



Strategic Plan 2020

Prepared by: Jeff Cash, City Manager/Fire Chief

Executive Summary - Jeff Cash, City Manager/Fire Chief

This report was prepared for the Mayor and City Council of the City of Cherryville. The City Council members of the City of Cherryville dedicate a great deal of time to help with the direction and vision of the City of Cherryville. These individuals bring years of personal and professional experience to their positions as the policy-making body of the City of Cherryville.

The proposed City of Cherryville Strategic Plan lays a foundation of making informed decisions to meet the current and future needs benefiting the citizens and visitors of the City of Cherryville. The Strategic Plan represents a huge step forward in accountability and transparency for the City of Cherryville as a whole, operations within the City of Cherryville, and for individual citizens and visitors of Cherryville. It identifies special projects and initiatives to be undertaken, and the means needed to efficiently accomplish them. During each year of the plan, the City of Cherryville City Council and City Manager will report on the progress that has been made. The City of Cherryville is an incredibly resilient organization and a valuable asset to the citizens and visitors of our community.

The Strategic Planning Session for the City of Cherryville Council and Senior Staff Leadership was held on Saturday, January 11th, 2020, at the City of Cherryville Fire Department in Cherryville, North Carolina. The session was facilitated and a follow-up report was provided by Jeff Cash, City of Cherryville City Manager/Fire Chief. City Council members and Staff present are listed below. This leadership opportunity gives City Council members and Staff a chance to reflect upon lessons learned from past experience, and plan for the City of Cherryville's future direction. The following report documents the discussions, conclusions, and recommendations of the participants of the Strategic Planning Session.

The initial part of the strategic planning was spent identifying the strengths, weaknesses, opportunities, and threats (SWOT) that may help guide the City Council in their goal of becoming a responsible governing body. Building on past history, experience, and expertise, the City Council and Staff will build on goals and critical tasks, including a SWOT analysis, which allows for achievable goals or critical tasks to be set for the City of Cherryville and identify specific parts of the plan to accomplish or refine.

Participants in Attendance

Mayor – H.L. Beam III

City Council Members:

Gary Freeman

Jill Puett

Malcolm Parker

Jon Abernethy

Staff:

Dixie Wall

Brandon Abernathy

Paige Green

Patty Hall

Larry Wright

Richard Randall

Cam Jenks

Jason Wofford

Facilitators:

Jeff Cash

Brittany Bingham

Mission Statement

“Providing Exceptional Service to Our Community That Inspires Life to Blossom.”

Vision Statement

“The City of Cherryville will be a transparent model of excellence that upholds high ethical standards and nurtures opportunities for current and future generations to live, work, play and conduct business while maintaining our small-town character and heritage.”

Core Organizational Values

Core organizational values make up the primary mission of the City of Cherryville. They represent those issues it believes lie at the core of our existence and are a continuing responsibility of the Mayor, City Council, and Staff of the organization. They are:

- Integrity
- Honesty
- Trust
- Transparency
- Pride
- Vision
- Service
- Dedication
- Respect
- Accountability
- Equality
- Innovative
- Teamwork
- Professionalism
- Emotional Intelligence

Goals 2020

Item # 1

Enhance the current status of our infrastructure

Critical Tasks:

- A. Develop a list of potential upgrades to the city's water and sewer system
- B. Prioritize the list of water and sewer system needs including project cost
- C. Integrate and analyze the priority list in conjunction with the "Main Street Project"
- D. Collect and analyze engineering cost for the potential water and sewer projects
- E. Analysis of engineering and construction cost for electrical upgrades (Main Street Project)
- F. Develop multiple opportunities for funding
- G. Present the funding opportunities to City Council
- H. Develop a plan of action based on council project approvals
- I. Develop and foster relationships to improve transport access for Cherryville

Responsibility:

