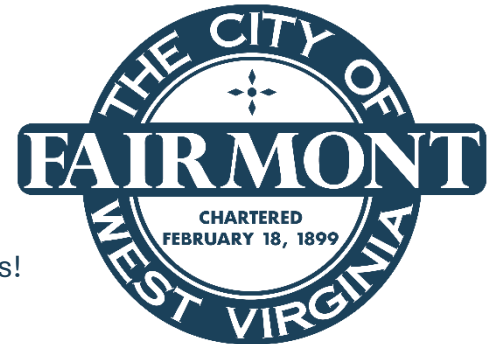


2025-2030

STRATEGIC PLAN

A twenty-three plan guided by our TEAM FAIRMONT vision, mission, and values!



Introduction

This document describes the strategic goals established by the City Council of the City of Fairmont, West Virginia, for the years 2025-2030. This document also lays out council's TEAM FAIRMONT vision, mission, and values, which will inform the city organization's work toward these goals.

Council's 2025-2030 vision has established goals in the following six Focus Areas:

Focus Area 1: Economic Revitalization & Expansion

Fairmont is committed to creating an environment that leads to sustained economic revitalization and growth.

Focus Area 2: Efficient City Services

Fairmont is committed to reliably providing a wide range of efficient, convenient services that add value to and enhance the daily life for community members and visitors.

Focus Area 3: Modern Facilities & Infrastructure

Fairmont is committed to ensuring the maintenance, preservation and development of City facilities and infrastructure that serve our community members and visitors.

Focus Area 4: High Quality Municipal Workforce

Fairmont is committed to providing a dedicated, high-achieving municipal workforce.

Focus Area 5: Community Safety

Fairmont is committed to protecting the safety of and enhancing the well-being of all community members and visitors.

Focus Area 6: Powerful Partnerships & Collaborations

Fairmont values productive, positive partnerships and collaborations with a variety of organizations, agencies, and community stakeholders.

Vision, Mission and Values

This plan lays out strategic goals for the City of Fairmont. Our TEAM FAIRMONT vision, mission, and values guide our work toward these goals.

Vision Statement: 2025-2030

By 2030, Fairmont will be known as a modern, inclusive city that respects and values its heritage.

Fairmont is regionally recognized as a center for technology and education, with a prosperous High Technology Park and two thriving higher education institutions. The city will continue to live up to that expectation with investments and focuses in these areas.

The city government will be regarded as a model employer that is transparent, accountable, and innovative. Coordinated efforts to modernize infrastructure will be making strong progress.

With a revitalized downtown, beautiful and accessible neighborhoods, two thriving post-secondary institutions, and continued expansion of the technology and light manufacturing sector, Fairmont will be ready for the challenges and opportunities as North Central West Virginia continues to grow.

Mission Statement

Our mission is to provide responsive, effective, cost-efficient government services while actively looking for opportunities to exceed expectations and apply creative approaches as we enhance safety, wellbeing, prosperity, and quality of life in Fairmont.

Values

To ensure our work is informed by our core TEAM FAIRMONT values, City of Fairmont officials and staff will:

- Hold ourselves to the highest ethical standards.
- Act as ambassadors of our city.
- Embrace accountability and openness.
- Lead by example.
- Guard our community's safety, health, and wellbeing.
- Expend public funds wisely and responsibly.
- Value and respect our coworkers.

Focus Area 1: Economic Revitalization & Expansion

Fairmont is committed to creating an environment that leads to sustained economic revitalization and growth.

In this Focus Area, council establishes the following objectives:

1. Encourage and facilitate opening and operating successful businesses in Fairmont.
2. Maximize the value and impact of Tax Increment Financing Revenues.
3. Increase available housing and reduce obstacles to home ownership.
4. Protect and grow property values.
5. Define and enhance neighborhood identities.

Objective 1.1 Encourage and facilitate opening and operating successful businesses in Fairmont.

Actions	Estimated Time Frame	Deliverable or Result
Streamline Business License Tax	2025	Tax/Fee Policy Change
Establish city-wide façade improvement grant program for small businesses.	2025	New Programs and Services.
Work with existing and prospective businesses, investors, and developers to attract, expand, and retain jobs and investment in Fairmont.	2025-2030	Outreach and Education.
Assess existing and review creation of new economic development incentives including funding sources.	2025-2026	Inventory, assessment or study with action plan.
Begin Comprehensive Planning process with a heavy focus on community participation.	2025-2026	Plan Development.
Review existing parking regulations and fees with Parking Authority providing recommendations to City Council.	2025	Inventory, assessment or study with action plan.

