



LONG RANGE STRATEGIC PLANNING COMMITTEE

CITY OF NOVI
March 28, 2025 | 5:00 PM
Supplemental Materials

BerryDunn Strategic Plan Examples,
from past work of Project Manager and Facilitator Charline Petit Homme

[Holliston](#) Town, MA

[Janesville](#) City, WI

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HOLLISTON

Massachusetts

STRATEGIC PLAN FISCAL YEAR • 2025-2029



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Holliston, MA –

On behalf of the elected and appointed officials who volunteer to support this Town and our dedicated Town staff, I want to thank you for choosing the Town of Holliston to live, visit, and/or operate a business. The future holds exciting opportunities for our community to continue to grow and evolve while building upon the wonderful feeling of a “Small Town with a Big Heart.”

This Strategic Plan is vital in setting the course that will help make our collective vision for the Town of Holliston a reality. It is important to view this document as a map – a living document that will require our combined dedication to driving these goals and priorities forward in a realm of finite resources with a changing world around us.

The Town of Holliston’s committed officials and staff are ready to take action and, with the process that led to this document, possess the input from Holliston residents and stakeholders needed to ensure the decision-making processes are driven by the desires of the community.

Here you will find the Town of Holliston’s Mission, Vision, Guiding Principles, and Performance Measures. The Mission tells us “What” we are to be doing; it keeps the elected and appointed officials and staff focused on the tasks to be done. The Vision tells us “Where” we’re going; it keeps us focused on the destination. The Guiding Principles tell us “How” to do what we’re doing; they remind us that we serve the people of Holliston who are to be treated with integrity and kindness. The Performance Measures tell us how we know we’ll be successful.

I hope that our residents take great pride in having a government that consistently looks to improve their quality of life and finds ways to create a better tomorrow. It is through your input from various forums, surveys, interviews, and discussions, that this Strategic Plan was developed. These are your goals and priorities, and we look forward to putting them into action.

Sincerely,

Travis Ahern, Town Administrator

Timeline

Project Initiation
and Planning

**February 2023
– March 2023**

PHASE ONE



PHASE TWO



Stakeholder
Engagement

**March 2023
– May 2023**

Strategic Plan
Development
and Approval

**May 2023 –
September 2023**

PHASE THREE



PHASE FOUR



Cost-Benefit
Analysis and
Plan Finalization

**September 2023
– November 2023**

What does it do?

The Town of Holliston embarked on a strategic planning journey to identify key priorities to focus its resources on as determined by the community. This plan is intended to be a living document that will drive decision-making related to the budget and long-range capital investments.

As an outcome of a community-informed process, the Town's Envisioning Future Holliston committee identified seven priorities the Town will focus on for the next five years.

The strategic plan will include key performance metrics for which the Town will continuously track progress against to help ensure the plan remains a living document.

What's next?

Building upon the work the community put together, Town government will work on implementing the plan and sharing its progress with the community.

An implementation plan will define the (how) and (who). As changes shift over time, the Town expects to address any new opportunities within the implementation plan aligned with the Town's budget process.

The Town will share a yearly report with the community to have insight into process the Town has made and what's to come.

Plan At-A-Glance

Mission Statement

Holliston provides a diverse and inclusive environment where everyone can live, work, play, learn, and create — a small town with a big heart.

Vision Statement

Together, we nurture a safe, vibrant, sustainable, and inclusive community with equitable opportunities so that all can thrive while cultivating our past and future cultural resources.

Guiding Principles

Transparent and Accountable

We act with integrity and foster a culture of openness by proactively sharing information and making it accessible to all.

Collaborative

We seek opportunities to partner, collaborate, and leverage each other's strengths to achieve our shared vision.

Solution-Driven

We address problems through open-mindedness, creativity, and perseverance.

Diverse, Equitable, and Inclusive

We strive to eliminate systemic barriers in order to provide fair and equitable opportunities for all, and we foster an inclusive culture where every individual feels valued, respected, and empowered.

