



City of Morgantown  
**2024 Strategic Plan**  
Mid-Point Progress Report  
(2024–2025)

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# Message from the City Manager



Over the past two years, Morgantown City staff have made meaningful progress toward the vision outlined by Council in our 2024 Strategic Plan. While it is not possible to capture every accomplishment achieved during this time, this document highlights many of the key efforts and milestones made possible through the dedication of our departments and the support of our community. Together, we have achieved measurable strides across all five Strategic Outcome Areas. The accomplishments outlined in this packet reflect a shared commitment to progress, and we are grateful to everyone who has contributed to these successes.

The 2024 Morgantown Strategic Plan was designed with the vision and guidance from the Morgantown City Council and crafted with input from key personnel across the City's organization. It is built on five major strategic outcome areas.

- **Compassionate and Engaged**
- **Excellent and Responsible**
- **Connected and Well-Maintained**
- **Vibrant and Prosperous**
- **Safe and Welcoming**

While I was not here for the first part of this journey, I am honored to join Morgantown at this pivotal moment. I'm excited to help steer the second half of this strategic cycle and build on the strong foundation that has already been established. This report not only documents our progress to date, but also helps reiterate priorities and focus areas for the next phase of implementation. Together, we will continue advancing initiatives that make Morgantown stronger, more vibrant, and more connected.

Looking ahead, a summary of this comprehensive report will be presented to City Council in January 2026, capturing key outcomes from 2024 through 2025 and establishing priorities for the next strategic cycle. From there, we will begin building the foundation for the next full strategic planning process, guided by the collective input of City Council, staff, and our community. With continued partnership and focus, Morgantown's best days are still ahead, and I am grateful to be part of its story.

Sincerely,

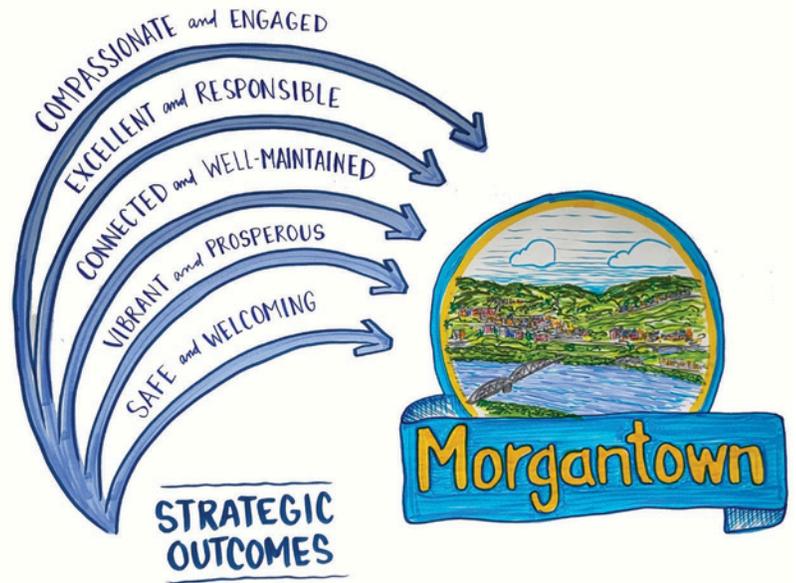
**Jamie Miller**  
City Manager

A handwritten signature in black ink that reads "Jamie Miller". The signature is written in a cursive, flowing style.

# Strategic Plan Recap

In 2023, the City of Morgantown launched an updated five-year strategic planning process, bringing together City Council, department leaders, and community stakeholders to shape a roadmap centered around five outcome areas. Each area includes priorities and initiatives designed to align City efforts with long-term community goals.

As the City began implementation in 2024, progress was made across departments through existing programs and new initiatives. Internal teams tracked milestones, identified needed resources, and adjusted to emerging challenges. At this mid-point, the City is issuing this progress report to highlight accomplishments and reaffirm commitment to transparency and accountability.



## Strategic Outcome Areas & Priorities



### Compassionate and Engaged

Morgantown facilitates communication, engages with residents, and cultivates empathetic dialogue with our community. The City respectfully considers different perspectives as we collaboratively pursue a better Morgantown.

- Community Engagement
- Social Service Coordination
- Affordable Housing



### Excellent and Responsible

Morgantown provides top-tier equitable services, fosters collaboration, and is a good steward of community resources. The City values its workforce and aspires to be an employer of choice.

- Fiscal Sustainability
- Workforce Development & Retention
- Efficient & Resilient Services



### Connected and Well-Maintained

Morgantown's multi-modal transportation system is accessible and well-integrated. Our infrastructure is well-maintained, planned, and designed to meet the needs of our growing community.

- Responsible Asset Management
- Enhanced Connectivity



### Vibrant and Prosperous

Morgantown stimulates economic growth and enhances quality of life through diverse strategies that promote business development, revitalization, cultural enrichment, recreation, and tourism.

- Proactive Economic Development
- Enhanced Community Amenities
- Vibrant Public Places



### Safe and Welcoming

Morgantown is a safe and diverse city where all people feel comfortable participating in community life.

- Beautification & Cleanliness
- Data Driven Public Safety



# Compassionate and Engaged

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## Priorities Community Engagement

Engaging the community helps residents and businesses stay informed, get involved, and support the City's efforts, building greater trust and positivity around City services.

### Key Wins 2024 – 2025:

- The [Citizens Academy Program](#) expanded with additional departmental and partner involvement. In 2025, 20 participants completed the program, with each participant missing an average of one session. Participants engaged with 17 City divisions, 6 community partners, and 4 Councilors, strengthening understanding of municipal operations and civic leadership.
- A [Community Development Services Manager](#) was hired in late 2024, strengthening the City's presence at neighborhood meetings and facilitating two large downtown cleanups which saw over 100 volunteers. The position now oversees the City Ambassadors, focusing on engagement and beautification efforts as well as a few additional new programs mentioned throughout this document.
- [Social Media Outreach](#) broadened to showcase support staff roles and improve access to information, paired with the City's new Year in Review highlighting digital engagement. In 2024, residents spent 628 hours engaging with YouTube content, the website recorded 173,000 visits, and 1,361 social media posts generated more than 111,000 interactions across seven accounts. These communication efforts were complemented by [Municipal Government Week](#) programming in 2024 and 2025, including youth contests, staff-led story readings, employee recognition, and a mock City Council session for high school students.
- [Strengthened Partnerships](#) with Morgantown Area Partnership, Visit Mountaineer Country Convention and Visitors Bureau, Main Street Morgantown, West Virginia University, Monongalia County, and others expanded engagement through coordinated outreach, unified messaging, and shared initiatives. These collaborations included the Ruby Summer Concert Series, Municipal Government Week, airline promotions for the Morgantown Airport, WV Municipal League events, the MMagic Aerial Imagery Collaboration, and Business After Hours networking. Complimenting these partnerships, the City supports community-led groups by assisting with permitting, compliance, and project logistics, offering supplies, coordination, and post-project support to help local initiatives succeed.
- [WVU Student Engagement](#) expanded significantly through initiatives connecting students with City projects and community development. MBA students contributed to airport development strategies, and student representatives now participate in the Citizens Academy. The City supported Park(ing) Day led by WVU Landscape Architecture students, partnered on GIS Day and GeoConnect, and collaborated with BCOR-199 and COMM-112 classes to encourage downtown investment. Honors students joined the Adopt-A-Street program, while City Ambassadors coordinated multiple downtown cleanups with WVU Greek Life, SGA, and other student organizations. Many City interns continue to come from WVU programs, particularly GIS and Urban Landscape, strengthening applied learning opportunities.
- [Public Safety Presence](#) expanded through participation in community events such as Touch-a-Truck, WVU Children's Hospital programs, parades, and neighborhood meetings. In 2024, the Fire Department provided fire prevention education to more than 11,000 residents and installed smoke and CO alarms to improve household safety. The Police Department engaged year-round through school resource officers, youth presentations, assistance with community cleanups, safety demonstrations, child safety seat instruction, recruitment ride-alongs, and support for major events, reinforcing a community-focused public safety approach.
- Support for [National Awareness Campaigns](#) continued, including MPD's Beard It Up campaign, which raised \$3,000 for pediatric cancer in 2024; MFD's Breast Cancer Awareness T-shirt campaign, which raised \$5,758.36 in 2025; and MPD's participation in Drug Takeback Day. The City also partnered with RDVIC during Domestic Violence Awareness Month, reflecting engagement that extends beyond core service delivery.
- [Civic Recognition](#) continued with the issuance of 37 official proclamations through the City Clerks office, recognizing community achievements, awareness campaigns, and local organizations. These proclamations elevated civic milestones, strengthened relationships with community partners, and reinforced the City's role in celebrating public service, volunteerism, and causes that matter to residents.
- The [Public Safety Training Center](#) operated as a [Community-Facing City Asset](#) while overall training demand increased. Weekly Junior Rifle Club programming continued year-round, including during peak training months, and the facility hosted Citizens Academy sessions and youth-focused activities, ensuring sustained public access. The Training Center also served 20+ local, regional, and federal agencies, generating direct and indirect revenue through memberships, rentals, and hosted training while strengthening Morgantown's regional engagement.