- A. Management/Public Works/City Engineer (Jeff/Brandon/Recil)
- B. Management Public Works/City Engineer (Jeff/Brandon/Recil)
- C. Management/Public Works/City Engineer (Jeff/Brandon/Recil/Richard)
- D. Management/Public Works/Finance (Jeff/Brandon/Dixie)
- E. Management/Finance/Public Works (Jeff/Dixie/Brandon)
- F. Management/Finance (Jeff/Dixie)
- G. Management/Finance (Jeff/Dixie)
- H. City Council/Management (City Council/Jeff/Dixie)
- I. City Council/Management/Finance (City Council, Jeff, Richard, All Departments)

Timeline:

Each of the above assigned critical tasks is to be completed within the next planning year cycle, (January - December). Monthly reports as related to task completion and status will be provided to the City Council at the monthly meetings.

Item # 2

Downtown Revitalization/Beautification

Critical Tasks:

- A. Finalize plans for the Downtown Streetscape
- B. Develop a Request for Proposals for the Main Street Project
- C. Analyze the Request for Proposals submitted and award bids
- D. Develop and implementation plan for construction, including communications
- E. Analyze and develop a plan of action for Downtown Gateways
- F. Develop a property acquisition plan for the enhancement of downtown
- G. Develop and implement a building enhancement-reuse plan
- H. Continue to work and develop partnerships to enhance downtown
- I. Seek funding and grant opportunities to promote above tasks

Responsibility:

- A. Management/Main Street Team/Public Works (Jeff/Richard/Brandon)
- B. Management/Finance (Jeff/Dixie/Richard/McGill)
- C. Management/Finance/Main Street Team (Jeff/Dixie/Brandon/Richard/McGill)
- D. Management/Finance/Main Street Team/Public Works
(Jeff/Richard/Brandon/McGill/Dixie)
- E. Management/Main Street Team (Jeff/Richard)
- F. Management/Finance/Main Street Team (Jeff/Dixie/Richard)
- G. Management/Finance/Main Street Team (Jeff/Dixie/Richard)
- H. Management/Main Street Team/City Council (Mayor/Council/Jeff/Richard)
- I. Management/All (All)

Timeline:

Each of the above assigned critical tasks is to be completed within the next planning year cycle, (January - December). Monthly reports as related to task completion and status will be provided to the City Council at the monthly meetings.

Item # 3

Enhance and promote development that builds on the character and quality of life of Cherryville

Critical Tasks:

- A. Market, promote and development properties in Cherryville and area
- B. Identify properties for residential development that provide fiscal benefit and stability
- C. Identify investors and developers for development
- D. Develop relations with others partners to promote and market Cherryville
- E. Integrate development policies/procedures with long term vision for Cherryville
- F. Implement and strengthen Cherryville's existing businesses, commercial and industry partners
- G. Develop a plan for an anchor tenant for the Old BB&T property

Responsibility:

- A. Management/EDC (Jeff/Richard)
- B. Management/EDC (Jeff/Richard)
- C. Management/EDC (Jeff/Richard)
- D. Management/EDC (Jeff/Richard)
- E. Management/EDC (Jeff/Richard)
- F. Management/EDC (Jeff/Richard)
- G. Management/EDC (Jeff/Richard)

Timeline:

Each of the above assigned critical tasks is to be completed within the next planning year cycle, (January - December). Monthly reports as related to task completion and status will be provided to the City Council at the monthly meetings.

Item # 4

Implement and Analyze Operational Proficiency Strategies within the City of Cherryville Operations

Critical Tasks:

- A. Conduct an employee salary/classification
- B. Enhance and develop the city's website, including social media
- C. Explore opportunities to better educate our citizens about city services, policies and procedures
- D. Analyze the opportunities for a rate studies of city rates (water/sewer/electric)
- E. Analyze and explore operational cost savings within city operations (all departments)
- F. Conduct studies to review operational effectiveness with the city's service delivery
- G. Conduct a study of existing city facilities for capital repairs
- H. Analyze and develop a compliant ADA plan
- I. Implementation of the AMI Program

Responsibility:

- A. Management/Contactor (Jeff/Dixie/Contractor)
- B. Management/Finance (Jeff/Dixie/All Departments)
- C. Management (Jeff/All Departments)
- D. Management/Finance/Public Works (Jeff/Dixie/Brandon/Contractor)
- E. Management/Finance (Jeff All Departments)
- F. Management/Finance (Jeff/Dixie/All Departments)
- G. Management/Public Works/Finance (Jeff, Brandon/Dixie)
- H. Management/Finance/All Departments (Jeff/Dixie/Brandon/Recil/All Departments)
- I. Management/Public Works/Finance (Jeff/Brandon/Dixie)

Timeline:

Each of the above assigned critical tasks is to be completed within the next planning year cycle, (January - December). Monthly reports as related to task completion and status will be provided to the City Council at the monthly meetings.

Item # 5

Develop strategies to enhance the image of the City of Cherryville and surrounding communities.

Critical Tasks:

- A. Enhance plans that encourage citizen support and volunteerism
- B. Promote and market our Cherryville branding
- C. Develop a plan for “curb appeal” and beautification of our residents, neighborhoods and business areas
- D. Enhance public safety related to Cherryville’s quality of life
- E. Develop a plan to capture more local spending to eliminate leakage
- F. Research and develop more opportunities for recreation within the community

Responsibility:

- A. Council/ Management/All Departments (Council/Jeff/All Departments)
- B. Council/Management/All Departments (Council/Jeff/All Departments)
- C. Management/All Departments (Jeff/All Departments)
- D. Management/Finance/Police/Fire (Jeff/Dixie/Cam/Jason)
- E. Management/EDC (Jeff/Richard)
- F. Management/Recreation (Jeff/Bobby)

Timeline:

Each of the above assigned critical tasks is to be completed within the next planning year cycle, (January - December). Monthly reports as related to task completion and status will be provided to the City Council at the monthly meetings.

Facilitator Notes

The City of Cherryville undertook the task of developing a Strategic Plan. The city had not undertaken this process since 2009. This year's planning retreat was very productive! As Facilitator, I appreciate everyone in attendance at the retreat for their input, dialog, and expertise. The City of Cherryville is very blessed to have such a visionary Mayor, City Council and Staff. As Facilitator, I sense a strong commitment to the success of the City of Cherryville and especially the compassion and commitment to "Citizen Service" for the citizens of our community. Your commitment to become more involved in the future of Cherryville is critical and the city will reap immeasurable benefits from this commitment.

As Facilitator and as a citizen of our wonderful community, I sense that our City Leadership and Staff are strongly committed to "Providing Exceptional Service to Our Community that Inspires Life to Blossom!" To succeed, we will need to make some very difficult and challenging decisions. The measures must be put into place sooner than later to ensure that Cherryville remains successful and prosperous for the future. This will take a focused strategic effort by our elected leadership and the staff. Keep in mind the following quote from Mark Twain: "The ones who are crazy enough to think they can change the world are the ones who do."

The City of Cherryville Mayor and City Council, along with Staff will be very busy this coming year with two potential major projects. Both of these projects are designed to enhance the service delivery of the city. The first project will be the revitalization of Main Street. This will, once complete, become an economic driver for Cherryville. The other major potential project will be upgrading the city's infrastructure, specifically water and sewer. If the concept for both of these projects is approved by the Mayor and City Council, Staff will be extremely busy. These are truly exciting times for the potential growth and improvement of the City of Cherryville. Each of you can be very proud of your visionary leadership!

As Facilitator, I would like to thank the Mayor, City Council and Staff for their input and guidance in helping prepare this document. I also want to thank you for allowing me to facilitate the planning session. I thought the meeting was very informative and some great concepts came from the session. 2020 and beyond look very promising for the City of Cherryville. I would like for you to adopt my

management philosophy throughout the years for the fire department. “Be not afraid of moving slowly, be afraid of moving still!”

Jeff Cash, City Manager/Fire Chief
January 2020