

COMMISSIONERS GOALS AND OBJECTIVES

Calendar Year 2010

Goal #1: Improve Economic Development & Tourism

(Commissioners Cooper & Collins)

Improve economic development to achieve a balance in commercial/industrial/residential growth as measured by the assessable tax base, per capita income and average County wages (as measured against the metropolitan area) and other appropriate benchmarks through close coordination with the Economic Development Advisory Council through innovative business retention, expansion and location policies; promoting a favorable regulatory climate for business; and maintaining a thriving business climate and high quality of life where citizens can live, work, and prosper in Charles County.

Objectives:

1. **Aggressively pursue attracting defense and government-related agencies and contractors.** (Economic Development)
2. **Consider expanding tax credit incentives to unincorporated areas for business investment or re-investment by private sector to include “HUB Zones”.** (Fiscal Services/Economic Development)
3. **Review incentives now in effect, modifying as necessary, to enhance the County’s competitiveness in marketing to businesses.** (Economic Development)
4. **Promote and market all Business Parks; evaluate White Plains site for future transit oriented development/light rail stop.** (Economic Development/Planning & Growth Management)
5. **Continue development and marketing of the Indian Head Technology Park to prospective tenants.** (Economic Development/Planning & Growth Management)
6. **Identify, examine and support opportunities for the development of private campground/RV facilities in Charles County.** (Economic Development/ Public Facilities)
7. **Support NSWC through the Indian Head Defense Alliance and the provision of necessary resources.** (County Administrator/ Economic Development)
8. **Investigate processing facility and infrastructure for alternative non-smoking uses of tobacco and assist farmers in transition to viable new enterprises to sustain agriculture in the County.** (Economic Development)
9. **Prioritize public and private waterfront properties for preservation and protection, public access, and/or development opportunities, (i.e. three waterfront priorities and Swan Point Resort and Conference Center). Review implementation strategies per Waterfront Task Force Report.** (Economic Development/Public Facilities/Planning & Growth Management)
10. **Create a plan for a “tourist destination” in Charles County to attract visitors and a**

long-range Capital Investment Program for museums, parks and historic sites. (Economic Development & Tourism, Public Facilities/Parks & Recreation)

Goal #2: Enhance Infrastructure
(Commissioner Hodge)

Enhance the County’s infrastructure through funding an aggressive, yet affordable, Capital Improvement Program (CIP) for those functions which are a government responsibility; increase the carrying capacity of the CIP through maintaining levies on new growth and constructing projects in-house where feasible; and facilitate wholly, or partially/privately constructed and financed infrastructure, whenever advantageous.

Objectives:

1. **Consider long-term stormwater management maintenance options and, in interim, work with communities for solutions where specific stormwater issues arise.**(Planning & Growth Management/Public Facilities)
2. **Clearly define roles and responsibilities of neighborhood associations and the County government in the County’s urban communities. Exploring the feasibility of establishing a special taxing or assessment district in urban communities to provide services such as: trash collection, litter control, hiker/biker paths, sidewalks, stormwater management, street cleaning and street lights.** (Fiscal & Administrative Services/Planning & Growth Management/Public Facilities & Legal)
3. **Continue to improve and expand transportation infrastructure by creating a comprehensive transportation system for Charles County to include a reliable and efficient commuter bus system, locally operated transit service, local connector roads, and rail transit linking Waldorf and Washington, D.C. Secure federal planning funds for required studies.** (Planning and Growth Management & Community Services)
4. **Maintain support for efforts to secure commuter ferry service linking Charles County with regional defense installations.** (Economic Development/Planning and Growth Management)
5. **Develop a strategic plan to include: constructing new wells in the eastern-side of the County; identify and evaluate alternative sources of water; promote use of reclaimed water; raise awareness of water value to public; promote water conservation; evaluate how proposed growth, development and aquifer trends will affect water resources.** (Planning & Growth Management/Utilities)
6. **Enter into an Agreement to purchase additional water from WSSC.** (Planning & Growth Management/Utilities/Fiscal & Administrative Services)
7. **Evaluate hiring consultant/advocate to pursue rail transit initiative with Federal, State and regional officials.** (County Commissioners/County Administrator)

