



The City of  
**MORGANTOWN**  
The Journey Starts Here



# 2020- 2023 STRATEGIC PLAN FINAL REPORT

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# INTRODUCTION

The City of Morgantown's 2020-2023 Strategic Plan served as a road map to guide the vision of the City Council in making the community more vibrant and welcoming. Through the strategic planning process, the City of Morgantown was able to identify 10 overarching goals:

1. Attractive Amenities
2. Cooperative Relationships and Connections
3. Excellent, Equitable City Services
4. Transportation and Infrastructure
5. Fiscal Stability
6. Vibrant Downtown
7. Strong Neighborhoods
8. Arts and Culture
9. Welcome and Inclusive Community
10. Emergency Planning and Resiliency

To achieve these goals, the City established 36 key objectives and 143 specific action steps. At this time, 74% have been completed and 23% are still in progress. This Plan Document outlines the City of Morgantown's goals, objectives, and action steps to make significant, measurable, attainable improvements.

## Legend:

- Completed
- In Progress
- Not Completed

# ATTRACTIVE AMENITIES

*Explore new and enhanced amenities that focus on riverfront advantage, arts and culture, family-friendly recreation, and preserving green spaces.*



## Priorities

1. Expand available amenities and create new opportunities at the recently renovated Hazel Ruby McQuain Park.
2. Create new public green spaces throughout the city by acquiring new property, revitalizing existing properties, and maximizing partnerships with private property owners.
3. Invest in family-friendly resources along the city's Rail-Trail system and promote economic investment along the riverfront.
4. Strengthen the importance of cleanliness and safety on the riverfront.
5. Increase recreational opportunities with BOPARC.

# ATTRACTIVE AMENITIES

**Objective 1: Expand available amenities and create new opportunities at the recently renovated Hazel Ruby McQuain Park.**

Action Steps	Status/Result
<p>Make rental equipment such as kayaks, paddle boards, and bicycles available at Hazel Ruby McQuain Park.</p>	<p>The City was awarded \$120,000 in Land, Water, and Conservation grant funds. This was supplemented with City funds to construct a rental Center. Morgantown Adventure Outfitters currently leases the space, providing kayaks, paddleboards, bicycles, and more for rent at Walnut Street Landing.</p>
<p>Install children and adult play elements like swings, climbing sculptures, and slides.</p>	<p>The City submitted for grant funds in Fall 2023 for playground equipment, but was unsuccessful in the application. We will continue to search for other funding options for play equipment.</p>
<p>Create regular programming including food truck evenings, movies, yoga, dancing, and festivals to make the park lively at all times of day.</p>	<p>The City launched the Ruby Summer Concert Series in 2022 and had a second season in 2023. These were highly popular and another series is planned for Summer 2024. In addition, the park has been used for races, weddings, live theatrical performances, and more.</p>
<p>Complete build out of Ruby Amphitheater to make it a highly sought destination for concerts, weddings, and events.</p>	<p>The Ruby Amphitheater has had numerous upgrades to improve the site as an events destination. Some of those upgrades include seating upgrades, signage, digital information kiosk, fencing, planned roof improvements, lighting enhancements, and landscaping improvements.</p>
<p>Increase marketing for the Ruby Amphitheater about upcoming events and as a rental space.</p>	<p>A complete marketing strategy was launched for the Ruby Amphitheater which was led by the ARPA-funded Marketing Coordinator for the City.</p>

# ATTRACTIVE AMENITIES

**Objective 2: Create new public green spaces throughout the city by acquiring new property, revitalizing existing properties, and maximizing partnerships.**

Action Steps	Status/Result
Finalize and implement recreation plans at the Flegal Dam and Cobun Creek Reservoir.	An agreement is in place with MUB, BOPARC, and the City to allow for recreation around the Flegal Dam and reservoir. Fencing, lighting, expanded shoulder for parallel parking, boat ramp, and lower parking lot have been completed, and WVDNR has begun stocking the reservoir. \$1.5M in ARPA funds were set aside to build trails and bridges around the reservoir, and a design firm has been selected. Anticipate construction in 2024 and public access to these amenities in 2025.
Identify blighted areas that could be repurposed into green space.	ARPA funds have been set aside to address blighted areas with the intent of creating public green space. Property acquisition has begun.
Establish a funding source for the Land Reuse and Preservation Agency to carry out its mission.	Small funding has been set aside through Capital Escrow for the LRPA, however, a steady funding source has not yet been determined.
Determine what neighborhoods are lacking access to green space and prioritize property acquisition or private partnerships to create pocket parks.	ARPA funds are available to create greenspace in key neighborhoods. In addition, all City owned property has been inventoried and evaluated for possible transfer to the Land Reuse and Preservation Agency.
Capitalize on new development to integrate publicly accessible green space and access to existing trail networks.	The City created the Spruce Center pocket park and worked with WVU to allow trail access from Reynolds Hall. ARPA funds have been allotted to create the Spruce Street trail connector that will provide a connection between the downtown and the Deckers Creek trail.

# ATTRACTIVE AMENITIES

**Objective 3: Invest in family-friendly resources along the city's Rail-Trail system and promote economic investment around the riverfront.**

Action Steps	Status/Result
Expand and promote access to the river for boating, river sports and fishing.	Grant funding and ARPA funding has been awarded/identified to develop a way to remove trash that builds up behind the dam. Additionally, a feasibility study is underway to look at creating a white water park down Deckers Creek.
Create better access to the Rail Trail system using public transportation.	Several new access points have been created to connect neighborhoods to the rail trail, which include the 8th Street Trailhead and bus shelters as well as the Collins Ferry Connector. Funding has been set aside to create a downtown connection from Spruce Street to the Deckers Creek trail, and license agreements are in progress.
Work with Mon River Trail Conservancy to add water fountains, picnic tables, benches, pump tracks, and play areas along the Rail Trail.	Conceptual designs have been completed for pump tracks and other amenities at Mountaineer Heritage Park and at Valley Crossing. We have applied for grant funding for the Valley Crossing pump track with BOPARC and are awaiting news.
Find a balance between shade trees for resting and opening sight lines to the river.	The City has done multiple underbrush and invasive plant species removal in the downtown and wharf area, as well as along Deckers Creek to open the viewshed to the waters.

