

**City Council
Work Session**

Goals

**8 p.m.
Wednesday
June 1, 2016**

**Community Center
Multipurpose Room**

**Followed by Executive Session
City Manager Evaluation**

City of Greenbelt, Maryland

Memorandum

To: City Council
From: Michael McLaughlin, City Manager *MLM*
Date: May 25, 2016
Re: Goals

In preparation for Council's discussion on Wednesday, June 1 on goals, here is a very brief summary on what has been done, suggestions on how to proceed, and examples of what other communities have done.

Following the Visioning work done by the City Council and the community in 2008, a pamphlet was created which listed the agreed to eight (8) goals, a brief explanation for each goal, and 3-4 action steps towards the goal. Six (6) of those goals have continued and been reaffirmed over the years with two (2) new ones added – 1) Economic Development and Sustainability and 2) Provide Excellent Constituent Services. These are the goals which have been listed/used annually in the budget for the past few years.

The pamphlet has been redone with the current goals and narrative explanation. This might help focus Council's thinking/discussion on the goals. Some key questions are:

- Are these goals Council's top 8 priorities?
- If not, what are the top priorities?
- Do some need to be replaced or just one or two new ones added?

Bullet points have been included under each goal for the listing of action steps. Council's discussion in two prior work sessions in December 2015 and March 2016 has shown that there are many issues of interest to Council and it has not been easy to prioritize. It is suggested that Council use the bullet points to write in related issues of interest. This may help determine if these are the correct goals.

Additionally, I expect that whichever firm is selected for the City Manager search will go through a similar discussion and/or exercise with you to identify what you see as the goals and/or most important issues for the next 3 to 5 years. Having this conversation now will make that conversation easier.

Attached are examples of similar work from College Park, Gaithersburg and Rockville and the minutes from Council's last two work sessions on goals.

Attachments
/amb

GREENBELT CITY COUNCIL VISIONING GOALS

1. ENHANCE SENSE OF COMMUNITY

Since its beginning in 1937, the Greenbelt community has benefited from a strong sense of community. The presence of an active and involved citizenry, citizen-owned cooperatives and the design of the community all contributed to a strong sense of community that continues to exist today. It is important to nurture this sense of community so that Greenbelt will remain a special place to live, work and play.



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2. ECONOMIC DEVELOPMENT & SUSTAINABILITY

The City supports economic development which adds to the community's vibrancy and vitality while preserving its history. Appropriate economic development will attract new residents and businesses, support tax base retention, and contribute to the financial viability of the City.

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3. IMPROVE TRANSPORTATION OPPORTUNITIES

Transportation within a community and easy accessibility to it is key to making a livable community.

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4. MAINTAIN GREENBELT AS AN ENVIRONMENTALLY PROACTIVE COMMUNITY

We are all stewards of the environment. Greenbelt, as a community, must do its share to minimize its impact on the environment.

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5. IMPROVE AND ENHANCE PUBLIC SAFETY

A safe community makes for a place where people want to live, work, learn, and play!

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6. PRESERVE AND ENHANCE LEGACY AS A PLANNED COMMUNITY

Greenbelt is an important part of this country's history and a model for community planning. It is vital that it continue to thrive for future generations.

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7. PROMOTE QUALITY OF LIFE PROGRAMS FOR ALL CITIZENS

In its planning and development, Greenbelt offered a better quality of life and opportunities for its residents. Such aspirations must continue to guide programs that the city offers.

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8. PROVIDE EXCELLENT CONSTITUENT SERVICE

The City government will provide excellent municipal services to Greenbelt residents and businesses. It will also work on their behalf with other governments and agencies.

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WORK SESSION OF THE GREENBELT CITY COUNCIL held Wednesday, March 16, 2016, for the purpose of discussing Council Goals.

Mayor Jordan started the meeting at 8:05p.m. It was held in the Multi-Purpose Room of the Greenbelt Community Center.

PRESENT WERE: Councilmembers Judith F. Davis, Konrad E. Herling, Leta M. Mach, Silke I. Pope, Rodney M. Roberts and Mayor Emmett V Jordan. Council Member Edward V.J. Putens arrived at 9:05 pm.

