

# STRATEGIC PLAN YEAR 3



**ALBEMARLE**  
NORTH CAROLINA  
*Water. Air. Land. Opportunity.*

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# Strategic Plan Overview

- ❖ Our Vision: "Albemarle will be a place where all people can develop their potential, bringing neighbors together to support a connected community."
- ❖ Our Mission: The mission of the City of Albemarle is to provide our citizens with a vibrant quality of life based on sound management, transparency, and good stewardship of resources.
- ❖ Our Values: Ethics, Leadership, Vision

# Strategic Plan

## Year 2 Successes

- |   |   |
|---|---|
| 1. Fund additional staff: Assistant Parks & Recreation Director; Paralegal; Fleet Maintenance Mechanic, Customer Service Representative; School Resource Officer; Electric Line Supervisor. | 2. Fire Engine No. 2 In Service.  |
| 3. Commit to fully funding elements of compensation philosophy, i.e. merit, certification incentives, and compensation study  | 4. Continue funding Public Utilities transition Advanced Meter Infrastructure (smart meters) with outage management system. |
| 5. Replace HVAC System at City Hall (3 Part/Multi-Year Project)   | 6. Site pad completion for Albemarle Business Center.   |
| 7. Complete Courthouse Plaza project.   | 8. Support Stanly Community College Line Technician program.  |
| 9. Host Downtown Revitalization workshop on utilizing Historic Tax Credits  | 10. Conduct community survey.   |

# Strategic Plan

## Year 3 Tactics

**GOAL: Organizational Capacity - Invest in our workforce to enhance city operations and efficiency to better serve the community.**

1. Continue to fund 1/3 mkt study (AFD, Planning, Parks and Rec, etc.), Fund COLA, merit pay, and 401k match
2. Create and implement career ladder process for Parks Maintenance.
3. Hire Staff Engineer

# Strategic Plan

## Year 3 Tactics

**GOAL: Organizational Capacity - Invest in our workforce to enhance city operations and efficiency to better serve the community.**

4. Develop 5 Year Staffing Plan (For New Hires, Succession Planning, and Retention), Adopted and Updated each year like the 5 Year CIP
5. Update retention plan for Fire and Police
6. Develop Internal Service Surveys (from HR, IS, Fin)

# Strategic Plan

## Year 3 Tactics

**GOAL: Organizational Capacity - Invest in our workforce to enhance city operations and efficiency to better serve the community.**

7. Create process to provide coaching for staff prior to presentations in front of City Council

8. Conduct social media strategy training/feedback for APD & AFD

9. Continue external customer service survey

# Strategic Plan

## Year 3 Tactics

**GOAL: Organizational Capacity - Invest in our workforce to enhance city operations and efficiency to better serve the community.**

10. Implement ongoing training resources for staff through NEOGov

11. Continue communications training and accountability

12. Update guidance to all supervisory staff on coaching employees

# Strategic Plan

## Year 3 Tactics

**GOAL: Organizational Capacity - Invest in our workforce to enhance city operations and efficiency to better serve the community.**

13. Hold quarterly onboarding meetings for new hires introducing Administration and key City strategic initiatives

14. Develop "Excellent Service" award program



# Strategic Plan

## Year 3 Tactics

**GOAL: Safety and Security - Enhance resources and improve practices to protect our residents and safeguard the city in order to improve the quality of life.**

1. Develop updated strategy for Traffic Team to respond to resident issues
2. Enhance community outreach efforts to improve feeling of safety
3. Update citywide Emergency Action Plan with input from staff

# Strategic Plan

## Year 3 Tactics

**GOAL: Safety and Security - Enhance resources and improve practices to protect our residents and safeguard the city in order to improve the quality of life.**

4. Implement recommended security improvements for city facilities

5. Evaluate safety and security practices for city parks

6. Establish staff safety committee to improve risk management

# Strategic Plan

## Year 3 Tactics

**GOAL: Safety and Security - Enhance resources and improve practices to protect our residents and safeguard the city in order to improve the quality of life.**

7. Conduct yearly cyber preparedness assessment and planning review
8. Conduct comprehensive update of AFD/APD policies to meet current best practices
9. Conduct tabletop exercise & drill for citywide emergency

# Strategic Plan

## Year 3 Tactics

**GOAL: Safety and Security - Enhance resources and improve practices to protect our residents and safeguard the city in order to improve the quality of life.**

10. Study installation of cameras and network infrastructure in high-risk areas

11. Research License Plate Reader (LPR) program for law enforcement use only

# Strategic Plan

## Year 3 Tactics

### **GOAL: Infrastructure**

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

1. Develop RFP for design build contract for Fleet Maintenance Facility
2. Install generator at Old Whitney Raw Water Pump Station
3. Solicit RFQ Design Build contracts for 52 transmission and Old Whitney Raw Water Line.