# ATTRACTIVE AMENITIES

**Objective 4: Strengthen the importance on cleanliness and safety of the riverfront.**

Action Steps	Status/Result
<p>Develop a plan to add lighting along entire corridor of the Rail Trail.</p>	<p>Plans have been completed for lighting a section of trail from Campus Drive to 8th Street, but funding has not yet been realized. Additionally, a small section of trail on Deckers Creek at Foundry will be lit, anticipated by mid-2024, through a grant to Mon River Trails Conservancy.</p>
<p>Add signage identifying key points along trail and distance amenities.</p>	<p>As part of the Deckers Creek Trail at Foundry Street lighting project, several trail signs are planned. This will match the trail sign that has been installed at the 8th Street Trailhead. Additional trail signage will be needed in the future.</p>
<p>Ensure the trails are kept clean and free of hazards by creating an "Adopt a trail" program to supplement BOPARC's maintenance.</p>	<p>While a formal adopt a trail project has not been initiated, BOPARC regularly empties trash cans along the trail. City staff, both from the Ambassador Program and the Engineering and Public Works division, regularly patrol and pick up trash, particularly in the core of the City, and assist with large trash clean ups upon request in outer sections of the trail.</p>
<p>Create a regular and friendly police presence and expand security camera at the Rail Trail to deter illegal behavior and vandalism.</p>	<p>ARPA funds were used to establish a City Ambassador program, which provides extra eyes on the trails in the downtown and wharf districts. The City has also established a police substation at the Hazel Ruby McQuain Park and is now completing undercover patrols overnight as staffing allows. Roughly 50 security cameras have been installed throughout the wharf and downtown.</p>

# ATTRACTIVE AMENITIES

## Objective 5: Increase recreational opportunities with BOPARC.

Action Steps	Status/Result
<p>Create a location-based City Parks guide for residents and visitors.</p>	<p>BOPARC's website has all parks and facilities listed on their website, with addresses, a location map, and amenities listed. Parks will eventually be added to the City's public-facing GIS public portal, with links to relevant information such as rental requests.</p>
<p>Continue to support BOPOARC in their improvements to parks and facilities.</p>	<p>The City has fully supported BOPARC in upgrading its facilities. The City's dedication of sales tax to recreation has allowed BOPARC to plan replacement of its Marilla Pool facilities, scheduled to start Spring 2024. Additionally, the City utilized CDBG funds to replace the Woodburn Community playground equipment.</p>
<p>Assist BOPARC in implementing the Ice Arena upgrade plan.</p>	<p>The City worked closely with BOPARC through the initial design plans and bidding process. After bid prices came in over budget, the City worked with BOPARC and its consultants to refine the scope of the project and anticipates a smaller renovation project. A timeline is being established for the smaller scope.</p>
<p>Determine and implement ways to ensure BOPARC is funded adequately.</p>	<p>The City currently contributes sales tax funding to BOPARC to assist with deferred maintenance and replacement projects. Additionally, the City supplements BOPARC's funding with general funds for a portion of their operational expenses. Lastly, the City continues to provide additional funds through the Capital Escrow fund for smaller capital projects and vehicle leases.</p>

# COOPERATIVE RELATIONSHIPS AND CONNECTIONS

*Morgantown has improved the community's health, well-being, and safety through sustained, collaborative relationships with public, non-profit, and private sector partners.*



## Priorities

1. Capitalize on strong relationships with community stakeholders including the university to ensure Morgantown is a city for all of its diverse residents.
2. Promote collaboration with and engage the Monongalia County Commission so that community issues and solutions have buy-in from all locally elected officials.
3. Utilize and amplify the non-profits and social service agencies within our communities.
4. Develop innovative partnerships and relationships at the state level to maximize Morgantown's potential.

# COOPERATIVE RELATIONSHIPS AND CONNECTIONS

**Objective 1: Capitalize on strong relationships with the community stakeholders including the university to ensure Morgantown is a city for all of its diverse residents.**

Action Steps	Status/Result
Hold regular Community Coffee series to allow the public to meet with city staff in less formal settings.	The City launched a Citizen's academy, which is an educational programs conducted by City staff, aimed to create better informed and engaged citizens. We have held 2 complete sessions and plan to launch the 3rd cohort in Spring 2024.
Allow for more public input on projects by expanding open house opportunities on projects.	Two public surveys were used in 2021 to gather public input on downtown improvements and the use of ARPA funds. As part of the Runway Extension project, a full public engagement campaign occurred. Public input has been a key component of the Richwood Project and updated Comprehensive Plan. Lastly, a public engagement process is anticipated for the White Park remediation project.
Facilitate more effective communication and create opportunities for partnerships.	The City, primarily through the City Manager's office, has regular and reoccurring meetings with the Morgantown Utility Board and Morgantown Area Partnership. In addition, the City Manager's office is in frequent contact with the Morgantown Public Library and Monongalia County Commission.
Lean on the work of the local groups such as Main Street Morgantown, the Partnership, and local foundations to help carry out city goals and initiatives.	Various ARPA funded projects lean heavily on local group involvement. City employees and council are active participants on a variety of different boards and organizations. There has been a significant increase in the collaboration efforts with Main Street Morgantown, the Partnership and Mon County Development Authority.

# COOPERATIVE RELATIONSHIPS AND CONNECTIONS

**Objective 2: Promote collaboration with and engage the Monongalia County Commission so that community issues and solutions have buy in from all locally elected officials.**

Action Steps	Status/Result
Create opportunities for city and county elected officials to meet to discuss common issues and develop solutions that have buy-in from both groups.	The City coordinated with the county in COVID response discussions and facilitated combined work session meeting between elected officials with the City and County. City Administration regularly attends county meetings and maintains open lines of communication. Several efforts in the community have been joint ventures between the City and County.
Look for opportunities to rely on the county to take the lead on a project and give credit to them when they do so.	The County has taken the lead on several efforts recently, including COVID responses and the broadband initiative. Additionally, county staff have presented county wide zoning, which would ensure cohesiveness between areas inside and outside City limits.
Foster a more active relationship with the Monongalia County Development Authority to help with economic development in the city.	The City plays an active role with the Mon County Development Authority. Some recent projects include the Runway Extension, Richwood Project, and I-68 Commerce Park.

# COOPERATIVE RELATIONSHIPS AND CONNECTIONS

## Objective 3: Utilize and amplify the non-profits and social service agencies within our communities.

Action Steps	Status/Result
Create a list of social service agencies in town and what services they provide so that this information can be communicated by staff.	During the COVID-19 Pandemic, the City provided a list of social service agencies that may be able to provide assistance if someone lost their job. The City also provided rental and utility assistance during this time through grant funds. The Ambassadors provide houseless individuals with information on where to get help through their daily interactions.
Determine the need for a Street Outreach Coordinator, either in house or funded within another agency, to provide direct assistance to our homeless population.	The City has created several new positions that assist the houseless population, or those suffering from mental health or substance use disorders. The Ambassadors regularly interact with this population, providing guidance on how to take advantages of services offered. The Police Social Worker regularly visits encampments and provides assistance as well.
Foster and support the Morgantown Community Resources project at the former Ramada Inn project and create a Sobriety center within city limits.	The City assisted Morgantown Community Resources in the creation of Hazel's House of Hope. Additionally, with the assistance of the City, County, University, and both hospital systems, the Hope Hill Sobering Center was created. The City has provided grant funding to further expand the services offered at Hazel's House of Hope, including the construction of a pavilion, a day room that has showers and laundry facilities, and by participating in a food box donation program.
Develop a response team to assist the police to respond to domestic disputes, mental health crisis situations, or addiction related emergencies.	The Morgantown Police Department created a Crisis Intervention Training program, which allowed over a dozen officers to get better trained in how to respond to mental health crises and drug related crisis. Additionally, MPD hired its first Police Social Worker, who holds a masters in social work and is a licensed independent clinical social worker.