# Compassionate and Engaged

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## Priorities **Social Service Coordination**

While the City of Morgantown does not directly provide social services, it plays a vital coordinating role to reduce duplication, break down silos, and support a collaborative network that better serves the community's most vulnerable residents.

## Key Wins 2024 – 2025:

- The **"Pathways to Help" Initiative** was launched to improve community awareness and access to essential services, connecting residents to nonprofit and public partners through WV 211.
- The **CDBG Food Assistance Program**, supported by a \$500K state-funded grant and local nonprofit partners, delivered more than 5,600 food boxes and 14,500 meals to over 1,500 households, with 2024 serving as the primary reporting year for program outcomes.
- **Social Service Agencies** have sustained strong support from the city, investing more than \$1.6 million across FY 2024–2026 through the Capital Escrow Fund and Opioid Settlement Fund. This includes \$630,416 in FY 2024, \$431,500 in FY 2025, and \$624,500 slated for 2026. The City also partnered with Catholic Charities WV and Monongalia County to operate the 2024–25 Warming Shelter, which offered approximately 3 dozen beds and daily daytime services from March 15 to December 11 to assist vulnerable residents during colder months.
- The **Mountain Line Access Program**, which is where the City supplies free bus passes to community organizations, has provided over 4,544 trips to passengers since its launch in December 2024, significantly reducing transportation barriers for individuals seeking social services within our community. Pass usage more than tripled over seven months, showing strong upward momentum in public transit engagement. RT 50 is the most heavily used route with 1,653 passes used, aligning with travel to Hazel's House of Hope.
- **MPD's Police Social Worker** has assisted over 150 individuals and accompanied the Special Services Unit on around 238 calls, directing residents experiencing mental health, housing, and substance use challenges to appropriate community resources. With WVFirst funding, the program also supports five local agencies working alongside the social worker, improving outcomes for vulnerable populations, reducing patrol strain, and earning the WV Municipal League All-Star Award for Cost Savings.
- **The Safe Haven Baby Box** which was installed in 2024 at Norwood Fire Station, provides a secure, anonymous surrender option for newborns up to 30 days old. Monitored 24/7 with climate control and automatic notifications, it ensures rapid hospital connection. MFD personnel received specific training on the system. It has not been needed since installation, but actively supports child welfare and public safety coordination.





# Compassionate and Engaged

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## Priorities **Affordable Housing**

Affordable housing enables modest income individuals and families, including those employed by key institutions like the university, healthcare system, and city government, to live in Morgantown, helping prevent displacement and reducing the risk of increased homelessness.

### Key Wins 2024 – 2025:

- **Letters of Support** are now being offered by the city to private business owners providing affordable housing under the Federal Home Loan Bank Act (FHL Bank Act), which specifies that AHP funds may be used to finance the purchase, construction, or rehabilitation of owner-occupied housing for low- or moderate-income households.
- **Resolution 2024-21** went into effect in August 2024, directing the City Manager and Development Services Department to undertake a comprehensive housing study. From 2024–2025, this initiative advanced Morgantown’s affordable housing efforts, including analysis of housing conditions, affordability challenges, comparable city strategies, and stakeholder input. Preliminary findings presented in 2025 identified significant shortages in extremely low-income rental units and notable gaps across other low- and moderate-income categories, establishing a clear foundation for future policy exploration focused on housing stability, availability, and development feasibility. Engagement with key stakeholders began in 2025 and will continue into 2026, ensuring ongoing collaboration as these strategies take shape.
- **Demolition of Condemned Structures** using CDBG and WVDEP–DLAP funds continues to address slum and blighted conditions in Morgantown. Recent CDBG-funded demolitions include 408 and 478 Falling Run Road, while DLAP funds supported the removal of 1231 Montrose Avenue, 570 Pennsylvania Avenue, 635 Pennsylvania Avenue, and 637 Brockway Avenue. An additional 11 properties are slated for demolition by Quarter 1 of 2026. These efforts, including major projects such as the former Bartlett House, support neighborhood revitalization, improve safety, and create opportunities for future affordable housing and expanded social services.
- The **Morgantown Tool Outreach Toolbox (M.O.T.O.)** currently includes over 500 tools and has assisted over 100 residents and local organizations. Soft-launched in May 2025 and presented to City Council in October 2025, this free tool lending library promotes neighborhood revitalization and housing stability by providing access to tools at no cost, empowering individuals to complete essential home repairs and maintenance.





# Excellent and Responsible

Morgantown provides top-tier equitable services, fosters collaboration, and is a good steward of community resources. The City values its workforce and aspires to be an employer of choice.

## Priorities **Fiscal Sustainability**

Fiscal sustainability ensures that service delivery remains consistent and reliable, and that the City can meet the needs of residents, businesses, and community partners within its available resources.

### Key Wins 2024 – 2025:

- City Council approved a **Pension Reform and Fire Fee Increase** which stabilized Police and Fire pension obligations, including closure to new hires, adoption of the State's Optional II financing method, and dedicated revenue support through a fire fee adjustment and municipal sales tax allocation. Fire fees were increased by 15%, generating an estimated \$611,500 annually to support these changes. Both funds remain on track to meet obligations, with the City eligible to request nearly \$1.8 million combined from the state's surcharge tax on insurance premiums in the coming fiscal year.
- Since July 2020, 25% of **Municipal Sales Tax Revenue** has been dedicated to pension liabilities, with \$11 million collected by late 2024 and credited under the new financing model and allocated to the pension fund. The City will receive credit for this amount under the new pension financing model, providing continued stability for long-term pension obligations.
- The City secured approximately **\$14.78 million in Grants** supporting major infrastructure, public safety, and community development initiatives. Key highlights include: \$6 million for a new fire station, \$2 million for Greenmont neighborhood revitalization, nearly \$1 million in ADA-compliant sidewalk upgrades. **Additional investments in Arts, Culture, and Public Safety** included: \$600,000+ in grants and sponsorships for the Arts & Cultural Development Department, plus \$123,000 in in-kind support for the Ruby Summer Concert Series. Over \$99,000 in grant funding for the Morgantown Police Department, including the Governor's Highway Safety Program, Justice Assistance Grants, and the Bulletproof Vest Partnership. A portion of the \$66,564 STOP the Violence (RDVIC) Grant to enhance violence prevention and victim services.
- **Budget Carryover and the HRMP Sinking Fund** continued to show positive progress, supported by improved carryover reconciliation that aligned actual year-end balances with projections and strengthened FY25 planning. The HRMP Sinking Fund reached \$1 million, securing resources to address long-term obligations such as employee health insurance, risk exposure, and pension liabilities. By building this reserve, the City increases its financial flexibility, allowing other priorities to be funded without compromising stability. Completion of the FY24 Audit and early advancement of the FY25 audit further demonstrate strengthened internal controls, improved financial processes, and a strong commitment to fiscal oversight.
- Strategic use of **Money Market Accounts** and **West Virginia Treasury Investments**, approved by Council, has allowed the City to earn higher interest on idle funds, generating approximately \$177,000 in additional revenue while maintaining liquidity, financial security, and long-term fiscal sustainability.