Review existing sign regulations with the Planning Commission providing recommendations to City Council.	2025	Inventory, assessment or study with action plan.
Implement Outdoor Dining regulations to encourage additional outdoor dining.	2025	New Programs and Services.
Implement Private Outdoor Designated Area (PODA)	2025	New Programs and Services.

Objective 1.2 Maximize the value and impact of Tax Increment Financing Revenues.

Actions	Estimated Time Frame	Deliverable or Result
Collaborate with community partners to leverage TIF funds for accessing additional funding/help in executing project plans.	2025-2030	Partnership and collaboration.
Execute the completion of the West Fork River Rail Trail Extension.	2025	Facility or Infrastructure upgrades.
Continue to complete the gaps located in Fairmont for the P2P Rail to Trail.	2025-2027	Facility or Infrastructure upgrades.
Execute the redevelopment of the Adams Street parking lot and green space (Pierpont Plaza).	2025-2026	Facility or Infrastructure upgrades.
Execute the redevelopment of the AJ Hays promenade project.	2025-2026	Facility or Infrastructure upgrades.
Execute infrastructure and other projects authorized by the city's TIF District as TIF and grant funds become available.	2025-2030	Facility or Infrastructure upgrades.

Objective 1.3 Increase available housing and reduce obstacles to home ownership.

Actions	Estimated Time Frame	Deliverable or Result
Maintain and expand partnerships with developers to reduce the construction cost of high-quality housing.	2025-2026	Partnership and Collaboration.
Investigate the feasibility of modifying the zoning code to encourage housing infill and density.	2025-2026	Inventory, assessment, or study.
Evaluate implementation and funding for a Resident Exterior Renovation Grant program.	2025	Inventory, assessment, or study.
Maintain and expand partnerships with agencies to provide incentives to any first-time home buyer inside city limits.	2025	Partnership and Collaboration.

Objective 1.4 Protect and grow property values.

Actions	Estimated Time Frame	Deliverable or Result
Continue to utilize any available means and funding, including grant, public/private partnerships and budget expenditure, to improve or demolish dangerous and dilapidated structures.	2025-2030	Partnership and Collaboration.
Increase efforts to convey/auction City owned properties with the goal of returning them to the tax rolls.	2025	New Programs and Services.
Evaluate the creation of a city land bank.	2025	Inventory, assessment, or study.
Further strengthen public compliance with building and property-maintenance codes,	2025	Outreach and Education.

using both enforcement and education tools.		
Evaluate changes to our Vacant Property Registration Program with recommended action to City Council.	2025	Inventory, assessment, or study with action plan.
Develop partnerships with groups to help provide improvements to existing homeowners.	2025-2026	New Programs and Services.

Objective 1.5 Define and enhance neighborhood identities.

Actions	Estimated Time Frame	Deliverable or Result
Continue to implement defined neighborhood signage and similar assets.	2025-2030	Facility or Infrastructure upgrades.
Evaluate Creation of City/Citizen sponsored Neighborhood Associations.	2025-2026	Partnership and Collaboration.
Survey neighborhoods to identify desired improvements.	2025	Survey.
Actively seek voluntary annexations to clean-up municipal boundaries and unify neighborhoods.	2025-2030	Outreach and Education.

Focus Area 2: Efficient City Services

Fairmont is committed to reliably providing a wide range of efficient, convenient services that add value to and enhance the daily life for community members and visitors.

In this Focus Area, council establishes the following objectives:

1. Maximize transparency and public awareness of city news and information.
2. Modernize public-facing processes to improve efficiency and create a more user-friendly customer experience.
3. Modernize solid-waste management.
4. Streamline technology services used by various city departments.

2.1 Maximize transparency and public awareness of city news and information.

Actions	Estimated Time Frame	Deliverable or Result
Create and publicize citizen education assets concerning city government.	2025	Outreach and Education.
Expand use of streaming and video conferencing technology.	2025	New Tools and Capabilities.
Involve young people with city government.	2025	Outreach and Education.
Improve consistency, appeal, and usability of city website.	2025	New Tools and Capabilities.
Improve/streamline public notification systems for various city alerts.	2025	New Tools and Capabilities.

2.2 Modernize public-facing processes to improve efficiency and create a more user-friendly customer experience.

Actions	Estimated Time Frame	Deliverable or Result
Improve/streamline digitized customer-facing processes and services to the extent allowed by law.	2025	New Tools and Capabilities.
Engage in formal and informal information exchange with other cities to learn of potential practice and process improvements.	2025	Partnerships and Collaboration.