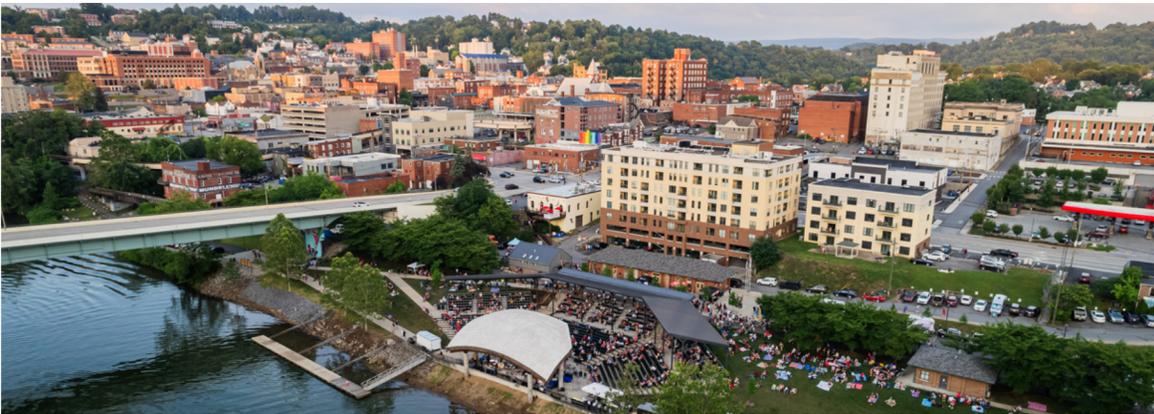
# COOPERATIVE RELATIONSHIPS AND CONNECTIONS

**Objective 4: Develop innovative partnerships and relationships at a state level to maximize Morgantown's potential.**

Action Steps	Status/Result
Host more regular events with the state legislators.	The City meets several times a year, at minimum, with its legislators. The City hosts a session towards the end of each calendar year, ahead of the Legislative Session, to review key focus points for the City. Additionally, staff and elected officials participate in the legislative send off and attend sessions during the legislative session. Recently, legislatives have been invited and serve on local boards, such as Main St Morgantown, which helps keep local problems at the forefront of discussions.
Work with the West Virginia Division of Highway to identify ways to improve maintenance and control of state roadways within the city limits.	The City has met several times with WVDOH to discuss the state of maintenance activities within City limits. The City performs snow removal on a number of state maintained roadways that are a lower level of concern for the WVDOH. The WVDOH has committed to improving maintenance in Morgantown, and better seeking to meet CORE Maintenance goals for the District.

# EXCELLENT, EQUITABLE CITY SERVICES

*Morgantown is committed to creating a safe community that treats all people equally. We provide excellent services by operating efficiently, consistently, and transparently, and seek to continuously improve in response to community needs and priorities.*



## Priorities

1. Create effective communication strategies that keep residents informed and provide means to gain citizen feedback on projects and initiatives.
2. Modernize public-facing department processes to create efficiencies and a more user friendly experience.
3. Facilitate and encourage development of staff and management to retain exemplary employees.
4. Focus on department-level city services to identify gaps or overlaps and determine a plan to address them.

# EXCELLENT, EQUITABLE CITY SERVICES

**Objective 1: Create effective communication strategies that keep residents informed regularly and provide means to gain citizen feedback on projects and initiatives.**

Action Steps	Status/Result
Create regular updates that are shared with the public and internally regarding each department's activities.	The City regularly sends updates about the activities of the City through social media, newsletters, the government public access channel and more. Communications maintains 11 social media accounts and regularly provides updates on city activities and other organization activities. We completed a "Year in Review" document for 2021 and 2023 (2022's year in review was not completed due to staff turnover).
Provide updated methods to "Contact Us" on the city's website that includes photographs of staff.	The City has added department head photographs to each department webpage. We will seek to expand this to other employees and keep updated as needed.
Require city staff and department heads to take training on effective communication strategies.	The City has created a Leadership Training for managers within the department. Topics changed quarterly, as do presenters, but common themes include communication, emergency response, leadership and motivation, strengths, etc.

# EXCELLENT, EQUITABLE CITY SERVICES

## Objective 2: Modernize public-facing department processes to create efficiencies and a more user friendly experience.

Action Steps	Status/Result
Identify a new system that allows for electronic submittal and tracking for permitting processes such as building permits, demo permits, grading permits, handicap parking requests, and more.	The City is using ARPA funds to migrate to Cityworks software for online permit and license submission and payment. This is anticipated to be complete by Summer 2024.
Research software/programs to allow for multiple departments (both in and out of the city) to be notified about different steps of a project, triggering review/approval and more.	The City is using ARPA funds to migrate to Cityworks software for online permit and license submission and payment. This is anticipated to be complete by Summer 2024.
Clearly define the role of Boards, Commissions, ad hoc committees, and departments to simplify review and approval processes for projects.	The City started having regular board and commission trainings and orientation. Additionally, nearly all boards and commissions have a staff member who services the commission.
Investigate similar cities in how they run and operate departments to see if any best practices can be mimicked locally.	The City has reorganized several departments and positions to be more efficient in its operations. Additionally, in December 2023, the City launched an internal efficiency project, which will allow all staff and elected officials to participate in an assessment to identify areas where the City can improve its services to internal and external customers.

# EXCELLENT, EQUITABLE CITY SERVICES

Objective 3: Facilitate and encourage development of staff and management to retain exemplary employees.	
Action Steps	Status/Result
Conduct a compensation study to ensure staff are being compensated appropriately to retain hardworking and dedicated employees.	The City completed a compensation study of comparable communities, and implemented it as of July 1, 2022. The City will regularly survey those comparable communities to keep current with compensation trends. The compensation program allows for the City to review a position and reclassify it as its job duties and needs change to ensure it continues to be compensated correctly.
Train management and supervisors on how to develop employees, identify and correct undesired behavior, and support the overall mission of their department and the city.	The City has created a Leadership Training for managers within the department. Topics changed quarterly, as do presenters, but common themes include communication, emergency response, leadership and motivation, strengths, etc. The City has also identified key management staff to attend a High Performance Leadership Academy.
Seek additional input from the internally Health and Wellness commission on what changes employees would like to see to ensure Morgantown is a desirable place to work.	The City completed surveys with employees to seek improvements in the workplace. Improvements have included more flexible work schedules for many employees and a broader dress code. Several employee luncheons and staff appreciation events have occurred. The new Paylocity system allows for staff to recognize each other for their hard work as well. When City Hall and Norwood Fire Station constructions are complete, staff in those locations will have more comfortable work environments and new gym equipment will be purchased for the workout rooms. Improvements are also planned for the Public Safety Building, City Garage, an South High Fire Station to improve their work environment.

