Through a combination of financial management policies, land use and forecasting, the City will ensure stability by maximizing its use of resources. To assist the Mayor and City Council, a five year forecast of the City’s General and Enterprise Funds is included in the City’s budget document to illustrate the financial impact of their decisions. On November 27, 2018, Mayor and Council adopted their new Goals & Priorities for 2018 through 2020. As outlined below, these priorities are categorized under ten “pillar” goals which were derived from Mayor and Council’s Mission and Vision Statement that was also approved by the elected body November 27, 2018.

**Vision Statement:** The City of Hagerstown will promote a diverse, business-friendly, and sustainable community with clean, safe and strong neighborhoods.

**Mission Statement:** The City of Hagerstown shall be the model provider of the most efficient and highest quality customer services to be known as the municipal location of choice for all.

The City will emphasize the following Core Values through the implementation of the Mayor & Council’s Goals & Priorities:

- Health, public safety and welfare
- Government transparency
- Providing the highest quality customer service for internal and external customers
- Creative, progressive Government
- Neighborhood protection
- Excellence and continuous improvement
- Partnerships and stakeholder feedback
- Budget Stabilization
- Reversing negative image perception by controlling image management
NEIGHBORHOODS REVITALIZATION & SUSTAINABILITY

The citizens of Hagerstown experience a high quality of life in their neighborhood.

- Create a Strategic Demolition Plan with funding model.
- Identify and prioritize blighted structures and rehabilitation of these parcels to allow placement back on the real property tax roll.
- Sustaining and improving Planning, Code and Zoning policies and laws for continued neighborhood protections.
- Promote neighborhood-based services and citizen engagement by defining neighborhood boundaries and identities and also by expanding Neighborhoods 1st programming.
- Continue to improve conditions in neighborhoods by working with owners, tenants and investors utilizing the Rental Facilities and Vacant Structures programs.
PUBLIC SAFETY

The City of Hagerstown ensures that all who live, work, and play in the City of Hagerstown are safe.

- Within budget support the manpower and capital needs of the City Police, Fire, Code and Public Works Departments.
- Focus attention and resources to Retention and Recruitment in the Police Department.
- Sustain a focus for the City Fire System and the all hazards mission.
- Work with State delegation and community stakeholders to develop legislation and programs to address gangs, violence, drug activity and juvenile crimes.
- Continue focus on the opioid epidemic through partnering with community stakeholders and through the continuing opioid litigation.

PUBLIC FACILITIES AND INFRASTRUCTURE

The City of Hagerstown establishes and maintains quality services and infrastructure that support residents and businesses in a cost-effective manner.

- Planning for construction of a third parking deck in the Urban Improvement Project area and incorporate new technologies that provide and promote a more customer-oriented parking experience throughout the City owned parking facilities and lots.
- Implementation of Stormwater Management Plan and possible fee structure to abide by the new National Pollutant Discharge Elimination System (NPDES) permit regulations.
- Support current improvement plan to the Breichner Water Plant, Edgemont Reservoir and surrounding watershed properties.
- Using the data from an updated street Pavement Condition Survey, make future pavement maintenance decisions and continue to seek restored funding of Highway User Revenue.
ECONOMIC DEVELOPMENT

The City of Hagerstown has a diverse, business-friendly economy that supports the community’s needs.

- Implement the Community's City Center Plan to promote economic development and strong neighborhoods in our core concentrating resources on the following catalyst projects.
  - **Catalyst Project #1** - Select a developer to construct new Class-A offices on the Central Parking Lot.
  - **Catalyst Project #2** - Work with public and private partners to support the expansion of Maryland Theatre programming and facilities.
  - **Catalyst Project #3** - Work in support of USMH to expand academic program offerings and facilities, including student housing.
  - **Catalyst Project #5** - Construct a multi-use trail linking the Arts & Entertainment District with City Park and the WCMFA.
  - **Catalyst Project #6** - Expanded Downtown Arts/Events Programming
  - **Catalyst Project #8** - Expanded and Targeted Home Ownership Support