STAFF PRESENT WERE: Michael P. McLaughlin, City Manager and David E. Moran, Assistant City Manager.

ALSO PRESENT WERE: Laura Kressler, PSAC, Bill Orleans, Eric (last name withheld) and Kathleen Gallagher, News Review.

Council Goals

Mayor Jordan indicated this was a follow-up to the December 16, 2015 work session. He stressed the need for the new Council to review the goals. Mayor Jordan hoped Council would develop a prioritized list focused on cost, urgency and benefit/impact for each goal.

Ms. Davis and Ms. Mach noted that their lists included in the meeting packet were things they heard while campaigning, not necessarily their proposed goals.

Mayor Jordan read the eight goals listed a November 25 memo. Ms. Davis suggested the addition of a ninth goal of "Improve and Maintain Infrastructure". Ms. Mach believed this could fall under quality of life but she liked it standing alone.

Mayor Jordan provided a summary of the Council Member suggestions/comments offered at the previous work session as follows:

- Functional analysis, Organizational assessment, SAGE study implementation, Tax incentives, Implement paperless agenda, Move forward with another dog park.*
- Change how we train police officers (community focus vs. military), Focusing on people, Community policing & visibility, Getting basketball hoops back in the City, More positive activities, Bike officers and more visibility. Different employee relations/grievance process, Balanced police training.*
- Implementation of Organizational assessment, Sustainability plan, Bike/pedestrian plan, Toolkit for Economic Development, Enhance planned community, Improve the Theatre. Working with the Friends school, Have Greenbelt children attend Greenbelt schools.*
- Organizational Assessment, Manage change, Infrastructure reserve study, Proactive Economic Development, Outstanding business award, Place making & establish brand, Move forward on bust stop plan, Police body cameras, Develop arts policy, Rental property tax credit, Green solar initiatives.*

- *Make Greenbelt more inclusive, Election process, Transportation/circulator bus, More bus shelters, Electric vehicle charging stations, New fire house, Marketing coordination, Arts & economic development, Create arts district, Performing arts center.*
- *Community & Economic development, Attract businesses, Encourage redevelopment, Implementation strategies, Toolkit, Develop marketing materials, Expand contractor role or hire staff, Roosevelt Center as a destination, Gateway signage, Branding, MD 193 corridor improvements. Better connect Hanover Parkway to the rest of the community.*
- *Increase role for citizens in economic development, Manage change, Realign organization, Performance measures, Succession planning, More transparency, Pay down debt, Lower tax rate, Body cameras for police, Additional dog park.*

Ms. Pope stated that a number of these goals were mentioned by multiple people. She favored a manageable list of condensed goals that Council could achieve in a reasonable timeframe. Ms. Davis liked this idea.

Mr. Roberts wanted to fix the flaws in the City's grievance process. He stated there was a piece of property in Greenbelt West the City could purchase and this was a high priority. Several Council members believed there were challenges with acquiring this property.

Mr. Herling favored the use of ball fields in New Carrollton. He also wanted the City to have more environmentally friendly vehicles.

Ms. Davis suggested better promotion of the City's historic cemeteries.

Mayor Jordan believed the CAR list needed to be prioritized and also the petition list should be accessible on the City website. It was also suggested the advisory board referral status list be on the website.

Ms. Pope believed Council needed to take a look at the Budget and prioritize. She stressed the need for more personnel, but noted that Council never takes anything away.

Mr. Herling suggested that kiosks be installed at each shopping center.

Mr. Putens agreed that Council needed to be careful about staff. He suggested the use of contractors. Mr. Putens stressed the need to prioritize everything. He also expressed concern about the City's aging work force. Mr. Putens agreed with earlier comments that the City consider cuts.

Information Items

Mayor Jordan announced an invite to the Landover bus depot to celebrate National Transit Day on Friday. He reiterated the desire to consolidate budget sessions.

Ms. Davis asked if everyone was getting a magazine from University of Maryland called TERP. She referenced an invitation from the Joseph Gilmore Adult Care Center hosting its annual symposium. She suggested Council watch the MML legislative summary video.

WORK SESSION OF THE GREENBELT CITY COUNCIL held Wednesday, December 16, 2015, to discuss Council Goals/Priorities for the Next Two Years.

