbox"/> Administration	<input type="checkbox"/> Personnel	<input type="checkbox"/> Other
Was this non-tax initiative a part of your original plan application <input type="checkbox"/> or a plan amendment <input checked="" type="checkbox"/> ?			
Has the ordinance(s) needed to implement this initiative been enacted? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
If yes, when was the ordinance enacted? February 1, 2018			
If no, please describe challenges faced in enacting the related ordinance(s)			
<p>SUCSESSES – In the space below, please provide a brief narrative highlighting successes realized through the implementation of this initiative and any metrics used to track performance.</p> <p>The City has conducted civil service testing for probationary police officers once since the adoption of this authority. We were lucky to have five candidates appear on the final list of eligibles. To date, two of these candidates have been hired and one has been removed. This leaves two remaining eligible candidates. Should a position open in the police department within the next thirty-three months, the City may hire one of these candidates immediately and avoid the delay and cost of having to administer a new civil service test.</p>			
<p>LESSONS LEARNED – In the space below, please provide a brief narrative highlighting lessons learned during implementation of this revenue initiative that would benefit other municipalities.</p> <p>We suffered no negative effects from the adoption of this initiative.</p>			

Please use this page to report progress on each **tax related initiative** included in your Home Rule Application. Each tax related initiative must have a separate page.

Initiative: Municipal Sales Tax
Was this tax initiative a part of your original plan application <input type="checkbox"/> or a plan amendment <input checked="" type="checkbox"/> ?
Has the ordinance(s) needed to implement this initiative been enacted? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
If yes, when was the ordinance enacted? July 1, 2018
If no, please describe challenges faced in enacting the related ordinance(s)
<p>REVENUES – In the space below, please provide a brief narrative highlighting revenue amounts and revenue categories realized; revenue amounts and revenue categories reduced; net revenue gain; and, any metrics used to track performance.</p> <p>The city has received one disbursement since the implementation of the municipal sales and use tax in the amount of \$184,833.12. In exchange for the implementation of this new tax, the City eliminated the manufacturing category of the B&O Tax, which was projected to yield \$64,208.45 in FY19. The current net gain to the City therefore is \$120,624.67.</p>
<p>SUCSESSES – In the space below, please provide a brief narrative highlighting projects, improvements, programming, etc. realized through the implementation of this revenue initiative and any metrics used to track performance.</p> <p>On September 6, 2018 Elkins City Council adopted a five year strategic plan setting the vision and priorities for the City. The plan will be used to direct the spending of the additional revenues. The initial disbursement was not designated for a specific project, but will contribute to several current and ongoing projects including renovations to City Hall; the implementation of a new Classification and Compensation plan for all City employees; and the addition of new staff positions.</p>
<p>LESSONS LEARNED – In the space below, please provide a brief narrative highlighting lessons learned during implementation of this revenue initiative that would benefit other municipalities.</p> <p>Although underfunded areas of the City budget were identified and multiple public forums were provided to collect input, the City received negative press regarding the lack of specific assignment of the anticipated revenues. The lesson learned is to both engage the press sooner in a positive way and possibly to specify more exactly where the additional revenues will be spent.</p>