# Excellent and Responsible

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## Priorities Workforce Development & Retention

Providing adequate resources and support helps employees maintain their well-being and stay committed to their positions. Retaining experienced staff ensures consistent service delivery, preserves valuable expertise, reduces recruitment and training expenses, and enhances organizational efficiency.

### Key Wins 2024 – 2025:

- **Streamlined Background Checks and DMV Reporting** were achieved by switching to a new vendor, enabling centralized processing of annual DMV reports and faster onboarding for public safety roles, which face high turnover and rigorous hiring requirements. Internally, HR developed standardized Onboarding and Offboarding Tools, including checklists for resignations, terminations, and retirements, ensuring consistent and smooth transitions for staff while supporting operational efficiency and employee retention.
- HR launched **Active Recruitment Strategies** in early 2024, shifting from passive postings to direct outreach through Indeed, expanded participation at job fairs (Fairmont State, Waynesburg University, WVU Online, M-Tec, and Marshall University in 2025), and explored partnerships with local employment agencies to fill hard-to-recruit positions. For public safety recruitment, MPD joined HR at college fairs and implemented a \$10,000 sign-on bonus for West Virginia-certified officers and \$5,000 for out-of-state recruits, with referral incentives for hard-to-fill positions. The Ride with a Recruiter program launched in May 2025, giving candidates hands-on experience with 30–40 ride-alongs to date, complementing career fairs and partnerships with M-Tec and Workforce WV.
- **Recruitment Visibility Tools** such as career banners at the Public Safety Building and airport, “Now Hiring” car magnets, and recruitment videos—including participation in the IACP “Thought Leadership” film series, have enhanced visibility and national exposure, supporting efforts to attract candidates to hard-to-fill roles, particularly in public safety and aviation.
- **Standardized Annual Trainings** began in 2024, covering harassment prevention, security awareness, and timekeeping. MPD added Mental Illness & Autism Response training, MFD incorporated Electric Vehicle Fire Response training, and Public Works now recertifies CDL drivers in-house. These initiatives support long-term retention by investing in employee growth and establishing consistent professional development across departments.
- MFD and MPD focused on **Internal Staff Retention & Recognition** by addressing cultural mindsets and promoting internal advancement. MFD launched Firefighter and Fire Officer of the Year programs in 2025, paired with training that allows personnel to develop skills in areas of interest and prepare for future specialized task force positions as opportunities arise.
- Public Works strengthened **Operational Support** by reintroducing the Inmate Work Program and expanding the High School Summer Work Program, providing hands-on experience and operational support.
- **Digitized Exit Interviews and Implemented Stay Interviews**, were launched by HR, providing crucial insights to improve employee retention and inform workforce development strategies.
- **The Public Safety Training Center (PSTC)** supported professional growth and long-term staff retention across City departments, hosting 15+ multi-day specialty courses totaling 30+ full training days. Programs included a 4-day Command Series for first-line supervisors, 6+ instructor-level certification programs, 2 drone/UAS courses, and 5+ investigative and interdiction-focused trainings. Additional offerings such as leadership development, crisis intervention, low-light/night qualifications, and near-daily K-9 training strengthened skills, succession planning, and workforce preparedness, particularly for MPD personnel.





# Excellent and Responsible

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## Priorities **Efficient & Resilient Services**

Efficient and resilient services enable employees and the public to consistently rely on the City, allow the organization to achieve more with limited resources, and support the City's ability to adapt to changing circumstances and future challenges.

## Key Wins 2024 – 2025:

- An **Evaluation Framework for Boards and Commissions** was developed to standardize how the City reviews the roles, authority, and staffing capacity of boards, commissions, and ad-hoc committees. This tool supports more efficient governance and ensures that resources are aligned with organizational priorities.
- **Technology Upgrades** improved permitting, code enforcement, and rental registration systems, alongside network enhancements, additional downtown cameras and disaster recovery planning at the Public Safety Building. Phase 1 of Council Chambers technology upgrades were also completed by our IT department. These upgrades strengthened internal efficiency, service reliability, and departmental coordination. MFD also upgraded four gas meters and all locks at fire stations, enhancing safety protocols.
- The **Morgantown Public Safety Training Center** expanded MPD operations in 2024–2025 by providing additional weapons storage, dedicated spaces for specialized divisions, and facilities for biannual officer training. The center also supports outside agencies, with three new agencies enrolling to use the facility for joint trainings, improving operational readiness and skill development.
- **Twelve Autonomous Mowers** were deployed at Morgantown Municipal Airport to reduce routine maintenance workloads, allowing staff to focus on higher-priority projects and service improvements.
- The **Safe Streets & Safe Community Service Fee** continues to deliver positive results, generating \$3 weekly per household to fund critical infrastructure and safety initiatives. The program has expanded road resurfacing from \$293,000 annually (prior to MSF implementation) to \$1.4 million, resulting in over 60 miles of paved streets and more than 500 ADA-compliant sidewalk improvements. The fee has also supported new public works equipment, enhanced snow and debris removal, and increased police staffing and visibility, directly addressing community priorities for safety and infrastructure reliability.
- Completion of the **City's Logos and Branding** was largely finalized by winter 2024, featuring a new nature-inspired logo and the tagline "The journey starts here." The rebrand was developed entirely in-house, eliminating the need for an external branding agency and avoiding estimated costs of \$20,000 to \$250,000. Most departments have transitioned to the new branding, with remaining updates, including uniforms and miscellaneous materials, pending future funding and planning.
- **Responsive Service Delivery through Morgantown 311** continued to strengthen trust and engagement between the City and the community. To date, the City has received 3,218 service requests, with 2,446 completed, reflecting a 76% overall completion rate. In 2025 alone, 1,264 requests were submitted, with 966 resolved, maintaining a strong 76.4% completion rate and demonstrating consistent follow-through and accountability in addressing resident concerns.
- As a **Shared City Asset**, the PSTC maximized cross-departmental utilization, supporting Police, Fire, Airport, and other departments through CPR training, firearms instruction, Citizens Academy sessions, and Fire Department courses. By consolidating recurring trainings and specialized programs in a single facility, the City enhanced operational efficiency, reduced duplication, and ensured consistent, high-quality instruction for public safety personnel.





# Connected and Well-Maintained

Morgantown's multi-modal transportation system is accessible and well-integrated. Our infrastructure is well-maintained, planned, and designed to meet the needs of our growing community.

## Priorities **Responsible Asset Management**

Responsible and proactive asset management helps the City minimize long-term costs and risks from deferred maintenance while supporting sustainable investment and informed decision-making for future assets.

### Key Wins 2024 – 2025:

- **CityWorks Implementation** began in 2024 to centralize asset tracking for streets, facilities, and fleet, expanded in 2025 to include work orders, encampment monitoring, community ticket requests, and streamlined event permitting. This platform improves visibility, coordination, and data-driven planning for maintenance and capital projects.
- **Road Condition & Sidewalk Assessments** are underway to guide long-term infrastructure investments. A Citywide Sidewalk Assessment is nearing completion and informs a 5–10 year pedestrian improvement plan, complemented by a \$558,450 ARPA-funded contract targeting upgrades at seven high-use locations.
- The City has advanced several key **Municipal Facility Improvement Projects**. City Hall underwent a \$2.9 million renovation, which included upgrades to HVAC systems, windows, flooring, and elevators, improving both functionality and energy efficiency. Structural repairs were completed at the Spruce Street Parking Garage, and the Salt Shed Construction Project strengthened essential City infrastructure. The City Garage is slated for \$3 million in renovations beginning in early 2026, while the Norwood Fire Station received approximately \$1.77 million in upgrades to enhance safety and operational capacity.
- **Investments in Recreational Facilities** continue to improve community access and amenities. BOPARC-funded Lower Marilla Park improvements are supported by up to \$11 million in lease-revenue bonds, while the Morgantown Ice Arena is undergoing a \$3–\$4 million renovation. This will also add athletic courts, a 27,000-square-foot turf field, trails, lighting, expanded parking, and enhanced amenities for visitors.
- The City has also prioritized **Upgrades to Cultural Spaces**. The Metropolitan Theatre received new curtains and a fully upgraded lighting system, enhancing performance quality and audience experience. At the Ruby Amphitheater, a stage roof replacement and two new accessible viewing areas have created a more inclusive environment for attendees with mobility challenges.
- **Routine Roadway Maintenance** has also been a focus utilizing Operation R.I.P. Potholes, conducted in partnership with the West Virginia Division of Highways and a local asphalt plant, has allowed the City to repair high-traffic corridors efficiently, improving roadway durability, safety, and long-term maintenance outcomes.
- The **Woodburn Community Complex Roof Replacement** began in 2025 and is scheduled for completion in 2026, replaces aging roofing systems to ensure long-term structural integrity, safety, and usability, preserving essential public infrastructure and supporting ongoing community activities.