Mayor Jordan started the meeting at 8:03 p.m. The meeting was held in Room 201 of the Greenbelt Community Center.

PRESENT WERE: Councilmembers Judith F. Davis, Konrad E. Herling, Leta M. Mach, Silke I. Pope, Edward V. J. Putens, Rodney M. Roberts and Mayor Emmett V. Jordan.

STAFF PRESENT WERE: Michael McLaughlin, City Manager; and Cindy Murray, City Clerk.

ALSO PRESENT WERE: Jim Giese, Greenbelt News Review; Molly Lester and others.

Mayor Jordan said Council will be discussing comments they heard while out campaigning this year and then discussing goals and priorities.

Mayor Jordan said many residents in Greenbelt East were not aware of how fast things were developing at Greenbelt Station and some residents had questions about animal shelter operations and Franklin Park. He added that some residents suggested council members should be elected by districts (wards) and the City election should be held in the same years as the general election.

Ms. Mach said one complaint she heard from residents was about traffic problems – busses going too fast and drivers not stopping for stop signs (Ridge and Westway was the biggest problem). She said one family was very concerned that the basketball courts on Mandan Road were still not available for use and felt that it took away an option for positive activity for young people. Ms. Mach also said residents expressed the need for educational programs within the forest preserve.

Ms. Pope said she generally heard a lot of good comments from residents. She said some concerns she heard from residents included speeding busses and drivers failing to stop for stop signs, the future of Greenway Center with the loss of Old Navy, lack of activities for young children on the weekends that working parents could participate in, need for updates to both the indoor and outdoor pools, lack of communications throughout the City and the lack of signage for Roosevelt Center.

Ms. Davis said some residents expressed concerns about apathy amongst the residents, cliques such as Greenbelt East versus Greenbelt West and forest preserve issues, too much development, not enough development, traffic concerns and, in Greenbelt East, crime increases. She said some residents also expressed the need for younger leadership in all facets of government.

Mr. Herling said residents overall indicated to him that they were pleased with City services. He said some residents did express concerns about traffic, the need for another restaurant in Roosevelt Center and another dog park.

Mr. Roberts said residents expressed concern to him about taxes and whether they will be able to continue to live in Greenbelt Homes, Inc. (GHI) with the increase in GHI fees also. He said other concerns he heard were about crime in Greenbelt East (residents want to see a police officer on bike or foot, not just driving through neighborhood) and dissatisfaction with Franklin

Park Management. Mr. Roberts added that residents want the basketball hoop in Greenbelt East replaced.

Mr. Putens said many senior residents expressed concern about their ability to remain in their GHI homes and mentioned that the City should be proactive in its outreach for development of the nursing home site as a facility for seniors. He added that residents also expressed the need for a performing arts center and more police presence in Greenbelt East.

Mayor Jordan and Mr. Putens commented on the needs for a visioning/goals planning session and suggested council hold this session on a weekend. After discussion, it was noted that a variety of items need to be considered during this session including the economic development study, organizational study, infrastructure needs, etc.

Mayor Jordan requested that each member take the time to review council goals and prioritize them and provide to staff.

Mr. Roberts said there are many things that can be done that won't cost money. He said residents expressed concern to him about the military style training our police officers receive. Mr. Roberts said every hour a police officer spends training at the gun range should require an hour in training in how to work with people with mental disabilities or how to subdue individuals without force. He said residents believe our police officers are better than other police officers but feel there is room for improvement. Mr. Roberts added that residents want the City to purchase the scrap yard property and to reinstall the basketball hoop in Greenbelt East with police officers patrolling the area on a regular basis.

Mayor Jordan then reviewed several of his goals for the next term including community economic development activities, managing change and organizational issues, fiscal restraint, etc. He also said he hoped to be able to have the police body camera program implemented this year and construction of a second dog park.

Ms. Pope said she agreed with Mayor Jordan's goals but noted there are a large number of goals on everyone's lists and noted the challenge with condensing all the goals proposed and determining what can actually be done. She noted the small size of staff and said more staff will be needed in the next few years in order to move forward and accomplish some goals.