2.3 Modernize solid-waste management.

Actions	Estimated Time Frame	Deliverable or Result
Investigate the feasibility of the city operating its own solid-waste service.	2025	Inventory, assessment, or study with action plan.
Survey customers about their view of existing solid-waste service and make recommendations for improvement.	2025	Survey.
Evaluate the implementation of a leaf collection program as part of solid-waste services.	2025	Inventory, assessment, or study.

2.4 Streamline technology services used by various city departments.

Actions	Estimated Time Frame	Deliverable or Result
Evaluate existing technology systems used by various departments for efficiency and cost.	2025	Inventory, assessment, or study.
Implement work-order/maintenance system for the Public Works Department.	2025	New Tools and Capabilities.
Continue to support and strengthen the city's cybersecurity practices.	2025-2030	Outreach and Education.

Focus Area 3: Modern Facilities & Infrastructure

Fairmont is committed to ensuring the maintenance, preservation and development of City facilities and infrastructure that serve our community members and visitors.

In this Focus Area, council establishes the following objectives:

1. Enhance Stewardship of city facilities and real property.
2. Enhance/Expand municipal park facilities.
3. Street and right-of-way management.

3.1 Enhance Stewardship of city facilities and real property.

Actions	Estimated Time Frame	Deliverable or Result
Create and implement a facility improvement plan for Public Safety Building, third floor city hall, Watson Fire Sub-Station.	2025-2028	New Facilities and/or upgrades.
Assess the need for a dedicated location as part of the review for establishing a city solid-waste operation.	2025	Inventory, assessment, or study with action plan.
Continue to seek redevelopment of Masonic Temple Building and Monroe Street Fire Station.	2025-2026	Partnership and Collaboration.

3.2 Enhance/Expand municipal park facilities.

Actions	Estimated Time Frame	Deliverable or Result
Continue improvements to existing park facilities based on existing needs and stakeholder input.	2025-2030	Facility or Infrastructure upgrades.
Implement Beltline recreational amenities as part of rail to trail development and former Helmick manufacturing property.	2025-2027	New Facilities and Improvements.

3.3 Street and right-of-way management.

Actions	Estimated Time Frame	Deliverable or Result
Enhance roadway medians and rights of way with landscaping.	2025-2026	Infrastructure Upgrades.
Identify public open space locations for beautification projects and or the expansion of public art.	2025-2026	Infrastructure Upgrades.
Improve city gateway entrances by identifying key locations and including landscaping, lighting and signage to provide a strong community identity.	2025-2026	Infrastructure Upgrades.
Continue investment in the city-wide paving program.	2025-2030	Infrastructure Upgrades.
Work with Mon Power on fixing/upgrading streetlights across the city.	2025-2028	Infrastructure Upgrades.
Implement bike lanes and sharrow-routes through the city on key corridors.	2026-2028	Infrastructure Upgrades.
Inter-relate infrastructure and zoning. Parking exemptions related to walkability, buses, trails etc. And require ROW development based on adjacent zoning.	2026-2027	Plan Implementation.

Focus Area 4: High-Quality Municipal Workforce

Fairmont is committed to providing a dedicated, high-achieving municipal workforce.

In this Focus Area, council establishes the following objectives:

1. Continue to improve employee recruitment and retention.
2. Train and develop employees to a high standard.
3. Demonstrate commitment to employee safety.

4.1 Continue to improve employee recruitment and retention.

Actions	Estimated Time Frame	Deliverable or Result
Promote internal and external awareness of the importance of public service and the value of the city’s compensation package.	2025	Outreach and Education.
Conduct periodic compensation studies to ensure city compensation remains as fair and competitive as possible.	2026	Inventory, assessment, or study.
Establish and publicize outlets and incentives for employees to give back to the community.	2025	New Tools and Capabilities.

4.2 Train and develop employees to a high standard.

Actions	Estimated Time Frame	Deliverable or Result
Train supervisors in management techniques.	2025-2030	Outreach and Education.
Evaluate feasibility of providing access to third-party/online training programs.	2025-2030	Inventory, assessment, or study.
Maximize opportunities for all-hands training, presentations, and social/recreational events to further strengthen interdepartmental relationships and collaboration.	2025-2030	Outreach and Education.

Encourage attendance at municipal training sessions/conferences provided by organizations like the WV Municipal League, National League of Cities, WV Brownfield & MainStreet, etc.	2025-2030	Outreach and Education.
Development of a comprehensive new employee orientation training with an overview for all departments, then specific job-related training for certain departments.	2026	Outreach and Education.

4.3 Demonstrate commitment to employee safety.

Actions	Estimated Time Frame	Deliverable or Result
Update response plans concerning emergencies in the workplace.	2025	Inventory, assessment, or study.
Provide hands-on training concerning emergencies in the workplace.	2025	Outreach and Education.