# EXCELLENT, EQUITABLE CITY SERVICES

**Objective 4: Focus on department-level city services to identify gaps or overlaps and determine a plan to address them.**

Action Steps	Status/Result
Review our Fire Department’s coverage area and determine if agreements can be made with local departments to increase efficiencies and provide a higher level of service.	Renovations to the Norwood Fire Station are nearly complete, and replacement of the South High Fire Station plans are in process. This will allow for better distribution of staff and apparatus to serve Morgantown. MFD anticipates being included in the upcoming Fire Services Levy, which will provide modest funding for the department, and help supplement the MOUs in place for all departments within the County.
Take a deep dive and look at department’s requested needs and create a plan to address those needs to provide a higher level of city services.	The City has undertaken several improvement projects geared at helping departments complete their essential functions better, including better budgeting process and replacement of an old server (Finance), switching to a new HRIS system and better health benefits provider (HR), moving to Cityworks for work order and permit/license review (Public Works, Code, Planning), and more.
Develop a “feast or famine” program where Department Heads can assist one another when they are overloaded and overextended to catch up on backlog.	Worked with Department heads to coordinate use of other department staff during times of high need. Finance provided staffing support for the airport following the departure of an airport employee. The timing of staff promotions/reassignments to other departments are based on the needs of each department.
Identify redundancies in services or positions and refocus those employees capacity elsewhere.	The City has undergone several reorganizations of departments and staffing. Each position is evaluated on a regular basis for the role it fills, and staff get opportunities to learn a wider breadth of cross training, often based on interests.

# TRANSPORTATION AND INFRASTRUCTURE

*Morgantown has developed a coordinated focus to create an accessible and active transportation system through innovative partnerships.*



## Priorities

1. Utilize innovative partnerships, agreements, and programs with the West Virginia Division of Highways for roadways under their jurisdiction that are within city limits.
2. Implement infrastructure improvements focused on enhancing the pedestrian and cyclist network.
3. Coordinate with Mountain Line Transit Authority and West Virginia University to take advantage of public transportation available within our community.
4. Research new and innovative ways to improve transportation in and around our community.

# TRANSPORTATION AND INFRASTRUCTURE

**Objective 1: Utilize innovative partnerships, agreements, and programs with the West Virginia Division of Highways for roadways under their jurisdiction that are within city limits.**

Action Steps	Status/Result
Develop a municipal snow agreement and comprehensive maintenance program (similar to PennDOT's) to allow the city to provide a higher level of service to state roads.	The City coordinated with District 4 of DOH for removal of snow on certain state routes within City limits.
Identify lower utilized roadways that WVDOH may be willing to turn over to city control.	While ultimately being unsuccessful in its attempts, the City presented WVDOH with a list of about a dozen roadways that it wished to take back under control as it felt the City could provide a higher level of service. We will continue to monitor the state's attention and maintenance to these roadways, and present this again if poor maintenance continues.
Focus on key pedestrian corridors along state routes and work with WVDOH to prioritize implementing more pedestrian infrastructure.	Several pedestrian improvements have been completed, or are in the process of being completed, on state maintained roadways, which include Patteson Drive, Pleasant Street, Walnut Street, and Beechurst Avenue. Through the MMMPO, a microsimulation study is being completed to look at vehicle, bicycle, and pedestrian traffic in the greater downtown area.
Work with WVDOH to try and reroute truck traffic out of the downtown area.	The City met with WVDOH to discuss truck traffic. While sympathetic, the WVDOH has not been able to provide any suggestions. The city will continue to look for ways to mitigate truck traffic and its impact to the City.

# TRANSPORTATION AND INFRASTRUCTURE

## Objective 2: Implement infrastructure improvements focused on enhancing the pedestrian and cyclist work.

Action Steps	Status/Result
Create a sidewalk fund from in lieu of fees (for construction and repair) to be able to prioritize pedestrian accommodations on priority routes.	The City identified \$1M in ARPA funds to complete a comprehensive sidewalk plan and kickstart construction improvements. A waiver process was also created so that homeowners could pay in lieu of sidewalk construction, allowing the City to utilize funds to build sidewalks in a more methodical way.
Determine how to add bicycle accommodations along Route 705 and other key corridors.	Alta created a bicycle and pedestrian plan through work with the MMMPO. This will help guide future improvements, along with the downtown MMMPO Microsimulation studies.
Identify keys sidewalks where pedestrian scale lighting would be beneficial to the corridor and find funding sources for implementation.	The City works regularly with the Student Government Association to identify areas and projects that could improve pedestrian safety. Several Streetscape projects have been completed or are in the process to add more pedestrian scale lighting.
Fill in gaps in connectivity for sidewalks, paths, and trails.	ARPA funds have been set aside, and design has started, for \$1M in sidewalk improvements and a plan to fill gaps to create a better sidewalk network.

# TRANSPORTATION AND INFRASTRUCTURE

## Objective 3: Coordinate with Mountain Line Transit Authority and West Virginia University to take advantage of public transportation available within our community.

Action Steps	Status/Result
Develop a way that publicly available transportation options are seamless; for example, between Mountain Line, the PRT, and downtown parking garages.	This project has not yet begun.
Initiate commuter incentive programs for employers and employees.	The City and County worked with Mountain Line Transit Authority to create a free bus route to access social services and shopping areas from the downtown.
Work with WVU to incentivize, or limit, the number of vehicles students bring to town or otherwise determine how traffic can be mitigated during the school year.	WVU provides students with free use of the PRT and bus system.
Install bus shelters at designated stopping points and allow for coordination with pedestrian and bicycle accommodations.	Several new/enhanced bus shelters have been added throughout the City.

