



Poised for the Future

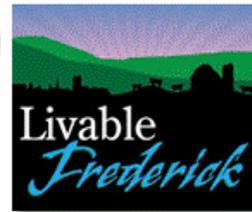
Strategic Plan

Frederick County, Maryland

✓ **Livable Frederick**

Vision

20 Years Forward



✓ **Priorities**
**Near-Term Plan
Strategy**

PRINCIPLES:
*Best Place to Live
High Quality of Life
Prosper & Preserve*

PRIORITIES:
*1. Education
2. Jobs
3. Seniors
4. Community Needs
5. Growth*

✓ **Moving Forward**

Implementation – Livable Frederick

**Division Level Strategic Goals, Actions, Results
Capital Investments and Operating Budgets
FY2019 – FY2022**

FOUNDATION of GOOD GOVERNMENT

Shared Values & Beliefs

Honesty Open & Transparent Innovative

Participatory Collaborative

Executive Summary

County Executive Jan Gardner is the first County Executive under the new Charter form of government adopted by voters in November 2012. County Executive Gardner immediately took action to stand up effective and efficient government under the new charter by appointing a **TRANSITION TEAM** to identify opportunities, challenges, and actions to ensure a smooth transition to optimal government operations and the delivery of services to citizens.

To develop countywide priorities and an action plan for the first term, Executive Gardner established four **LEADERSHIP TEAMS** in key priority areas – EDUCATION, JOBS, SENIORS, and COMMUNITY NEEDS. The Leadership Teams brought a diversity of experts, stakeholders, and big thinkers to the table to brainstorm ideas and energize the public. Leadership teams embraced community enthusiasm recognizing that the best ideas come from the people.

To align county divisions and staff with these priorities, County Executive Gardner held facilitated **STRATEGIC PLANNING SESSIONS** to gather input and ideas from County Directors about what they could do to move these shared priorities forward from big ideas to reality.

The outcome of all these efforts is a **STRATEGIC FRAMEWORK** that describes our shared **VISION** for the future of Frederick County and sets out the County Executive’s **STRATEGIC PRIORITIES** to ensure a bright future. Every county division worked within this framework to further establish **GOALS**, allocate **RESOURCES** and measure **RESULTS**.



To refresh and re-energize strategic priorities for a second term, County Executive Gardner convened a leadership conference in February 2019 to engage thought-leaders and the public to build on accomplishments and brainstorm new ideas. Business and industry executives collaborated with government officials along with leaders from human service non-profits, education, technology and faith-based organizations. The goal was to review what had been accomplished, what remained a work-in-progress, and identify issues, ideas, priorities and goals for the next four years to ensure Frederick County remains the best place to live, work, and raise a family.

Education, Jobs, Seniors, and Community Needs continue as key priorities with a new priority focused on **Growth**. Population growth and economic development demand services while evolving expectations and demographics require some new approaches. Infrastructure needs such as schools, roads, parks, libraries, and broadband are fundamental components of planning for growth. Livable Frederick is the path forward.

All Strategic Priorities rest on the foundation of **Good Government** – honesty, transparency, and public participation.

Planning Horizons

- ✓ **LIVABLE FREDERICK:** Vision, 20 years and beyond

Livable Frederick is a new innovative approach to plan our community's future. The plan ensures that Frederick County grows well, preserving our rich history and cultural amenities, while delivering a vibrant economy and a high quality of life. Livable Frederick starts with a shared community vision and considers the outcome of our choices on how we live, work and play. For the first time, the plan fully evaluates our land use choices and their impacts on transportation, incorporates health, a growing senior population, and attracting and retaining a well-educated, creative, and engaged workforce. The shared vision is vividly described....

"Frederick County is a vibrant and unique community where people live, work, and thrive while enjoying a strong sense of place and belonging."

- ✓ **PRIORITIES:** Strategic Plan, now through 2022

The Strategic Framework provides direction for County operations and decision making through 2022. Livable Frederick will shift from plan development to implementation. By 2022, County Executive Gardner will leave a legacy of a new charter government, outstanding schools, safe communities, a vibrant economy, and a high quality of life; built on a strong foundation of honest, transparent and engaging government. The County Government will be sustainable and continuity of operations will ensure a smooth transition for the next executive and decades of future success.