# Connected and Well-Maintained

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## Priorities **Enhanced Connectivity**

A well-connected Morgantown increases safe routes for individuals throughout the City, supports the use of valued community assets, and makes the City more attractive to residents and tourists.

### Key Wins 2024 – 2025:

- The **Dorsey to Downtown Project**, supported by an \$8 million federal RAISE grant, is currently in the planning and design phase. This initiative will improve multimodal access between Dorsey Avenue, South High Street, and Downtown by adding new sidewalks, crosswalks, intersection upgrades, and a climbing bike lane. Over a 5–10 year timeline, the project aims to enhance safe connectivity for pedestrians, cyclists, and other users in key city corridors.
- The **Heritage Park Feasibility Study**, approved by the MPO Policy Board, proposes a pedestrian bridge and trail connection across Don Knotts Boulevard. This study establishes a framework for future funding and construction, improving access to the park and supporting safe, connected pedestrian routes in the surrounding neighborhood.
- Multiple **Rapid Response Pedestrian Projects** are underway to enhance walkability and safety on Selwin, University, Oakland, and Dorsey Avenue streets. These improvements are supported by a \$558,000 construction contract, with total project costs estimated at \$1.5 million, and are designed to address high-priority areas quickly and effectively.
- The **White Park/Brownfields Remediation Program** advanced with the completion of a \$1.44 million bridge, which opens access to 20 acres of parkland. Trail development and site remediation are ongoing, including initial soil testing, fulfilling a prior infrastructure agreement.
- **Launch of United Express/SkyWest Airlines** jet service in late 2024 (Washington Dulles & Chicago O'Hare), reached 15,000+ enplanements in 2025, qualifying for increased federal aid and enhancing regional connectivity.
- **Trail Patrol Capabilities** were expanded in 2024 with MPD purchasing a new UTV, and MFD acquired 2 EV Rescue Bikes with pull-behind emergency aid carts, improving access to trails and hard-to-reach locations for emergency response and public safety support.





# Vibrant and Prosperous

Morgantown stimulates economic growth and enhances quality of life through diverse strategies that promote business development, revitalization, cultural enrichment, recreation, and tourism.

## Priorities Proactive Economic Development

Proactive economic development strengthens Morgantown's core by boosting tax revenue, attracting residents and talent, supporting local businesses, and enhancing overall community vibrancy and quality of life.

### Key Wins 2024 – 2025:

- The Morgantown **Airport Runway Extension Project** advanced with Phase 5 construction and Phase 6 design funded by a \$9.52 million FAA grant, contributing to a total of \$29.4 million in awarded funds toward the \$62 million project.
- A **Terminal Area Feasibility Study** was completed in 2024, resulting in a concept design to modernize the terminal and add a smart parking garage, contingent on runway expansion completion.
- **Airport Business Growth** at the Morgantown Airport has accelerated economic activity and business development. This includes the construction of a 20,000 sq. ft. hangar by Shaft Drillers/Coastal Drillers—the largest on airport property—the completion of a 6,400 sq. ft. hangar by Ground Speed Aviation with plans for a second facility, and a secured lease for a new car wash and auto detailing business near the airport entrance, with construction anticipated in late 2025. This expansion is also reflected in eight airport-related business licenses issued in 2024–2025, signaling early-stage commercial growth tied to infrastructure investment and continued development potential from enhanced transportation access.
- The City leveraged **GIS Technology** to assist in over 40 land reuse and variance cases by creating a digital notification system for land use changes. This tool enables staff to identify property owners within affected zones, access addresses electronically, and send targeted notifications, streamlining communication and improving transparency in development and zoning processes.
- The **I-68 Commerce Park TIF District** was amended in April 2025 to extend its termination date and authorize new bonds, directly supporting the Sunnyside Up Project and providing fill material for the runway expansion.
- The **East End Village Redevelopment** progressed with the demolition of approximately 58 outdated structures along Richwood Avenue, paving the way for a mixed-use development featuring 300+ market-rate housing units, retail suites, a grocery store, hotel, and restaurants.
- **New Business Activity** increased significantly, with 418 new business licenses issued in 2024, compared to 252 in 2023. Business formation remained strong into 2025, reflecting continued momentum, entrepreneurial activity, and favorable conditions for economic growth.
- The **Artisan Entrepreneurship Program** was launched in 2024 by Main Street Morgantown, with operational funding support from the City of Morgantown, in partnership with the Monongalia Arts Center and Bridgeway Capital, selecting 22 local creative entrepreneurs for a year-long development cohort. The program provides business planning, coaching, and access to studio and retail space, strengthening small business growth and fostering a vibrant creative economy in the downtown area.





# Vibrant and Prosperous

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## Priorities Enhanced Community Amenities

A well-connected Morgantown increases safe routes for individuals throughout the City, supports the use of valued community assets, and makes the City more attractive to residents and tourists.

### Key Wins 2024 – 2025:

- **Recreational Enhancements** have been a key focus with an allocated \$2.4 million in municipal sales tax revenue and \$255,000 in hotel/motel tax revenue to support BOPARC's operations and capital projects in both fiscal years. Projects included the Marilla Pool, Morgantown Ice Arena, and lower Marilla improvements. Additionally, completion of the Woodburn playground project funded through CDBG.
- The **Morgantown History Museum** has undergone significant transformation over the past two years, including a remodeled interior, refreshed permanent exhibitions, and the addition of new permanent and rotating exhibits. A robust schedule of 40+ events—including tours, outreach, and fundraisers—has expanded community engagement, while the creation of a research library and art gallery has enhanced educational opportunities. The museum also hired its first full-time Museum Coordinator to support continued growth in annual attendance and public programming. A major milestone for the museum was the historic acquisition of the Monongalia County Historical Society archives and the Easton Roller Mill, a National Register-listed site now owned by the City of Morgantown. This important community asset will serve as a future satellite location, further expanding the museum's historical offerings and public programming.
- **Ruby Summer Programming** continued to attract diverse audiences with 12 free concerts, 2 ticketed concerts, performances by the Mon County Symphony Orchestra, the 4th of July Celebration, the West Virginia Wine & Jazz Festival, and numerous walks, runs, weddings, and community events.
- The **Morgantown Public Library's Master Plan** was completed with City of Morgantown support, guiding future renovations, programming, and community-focused enhancements to ensure the library remains a vibrant, accessible hub for education, engagement, and cultural enrichment.
- The City approved the **Morgantown Mosaic Neighborhood Engagement Initiative**, establishing a grant and support program for neighborhood-level beautification, public art, events, branding, and small infrastructure projects. Applications for this program are expected to begin in 2026.

### What Defines As a City Event?

A City event is any public activity, program, performance, or gathering that the City hosts, co-hosts, or sponsors on City property or at a City-managed venue.

This includes concerts, festivals, museum programs, theatre shows, and other structured events where attendance can be tracked.

This definition ensures events at the Ruby Amphitheater, Metropolitan Theatre, Morgantown History Museum, and similar venues are counted consistently.





# Vibrant and Prosperous

Morgantown stimulates economic growth and enhances quality of life through diverse strategies that promote business development, revitalization, cultural enrichment, recreation, and tourism.

## Priorities **Vibrant Public Places**

Vibrant public spaces support economic development and community engagement by drawing residents, tourists, and businesses to Morgantown and encouraging people to gather, interact, and engage in community activities.