Mr. Putens said all members have many goals, some of which should be short-listed and others that should be long-listed. He said Council needs to agree on what they want to do and prioritize, then determine how these goals fit into the organization and develop a plan to implement or phase the goals into a work plan.

Ms. Pope and Mr. Putens commented that if the FBI does relocate to the City, it will be a tremendous drain on staff and Council needs to be prepared.

Ms. Mach mentioned several of her goals including, focus on the organizational study and the pedestrian and bicycle master plan, etc., but said her top priority was to get all Greenbelt children attending Greenbelt schools.

Ms. Davis said additional citizen comments she heard while campaigning, including great community solidarity, sensible development around the new FBI headquarters including

apartments and condominiums for seniors, maintaining a healthy forest preserve, addressing several traffic issues (Baltimore-Washington Parkway ramps and confusing lane markings at Kenilworth Avenue and Greenbelt Road), replacement of Dog Park mulch with gravel, bringing back basketball hoops to Mandan Road court, etc. She noted that continued professional management of the City government and budget as the main job of Council and staff was also mentioned.

Mr. Herling reviewed some of his goals, including building a more inclusive community, economic development, budget process, transportation (circulator bus), amenities in recreation, environmental matters and construction of a new fire station.

After further discussion, Mayor Jordan said many good ideas had been suggested – some short-term, some medium-term and some long-term. He suggested that a work session to review the entire list of Council goals be scheduled, perhaps a day-long event.

It was requested that members provide their lists to the City Clerk who will distribute to all members in advance of the work session.

Post-Election Discussion

Council discussed the 2015 City election and indicated they were very pleased with the way the election was conducted. They requested the Board of Elections: 1) consider options to increase the voter turnout; 2) relocate Precinct 18 (Turning Point Academy) to a more convenient and well-marked location; and 3) consider whether pictures and biographies should be placed on the walls at election precincts.

The meeting ended at 10:00 p.m.

Respectfully submitted,

*Cindy Murray
City Clerk*

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Mayor and Council Priority Initiatives



A key function of the Mayor and Council is to establish a vision and priorities for the organization and for the community. The Mayor and Council worked together to define the priority initiatives that serve as their collective work plan for the 2016-2019 term. These priority initiatives are framed within the Critical Success Factors that capture the Mayor and Council's long term vision for the community.

Efficient and Effective City Service Delivery

Rockville is known for exceptional, personalized service delivery to residents and businesses, characterized by efficient, well documented processes that are administered equitably by a committed workforce of employees with a "can-do" attitude. The Mayor and Council together with Senior Management work well together as they govern the community. The city has talented leadership that ensures the city government is moving in the right direction.

- Finish Compensation and Classification Plan.
- Receive Senior Service Study and develop a multi-year implementation plan.

Good Governance

The Rockville Mayor and Council work well together to make decisions for the betterment of the city, and the city enjoys excellent relationships with Montgomery County, Montgomery College, Montgomery County Public Schools, the State of Maryland and other governmental entities. Rockville residents are engaged with the community, actively volunteer for boards and commissions and turn out the vote in city elections.

- Review the scope and role of the city's boards and commissions and make appropriate changes; and review the systems and processes to create, appoint and sunset city boards and commissions.
- Review existing codes and policies based on the scoring of the Municipal Index done by the Human Rights Campaign and identify modifications to enhance LGBT non-discrimination.
- Reestablish office space for councilmembers
- Develop an open data initiative that includes all aspects of city governance
- Partner with other jurisdictions to meaningfully engage with MCPS, Montgomery County and the state to promote school construction.

Safe and Livable Neighborhoods

Rockville is a community of safe, diverse neighborhoods with well-kept homes and vital neighborhood centers. This is accomplished by the city's commitment to public and pedestrian safety, diversity in housing, support for high quality education and well-maintained infrastructure and by providing city services that address the needs of all constituencies.

- Modify and incentivize the required percentage of various housing requirements (affordable/work force) in new development.
- Develop a plan to increase physical connectivity of neighborhoods.
- Beautify the concrete walls under the railroad tracks at Middle Lane and Park Road.
- Review and agree upon the scope of duties of the Rockville City Police Department and determine appropriate staffing.
- Adopt and implement Vision Zero and engage the community in implementing the vision.