- Explore creation of a City Economic Development Board.
- Continued support of the partners of the Urban Improvement Project including the City's focus on the Plaza portion.
- Review of Pre-annexation agreements and continue to explore new possibilities for annexation opportunities.
- Continued marketing of City owned properties to the private sector and attracting tenants to available space in City-owned property and managing lease agreements and lease renewals.
- Business Retention, Expansion and Attraction. Work with existing and prospective businesses and investors to retain, expand and attract jobs and investment in Hagerstown.
- Continued administration of incentive programs including the new Invest Hagerstown Grant.
BUDGET STABILIZATION

The City of Hagerstown will strive for continuous improvement of fiscally responsible decision making on both sides of the Budget equation.

• Study the possibility of City wide Payment in Lieu of taxes (PILOTS) for real property exempt parcels.
• Grow assessable base (see Neighborhood Revitalization & Sustainability).
• Promote improvements to the State tax assessment and appeals process.
• Continue to strive for the most efficient management of departmental resources and expense controls.
• Evaluate the future structure and delivery of City services within the availability of our community's financial resources and in response to the needs of Hagerstown's citizens and businesses.
• Continued review of Fiscal policies and make recommendations for any changes.
• Continue work on the new Utility Rate structures for Water, Wastewater and Electric.

PARKS & RECREATION FOR ACTIVE/HEALTHY LIVING

The City of Hagerstown supports a rich, social and culturally vibrant community.

• Construct a Splash Pad ideally along the Hagerstown Cultural Trail.
• Continue to develop and expand programs through the Parks & Recreation Division to increase active, healthy living for our citizens.
• Continue to develop programs that add public art throughout City neighborhoods, parks and public gathering places on an annual basis.
INNOVATIVE/ PROGRESSIVE GOVERNMENT

The City of Hagerstown is committed to employee development, excellence in services, and adapting to meet the needs of the community and the organization.

- Full Service / 24 hour access to City services through implementation of a customer kiosk in the Downtown area.
- Automated Pay-by-Phone. Since our phone system and financial software do not support this ability at this time, explore the requirements and costs of this enhancement.
- Provide ability for application for all types of City permits online, 24x7 access.
- Charter and City Code amendment review. (Possible creation of Ad-Hoc committee).
- High focus on Customer Service innovations to enhance the customer service experience.
- Human Resource technology focus on ways to automate or streamline routine tasks in order to shift time and staff resources from transactional administrative work to more strategic focuses including employee and other possible surveys.

COMMUNITY PROMOTION / PRIDE

The City of Hagerstown will take the lead in improving our Community Image by releasing factual, timely and transparent messaging.

- Creation of an Image/Marketing Plan with creation of creative hash tag identifier.
- Taking image management and enhancement messaging outside of Hagerstown and Washington County.
- Utilize all means of media outlets and partners to promote our messaging including our own studio and help of organizations such as MML, trade shows, professional conferences, Chamber etc.
SECTION 1 - MAYOR & COUNCIL GOALS & PRIORITIES 2018-2020

ECONOMIC DEVELOPMENT THROUGH SPORTS AND TOURISM

The City of Hagerstown will be creative and diversify opportunities for Economic Development through nontraditional means.

- Indoor Sportsplex RFP.
- Multi-use Stadium Complex Study through the MD Stadium Authority.
- Research other opportunities for sport tourism.

CITIZEN-BASED GOVERNMENT

The City of Hagerstown believes in an ethical and financially responsible government, while supporting an engaged citizenry to make the community more than the sum of its parts.

- Promote awareness and understanding of the City's finances through accessible and easy-to-use data presentations.
- Grow the Hagerstown Strong Program - a volunteer outreach group pairing volunteers with government staff.
- Continue to support the Main Street Program and those volunteer groups.
- Grow a foundation of active and engaged residents to serve on various City boards and commissions.
- Improve access to City website information for mobile device users.
- Promote engagement of Youth in Local Government.