### Key Wins 2024 - 2025:

- **Public Art Installations** have continued to expand across Morgantown, with over 60 installations and 20 designated art sites throughout downtown and along the rail trail. These efforts, led by organizations supported by the City of Morgantown, like Main Street Morgantown, contribute to placemaking and visual identity, making public spaces more engaging and reflective of community values.
- The **Ruby Amphitheater** at Hazel Ruby McQuain Park has undergone improvements to enhance both aesthetics and visitor experience, including brush and weed removal along the riverbank and the addition of flower planters in the patio area. These updates support the continued growth of the award-winning Ruby Summer Concert Series, which in its third and fourth seasons now attracts more than 55,000 attendees annually, drawing residents and visitors from over 20 states to family-friendly events held every Friday from June through August.
- **Downtown Public Space Enhancements** have been a joint effort between Main Street Morgantown and the City as a major stakeholder and financial contributor. The City has financially supported key downtown projects, including, the Foundry Street Rail Trail Link, and the first phase of the Wall Street Alley improvements.
- **Downtown Activation & Community Impact** collaboration with Main Street Morgantown has strengthened downtown vibrancy, encouraged foot traffic, and supported local businesses through events, surveys, and neighborhood revitalization initiatives. A full calendar of over 40 events, including Moonlight Market and the WV Cupcake & Craft Beer Festival, showcased community spirit and benefited from expert marketing, materials, and logistical support. These efforts contributed to the opening of 14 new businesses, completion of 4 public improvement projects and 94 new or rehabilitated projects, and 480+ volunteer hours, collectively fostering a lively, engaging, and thriving downtown.
- **Main Street's Downtown Perception Survey**, launched in partnership with the City of Morgantown, gathered input from over 1,100 residents, students, and local businesses across Monongalia County and beyond. The survey captured community thoughts, feelings, and priorities about downtown, providing valuable guidance for revitalization efforts and helping shape a more vibrant, accessible, and thriving city center.
- **Strengthened Downtown Vibrancy** through collaboration with community groups to add additional festive lighting along High Street, holiday music broadcast from the Metropolitan Theatre, Public Works staff dressed as Santa while hanging lights, and City support in purchasing and setting up the Courthouse Square Christmas tree, enhancing pedestrian activity and creating a lively, welcoming environment for residents and visitors.
- **The Morgantown Mile PODA** was introduced and provides a walkable downtown experience with over 20 licensed establishments and 15 participating retailers, enhancing tourism and local business engagement.

#### What's the Difference Between Public Spaces and Amenities?

**Public spaces** are the actual places in a community where people gather, walk, play, or spend time.  
**Examples include:** parks, plazas, sidewalks, streets, trails, amphitheaters, and downtown areas.

**Amenities** are the features that make those places more comfortable, accessible, or enjoyable.  
**Examples include:** benches, lighting, playgrounds, landscaping, public art, signs, curb ramps, or restored historic features.

#### In simple terms:

Public spaces are the places. Amenities are what make those places work better for people.





# Safe and Welcoming

Morgantown is a safe and diverse city where all people feel comfortable participating in community life.

## Priorities **Beautification and Cleanliness**

A clean and attractive Morgantown helps to attract economic development, tourism, and visitors to the downtown area. It also fosters community pride and improves the quality of life for community members.

### Key Wins 2024 – 2025:

- The **Lower Greenmont Neighborhood Green Space Development**, backed by over \$3.3 million in federal funding—including \$2 million in congressional earmarks and CDBG funds—advances public safety, neighborhood revitalization, and equitable access to green space. The project includes a new green space along Deckers Creek, demolition of blighted structures, and street reconstruction. Planned improvements such as ADA-accessible paths, lighting, and stormwater upgrades further support safe, accessible, and attractive community infrastructure.
- The City has also implemented a variety of **Sidewalk and Streetscape Improvements** (*previously referenced in capital projects*) funded with \$1 million in ARPA resources. These enhancements include new sidewalks, raised crosswalks, curb ramps, and drainage upgrades along Eureka Drive, Oakland Street, and University Avenue, as well as collaboration with the West Virginia Division of Highways to improve pedestrian safety and ADA accessibility downtown. Cross-referencing these earlier improvements avoids redundancy while highlighting their connection to neighborhood revitalization goals.
- The **Morgantown Land Reuse and Preservation Agency**, has actively acquired and cleared dilapidated properties using \$600,000 in ARPA funds. In August 2025, City Council approved \$60,500 to demolish three blighted structures. The agency received 19 properties transferred into its ownership and is working with city staff to identify productive uses for underutilized land, including greenspace preservation and, where appropriate, infill development.
- The City expanded **Flower Displays** at the Ruby Amphitheater, City Hall, and the Morgantown Public Library, enhancing visual appeal and creating more welcoming public spaces. Targeted invasive species removal in and around the park further supports environmental health and ongoing beautification efforts.
- The **Morgantown City Ambassadors** conducted 2,013+ business check-ins, interacted with 4,635+ residents, collected 1,678+ trash bags, and safely disposed of 10–20+ needles. In 2025, the Ambassadors attended over 31 events, organized 27 volunteer activities with 119 volunteers for 253 hours, conducted bi-weekly cleanup tours, and volunteered monthly at MAC and the History Museum. They assisted MPD officers, supported Mayor Abu-Ghannam in teaching a 2nd grade class, provided on-the-spot history tours, distributed 300+ bus passes, assisted 15–20 animals, and regularly performed safety patrols, wellness checks, and facilitated community connections.





# Safe and Welcoming

Morgantown is a safe and diverse city where all people feel comfortable participating in community life.

## Priorities **Data-Driven Public Safety**

Taking a data-driven approach to public safety supports predictive policing, the efficient use of resources, and reduced opportunities for crime to occur.

### Key Wins 2024 – 2025:

- The **Safe Streets Initiative**, launched by the Morgantown Police Department in 2024 and extended through 2025, delivered measurable public safety improvements. In its first 12 weeks, the program resulted in 42 arrests and 58 criminal citations, with increased foot patrols in high-traffic areas and targeted enforcement of DUI and disorderly conduct. Officers voluntarily signed up for the program, averaging 2–6 personnel on patrol daily. Deployments were guided by crime trend data, increasing police visibility and community reassurance during key downtown events.
- To support operational efficiency, the City established a **Geospatial Services Division** in 2024, providing advanced mapping and analysis tools to departments. The division assists with drive-time analyses, digital coverage mapping for emergency response planning, and public access service request tools, optimizing resource deployment.
- **FAA-Certified Drone Capabilities** were added to the Fire Marshal's Division in 2024, with 2 drones operated by certified staff to safely identify hotspots, monitor fire spread, and assess fire intensity. In 2025, MPD expanded drone operations with 4 additional drones and 12 trained staff, supporting high-ground surveillance, tactical operations, missing person searches, and other specialized uses, enhancing situational awareness across departments.
- The **ATF Accelerant Detection Canine (ADC)** Program selected the Morgantown Fire Marshal's Office to receive "Chance," a highly trained canine capable of detecting six accelerant classifications. Trained through Puppies Behind Bars and with her MFD handler, Chance assists with fire and arson investigations locally, across northern West Virginia, and in neighboring states via mutual aid agreements, while also supporting public education and community outreach.
- **Battery-Powered Alternatives** have nearly replaced all gas-powered equipment in MFD, including chainsaws, rescue tools, and jaws of life, reducing fuel costs and freeing vehicle space during transport. A small number of gas-powered tools are retained as backups, ensuring operational flexibility while increasing sustainability and efficiency.
- Hundreds of hours of **Required and Specialty Training** were provided locally through the Public Safety Training Center, eliminating travel, lodging, per diem, and overtime costs for MPD officers. The facility hosted 15+ external courses with free or reduced seats for MPD officers, and in-house K-9 training avoiding \$5,800+ per dog in external training expenses.





# What are KPI Metrics?

Key Performance Indicators (KPIs) are simple, measurable numbers that help show whether the City is making progress on important goals. In government, KPIs allow residents to see what is being done, how well it's working, and where improvements can be made.