Fiscal Responsibility

The City of Rockville has a track record of fiscal stability evidenced by exemplary bond ratings, appropriate reserve planning, and well thought out and researched capital and operating plans.

Planning and Preservation

Honoring its history, the city strives to protect the integrity of each neighborhood and ensure the quality of life for its residents. Rockville is the epitome of well-planned communities that has constantly reinvented itself and handled increasing density and growth associated with being part of a major metropolitan area. Rockville is known for quality transit-oriented development. The city's illustrious "Rockville Pike" is noted as a best practice application of multi-modal transportation planning and includes retail and housing opportunities for diverse populations.

- Receive the Rockville's Pike Neighborhood Plan from the Planning Commission and adopt it in 2016.
- Examine the appropriateness of different development standards around Metro stations.
- Complete the Comprehensive Master Plan revision by 2018.

- Formulate the conditions under which Rockville can support bus rapid transit.
- Hire a consultant to conduct a feasibility study for a pilot trolley/streetcar program.

Informed and Engaged Residents

Rockville residents are involved with their community and take an active interest in city government by participating in city activities, serving on boards and commissions, voting in municipal elections, and engaging in city governance. The city ensures residents have access to information about city services and current issues, and reaches out to all populations through the innovative use of all media.

- Increase the city's proactive outreach to diverse populations.

Economic Development

Rockville has an enviable business climate built on the success of its multi-phased Town Center, Rockville Pike, and neighborhood commercial centers. The community enjoys a balance of commercial and residential development, small and large businesses and is characterized by mixed use development. New investment is encouraged by the city's innovative business incubators and the development community is supported by an efficient development process that balances and respects private and community interests in the process.

- Formulate a policy on economic incentives and develop supportive programs.
- Encourage Marriott to relocate their corporate headquarters to Rockville (Twinbrook Metro).
- Explore mechanisms to encourage neighborhood shopping center revitalization and explore additional zoning and uses.

Stewardship of Infrastructure

Rockville maintains and enhances existing city infrastructure (i.e. roads, bridges, water and sewer systems, buildings, fleet, amenities, etc.), and while planning for future needs, makes fiscally sound decisions for the long term health of the city. The city strives to be an environmentally sustainable community that preserves its green spaces and continually reevaluates ways to reduce its environmental footprint.

- Establish a task force to settle King Farm Farmstead.
- Adopt a sustainable fleet policy.
- Create a community climate action plan developed by a citizens task force.



Gaithersburg
A CHARACTER COUNTS! CITY

Strategic Plan

An Overall Approach to Achieving the
Vision of the City of Gaithersburg



Fiscal Year 2017

www.gaithersburgmd.gov

Strategic Plan Components

Mission & Vision Statement:

Description of what the City of Gaithersburg exists to do (Mission) and the characteristics that define it as a community (Vision).

Guiding Principles:

Description of the manner in which the City government will conduct business, pursue the Vision and fulfill its Mission.

Strategic Directions:

The eleven primary elements of the City Strategic Plan, each relating to a specific area of focus.

Key Strategies:

Approaches intended to implement a Strategic Direction.

Objectives:

Individual actions and/or initiatives utilized to implement a Key Strategy.

Critical Measures:

Specific data providing objective verification that strategic directions are being achieved.

Mission & Vision

Mission: The Gaithersburg City government exists to provide quality, cost effective, priority community services for its citizens. We are a City that serves as a catalyst for the involvement of residents, businesses and organizations to ensure that Gaithersburg is a great place to live, work, learn, and play.

Vision: Gaithersburg will be a City that:

- Lives by the Six Pillars of CHARACTER COUNTS!® (trustworthiness, respect, responsibility, fairness, caring, and citizenship)
- Has retained the best qualities of a small town and respects its heritage, while embracing the opportunities that new technologies, programs and concepts in urban design provide
- Has involved and supportive citizens and businesses reflecting the diversity of the community
- Has a fiscally conservative, proactive government
- Has safe, livable neighborhoods with a variety of housing types and styles served by diverse transportation options
- Has excellent learning opportunities that meet the needs of the community
- Has attractive and beautifully maintained parks and public places
- Has citizens and institutions that value cultural diversity and seeks ways to promote involvement from all cultural groups
- Has many leisure time activities that meet the needs of the community
- Has citizens with a strong sense of community and individual responsibility
- Has a natural environment that is protected, respected and enhanced
- Has strong partnerships to meet the needs of the community
- Has a community that encourages individual health and wellness
- Has a commitment to sustainable practices that promote social equity, environmental health and economic prosperity

Guiding Principles

Customer Focus

We actively pursue the identification of citizen needs through citizen involvement to provide effective service to our community with efficiency, accountability and a caring attitude.