8. **Establish Federal funding priorities to meet deadlines for Congressional grants; look at earmarks from this year for guide; complete and submit applications.** (All Departments)
9. **Complete Pedestrian Safety Demonstration Project by constructing concrete sidewalks at Smallwood Drive West and at Western Parkway.** (Planning & Growth Management)

Goal #3: Effectiveness and Efficiency of Government

(Commissioner Cooper)

Improve the effectiveness and efficiency of government through utilization of productivity enhancing technology, equipment and incentives; maintain a well-trained, highly motivated, fairly compensated, diverse workforce in a safe and orderly environment.

Objectives:

1. **Through better utilization of the recruitment process and tools, attempt to increase diversity at higher management levels.** (Human Resources)
2. **Acquire a facility to be used for providing multiple public services i.e.: family homeless shelter, senior programs, etc; obtain Federal and/or State Grants to fund; obtain an Option to Purchase; conduct a public hearing to seek input.** (Community Services/Planning & Growth Management/Public Facilities)
3. **Provide additional youth oriented community centers and programs; i.e. recreation programs, boys and girls club, etc; Explore a YMCA facility similar to King George County, VA.** (Public Facilities)
4. ~~Analyze and provide recommendations to the County Commissioners on expediting building permits; Hire a County Fire Marshall.~~ (Planning and Growth Management/Emergency Services)
5/18/10

Goal #4: Comprehensive Planning

(Commissioner Patterson)

Achieve a prosperous, aesthetically pleasing County, with safe and healthy communities and a balanced economic base, where our heritage, rural character and legacy are also respected and protected through citizen involvement in the planning process, relevant land use plans and policies and conformance to smart growth principles to assure a high quality of life.

Objectives:

1. **Research workforce housing, densities, minimum size of homes, height, etc. in the Waldorf Urban Core. Complete work on the Waldorf Urban Design Study.** (County Commissioners/Planning & Growth Management)

2. **Evaluate the effectiveness of the current Homeowner’s Association Dispute Resolution Board.** (Planning & Growth Management)
3. **Continue work on the Rural Housing Improvement Initiative to reduce number of homes in Charles County without indoor plumbing.** (Community Services/Planning and Growth Management)

Goal #5: Support the Achievement of Education Benchmarks
(Commissioners Collins & Hodge)

Through a mutually cooperative and supportive relationship between the Board of Education and County Commissioners, provide the financial resources and public facilities, and establish benchmarks for academic achievement, within a safe, orderly, and healthy environment for all students and personnel.

Objectives:

1. **Conduct annual retreat in May 2010 with Board of Education.** (County Commissioner’s/Board of Education)
2. **Work with the Board of Education to research/identify innovative methods of funding public education.** (County Commissioners/Board of Education/Fiscal & Administrative Services)
3. **Construct a New Library in St. Charles. (Public Library/Planning and Growth Management)**
4. **Secure state approval and capital funding for the New High School. (County Commissioners, Board of Education/ Planning and Growth Management)**

Goal #6: Maintain a High Level of Public Safety
(Commissioner Graves)

Maintain a high level of public safety and health in the County, as evidenced by crime rates, response times, and security measures to thwart or combat terrorism and bio-terrorism, by providing the financial resources, emergency planning and support for law enforcement, fire/EMS, and public health functions, respectively.

Objectives:

1. **Conduct annual retreat in May/June 2010 with Volunteer/career EMS and fire services.** (County Commissioners/Emergency Services)
2. **Conduct annual retreat in May/June 2010 with Charles County Sheriff’s Office.** (County

Commissioners/County Administrator)

3. **Review performance and financial benchmarks for Civista Hospital.** (County Commissioners/Fiscal & Administrative Services)
4. **Remain vigilant to community health issues, including those of epidemic proportions.** (Health Department/Emergency Services/ Safety/ Human Resources)

Goal #7: Environmental Awareness
(Commissioners Cooper & Patterson)

1. Conduct an Environmental Summit for the public including, but not limited to: TDR and critical area requirements. (Economic Development).
2. Lead conservation efforts throughout Charles County. (All Departments.)

Revised 5.18.10