Focus Area 5: Community Safety

Fairmont is committed to protecting the safety of and enhancing the well-being of all community members and visitors.

In this Focus Area, council establishes the following objectives:

1. Improve and expand public safety infrastructure and resources.
2. Enable efficient emergency response and effective disaster response.
3. Facilitate the safe, efficient movement of drivers, bicyclists, and pedestrians.

5.1 Improve and expand public safety infrastructure and resources.

Actions	Estimated Time Frame	Deliverable or Result
Deploy public safety cameras in strategic locations including but not limited to municipal parks.	2025-2026	New Tools and Capabilities.
Implement Municipal Body Worn-Cameras for Police Department.	2025-2026	New Tools and Capabilities.
Evaluate additional technology improvements for public safety operations.	2025	Inventory, assessment, or study with action plan.
Implement distribution of opioid settlement funds.	2025	New Programs and Services.

5.2 Enable efficient emergency response and effective disaster response.

Actions	Estimated Time Frame	Deliverable or Result
Work with partner agencies to review and update standard operating procedures for disaster scenarios.	2025-2026	Inventory, assessment, or study.
Further strengthen emergency communication capabilities and strategy.	2025	Process Improvements.
Plan for continuity of government after catastrophic event.	2025	Plan Development.

Sponsor or provide training through ICC for “Disasters and Disaster Response Inspection” and FEMA	2026	Outreach and Education.
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5.3 Facilitate the safe, efficient movement of drivers, bicyclists, and pedestrians.

Actions	Estimated Time Frame	Deliverable or Result
Develop the City-Wide Safety Action Plan as part of the DOT’s Safe Streets and Roads for All (SS4A).	2025-2026	Plan Development.
Plan and implement various street safety enhancements on a permanent or temporary basis (Including one-way streets, speed hump/bump, increased signage and street connections for select dead end streets).	2025-2026	Plan Development/Infrastructure Upgrades.
Plan for sidewalk improvements and development in high traffic areas.	2025	Plan Development.
Implement sidewalk improvements and development in high traffic areas.	2025-2030	Infrastructure Upgrades.

Focus Area 6: Powerful Partnerships & Collaborations

Fairmont values productive, positive partnerships and collaborations with a variety of organizations, agencies, and community stakeholders.

In this Focus Area, council establishes the following objectives:

1. Seek opportunities to collaborate with local county and city governments.
2. Strengthen and extend existing partnerships with community stakeholders and organizations.
3. Forge connections at the state and federal level to maximize access to available programs and funding.

6.1 Seek opportunities to collaborate with local county and city governments.

Actions	Estimated Time Frame	Deliverable or Result
Facilitate regular information sharing with area city governments.	2025-2030	Partnership and Collaboration.
Attend and offer updates as needed on city projects at Marion County Commission Meetings.	2025-2030	Outreach and Education.
Seek collaboration with the Marion County Commission on issues affecting Fairmont and Marion County.	2025-2030	Partnership and Collaboration.

6.2 Strengthen and extend existing partnerships with community stakeholders and organizations.

Actions	Estimated Time Frame	Deliverable or Result
Hold regular opportunities for informal contact between staff and community members.	2025-2030	Outreach and Education.
Continue engagement with WV DOH on community priority needs. This should include partnerships around infrastructure upgrades on WV DOH maintained highways.	2025-2030	Partnership and Collaboration.

Continue to grow communication with Fairmont State University and Pierpont Community and Technical Colleges.	2025-2030	Partnership and Collaboration.
Continue to grow communication with Marion County Schools.	2025-2030	Partnership and Collaboration.
Continue to grow communication with community organizations like the Council of Churches and Veterans Associations.	2025-2030	Partnership and Collaboration.
Collaborate with and support efforts to deal with homelessness and the issues around it.	2025-2030	Partnership and Collaboration.
Communicate and collaborate with Clarksburg, Bridgeport, and Morgantown to grow the upper I-79 Corridor.	2025-2030	Partnership and Collaboration.

6.3 Forge connections at the state and federal levels to maximize access to available programs and funding.

Actions	Estimated Time Frame	Deliverable or Result
Meet annually with congressional staff to plan effective applications for Congressionally Directed Spending.	2025-2030	Partnership and Collaboration.
Implement federal funding strategy and grants grid to secure funding for key projects and programs.	2025-2030	Plan Development and Implementation.
Meet regularly with state-elected leadership to ensure coordinated legislative efforts.	2025-2030	Partnership and Collaboration.
Attend conferences and information sessions to network with state and federal officials.	2025-2030	Partnership and Collaboration.
Meet and communicate with federal and state agencies on a regular basis.	2025-2030	Partnership and Collaboration.