# TRANSPORTATION AND INFRASTRUCTURE

**Objective 4: Research new and innovative ways to improve transportation in and around our community.**

Action Steps	Status/Result
<p>Reassess 5-10 year paving plan and continue to implement it.</p>	<p>An initial paving plan was implemented, and is in the process of being updated. The City is also planning for the replacement/repair of brick roadways and several widening projects in the City.</p>
<p>Work with MUB to ensure drainage concerns are addressed to aid in the improvement to the overall roadway system.</p>	<p>MUB has begun several small-scale drainage studies to identify areas of concern within the system. Additionally, the City provided MUB with \$1M in ARPA funds to improve drainage in the Poponoe Run drainage area.</p>
<p>Complete basic renovations to the airport terminal and continue to focus on long term capitol projects to overhaul or replace it.</p>	<p>A number of basic renovation projects have been completed such as repainting the inside of the terminal, removing walls to improve flow, inside lighting and parking lot and apron lighting replaced with efficient led lights, renovated office spaces with new flooring, replaced static signs inside terminal with digital signs, replaced two entrance signs inside terminal with more modern ones, ADA door replacements, and both entrance marquees replaced. The City worked with consultants on conceptual level terminal enhancement plans which use existing aspects of the terminal, while expanding it and making it more user friendly. The city and MGW continue to work with FAA to provide necessary funding for improvements.</p>
<p>Coordinate traffic lights with one another where possible.</p>	<p>The MMMPO is completing a microsimulation study, which will look at traffic patterns and intersection congestion in the greater downtown area.</p>

# FISCAL STABILITY

*Morgantown is fiscally stable with a diverse and successful local economy built by capitalizing on its existing resources to support new investment and redevelopment.*



## Priorities

1. Develop a budgeting process that allows for more stakeholder input and focuses on fully funding contingency and financial stabilization fund accounts.
2. Focus on creating new opportunities that generate an increase in revenue for the city.
3. Identify opportunities to realize cost savings and increase operating efficiencies.

# FISCAL STABILITY

**Objective 1: Develop a budgeting process that allows for more stakeholder input and focuses on fully contingency and financial stabilization fund accounts.**

Action Steps	Status/Result
Develop a budget calendar and present it to city council in November.	The city prepares a budget calendar annually, provides budget surveys to City Council, and creates opportunities for Council members to view and comment/question the budget prior to formal presentation.
Identify opportunities in the budget process for public input.	The City presents the budget to Council and the public as soon as it is completed. Additionally, agencies are contacted regarding the agency allocation request process each year.
Establish and maintain a 10% general fund contingency and work towards establishing a 30% financial stabilization fund.	The City has roughly \$6.6M in financial stabilization and works to keep between \$1-1.5M in contingency. Additionally, as available, the City creates contingency within the capital escrow fund as well.
Have department heads participate in responsible budget planning and development training prior to each budget year.	The City continues to improve the budgeting process with department heads, executive assistants, and key managers within departments, so they are fully aware and responsible for their budgets.

# FISCAL STABILITY

Objective 2: Focus on creating new opportunities that generate an increase in revenue for the city.	
Action Steps	Status/Result
Identify areas that may soon be developed and create TIF districts to capture investment and support redevelopment in areas such as the Wharf, Downtown, Richwood Loop and more.	The City regularly evaluates existing TIF districts, and TIFs that may soon have development in a way to capitalize on them.
Work the Morgantown Area Partnership to take advantage of and promote development within our three Opportunity Zones.	While Opportunity Zones are not as relevant as the original date of this strategic plan, the City is working closely with the Partnership, Mon County Development Authority, and Main Street Morgantown, to create new Economic Development incentives.
Determine if there is value in selling underutilized City owned property and work with owners of vacant or condemned properties to donate their property to turn around and sell.	The City has mapped and evaluated all property owned by the City, It continues to work with the Land Reuse and Preservation Agency and City Council to determine which property, if any, should be sold. Additionally, the City has been working to collect key properties, particularly those in blighted areas, to create wholesale improvements to neighborhoods. One of those key areas includes the Richwood Redevelopment Area, in which the City participated with the Mon County Development Authority to acquire nearly 10 acres of blighted property immediately adjacent to the downtown.
Complete the runway extension at the Morgantown Municipal Airport and the development of the I-68 Commerce Park.	The Runway Extension project is underway. Phase 1 and 2 of construction are complete, and Phase 3 has commenced. This project is largely dependent on FAA funding availability, and the City continues to seek ways to get funding into this project.
Update the Fire Fee process to assess rates by hazard classification and ensure funding for the Fire Department is stabilized.	In reviewing with new leadership for the Fire Department, it was determined that completing Hazard based classification in the manner previously sought after was not practical. The City is working with the County for inclusion in an upcoming levy call, and is determining what, if any, changes should be made with regard to the fire service fee.
Continue to explore the annexation of properties through petition and other means.	Two properties were successfully annexed by petition into the City limits, with a third property planned for January 2025. Additionally, the City is looking for ways to encourage and allow other properties to voluntarily annex into City limits by showcasing cost savings and enhanced services that the City provides.

# FISCAL STABILITY

Objective 3: Identify opportunities to realize cost savings and increase operating efficiencies.	
Action Steps	Status/Result
Focus on right-sizing the organization and possibly realigning city staff and departments.	The City continues to evaluate positions on a regular basis, evaluating workload, and more. Four departments have been reorganized. Departments have seen growth in some instances, and reduction in others. The process is ongoing, but all departments work to keep their staff right-sized.
Complete the compensation and classification study to ensure employee salaries are competitive and valuable employees are retained.	A compensation and classification study was completed and implemented July 1, 2022.
Identify opportunities to cut costs, such as eliminating unused software, creating an internal health clinic, health incentives/ surcharges, marketing vacant space and space for rent, and evaluating vendors.	The City has been working to replace outdated software with new software that often results in higher quality of services offered with a lesser cost. Multiple changes have occurred within the City's health insurance and employee benefits that result in cost savings while still offering a highly competitive benefits package. In addition, numerous facilities have or will have undergone renovations that improve energy efficiency, cutting costs of operation.

# VIBRANT DOWNTOWN

*Morgantown has a safe, welcoming, and lively downtown that provides unique experiences to residents and visitors, promotes mixed-use development, fosters entrepreneurship, and encourages investment.*



## Priorities

1. Facilitate programs that make our downtown more beautiful and clean.
2. Promote, encourage, and create regular downtown programming and events.
3. Encourage and foster unique businesses to locate and focus on reinvestment in Morgantown's downtown district.
4. Ensure the businesses and services in the downtown area are complementary of one another.

# VIBRANT DOWNTOWN

**Objective 1: Facilitate programs that make our downtown more beautiful and clean.**

Action Steps	Status/Result
Create more green space downtown.	While new green space in the downtown has not yet been created, the City has been working closely with Main Street Morgantown on its South Downtown Districting study, which includes new greenspace, gathering spaces, and connection to nearby trails.
Facilitate repairs, cleaning, and improvements to sidewalks and buildings.	The City utilized ARPA funds for Small Business Grants, a Façade Improvement Program, creation of the Ambassador Program. We also have been working to improve the appearance of City facilities. Several Streetscape and lighting projects have been completed or are in the process of being completed.
Identify key opportunities for public art/ murals downtown.	Several murals and public art have been added to the downtown, included painted murals, utility box wraps, implementation of the Morgantown ReStored program with Main Street Morgantown and more. In addition, the City's initiative on this has spurred private property owners to work and add art on their own properties.
Reevaluate the current litter pickup and cleaning practices to determine if they could be more effective.	The City has updated its clean up practices around town, and taken stricter enforcement on property owners around town. City Ambassadors and Downtown Cleanliness Ambassadors are at the forefront of clean ups on a regular basis, often organizing volunteer clean ups as well. The City is in the process of replacing dumpster enclosures with larger ones, to ensure trash can be concealed. Lastly, the City updated its litter enforcement to allow more specific enforcement of common trash issues. We continue to work with our trash hauler to improve service in the downtown.
Deter people from tossing clothing, trash, and other belongings in anything other than approved receptacles.	The City has been working with social service providers to address the abandoning of clothing and other items on public property. Part of this solution has been the relocation of services, and limiting some services to residents only. The City has also been working to identify property owners who are not subscribing to trash service, or those who are under-subscribing.

