

## CITY OF BOWIE

### 2016 – 2019 Strategic Plan

#### Preface

This Strategic Plan provides a framework for City action during the next four years to ensure that Bowie continues to thrive as the strongest, most diverse, most family-friendly community in the region. It identifies six strategic goals and outcomes to be accomplished from 2016 through 2019. The plan reflects guidance provided by residents during two community input sessions and an online survey and builds on the City's remarkable success over the past decade.

In identifying strategic goals, the Council focused on:

- **The most pressing priorities facing the community, recognizing the need to make choices from among many challenges and opportunities to ensure long-term success and continued financial stability.** Other strategic issues that were examined during the planning process, including transportation, parks and recreation facilities and services, environmental sustainability, external partnerships, and services for the city's aging population, remain important and will be reviewed periodically as the Council carries out and updates the Strategic Plan over the next four years. Some aspects of these issues have been incorporated into the six priority goals.
- **Program areas over which the City has direct control and primary responsibility.** For example, while the quality of public education/public schools is very important to overall quality of life and economic growth in Bowie, education is not included as a strategic goal because the County is responsible for the public school system. The City Council will continue to work closely with the County to monitor and influence the quality of public schools in Bowie.

The Strategic Plan is intended to be a dynamic document which will be reviewed regularly to monitor progress and updated as needed to reflect changes in the community. Specific actions and investments to make progress on the goals and outcomes over the next four years will be developed each year during the annual budget process.

#### Mission

Provide a cost-effective system of city services and facilitate economic development that enhances the quality of life within a positive and sustaining physical environment.

#### Values

The City of Bowie is a safe, family friendly, multi-generational, diverse, inclusive, thriving community that values its 100-year history and traditions while embracing its future. As Bowie begins its next 100 years, this plan affirms the City's commitment to:

- Delivering outstanding public services to all residents
- Working collaboratively to define and shape the City's future
- Engaging residents in meaningful and productive ways

- Ensuring openness, transparency, and accessibility in government action
- Welcoming and supporting different perspectives in addressing community challenges
- Becoming a regional model for environmental sustainability
- Growing and thriving as a great, multi-generational place to live, work, do business, and play.

## **Strategic Goals**

### **Goal 1: Invest in public infrastructure to ensure reliability, long-term sustainability, and compliance with state and federal requirements**

#### **Outcomes**

- Water pipe assessment completed and plan in place to address identified needs
- Enhanced use of technology to improve performance and provide better customer service
- Compliance with federal and state storm water management permitting requirements
- Successful collaboration with State and County government on improvements to infrastructure maintained by these levels of government including but not limited to widening Route 197
- Bike lanes and walking paths added to City-maintained roads where feasible

### **Goal 2: Promote economic development to expand the City's commercial tax base**

#### **Outcomes**

- Increased City tax base
- Increased local employment opportunities
- Retention of current businesses
- A more diversified business base
- Significant progress on redevelopment of aging, deteriorated shopping centers

### **Goal 3: Continue to deliver reliable core services**

#### **Outcomes**

- Positive resident feedback and satisfaction on all core services
- Assessment of solid waste cost management options completed including consideration of one-day-per week refuse collection.
- Increased public awareness of code compliance responsibilities
- Expanded use of technology to deliver core services and communicate with City residents to identify changing needs
- Significant progress on construction of indoor sports center to expand community recreation services

### **Goal 4: Maintain and enhance public safety and emergency services**

#### **Outcomes**

- Increased public sense of security and community well being
- Improved awareness/understanding of public safety/crime statistics
- Continued positive police-community relations

- Updated emergency management plan in place with special attention to integration of technology to strengthen the plan
- Significant progress on CALEA Law Enforcement Accreditation for the Police Department
- Enhanced traffic and pedestrian safety

**Goal 5: Ensure long-term financial stability to meet current and emerging community needs**

**Outcomes**

- Sustained AAA bond rating
- Solid, conservative annual budgets where operating expenditures do not exceed operating revenues
- Continued self-evaluation of all City programs to assess cost effectiveness, need, and value
- Successful pursuit of Federal, State and County grants and shared revenues to support strategic plan priorities

**Goal 6: Guide continued community growth that is compatible with Bowie's history and values and supports a successful future**

**Outcomes**

- Fiscal impact analyses completed for all new developments
- Increased public awareness of the City's development review process
- Continued commitment to annex areas that provide beneficial growth opportunities and produce positive economic benefits
- Expanded housing mix to meet the needs of an aging population and make Bowie an attractive place to retire
- Sustained attention to open space, green space, and parks while the City grows