Open Communication

We promote honest, open communication and easy access to information.

Creativity

We strive to improve the quality and efficiency of City services through creative approaches and new, innovative and cost effective technologies.

Fiscal Responsibility

We provide quality services, of the best value, to effectively meet the needs of our community while maintaining a pay-as-you-go philosophy.

Cooperation

We promote a spirit of fairness, trustworthiness, respect, and teamwork among our elected officials, City employees, residential and business communities, neighboring jurisdictions, and other governmental agencies.

Commitment to Excellence

We strive to achieve excellence in all we do.

Continuous Improvement

We advocate good citizenship and support the freedom to actively pursue suggestions, ideas and creative approaches, leading to continuous improvement in everything we do.



City of College Park, Maryland

2015–2020 Strategic Plan

Approved August 11, 2015

City Vision

The City of College Park is a vibrant and prosperous top 20 college town, which has established collaborative relationships with the residents, the University, businesses, non-profit sector, and other governments that benefit the entire community. The City is known for distinctive and connected neighborhoods, thriving commercial districts, cultural amenities, attractive green space and streetscapes, convenient transportation systems serving all users, and a strong sense of community pride.

City Mission

The City of College Park provides open and effective governance and excellent services that enhance the quality of life in our community.

City Values

Open and Effective Government

The City conducts its business in a lawful, open, and democratic manner. The City values communication and public discussion on issues affecting the City.

High-Performing, Dedicated, and Valued Employees

City staff provide the highest level of service possible. They act with honesty and integrity and are empowered to solve problems. The City values and rewards excellent performance.

Sustainability and Long-term Planning

The City is committed to a sustainable built environment and active stewardship of our natural resources. The City's long-term planning contributes to the well-being and prosperity of our community.

Fiscal Responsibility

The City maintains appropriate financial reserves, provides accurate financial information for decision-making, and spends revenue as effectively as possible.

Collaboration

The City values teamwork across departments and between Council and Staff. The City will strive to have productive, collaborative relations with the University, the County, the State, and neighboring jurisdictions in order to improve the City and the region.

City Goals

Goals are the long-term overarching areas in the City or "things that must go well" for the City to achieve its vision. Each goal statement includes a description of the goal as if it were already accomplished. Below the goal statement are ongoing priorities within the goal area that have been carried over from the 2010–2015 Strategic Plan. These priorities are included in the 2015–2020 Action Plan, either as separate action items or incorporated within other action items. The list of action items necessary to fulfill each goal follows the priorities carried over from the previous plan. The implementation of these action items is detailed in the Action Plan.

The 2020 Strategic Plan Goals are:

1. One College Park
2. Environmental Sustainability
3. High Quality Development and Reinvestment
4. Quality Infrastructure
5. Effective Leadership
6. Excellent Services

Goal 1: One College Park

The City of College Park and its residents, the University of Maryland (UMD) and its students, faculty and staff, and all stakeholders are connected to the community and work together for the best interest of College Park. All stakeholders are actively engaged in achieving our vision. The City actively supports opportunities for members of diverse cultural groups, residents from different neighborhoods, and students to have positive interactions with each other and their City government. All College Park residents feel connected to the City in addition to their neighborhood. People who work in the City, including University staff, federal employees, and students, feel connected to the City. College Park is a place where empathy and respect of diverse groups provide greater understanding and community strength. The City leverages the rich talent and skill in the community, including the non-profit sector and civic associations. The City allocates sufficient staff resources for community engagement to create appealing opportunities for engagement that generate significant involvement in City-sponsored or co-sponsored community, social, and cultural events and public meetings. The City utilizes tools effectively to engage with and receive feedback from a broad range of residents.