# VIBRANT DOWNTOWN

Objective 2: Promote, encourage, and create regular downtown programming and events.	
Action Steps	Status/Result
Create weekly reoccurring events, perhaps a Wednesday night “block party” where we close down the road, have live music, and people can eat outside.	Regular events are occurring downtown and in the wharf. Regular programming of the Amphitheater and MET Theater are put on by the City. Arts Walks, Moonlight Market, the Farmers Market, various parades, and specialty events also happen throughout the year. Additionally, the City is seeking implementation of a Private Outdoor Designated Area, or PODA, which would allow visitors of the downtown to stroll through the PODA zone while sipping on their favorite beverage from a downtown establishment.
Have events that bring people of all ages and background together.	Through the use of grants, ARPA funds, and partner agencies, there has been a wide variety of events held downtown that have been attended by many people of different backgrounds and ages. Some of these include Hops on the Mon, Moonlight Market, and the US Capitol Christmas Tree event. Upcoming new events include the Great Race in June 2024.
Foster evening opportunities outside of the bar scene.	Through the use of grants, ARPA funds, and partner agencies, there has been a wide variety of events held downtown that have been attended by many people of different backgrounds and ages. Many events are family friendly and may or may not include alcohol, so alcohol is not the main purpose of the event.
Reengage Main Street Morgantown and other groups to create a programming schedule.	Main Street Morgantown is now part of the umbrella organization of the Morgantown Area Partnership, which has allowed more programming, outreach, and leverage, as well as more regular participation from the City, County, and even state representatives.

# VIBRANT DOWNTOWN

**Objective 3: Encourage and foster unique businesses to locate and focus on reinvestment in Morgantown’s downtown district.**

Action Steps	Status/Result
Work with the Morgantown Area Partnership to foster start-ups and entrepreneurs to locate in downtown.	The City utilized ARPA funds for Small Business Assistance Grants. The City, MAP, and others provide single use office space, and Main Street is partnering with the MAC to create a Makers Space for artisans and a place they can sell their product. The community is also embracing the idea of Pop Up shops, which help small businesses thrive.
Investigate the benefit of having a city staff position focused on economic development.	While more staff engagement has been involved with economic development, it was determined that outside agencies are more poised to fill that role. We have engaged with the Mon County Development Authority and others to focus on economic development in Morgantown.
Reach out to building owners who historically have vacant storefronts and difficulty renting and help to determine how to get those rented.	The City has partnered with Main Street Morgantown to address vacant storefronts. Several businesses have been rented. There are also several vacant storefronts that have become part of a project called Morgantown ReStored, which provides artwork and other visual interests in vacant storefronts.

# VIBRANT DOWNTOWN

<b>Objective 4: Ensure the businesses and services in the downtown area are complementary of one another.</b>	
<b>Action Steps</b>	<b>Status/Result</b>
Explore ways to diversify the types of businesses, services, restaurants, and shops in the downtown, while ensuring they are cohesive and elevate one another.	In working with Main Street, an analysis of existing businesses and gaps is being developed.
Work with business owners to ensure adequate numbers of businesses, shops, and restaurants are open at all times, and that there aren't "dark days."	In working with Main Street, an analysis of existing businesses and gaps is being developed.
If businesses or services don't seem to best meet the needs of their clients downtown, work with that group to relocate them to a better location.	Through the use of ARPA funds and partnerships with community organizations, several groups that previously were located downtown have been relocated, and others are in process.
Continue to work with the Morgantown Community Resources group to facilitate sustainable and holistic support for our residents who are experiencing homelessness, battling addiction and/or suffer from other mental disorders.	Morgantown funded several initiatives to support social services located at Hazel's House of Hope.

# STRONG NEIGHBORHOODS

*Morgantown uses innovative incentives, development policies, and community engagement to connect strong, unique neighborhoods and expand attainable workforce housing.*



## Priorities

1. Support and encourage neighborhood events that allow for neighbors to socialize and get to know one another.
2. Empower neighborhoods to take an active role in local government through education, outreach, and communication.
3. Define and enhance neighborhoods through removal of blight, beautification projects, and connectivity.

# STRONG NEIGHBORHOODS

**Objective 1: Support and encourage neighborhood events that allow for neighbors to socialize and get to know one another.**

Action Steps	Status/Result
Promote public neighborhood block parties that close off local roadways and fit themes designated by neighborhood associations.	Many neighborhood associations have become more active again since COVID, and various neighborhoods host pot lucks, historic home tours, local parades, and more.
Provide easy to implement ideas for community engagement to neighborhood leaders.	The City encouraged "safe distance" trick-or-treating guidelines during COVID. Additionally, the City is in the process of hiring a Neighborhood Services Coordinator, who will oversee a community tool trailer program.
Develop friendly competitions between neighborhoods.	A program like this has not yet been started.
Create regular events in each neighborhood that highlight its diversity and encourage participation among its demographics.	Many neighborhood associations have become more active again since COVID, and various neighborhoods host pot lucks, historic home tours, local parades, and more.

# STRONG NEIGHBORHOODS

## Objective 2: Empower neighborhoods to take an active role in local government through education, outreach, and communication.

