

City of Hagerstown - Strategic Plan

Vision Statement

Be the location of choice for a diverse and dynamic citizenry.

Mission Statement

To provide a proud and prosperous community.

| <u>Focus Area</u> A Prosperous Community | <u>Focus Area</u> A Vibrant, Active and Livable Community | <u>Focus Area</u> A Safe and Healthy Community | <u>Focus Area</u> An Innovative and Sustainable Government |
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| Goal Statement Create incentives and programs to attract higher paying jobs, increase private sector investment, and market Hagerstown as the premier community for residential and economic development. | Goal Statement Focus on specific areas, buildings and projects that create a rich, social and culturally vibrant community. | Goal Statement Create and maintain a community that is safe, inviting, and environmentally healthy, with an emphasis on resource conservation | Goal Statement Invigorate the organization, to identify techniques that allow services to be delivered in the most efficient and cost effective manner. |
| Objectives A. Participate in a community partnership to develop a Parking Master Plan for Downtown by <u>Fall, 2011</u> with the goal of identifying site and capacities for future parking facilities. B. Complete the Comprehensive Rezoning Plan by <u>October, 2010</u> C. Examine the feasibility for revitalization of Municipal Stadium, or the construction of a new multi-functional stadium. <u>Oct., 2010 – March, 2013</u> D. Begin a collaborative review with the County and State of the feasibility of a bridge over Antietam Creek at Professional Court and its relationship to future annexation and development. <u>Nov. 2010</u> . E. Extend technology assets by <u>January, 2012</u> to attract future business development in the City Center. F. Develop concept and feasibility plan for retail commercial business, and recreational use along Antietam Creek utilizing public/private partnerships. <u>April, 2011</u> G. Identify innovative means of providing non-monetary support to local non-profit agencies through discussions with M&C. | Objectives A. Completion of the N. Potomac St. Sidewalk Project by <u>September, 2010</u> B. Enhance the image of Hagerstown through the use of social networking and current media outlets by <u>Fall, 2011</u> . C. Develop concept plan for adaptive Fairgrounds Park grandstand use. <u>January, 2011</u> D. Identify development priorities and strategies for the East End in coordination with City's Planning Commission. E. Assist and support Washington County in the redevelopment of remaining lands of the Massey property to compliment the expansion of the Washington County Public Library. F. Development of "pocket parks" program as part of a Parks Strategic Plan Initiative. <u>July, 2011</u> G. Complete commercial / residential redevelopment projects in City Center. H. Evaluate opportunities for establishment of a trolley service from outer edge destinations to City Center. I. Explore expansion of "trails" system to promote biking and walking throughout the City. | Objectives A. Implement approved recommendations from the Green Task Force by <u>June, 2011</u> . B. Completion of the West End Water Tank by <u>December, 2010</u> . C. Completion of Wastewater Treatment Plant ENR upgrade by <u>December, 2010</u> . D. Implement approved recommendations of the Trash and Recycling Task Force by <u>December, 2011</u> E. Complete the engineering and bidding requirements for the R.C. Willson Transmission Water Main Replacement – <u>Year 2013</u> . F. Continue to create new governmental and community partnerships to improve Police and Fire services and reduce costs. G. Study benefit of red light and speed cameras for presentation to M&C by <u>January 2011</u> . H. Planning and implementation of the public safety technology initiatives provided by the DOJ Technology Grant – <u>Nov. 2011</u> I. Evaluation of optimal fire station locations and related operating requirements to enhance fire services and operating costs in collaboration with WaCo Fire & EMS. <u>2011-2012</u> . J. Explore the establishment of a commission to study the revitalization of City/County waterways in collaboration with County/State agencies. | Objectives A. Begin the process of developing recommendations by <u>January 2011</u> to realign our resources and personnel to deliver services more efficiently and timely. B. Explore alternative retirement plans for non-safety personnel by <u>September, 2011</u> C. Implement the phases of employee / retiree healthcare reform beginning in <u>July, 2010 - 2018</u> D. Implement a paperless meeting system by <u>Spring, 2011</u> . E. Develop a preliminary budget plan for FY 11/12 by <u>December, 2010</u> F. Completion of MUNIS Municipal Operations project by <u>Summer, 2011</u> . G. Propose initiatives to better service our lobby/phone/online customers. <u>January, 2011</u> , H. Establishment of a Volunteer Corps as means of enhancing services. I. Explore opportunities for City / County partnerships to address mutually shared goals (ongoing) J. Implement approved revisions to the City's Ethics Code. <u>June 2011</u> . |