This Strategic Framework describes our shared VISION and sets out LEADERSHIP PRIORITIES that will guide us to a bright and prosperous future for Frederick County. These priorities cascade down through each division of County Government fostering organizational alignment for success.

Divisions develop STRATEGIC PLANS AND GOALS that guide decision-making and align resources through the budget. Each of the division level goals have multiple ACTIONS that when implemented achieve measurable success and produce desired outcomes. PERFORMANCE MEASURES track progress toward achieving those desired outcomes. TARGETS established for each Performance Measure provide the definition of success and support an evidence based management process.

County Executive Guiding Principles:

BEST PLACE

Frederick County is one of the best places to live, work and raise a family in the United States as a result of exceptional schools, safe communities, a vibrant economy, and a high quality of life.

HIGH QUALITY OF LIFE

Frederick County government ensures a high quality of life to our residents through our parks, libraries, senior centers, transit, and community services.

PROSPER & PRESERVE

Frederick County can grow while preserving our historic and agricultural heritage, our cultural amenities, and our strong sense of belonging and community.

FOUNDATION OF GOOD GOVERNMENT:

Frederick County provides open, transparent government where people can participate and make a difference. Residents are energized to shape the future of the county.

Initiatives:

- Increase citizen interaction with County Government through modernized technology
- Engage citizens in the budget process with clear information and new online budget tools
- Develop government leadership through Leadership Frederick County Government
- Make data driven decisions using evidence-based programs that are outcome oriented
- Protect the workforce’s culture of professionalism and high level of customer service

PRIORITIES PROVIDE:

1. EDUCATION

Frederick County offers excellence in public education and lifelong learning opportunities ensuring a well-educated and trained workforce supporting long-term prosperity.

Initiatives:

- 1.1 Ensure the best teachers are in classrooms to deliver desired educational outcomes
- 1.2 Identify adequate, sustainable funding for public education operating and capital budgets
- 1.3 Accelerate schools construction to ensure adequate school facilities
- 1.4 Support life-long learning through public libraries
- 1.5 Maintain “community schools” to support community needs – recreation, education, social
- 1.6 Support innovation in public education – LYNX, Dual Enrollment

2. JOBS

Frederick County provides interesting and fulfilling jobs to ensure residents have the opportunity to work where they live.

Initiatives:

- 2.1 Implement the Growth Opportunity Strategy
- 2.2 Develop Frederick's competitive advantage through a differentiating brand
- 2.3 Utilize a marketing plan to promote Frederick
- 2.4 Attract and support targeted new businesses and jobs. Seize our opportunities
- 2.5 Retain and grow existing and traditional businesses
- 2.6 Encourage agriculture's economic viability

3. SENIORS

Frederick County engages, empowers and equips our seniors to live their best life through Seniors First.

Initiatives:

- 3.1 Improve access to health care
- 3.2 Support aging in place
- 3.3 Increase awareness of job and volunteer opportunities, engage active seniors
- 3.4 Modernize and expand space available for senior activities

4. COMMUNITY NEEDS

Frederick County offers a high quality of life, safety and well-being for all citizens.

Initiatives:

- 4.1 Sustain safe communities
- 4.2 Improve mobility including rural transportation and multi-modal systems
- 4.3 Provide housing options and leverage resources for workforce housing
- 4.4 Invest in healthy living opportunities, renewable energy, climate change mitigation
- 4.5 Aggressively address opioid and substance misuse
- 4.6 Expand Parks & Recreation facilities and programs to all areas of the county
- 4.7 Link people to existing programs and services

5. GROWTH

Frederick County preserves our rich history and valuable resources while investing in communities and infrastructure as part of a plan for future prosperity.

Initiatives:

- 5.1 Preserve cultural amenities and historic features
- 5.2 Maintain physical infrastructure with economically efficient investments
- 5.3 Align County services to support a growing population
- 5.4 Modify development policies, regulations and laws to grow wisely
- 5.5 Increase opportunities to benefit from renewable energy
- 5.6 Expand broadband access to prepare for the future