## Social Service Coordination

 **1,850**  
residents linked to essential services  
**Service Connections Made**

 **4,544**  
free bus trips completed  
**Transit Access Utilized**

 **20,100**  
total meals and food boxes provided  
**Food Support Delivered**

 **238 ≈**  
calls supported through the Police Social Worker  
**Crisis Diversion Cases**

 **36**  
bed warming shelter operated for 272 days  
**Shelter & Safety Support**

## Efficient & Resilient Services

 **\$1.4M**  
increase to paving fund through the Safe Streets Fee  
**Annual Street Resurfacing Funding**

 **60+**  
miles paved; 500+ ADA sidewalk improvements completed  
**Miles of Roadway Improved**

 **966**  
completed requests with a 76.4% completion rate  
**Morgantown 311 Requests Completed**

## Community Engagement

 **284K**  
digital interactions  
**Digital Communication Visibility**

 **32 ≈**  
coordinated partner initiatives  
**Collaboration Impact**

 **5,300 ≈**  
hours of engagement  
**Student Engagement Hours**

 **13,400 ≈**  
total individuals reached  
**Public Safety Education & Outreach**

## Beautification & Cleanliness

 **1,678+**  
trash bags collected from downtown litter  
**Ambassador Clean Ups**

 **\$1M**  
ARPA-funded improvements on sidewalks and curbs delivered  
**Streets & Sidewalks Improved**

 **\$600K**  
ARPA investment; 19 properties acquired and 3 blighted structures demolished  
**Land Reuse & Preservation Progress**

## Affordable Housing

 **12**  
letters provided to local housing developers  
**Letters of Support Issued**

 **7**  
unsafe properties demolished  
**Condemned Structures Removed**

 **500**  
free tools available supporting home repair and maintenance  
**Community Tools Available**

 **110 ≈**  
residents/orgs assisted through MO.T.O. use  
**Community Tools Available**

## Data Driven Public Safety

 **100**  
enforcement actions in first 12 weeks  
**Safe Streets Initiative**

 **10**  
safety related projects being mapped  
**Geospatial Services Division**

 **200+**  
accelerants able to be detected  
**ATF Accelerant Detection Canine**

**Data Transparency Disclaimer:** Where exact counts were unavailable at the time of reporting, reasonable approximations are provided and marked with '≈'. These estimates are based on best available data.



# What are KPI Metrics?

Key Performance Indicators (KPIs) are simple, measurable numbers that help show whether the City is making progress on important goals. In government, KPIs allow residents to see what is being done, how well it's working, and where improvements can be made.

## Responsible Asset Management



**\$558,450**  
ARPA-funded upgrades  
at 7 high-use locations

**Sidewalk Assessment & Improvements**



**\$17.9M+**  
City Hall, Salt Shed, Spruce  
Street Garage, Lower Marilla  
Park, Ice Arena.

**Major Facility Improvements**

## Vibrant Public Places



**60+**  
art pieces at 20  
designated sites

**Public Art Installations Completed**



**55,000+**  
annual attendees at Ruby  
Summer Concert Series

**Ruby Amphitheater Attendance**

## Enhanced Community Amenities



**17+**  
events offered

**Ruby Summer Programming**



**35+**  
businesses and  
retailers participating

**Morgantown Mile Participation**



**\$2.66M ≈**  
allocated from  
municipal sales and  
hotel/motel taxes

**BOPARC Enhancements**

## Enhanced Connectivity



**\$30K**  
funding secured

**Sturgis Avenue Trail Connector**



**15,000+**  
flights reached, securing  
federal aid eligibility

**Morgantown Airport Flights**



**\$8M**  
RAISE grant secured for  
multimodal improvements

**Dorsey to Downtown Project**



**\$1.5M ≈**  
rapid-response upgrades  
on Selwin, University,  
Oakland, Dorsey Ave

**Assorted Pedestrian Projects**

## Workforce Development & Retention



**6**  
regional recruitment  
events completed in 2025

**Job Fairs & Campus Events Attended**



**\$5,000-\$10,000**  
incentives offered to certified  
law enforcement officers

**Public Safety Hiring Incentives**

## Fiscal Sustainability



**\$611,500**  
supporting pension  
obligations

**Annual Fire Fee Revenue Generated**



**\$1.8M ≈**  
available through  
insurance premium  
surcharge

**State Pension Support Eligible**



**\$14.8M**  
supporting major  
City projects

**Total Grant Awards**



**\$1M**  
reserved for long-  
term liabilities

**HRMP Sinking Fund Balance**

## Proactive Economic Development



**58**  
structures demolished for  
market rate housing

**East End Village Redevelopment**



**26,400**  
sq. ft. of hangar space  
constructed

**Airport Business Growth**

**Data Transparency Disclaimer:** Where exact counts were unavailable at the time of reporting, reasonable approximations are provided and marked with '≈'. These estimates are based on best available data.



## Next Phase 2026–2027:

The 2026–2027 phase will continue the progress made during 2024–2025 by highlighting specific priorities within each Strategic Plan section and advancing the initiatives identified for exploration and implementation.

### Priority: Efficient & Resilient Services – Potential Focus Areas

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- **Winter Operations & Resource Management** – Evaluate alternative plowing schedules during emergency weather, update the snow route map to better reflect current city roads and priorities, and consider tracking crew power and hours worked to improve efficiency, accountability, and overall winter response.
- **Internal Process Continuity** – Expand SOP development and process documentation to support succession planning, knowledge retention, and operational continuity in advance of retirements and low-turnover positions.
- **Asset Lifecycle & Risk Management** – Use findings from the City's insurance and property audit, including facilities, fleet, and authorized drivers, to guide asset replacement planning, reduce operational risk, and improve service reliability and budget forecasting.

### Priority: Proactive Economic Development – Potential Focus Areas

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- **Development Process & Zoning Modernization** – Review and streamline the City's permitting processes to reduce delays, improve clarity, and enhance customer service. Identify opportunities for digitization, standardized workflows, and cross-departmental coordination. Conduct a holistic review of the zoning code to modernize land-use regulations, support mixed-use development, and align with current and future community needs, including housing, mobility, and economic growth.
- **Business Support, Incentives & Downtown Promotion** – Develop welcome packets for new businesses and residents with essential information on city services, permits, departments, incentives, neighborhood contacts, and community resources. Explore creating a Business Incentive District (BID) to support commercial growth, small business development, targeted investment, and façade improvements that enhance property, strengthen corridor aesthetics, and encourage reinvestment in priority commercial areas. Develop a coordinated marketing strategy for Downtown Morgantown to attract businesses, promote events, integrate tourism, and strengthen the downtown brand in collaboration with local partners.
- **Revisiting Past Plans** – Reevaluate previous strategic and master plans—including neighborhood, transportation, land-use, and economic development plans—to identify still-relevant recommendations, completed items, and opportunities for alignment with current priorities and updated data.
- **TIF Updates** – Conduct a detailed review of existing Tax Increment Financing (TIF) districts to assess performance, update project lists, and evaluate boundary adjustments or extensions that may strengthen redevelopment and investment outcomes.
- **Airport Layout Plan** – Support evaluation and updates to the Airport Layout Plan (ALP) to ensure alignment with FAA requirements, future development opportunities, aviation safety needs, and planned improvements at the Morgantown Municipal Airport.

### Priority: Beautification & Cleanliness – Potential Focus Areas

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- **Downtown Restroom Operations** – Review and adjust the operating schedule, maintenance needs, and staffing requirements for downtown public restrooms to improve accessibility, cleanliness, and user experience.
- **Right-of-Way Maintenance** – Strengthen right-of-way maintenance practices—including mowing, litter removal, and vegetation management—to enhance appearance, safety, and walkability along key corridors as a joint collaboration with the WV DOH.
- **Cigarette Waste Reduction** – Explore a pilot Cigarette Waste-Free Recycling Program by installing a limited number of disposal containers in high-traffic areas to evaluate effectiveness in reducing litter, promoting environmental responsibility, and informing potential citywide expansion.



## Next Phase 2026–2027:

The 2026–2027 phase will continue the progress made during 2024–2025 by highlighting specific priorities within each Strategic Plan section and advancing the initiatives identified for exploration and implementation.