Action Steps	Status/Result
<p>Re-purpose the Neighborhood Coordinating Council with clear and measurable direction and action.</p>	<p>Neighborhood Coordinating Council now has minutes taken and includes presentations/discussions with various departments and community groups.</p>
<p>Create collaborative planning opportunities and require some type of neighborhood outreach with certain size development projects.</p>	<p>The City has been utilizing neighborhood associations and city council representatives to perform additional outreach for activities and development in neighborhoods. Tools such as text message and email alerts have also been created for key projects such as the Runway Extension, Beverly Avenue Streetscape, and more.</p>
<p>Prior to elections, communicate clearly with residents what the role of a City Council member is, how to run to become one, how to participate in the election, etc.</p>	<p>The Clerks office provided significant communication to residents about local elections and created GIS based information available on our website to learn more about existing council members and where to vote.</p>
<p>Make city staff available to attend Neighborhood Association meetings when needed.</p>	<p>Staff regularly attend Neighborhood Coordinating Council and various neighborhood meetings when requested by neighborhoods.</p>
<p>Charge, empower, and hold responsible the Housing Advisory Commission to oversee the implementation of strategies enumerated in the forthcoming Housing Needs Assessment Report prepared by Bowen National Research.</p>	<p>The City is funding various efforts to support housing and improved neighborhoods through the budget and ARPA. City Council requested that the planning commission look more closely at specific zones and how different types of housing fit into each zone.</p>

# STRONG NEIGHBORHOODS

## Objective 3: Define and enhance neighborhoods through removal of blight, beautification projects, and connectivity.

Action Steps	Status/Result
Help neighborhoods develop beautification and public art projects that they can lead and implement.	Various beautification projects have been accomplished, including a Woodburn Complex mural, creating a gallery space in Wiles Hill, and the pending installation of six neighborhood signs.
Act on condemned and abandoned buildings, acquiring them and working with partners to redevelop them into affordable and productive residential properties or green space.	Several blighted properties have been acquired with demolition planned. Funding has been established to continue these efforts through ARPA. Additionally, the City is working with MCDA on the Richwood development project, which will address dozens of blighted properties.
Have neighborhoods identify what they feel is missing in their neighborhood and work to fill those gaps.	The City met with several neighborhoods and have implemented some suggestions, including creating a connector trail.
Create a more defined neighborhood map and focus on “annexation” where it makes sense for neighborhoods.	The City continues to target key areas for annexation with the bounds of what is now permitted at the state level.
Increase walkability through sidewalk construction and connect neighborhoods with each other and to commercial nodes.	Morgantown installed/repared several key sidewalk projects and has funded \$1M in sidewalk funds through ARPA. Planning and construction will occur beginning in 2024.

# ARTS AND CULTURE

*Morgantown utilizes arts and culture strategically to enhance quality of life and spur economic development by supporting artists and local art organizations, creating opportunities for residents and visitors, and maximizing city-owned facilities that support arts and culture.*



## Priorities

1. Coordinate and create an avenue for artists to showcase artwork throughout the city.
2. Utilize city-owned facilities and departments in supporting arts and culture in the community.
3. Advance and stimulate active and live art and cultural events within the city.

# ARTS AND CULTURE

## Objective 1: Coordinate and create an avenue for artists to showcase artwork throughout the city.

Action Steps	Status/Result
Become a Certified Arts Community, showing the city's commitment to arts & culture.	The City became a Certified Arts Community in 2020.
Create places and opportunities for regularly changing art exhibits.	The City and BOPARC have created several rotating art exhibits, including ones at the Morgantown Municipal Airport and the Wiles Hill Community Complex.
Develop and implement a mural program.	Through the efforts of the Arts & Cultural Development program, several new murals have been installed around town, including three downtown, one in the Wharf, and one in Woodburn. This has also spurred private mural installations in the downtown.
Better align the numerous arts groups within town.	The City created the Cultural Arts Commission to provide advice on all arts, cultural, and historical matters in 2022. The City provided funding in partnership with Monongalia County to fund grants for arts projects to nonprofit organizations and artists through Your Community Foundation and the Arts Council of Greater Morgantown.

# ARTS AND CULTURE

Objective 2: Utilize city-owned facilities and departments in supporting arts and culture in the community.	
Action Steps	Status/Result
Strengthen and update the Morgantown History Museum.	The City hired its first Museum Manager in 2023 and has been updating the website, exhibits, newsletter, and more, as well as hosting events in collaboration with others.
Better utilize city facilities for public concerts, art and craft shows, and more.	Many City facilities have been reinvigorated for public events, including the Ruby Amphitheater, MET Theater, Wiles Hill Community Center, and Farmers Market Pavilion.
Provide art and cultural programs and services presented and produced by the city.	In addition to the Ruby Summer Concert series, the Ruby Amphitheater has hosted Shakespeare in the Park, Juneteenth and LGBTQ+ celebrations, and 4th of July celebrations. The Museum is hosting its first Black History Month exhibit in 2024.
Determine the feasibility and value in creating a Cultural Trust.	Morgantown is in the process of creating a donation stream for the arts and has received approval from the auditors office.
Have an active involvement in the renovations to the Historic Post Office building.	Funding has been provided to assist in the cost of renovations, and staff have been participating in various design meetings for the renovations to the HPO.

# ARTS AND CULTURE

## Objective 3: Advance and stimulate active and live art and cultural events within the city.

Action Steps	Status/Result
Invest in and program regular events that focus on arts, cultural events, activities, and experiences.	We have added numerous staff and worked to host many different events at the MET, Amphitheater, Museum, and Downtown.
Market The Metropolitan Theatre and Ruby Amphitheater for hosted free and ticketed events.	Full marketing packages have been completed for the MET and Ruby Amphitheater, seeing record-breaking crowds for attendance. The Ruby Summer Concert Series won 2023 and 2024 Best Festival in the Best of Morgantown competition, and the MET boasted 4 consecutive nights of sold-out Charles Wesley Godwin concerts.
Use a wide variety of art when creating a program, with such things as jazz nights, dancing, and symphony.	The Ruby Summer Concert series included a wide variety of music styles. Additionally, the Ruby Amphitheater is now the home of the West Virginia Wine and Jazz Festival as well as a number of other concerts, movies, theatrical performances and special events.
Create a reoccurring festival type event in Morgantown.	In addition to the Ruby Summer Concert Series, the Amphitheater hosted a Movie Series and we held our first annual Holiday event in 2023.
Host “open mic nights” where anyone can sign up to perform at The Metropolitan Theatre and the Hazel Ruby McQuain Park.	This type of event has not yet been started due to other programming constraints.

# WELCOME AND INCLUSIVE COMMUNITY

*Morgantown is a healthy, inclusive community that welcomes people with diverse backgrounds to fully participate and value city life.*



## Priorities

1. Create visual signs and gateways that welcome residents and visitors to Morgantown.
2. Foster programming and events that bring residents and visitors of all ages and backgrounds together.
3. Identify and foster ways for employees and residents to live out Morgantown's welcome statement.

# WELCOME AND INCLUSIVE COMMUNITY

Objective 1: Create visual signs and gateways that welcome residents and visitors to Morgantown.	
Action Steps	Status/Result
Create visible and exciting gateways and signage when entering city limits.	Morgantown's branding has been updated with a more modern, bright, and welcoming logo. While initial roll out has been complete, entry signs into the City limits are planned to be updated in 2024.
Determine appropriate location for murals and artwork to be a friendly welcome to visitors.	Several highly visible murals have been installed.
When entrances to the city are on roadways owned by WVDOH, work with them to facilitate placement of signage.	Main entryways to the City are all on state roadways, where existing monuments are in place. Those monuments are to be replaced in 2024.