Ongoing City Priorities:

- *CMAST monthly meetings*
- *Enforcement of Student Code of Conduct off campus*
- *Grant program for neighborhood events*
- *Good Neighbor Day, College Park Day events*
- *Email notification of code violations*
- *Good Neighbor recognition program*
- *Improve dissemination of public safety information and information regarding all City programs and services*
- *Utilize a customer request management system for online communication, tracking of service requests (status and staff action), and to provide feedback on services*

GOAL 1 ACTIONS ITEMS:

- 1a. Increase positive interaction among neighbors, including long-term residents and UMD students, faculty, and staff
- 1b. Promote cooperation among neighborhoods and the City as a whole
- 1c. Facilitate a range of quality housing options that respect neighborhoods
- 1d. Increase owner-occupancy of the existing single-family homes
- 1e. Research and implement measures that allow residents to age in place
- 1f. Develop communications and community engagement plans that will significantly improve the City's impact and capacity in these areas
- 1g. Develop a marketing plan for the City

Goal 2: Environmental Sustainability

The City is a leader in the protection and restoration of natural resources and the implementation of energy efficiency and renewable energy programs, technologies, and plans. The City reduces its impact on the environment through collaboration, research, and the adoption of best practices to incentivize reduced energy usage. The City has well-managed and attractive natural resources, such as parks, trails, and outdoor recreation areas. The City supports new development that is sensitive to environmental issues and that strives to limit impacts on the environment.

Ongoing City Priorities:

- *Hollywood Gateway Park property purchase and development*
- *Sustainability Plan for City Operations*
- *Sustainable Maryland Certified and the City's goal for renewable energy generation of 20% of the City's electrical demand*

GOAL 2 ACTION ITEMS:

- 2a. Execute the permaculture plan in partnership with residents and organizations
- 2b. Develop a plan for community gardens in partnership with residents and organizations
- 2c. Adopt a City Operations Sustainability Plan that will reduce solid waste and increase recycling; increase fleet efficiency; increase energy efficiency of facilities; and reduce electrical demand; and annually monitor City progress
- 2d. Develop a Community Sustainability Plan that includes support for solar energy
- 2e. Partner with the UMD Partnership in Active Learning for Sustainability (PALS)
- 2f. Partner with agencies to identify funds and implement stormwater management improvements
- 2g. Complete purchase and development of Hollywood Gateway Park

Goal 3: High Quality Development and Reinvestment

The City works with partners to facilitate investment along Baltimore Avenue, in the College Park metro station area, Berwyn Commercial District, and the Hollywood Commercial District to expand commercial development and housing options and increase the tax base to finance improvements in services and infrastructure. The City has strong neighborhoods with ample home ownership opportunities and varied housing and retail options. The City welcomes development proposals and actively works with developers in a structured process to incorporate community input and collaboration in order to support projects that have high design quality, are environmentally sustainable, and have a positive impact on neighborhoods. Resources are provided for City services to meet increases in demand or changes in community needs/desires, including a range of senior housing options.

Ongoing City Priorities:

- *Continued advocacy for State funding for Baltimore Avenue reconstruction*
- *Support and attract diverse, locally-owned retail and restaurant establishments*
- *Matching grant programs for small business to locate in College Park and/or improve their business*
- *Maintain up-to-date inventory of available sites for redevelopment*
- *Annual Economic Development report*
- *Shop College Park initiative*
- *Support for the Downtown College Park Management Authority*
- *Continued advocacy for the Purple Line*
- *Continued advocacy for the Greenbelt FBI site*

GOAL 3 ACTION ITEMS:

3a. Promote and focus economic investment in these priority development areas:

1. Downtown College Park (from the City limits south of Guilford Drive to College Avenue) to implement the University District Vision Plan.
2. College Park metro station area
3. Baltimore Avenue corridor area to create walkable nodes and promote residential infill
4. Hollywood Commercial District to evaluate options for redevelopment
5. City-owned Calvert Road property to create a strategy for redevelopment and use
6. Berwyn Commercial District to revise zoning to allow more neighborhood-serving uses; work with community and M-NCPPC
7. North core of the Greenbelt Metro Station development to work with stakeholders to maximize the benefits and minimize the negative impacts on College Park residents (including proposed Greenbelt FBI location and accompanying retail)