### Priority: Community Engagement – Potential Focus Areas

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- **Citizens Academy Enhancements**- Explore opportunities to expand the program and consider developing a Student Citizens Academy for WVU students.
- **Diversified Communication Channels**- Communications is improving City website usability and considering integrating the MPD and Airport sites into the City's main site. MPD and Communications have also launched a TikTok account to grow followership among younger audiences, with plans for additional PSAs, podcasts, and short videos to expand public outreach.
- **Community Events & Outreach**- Introduce the City's first National Night Out to strengthen connections between residents and public safety partners, while continuing to explore additional activities and partnerships that foster community involvement. MFD plans to reintroduce school engagement during Fire Prevention Week to educate and connect with students on fire safety. MPD also plans to explore tracking MPD's public event participation data to better evaluate outreach impact and guide future engagement strategies.
- **Community Forum**- Consider hosting an annual forum focused on transportation and mobility, creating space for dialogue with the MPMPO Board and city commissions.
- **Business Engagement**- Identify ways to strengthen partnerships with local businesses and organizations for networking and downtown revitalization efforts.
- **Public Outreach Innovations**- Explore creative engagement tools, such as incorporating the Fire Department's fire accelerant canine into educational programs and events, developing a community outreach dashboard to accompany Pathways to Help, and creating an action-oriented video series led by MPD officers with support from Communications to showcase department programs and initiatives.
- **Public Input Opportunities**- Continue using surveys for feedback on budgets, events, and projects, and plan input sessions for White Park improvements.
- **Transparency & Reporting**- Develop an end-of-year report to share progress which is done biannually.
- **City Ambassador Program** – Expand outreach and engagement by partnering with WVU student programs to increase downtown involvement, offering additional internship and volunteer opportunities, and providing school presentations on "Leave No Trace" principles to educate youth on the importance of litter prevention and community stewardship.
- **America 250 Initiative** - Discuss participation and engagement opportunities and explore partnerships with Main Street Morgantown and the County to enhance those idea for America's 250<sup>th</sup> Birthday occurring in July 2026.

### Priority: Vibrant Public Places – Potential Focus Areas

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- **Urban Landscape & Development Integration** – Strengthen beautification efforts by modernizing streetscape and landscaping standards and integrating them into the development review process, ensuring coordinated, high-quality public-realm improvements across city corridors and projects.
- **Cultural & Community Arts Partnerships** – Expand partnerships with local arts and cultural organizations to activate public spaces through rotating art, performances, and community-led creative projects that enrich the city's cultural identity.
- **Future Venue Goals** –At the Ruby Amphitheater, priorities include increasing attendance by 10%, expanding reach to 10+ states, boosting grants and sponsorships by 10%, and launching a text-to-give program, with a potential capital project pending. The Metropolitan Theatre aims to increase rental events, raise attendance by 10%, and host 2–3 City-sponsored events annually. At the Easton Roller Mill, goals include developing a seasonal operational plan and installing special exhibits onsite and at the Morgantown History Museum.
- **Downtown Enhancements & Festive Activation** – Advance downtown vibrancy through expanded music programming, cohesive lighting strategies, enhanced seasonal festivities, and increased City participation in holiday events and parades, strengthening pedestrian activity and supporting local businesses.
- **Food Truck Plaza & Community Gathering Space** – Evaluate the feasibility and logistics of establishing a dedicated food truck plaza or flexible community meeting space, including site options, infrastructure needs, and operational considerations, to support local vendors and create an additional gathering place for residents and visitors.



## Next Phase 2026–2027:

The 2026–2027 phase will continue the progress made during 2024–2025 by highlighting specific priorities within each Strategic Plan section and advancing the initiatives identified for exploration and implementation.

### Priority: Affordable Housing – Potential Focus Areas

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- **Feasibility Study with Fairmont Housing**– Explore a joint study to assess affordable housing needs and identify viable development opportunities.
- **Policy Change Recommendations**– Develop recommendations in conjunction with City Council to adopt policy initiatives that support affordable housing, including zoning adjustments and incentive programs.
- **Housing Advisory Committee Review**– Assess the current role and structure of the Housing Advisory Committee to determine opportunities for repurposing or expanding its function in long-term housing strategy.
- **Explore ARC Grant Funding with Fairmont Housing**– Investigate Appalachian Regional Commission (ARC) grant opportunities to support housing development and related infrastructure.
- **Advance Resolution 2024-21 Implementation** – Translate the housing study's findings into actionable policy by pursuing zoning and land-use updates, incentive frameworks, and programs that expand affordable housing opportunities.
- **Condemned Structure Demolition (Next Phase)** – Advance neighborhood revitalization by continuing the demolition of condemned structures using CDBG and WVDEP–DLAP funding, with dozens of additional removals planned citywide in 2026.
- **Zoning Policy Modernization Support** – Engage qualified planning consultants, as funding allows, to assist with targeted zoning policy updates aligned with current development patterns, housing needs, and community priorities.

### Priority: Fiscal Sustainability – Potential Focus Areas

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- **Next-Phase Planning for a Self-Funded Health Insurance Plan** – Building on a completed initial evaluation, advance detailed analysis and planning toward a potential transition to a self-funded employee health insurance model anticipated in Fall 2026, with remaining financial, operational, and risk considerations continuing to be refined.
- **Update of Tax Increment Financing (TIF) Districts**– Review and update the city's existing TIF district boundaries, project lists, and financing structures to ensure alignment with current development goals and to maximize future investment potential.
- **Increase Fiscal Stabilization Fund**– Identify ways to responsibly grow the City's Fiscal Stabilization Fund while prioritizing preservation of reserves to support long-term financial stability and bond strength.
- **Revenue Audits (e.g., Fire Service Tax)**– Conduct targeted audits of key revenue streams such as the Fire Service Tax to verify compliance, identify potential revenue leakage, and improve long-term revenue reliability.
- **Financial Health Indicators (e.g., GFOA Metrics)** – Establish a standardized set of financial health indicators aligned with Government Finance Officers Association (GFOA) best practices to monitor fiscal stability and guide future policy decisions.
- **Travel, Procurement & Purchasing Policy Updates** – Update and align staff travel, procurement, and purchasing policies to improve clarity, consistency, and fiscal accountability while supporting efficient operations and responsible use of public funds.
- **Crowdfunding Exploration for A&E Events** – Explore alternative funding sources, including crowdfunding and community-supported models, to supplement traditional revenue streams and support the Arts and Cultural Development department programming and departmental sustainability.
- **Civilian Pension RFP** – Prepare and release a Request for Proposals (RFP) for civilian pension services to evaluate options that support long-term sustainability, fiscal responsibility, and effective retirement planning for non-uniformed employees.
- **Capital Funding by Project** – Strengthen capital fund management by reserving and tracking funds by individual project to improve transparency and financial accountability.
- **Treasury Investments** – Enhance the City's interest income while maintaining the safety and liquidity of public funds by investing a portion of cash reserves in the West Virginia Board of Treasury Investments Consolidation, complementing existing local bank money market accounts.



## Next Phase 2026–2027:

The 2026–2027 phase will continue the progress made during 2024–2025 by highlighting specific priorities within each Strategic Plan section and advancing the initiatives identified for exploration and implementation.

### Priority: Responsible Asset Management – Potential Focus Areas

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- **Comprehensive Facilities Plan (Roofs, HVAC, Windows)** – Conduct a full assessment of city-owned facilities to evaluate the condition of critical building systems, including roofs, HVAC units, windows, and structural components. Develop a prioritized maintenance and replacement schedule to guide long-term capital investment and ensure operational reliability.
- **Updated Street Sign Asset Data Collection** – Gather updated inventory and condition data for all city street signage to improve compliance, support MUTCD standards, and inform replacement planning. Utilize this information to enhance wayfinding, traffic safety, and asset management accuracy.
- **LED Street Light Conversion**– Develop and implement a strategy to transition all city-maintained street lights to energy-efficient LED fixtures, reducing long-term utility costs and improving lighting reliability across neighborhoods.
- **Creation of a Capital Project Dashboard** – Design and implement a centralized dashboard to track the status, budget, timeline, and milestones of all capital projects. Improve transparency, streamline reporting, and provide accessible, real-time project information for staff, leadership, and the public.
- **Improvements to BOPARC Assets with City Support** – Coordinate with BOPARC to implement key upgrades to under-resourced park assets, including Lower Marilla Park, the Woodburn Recreational Complex, and the Krepps Park pavilions. Identify funding strategies, cost-sharing opportunities, and phased implementation plans to enhance community recreation spaces.
- **Fire Apparatus & South High Street Station** – A new engine truck, funded through the City’s escrow fund and supported by a 15% fire service fee increase, is anticipated to be delivered in early 2026 to replace the Southside Engine 1 at the South High Street station. The department is also exploring the purchase of a new truck to replace the 1996 Ladder Truck. The South High Street Fire Station is anticipated to be completed around Summer 2027.
- **Financial Transparency Dashboard** – Finance is partnering with GIS to create a financial transparency dashboard that improves tracking and visibility of City funds.
- **Flegal Dam & Reservoir Operations & Construction** – Finalize a management agreement with BOPARC and complete project construction at the Flegal Dam and Reservoir recreation area to ensure sustainable operations and enhanced recreational use.
- **Morgantown Gateway Signage** – To finalize the city rebrand, the gateway signs located in Sabraton, by the WVU Coliseum, and Don Knotts Boulevard, will be replaced and rebranded with fabrication anticipated in the 2026–2027 fiscal year.