# Strategic Plan

## Year 3 Tactics

### **GOAL: Infrastructure**

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

4. Begin phase 1 of 6 to replace power lines on Hwy 73 Corridor
5. Research funding for design and permitting for elevated storage tank at Albemarle Business Center
6. Research capability of on-site electrical substation at Albemarle Business Center

# Strategic Plan

## Year 3 Tactics

### **GOAL: Infrastructure**

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

7. Study AFD & APD New Station Facilities (Part of Comprehensive Plan)

8. Implement plumbing improvements to Public Housing facilities

9. Increase funding for street preservation

# Strategic Plan

## Year 3 Tactics

### **GOAL: Infrastructure**

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

10. Implement Year 1 of Capital Improvement Plan

11. Begin yard waste collection by Public Works

12. Evaluate results from Long Creek stormwater studies & determine next steps



# Strategic Plan

## Year 3 Tactics

### **GOAL: Infrastructure**

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

13. Continue phase 4 of 5 of LED street light conversion

14. Research full in-house city operated solid waste & recycling collection services

15. Complete Water/Sewer System development fee and rate study.

# Strategic Plan

## Year 3 Tactics

### **GOAL: Infrastructure**

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

16. Install new ballfield lights at Don Montgomery and Rock Creek Parks.

17. Evaluate Utility Customer Service Policy and implement changes to align with industry best practices

18. Further Develop Munis/Tyler system to improve financial reporting and use for staff

# Strategic Plan

## Year 3 Tactics

### **GOAL: Infrastructure**

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

19. Purchase and install SCADA equipment at sanitary sewer lift stations to increase efficiency

20. Plan for central electric substation expansion to increase capacity for future development

21. Plan audit of content/functionality of City website

# Strategic Plan

## Year 3 Tactics

### **GOAL: Infrastructure**

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

22. Engage vendor for search engine optimization audit

23. Fully implement economic development modeling software to include downtown properties

24. Utilize Placer AI to demonstrate effectiveness and impact of events and provide data for further development

# Strategic Plan

## Year 3 Tactics

### **GOAL: Infrastructure**

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

25. Research city-wide long-term vehicle replacement plan

26. Establish committee to develop roadmap for consolidation of enterprise software used citywide

27. Continue prioritized upgrades to computer network environment at all city locations

# Strategic Plan

## Year 3 Tactics

### **GOAL: Infrastructure**

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

28. Implement new telephone/communications system citywide.

# Strategic Plan

## Year 3 Tactics

**GOAL: Community and Economic Growth Opportunities - Guide growth and facilitate economic opportunities to benefit all residents and businesses.**

1. Complete Parks & Recreation Comprehensive Plan
2. Implement remaining 23/24 strategies related to Comprehensive Land Use Plan
3. Develop a new Strategic Plan to guide decisions over the next 3-5 years.

# Strategic Plan

## Year 3 Tactics

**GOAL: Community and Economic Growth Opportunities - Guide growth and facilitate economic opportunities to benefit all residents and businesses.**

4. Utilize new Comprehensive Land Use Plan to identify housing diversity needs

5. Recruit new landlords for Housing Choice Voucher Program

6. Evaluate feasibility of new corridor revitalization grants



# Strategic Plan

## Year 3 Tactics

**GOAL: Community and Economic Growth Opportunities - Guide growth and facilitate economic opportunities to benefit all residents and businesses.**

7. Expand marketing of Albemarle Business Center through partnerships and industry trade shows

8. Identify resources to expand available sites and spec buildings for business recruitment & expansion

9. Implement improved code enforcement and fire safety communication to building owners and prospective developers

# Strategic Plan

## Year 3 Tactics

**GOAL: Community and Economic Growth Opportunities - Guide growth and facilitate economic opportunities to benefit all residents and businesses.**

10. Fund estimated \$100,000 for matching grant requirement to continue Five Points Redevelopment

11. Evaluate City-owned properties in downtown for reuse and revitalization

12. Support redevelopment efforts of the former APD

# Strategic Plan

## Year 3 Tactics

**GOAL: Community and Economic Growth Opportunities - Guide growth and facilitate economic opportunities to benefit all residents and businesses.**

13. Expand partnerships to connect high school youth, young adults, and underemployed with training opportunities

# Strategic Plan

## Year 3 Tactics

**GOAL: Inclusive Community Engagement - Enhance community amenities programs, and services to engage residents of different backgrounds, lifestyles and generations**

1. Purchase mobile/accessible restrooms for special events and parks
2. Revisit plan and cost study for Wiscassett Ball Park
3. Negotiate use of North Albemarle Elementary School with Stanly County Public Schools

# Strategic Plan

## Year 3 Tactics

**GOAL: Inclusive Community Engagement - Enhance community amenities programs, and services to engage residents of different backgrounds, lifestyles and generations**

4. Maintain and cultivate new relationships with digital media influencers
5. Organize a facilitator for meetings between all three boards (County Commissioners, Board of Education, and City Council) in the county for discussion of education.
6. Pilot program to establish internships in multiple city departments for Stanly County School students

# Strategic Plan

## Year 3 Tactics

**GOAL: Inclusive Community Engagement - Enhance community amenities programs, and services to engage residents of different backgrounds, lifestyles and generations**

7. Partner with Stanly County Schools to offer enrichment programs for middle school students.
8. Participate in homeless community taskforce to identify homeless population and needs
9. Assist with collecting and analyzing data from homeless community taskforce

# Strategic Plan

## Year 3 Tactics

**GOAL: Inclusive Community Engagement - Enhance community amenities programs, and services to engage residents of different backgrounds, lifestyles and generations**

10. Communicate results of community survey through various media platforms

11. Implement post special event survey for feedback from all participants

12. Develop a neighborhood planning program to cycle through each neighborhood or area on a 10 year basis

# Strategic Plan

## Year 3 Tactics

**GOAL: Inclusive Community Engagement - Enhance community amenities programs, and services to engage residents of different backgrounds, lifestyles and generations**

13. Promote community litter prevention and adopt-a-street program.

14. Share growth data and educational needs with school board (planning and zoning information)

15. Develop internal brand guide for the City



# Strategic Plan

## Year 3 Tactics

**GOAL: Inclusive Community Engagement - Enhance community amenities programs, and services to engage residents of different backgrounds, lifestyles and generations**

16. Create guide for new residents

17. Promote public safety's community risk reduction program