3b. Monitor plans and progress of the University of Maryland Innovation District with the goal of ensuring long-term economic benefits and job growth for the City of College Park

3c. Support and attract diverse, locally-owned retail and restaurant establishments

Goal 4: Quality Infrastructure

The City's infrastructure, including roads, sidewalks, paths, technology, utilities, parks, playgrounds, City Hall, and other City facilities are constructed and maintained at a high quality standard and meet the needs of residents, employees, and visitors. College Park regularly evaluates its public infrastructure and facilities and provides funding so that all facilities meet the expectations of residents and the planned growth of College Park and surrounding neighborhoods. College Park's infrastructure is resilient and designed to function under potentially adverse conditions.

Ongoing City Priorities:

- *Develop a complete and green streets policy (fall 2015)*
- *Develop a City-wide bicycle plan (fall 2015)*
- *Create a network of proposed streets and bike trails (long-term)*
- *Utilization of Safe Routes to Schools funding for new sidewalks*
- *Implement a bike share program and support for Bike to Work Day*
- *Annual Pavement Management Plan*
- *Settle outstanding issues related to completion of the Berwyn portion of the trolley trail*
- *Utilize public security cameras and license plate readers*

GOAL 4 ACTION ITEMS:

- 4a. Adopt a Complete Streets policy and implement a comprehensive network of trails and sidewalks
- 4b. Facilitate Baltimore Avenue reconstruction and sidewalk project
- 4c. Build a new City Hall
- 4d. Expand parks, playgrounds, and open space
- 4e. Ensure effective public safety infrastructure and evaluate surveillance cameras and locations
- 4f. Implement a bike share program

Goal 5: Effective Leadership

The City models excellent leadership and teamwork among Council, staff, and community partners to achieve the City's vision and goals. The Council and staff have a clear vision for the community and have engaged and inspired community members to embrace a positive view of College Park's future. The Council acts as one policy body, clearly communicates expectations to staff, and provides leadership for advancing College Park's vision and strategic plan. The Council balances the need to be both responsive and decisive and communicates its actions clearly and frequently to residents, providing a forum for residents to be better informed. The City develops leaders who listen, challenge perceptions, educate community members, and help people see things from different points of view.

Ongoing City Priority:

- *Council and staff training via membership in the Maryland Municipal League and professional associations*

GOAL 5 ACTION ITEMS:

- 5a. Develop a highly effective partnership between Council and staff
- 5b. Develop a continuous learning program for staff
- 5c. Prepare for staff retirements

Goal 6: Excellent Services

College Park has high quality, consistent, and cost-effective services in every department that contribute to a desirable, welcoming, and safe City. All City services are responsive to the community's needs, add value, improve the quality of life, and utilize technologies effectively. Services are aligned with the City vision and goals and are implemented in a cost-effective manner. City policies are communicated clearly and professionally and are implemented and enforced equitably. The City has a holistic view of public safety and engages all City departments, public safety agencies serving the City, and residents to ensure that College Park is a safe and secure community. City staff are highly trained, solution-oriented, and committed to delivering excellent services.

Ongoing City Priorities:

- *Streamline City permitting processes*
- *Improve effectiveness of City code enforcement*
- *Establish permitting process guide*
- *Support the College Park Academy*
- *Lakeland Stars mentoring program*
- *Grants to public schools serving College Park residents*
- *Utilize contract police and collaborate with other police agencies to improve public safety*
- *Advocate for streamlined and inter-connected City and County's permitting systems, where possible, to minimize the number of steps by residents and property owners*

GOAL 6 ACTION ITEMS:

- 6a. Establish meaningful and effective performance measures and assess department performance
- 6b. Streamline City department business processes involving multiple steps and departments by evaluating service procedures and by utilizing technology more effectively
- 6c. Implement online payments and online permits for City services and permits
- 6d. Support a new north County animal care facility
- 6e. Improve public schools serving College Park children through collaboration with strategic partners, including Prince George's County Public Schools, local PTAs, and the University of Maryland