### Priority: Enhanced Connectivity – Potential Focus Areas

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- **MPO Microsimulation Modeling** – Collaborate with the Morgantown Metropolitan Planning Organization (MPO) to develop traffic microsimulation models that evaluate congestion patterns, signal timing, roadway performance, and future development impacts. Use model outputs to guide transportation planning and capital improvement decisions.
- **Evaluation of Transit Options and Pedestrian Plan** – Conduct a comprehensive review of current transit services and pedestrian infrastructure to identify gaps, improve accessibility, and support multimodal mobility. Align recommendations with the regional pedestrian plan and future land-use goals to enhance connectivity across neighborhoods.
- **Trail Connections and White Park Path Completion** – Advance key trail connectivity initiatives, including the completion of the White Park path and Greenmont bridge segment. Update or renew partnership agreements with MRTC and BOPARC to clarify maintenance responsibilities, trail management protocols, and long-term development priorities.
- **Chestnut Street Streetscape Project** – Evaluate and advance the Chestnut Street streetscape project, focusing on pedestrian safety, lighting, accessibility, landscaping, and public space enhancements. Coordinate with adjacent property owners and regional partners to develop a phased implementation strategy.
- **Support for Trail Mural Graffiti Abatement** – Assist partner organizations in efforts to reduce graffiti vandalism on trail murals through coordinated abatement strategies, protective coatings, community engagement, and improved monitoring along high-impact trail corridors.



## Next Phase 2026–2027:

The 2026–2027 phase will continue the progress made during 2024–2025 by highlighting specific priorities within each Strategic Plan section and advancing the initiatives identified for exploration and implementation.

### Priority: Social Service Coordination – Potential Focus Areas

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- **Long-Term Shelter Planning**– Explore sustainable models for warming and cooling shelters, including seasonal operations and expanded capacity.
- **Comprehensive MCR/H3 Strategy**– Begin long-term planning for a coordinated Monongalia County Resource (MCR) and Hazel’s House of Hope (H3) approach to streamline services and reduce duplication.
- **Enhanced Collaboration with Service Providers**– Strengthen partnerships with organizations such as Catholic Charities WV, Health Right and others to improve resource sharing and outreach.
- **Municipal ID Program Rollout**– Implement a Municipal ID Program to help residents without traditional identification access essential services and community resources.

### Priority: Data Driven Public Safety – Potential Focus Areas

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- **Crime Data Dashboard** – Develop a public-facing crime data dashboard that visualizes trends, hotspots, and response metrics to support transparency and data-driven public safety decision-making.
- **Public Safety Campaigns** – Implement coordinated public safety campaigns focused on topics such as theft prevention, impaired driving, pedestrian safety, and community awareness to reduce risk and improve resident outreach.
- **Fire Prevention Education** – Expand fire prevention education through school programs, community events, and targeted outreach that promotes smoke alarm use, home safety practices, and emergency preparedness, while incorporating the new ATF accelerant detection canine and budget for specialized equipment for ATF agent use.
- **MPD Vehicle & Technology Upgrades** – Increase MPD’s vehicle fleet with updated technology for more officers, including in-car data terminals and cameras, and acquire 1–2 mountain bikes for use on trails and downtown areas to provide both stealth and visible presence during summer months, supporting the Safe Streets Initiative and enhancing overall response capabilities and officer safety.
- **Expanded MFD Training** – Broaden MFD training by adding at least one new service training annually, such as swift water rescue, trench rescue, or ice rescue, to enhance operational readiness and specialized capabilities.
- **Vacant Structure Code Update** – Consider a review and revision of the vacant structure code to modernize regulations improving clarity, enforcement tools, and alignment with current housing and safety needs.
- **Traffic Safety Enforcement Tools** –Work with the West Virginia Division of Highways (DOH) to evaluate traffic camera enforcement options within City limits, including legal and operational considerations, to improve roadway safety and compliance.



## Next Phase 2026–2027:

The 2026–2027 phase will continue the progress made during 2024–2025 by highlighting specific priorities within each Strategic Plan section and advancing the initiatives identified for exploration and implementation.

### Priority: Enhanced Community Amenities – Potential Focus Areas

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- **Future Venue Goals**– At the Ruby Amphitheater, grants, sponsorships, and a text-to-give program will support venue improvements and possible capital projects. The Metropolitan Theatre has secured some funding for capital projects and is currently completing fly system renovations. The Morgantown History Museum plans to expand exhibits, increase attendance by 10%, strengthen partnerships, continue artifact audits, and grow the Friends of the Museum. The Easton Roller Mill plans to secure grants to support needed renovations and repairs.
- **Valley Crossing Skate Park & Pump Track Completion** – Completion of the new skate and bike pump track facilities in Lower Greenmont in partnership with BOPARC, offering accessible recreational spaces that promote active lifestyles, community engagement, and youth programming.
- **Recreation System Enhancements** – Plan for future improvements to dog parks, fishing access, trails, and boating opportunities as part of broader park and reservoir investments.
- **Wayfinding & Environmental Education** – Implement coordinated signage to better communicate trail connections and environmental features across parks and recreation areas.
- **Seasonal Recreation & Splash Pad Operations** – In coordination with BOPARC, explore opportunities to extend the operating season of the splash pad to increase recreational access and community use.

### Priority: Workforce Development & Retention – Potential Focus Areas

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- **Implementation of a Formalized Employee Recognition Program** – Develop and launch a structured, citywide employee recognition program that celebrates outstanding service, innovation, teamwork, and milestone achievements. Establish clear nomination processes, award categories, recognition events, and communication strategies to strengthen workplace culture and employee engagement.
- **Updates to the Compensation Study Program** – Conduct a comprehensive review and update of the City's compensation program to ensure market competitiveness, internal equity, and long-term sustainability. This includes evaluating pay structures, benchmarking against comparable municipalities, addressing compression issues, and refining policies to support recruitment and retention.
- **Cross-Training & Additional Staff Trainings** – Establish a coordinated cross-training initiative to enhance operational resilience, reduce single-point dependency, and ensure continuity of essential services during vacancies, leave, or emergency situations. Develop structured training plans and knowledge-transfer processes. Expand internal development through in-house training on topics such as code of conduct, anti-harassment, and managing different work styles to strengthen workplace culture and leadership skills, with Public Works planning to add additional safety courses.
- **Evaluation of PTO Policy & Future Benefits Strategy** – Review the current Paid Time Off (PTO) structure and assess opportunities to modernize leave policies, expand flexibility, and align benefits with long-term workforce goals. Evaluate potential enhancements to employee benefits to improve recruitment, retention, and overall job satisfaction. Creation of individual employee rewards packets summarizing all compensation benefits and their value to reinforce transparency of employee benefits.
- **Digital Performance Management** – Launch electronic access to performance evaluations to streamline review processes, improve transparency, and support continuous feedback.
- **Internal Emergency Action Planning Policy** – Adopt and implement a comprehensive administrative Emergency Action Plan for internal personnel, outlining procedures for police or fire involvement and severe weather events to strengthen staff safety and preparedness.



Strategic outcome areas represent what must go well for the City of Morgantown to achieve its vision for the future. They serve as a guide for setting priorities and directing resources to ensure the City moves toward achieving its long-term goals.



Compassionate and Engaged



Excellent and Responsible



Connected and Well-Maintained



Vibrant and Prosperous



Safe and Welcoming



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The original plan was facilitated by:

