



# ALBEMARLE

NORTH CAROLINA

*Water. Air. Land. Opportunity.*

## Strategic Plan Year 1 Final Report

### OUR THREE-YEAR GOALS

#### ORGANIZATIONAL CAPACITY

Invest in our workforce to enhance City operations and efficiency to better serve the community.

#### SAFETY & SECURITY

Enhance resources and improve practices to protect our residents and safeguard the city in order to improve quality of life.

#### INFRASTRUCTURE

Invest in infrastructure needed to ensure reliable and consistent service delivery.

#### COMMUNITY & ECONOMIC GROWTH OPPORTUNITIES

Guide growth and facilitate economic opportunities in order to benefit all residents and businesses.

#### INCLUSIVE COMMUNITY ENGAGEMENT

Enhance community amenities, programs, and services to engage residents of different backgrounds, lifestyles, and generations.

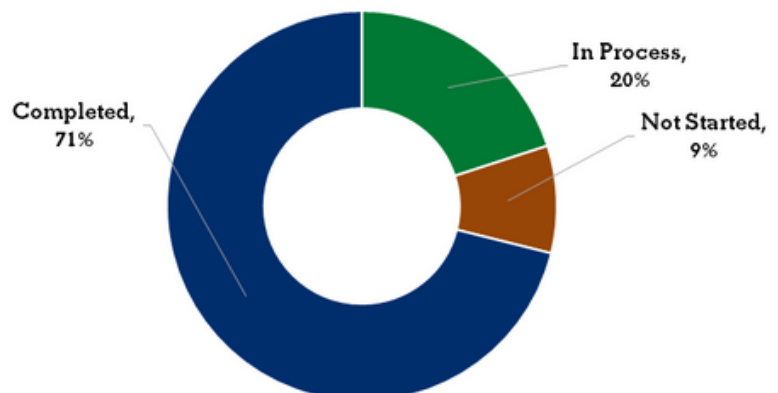
### OUR PROGRESS

Fiscal year 22/23 was the first year of the 3-year plan. In this first year, the City team worked collaboratively to establish the procedures, forms, and processes necessary to track our progress on the FY2023 Tactics.

Significant progress was made in Year 1. We tracked and monitored 45 Tactics, supporting 5 Goals. Tactics are the action items the City committed to in order to accomplish the Goals of the Strategic Plan.

In our first year of implementation and monitoring we were able to set into motion 91% of Tactics, with only 4 not started do to lack of funding or capacity.

Workplan Progress



# HIGHLIGHTS & SUCCESS STORIES

## Organizational Capacity

- Development of smart growth assessment tool to aid with stable & balanced growth.
- Added multiple needed positions across the organization.
  - Filled newly created Assistant Fire Chief position
  - Approved budget for Assistant Parks & Recreation Director (also aid with succession planning)
- Implemented new performance management system.
- Expanded the City's Leadership Development Series with Emerging Leaders Program.



(Class of Emerging Leaders Program)



(Brian Bowers received the Dennis Curlee Award as an Outstanding Participant)

## Safety & Security

- Added Risk & Safety position and enhanced program.
- Implementation of the new APD body cameras.
- Approval of City Hall and Parks & Recreations security improvements.



(Officer Martin wears new body camera)



# Infrastructure

- Approved Street Preservation and Management Plan for FY 22/23.
- Analyzed utility rates and fee structures to ensure funding at sufficient levels.
- Bulk pad mount transformer purchase to ensure available inventory.
- Revised proposed Stormwater Management Program with additional public outreach and input sessions conducted.
- Two stormwater grants to study Long Creek through City limits.



# Community & Economic Growth Opportunities

- Albemarle Business Center Construction.
- Golden Leaf funds received for the development of 15-acre site ready pad at ABC.

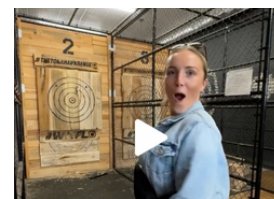


(Construction progress continues at the Albemarle Business Center)

- Cameras installed downtown accessible to Charlotte media that promotes Albemarle.
- Began new program of hosting social media influencers to expand marketing and visibility beyond City & County lines.



DAY TRIP TRAVEL GUIDE: ALBEMARLE, NC  
January 23, 2023 | by Alyssa  
Last updated May 17, 2023



jensensavannah  
Jensen Savannah · 10-16  
Follow  
Small towns in North Carolina you need to visit: Albemarle, NC 📍👉👉 #ad #albemarlenc #albemarle... more  
🎵 original sound - Jensen Savannah  
📍 Albemarle Paid partnership



# Inclusive Community Engagement

- Developed a Comprehensive Communication Plan
- Partnering with Atrium Health to install new playground at EE Waddell Center.



(Children at play on the new playground at the EE Waddell Center)

- Engaged CVB on marketing and promotions activities, partnered with SCS for after school programs.
- Police Department hosted/mediated neighborhood concerns and met concerning establishing neighborhood watch programs.
- Executed three-day Autumn Extravaganza, Christmas Parade, & Downtown Christmas.



# YEAR-1 STRATEGIC PLAN REFLECTIONS

## Lessons Learned

- The ambition of the Leadership Team was very admirable. There was a desire to accomplish as much as possible. What we learned was to be realistic is setting Tactics that could be completed within a Strategic Plan Year.
  - Challenges included time and capacity.
- Due to the timing of adopting our first Strategic Plan, the alignment with the Budget process was not the primary consideration. With Tactics being finalized in the Plan ahead of the Budget, we did have unfunded Tactics.
- Experienced a change in plans where Tactics were no longer pursued. (Downtown Park)
- Communication to the public requires more than just the efforts through the formal communications process from the City. It takes the sharing of the positives by employees and elected officials to effectively share our story.

## Challenges

- Unexpected events and circumstances throughout the year affected our progress.
- Staff turnover adversely impacts progress toward Tactics.
  - Vacancy in positions where there was no longer the capacity to work on Tactics.
  - Transitioning in of new personnel is focused on core job responsibilities and needed skills.

## Benefits Identified by Leadership

- Using the Strategic Plan is like using a road map, you know your mission, vision, and goals. This gives our work purpose towards the greater good.
- Aligning Strategic Plan goals with budgets ensure everyone is thinking about accomplishing our mission and vision.
- Aligning staff work plans with the strategic plan goals has been useful in helping staff see the big picture and how their work makes a difference.
- Narrowing down all of these thoughts To 5 specific topics. We, as a group, agreed these were the main focus of delivery. These were our goals and priorities we decided to support.
- Creates a teamwork approach or multi-department effort to solve problems.

# YEAR-1 STRATEGIC PLAN REFLECTIONS

## Benefits - Continued

- For me in my realm of activities, the strategic plan and reporting measures are very beneficial to align organizational activities. The plan and its tactics allow me to keep all different functions of the department on a defined roadmap both in financial planning/expenditures, but also physical activities. All in all, this increases our operational efficiency since we're not having to constantly ask "what's next". As a Director, I am able to more easily manage my team and follow up on pre-determined tactics & directives. I can also more easily "re-align" activities when certain tactics may not be going as planned or directed.
- The strategic plan has been a valuable communications tool because it allows us to demonstrate proof of performance to our community. The public told us (in the community survey) about its wants and needs. The strategic plan shows us responding to that public feedback. The strategic plan also provides the city with consistency of message across the organization. All parts of the organization can explain how the work they're doing fits into the strategic plan.
- The strategic plan has been well received by the people in the community we serve. Public comments specifically referenced transparency the plan offers and a commitment to a clear plan for the City to grow and move forward.

**City of Albemarle - City Government** Published by Dave Fath · November 21, 2022

Last week, City Council & City Staff met to begin laying the groundwork for the fiscal year 2023/2024 budget.

The budget represents what you want your community to become. The budget will be developed using the strategic plan which you helped us build with your answers to the Community Survey.

The five goals in The City of Albemarle's Strategic Plan are:

- Organizational Capacity
- Safety & Security
- Infrastructure
- Community & Economic Growth Opportunities
- Inclusive Community Engagement

We'll continue to share how we're implementing the Strategic Plan in everything we do.

You can learn more about the strategic plan by visiting [www.albemarlenc.gov/strategicplan](http://www.albemarlenc.gov/strategicplan)

#albemarlencstrategicplan

Write a comment...

Thank you for sharing this! So transparent

Like Reply Hide 29w

Good information. Thanks.

Like Reply Hide 29w

+ Follow

Great things are happening in Albemarle, NC! It's wonderful to see this strategic development and commitment to growth!

## Strategic Plan Goals

### ORGANIZATIONAL CAPACITY

**City of Albemarle**  
583 followers  
6mo • Edited

After gathering input from our residents, as well as City Staff, and City Council, the **Centralina Regional Council** supported the development of our City's Strategic Plan.



# YEAR-1 STRATEGIC PLAN REFLECTIONS

## Benefits - Continued

- The coming together of the entire leadership team to brainstorm opportunities. Over 200 ideas presented. It was an opportunity for each department head to share their thoughts and what they felt was important to their discipline and department and their view of the needs of the community was.
- Explains focused areas for internal Department goals
- Developing next fiscal year budgeting plans.
- Providing goals for employees with their annual evaluations.
- Establishes clear measurable action items.
- Our Strategic Plan is a positive step towards citywide, departments recognizing the impact each small or large goal, each tactic, has on citywide operations.
- The Strategic Plan is a communications tool for all departments to better plan their operations while recognizing what may be constrained resources in other departments.
- The Strategic Plan allows each department, and collectively all departments, to align operational priorities with the City's approved budget.
- All we do has to support and be related to the strategic plan. This gives structure to the overall process and strengthens the bond of our team.
- Having a strategic plan that outlines specific goals and tactics, has been created and agreed upon by department heads, and has received input and approval by our governing council, gives me the confidence to prioritize departmental goals and lead confidently. We are proactive rather than reactive. It also helps that the strategic plan is regularly referenced in all communication going out to the public, bringing citizens back around to the fact that we are a goal-oriented organization.