# WELCOME AND INCLUSIVE COMMUNITY

**Objective 2: Foster programming and events that bring residents and visitors of all ages and backgrounds together.**

Action Steps	Status/Result
Host annual welcoming events that align with the start of the new school year, geared at not only welcoming students and their parents, but also anyone who has relocated to Morgantown over the last year.	In 2023, the Morgantown City Ambassadors participated in Welcome week, and now provide tours of the downtown to students and visitors alike. This has been a great way to acclimate new residents to the unique businesses and restaurants in the downtown, and an opportunity to discuss how they can be good neighbors and be more involved.
Encourage all residents to participate fully in the social, cultural, governmental and economic life in the region, without discrimination.	The City launched its Citizen's Academy in 2022, and is just about to start its 3rd cohort. This is a way for residents to learn more about the City, how to be involved, and more.
Support international street fairs.	In partnership with the Convention and Visitors Bureau, the City has funded numerous type of events in the downtown.
Brand the city as an inclusive, arts, and outdoor recreation centered community.	The City completed a rebranding in 2023, and we envision the City of Morgantown as dynamic, inclusive and innovative - making it the community of choice to live, work, and play.

# WELCOME AND INCLUSIVE COMMUNITY

## Objective 3: Identify and foster ways for employees and residents to live out Morgantown’s welcome statement.

Action Steps	Status/Result
Provide training for all city staff on inclusivity and sensitivity.	Management staff for Morgantown have been partaking in quarterly leadership training, with topics including inclusivity and sensitivity.
Support community efforts on race and social justice.	City Council created the Civilian Police Review and Advisory Board, Minority Liaisons Coordinating Council, provide regular staff support of Human Rights Commission initiatives. We also provide funding to the Community Coalition for Social Justice for events.
Facilitate the creation of a Citizen Police Review Board that works in close collaboration with the Morgantown Police Department.	City Council passed an ordinance in 2021, and the board provided its first annual report to City Council in February 2024.
Expand recruitment avenues to allow for a more diverse pool for vacant positions within the city.	The City worked with a Minority Liaisons Coordinating Council to discuss ways to improve diversity. Additionally, MPD hosted its first recruitment event specifically targeted at recruiting women into the police force after joining the 30x30 initiative.

# EMERGENCY PLANNING AND RESILIENCY

*Morgantown recognizes the importance of preparing for local, regional, and national events that may have adverse impacts on the community's health, safety, and well-being.*



## Priorities

1. Establish and maintain the ability to be financially stable through natural and manmade disasters as well as with unforeseen circumstances.
2. Update or create and publicize plans for communication, emergency services, and administration to ensure the city is able to continue to provide services during emergencies.
3. Be proactive and involved in regional preparedness and emergency plans.

# EMERGENCY PLANNING AND RESILIENCY

**Objective 1: Establish and maintain the ability to be financially stable through natural and manmade disasters as well as with unforeseen circumstances.**

Action Steps	Status/Result
Establish Financial Stabilization Fund balances to be able to soften the blow of unanticipated financial impacts, such as COVID-19.	Through being fiscally prudent, the City has created a financial stabilization fund of over \$6M.
Create a sinking fund to allow for major repairs and maintenance needed for aging city facilities and equipment.	Morgantown created a sinking fund for facility improvements event while major facility improvement projects are underway. Longer term capital projects are in the works.
Identify ways to become less dependent on B&O taxes as revenue, thereby achieving financial resiliency.	Within the bounds of what is permitted by the state, the City has implemented the Sales Tax ordinance and have been successful in acquiring grant funds. Additionally, the City is creating ways to incentivize infill development.

# EMERGENCY PLANNING AND RESILIENCY

**Objective 2: Update or create and publicize plans for communication, emergency services, and administration to ensure the city is able to continue to provide services during emergencies.**

Action Steps	Status/Result
Create a Crisis Communication Plan that includes both internal and external communication strategies.	A revised/updated Crisis Communication plan was completed in 2023 and is available on the City's website.
Review, update if needed, and publish first responder emergency plans.	Meetings have been held with MECCA and internal emergency staff to ensure up to date processes and contact information are shared. Additionally, internal emergency plans such as evacuation routes have been posted.
Develop a Continuity of Operations Plans for administrative staff.	Many staff have been provided access for remote work and various sensitive data has been backed up on cloud technology. We are in the process of seeking funds for electric generators.
Upgrade technology to allow for more mobile work environments.	Council meetings and internal staff meetings can now be hybrid or fully remote.

# EMERGENCY PLANNING AND RESILIENCY

## Objective 3: Be proactive and involved in regional preparedness and emergency plans.

Action Steps	Status/Result
Ensure metro based plans, either through MECCA or at the County level are in place and up to date, and that the city's role is clearly defined.	We have worked with MECCA to ensure county level emergency plans are in place. Several trainings have occurred with Emergency Personnel such as school shooter situations and more.
Communicate to city staff and the public about regional plans, and who will take the lead in response and communications.	Media relations policies and Public Information Officers have been identified for the City and Police and Fire Departments in case of emergencies.
Participate in FEMA trainings for emergency responses to natural disasters.	MPD participated in active shooter training and we continue to improve city wide camera systems to make them accessible to different stakeholders during an emergency. Trainings with FEMA are being planned.

# COMMUNITY ENGAGEMENT

The City values engagement from a variety of its stakeholders, including members of the Council and administration, departmental staff, partner agencies, and the community. To better evaluate the needs of the community, the City administered a survey in August 2021 and invited a variety of stakeholders to provide their feedback on the best uses of recovery funds. Stakeholders included a diverse array of businesses, not-for-profits, and neighborhood organizations. The City used the feedback from the community engagement survey to create the project list included in the initial ARPA plan.

Since then, the City has launched many of the initial programs, met with many area businesses and organizations to hear firsthand accounts of the impact the pandemic has had on their operations, observed what current and future funding opportunities exist, and saw how those programs benefitted the community. With the first handful of projects' experience and community input in hand, the City identified additional projects that would have the greatest benefit to the City and its residents and be set for completion within the U.S. Department of Treasury guidelines. Many of the projects from the initial plan are still in this updated plan.

City Council members have been engaged throughout the development of the Action Plan to provide input on the needs of the community members they represent, to solicit feedback on the prioritization of uses of funding, and for progress updates. This action plan and any subsequent updates are available via the City of Morgantown's website. The City will continue to engage with all key stakeholders as it implements the plan.



# SPECIAL THANKS

We would like to thank all stakeholders involved in the creation of this plan, with special thanks to:

## **Morgantown City Council**

Mayor Jennifer Selin

Deputy Mayor Joe Abu-Ghannam

Bill Kawecki

Louise “Weez” Michael

Danielle Trumble

Dave Harshbarger

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