Sustainable

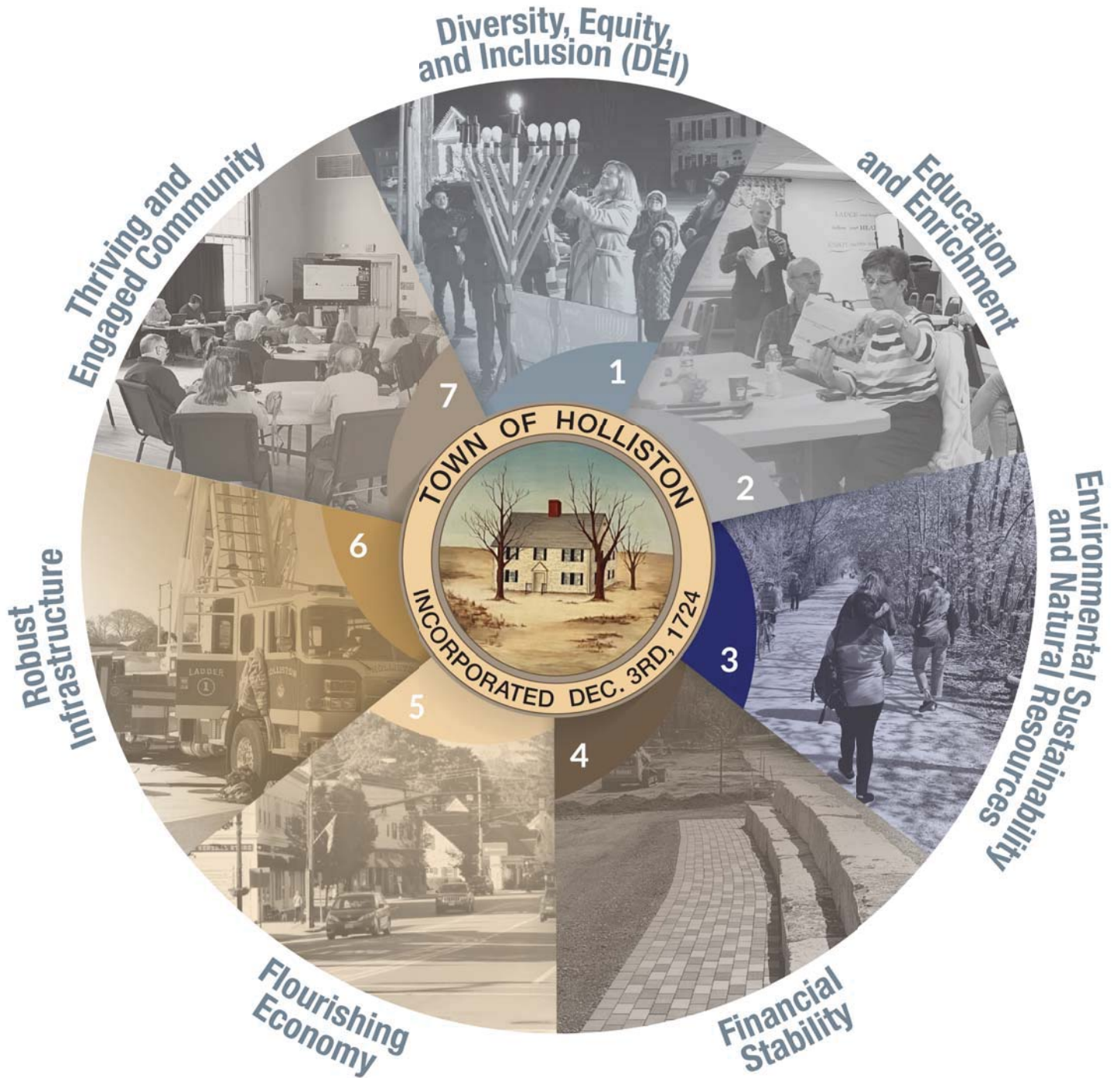
We are committed to long-term solutions that help mitigate climate change impacts and protect and preserve our environment, infrastructure, and natural resources today and for years to come.

Approachable

We actively listen and provide guidance and support to create a welcoming environment for all community members.

Financial Health

We ensure stewardship of our resources and make decisions that support Holliston's financial wellbeing.



All of the following Strategic Priorities are in alphabetical order.

1 Diversity, Equity, and Inclusion (DEI)

OUR GOAL

Embrace our differences by supporting internal and external diversity, equity, and inclusion (DEI) initiatives; creating a welcoming, inclusive community; and attracting and retaining a diverse pool of workers, residents, and businesses.



Objective 1

Recruit, hire, and retain a more diverse workforce of Town staff.

Outcome Measure

- Enhance the capacity for recruitment and hiring processes with resources in the FY25 Operating Budget.

Performance Measure

- Identify places to post job advertisements that are targeted to attract diverse applicants and begin to post all positions no later than September 2024 (e.g., Bay State Banner).

Objective 2

Provide educational DEI materials and ongoing mandatory DEI training to all elected and appointed officials, committee members, and staff, so the value of DEI is understood and becomes part of the Town's culture.

Milestone Measure

- Identify online trainings and procure courses for elected and appointed officials, committee members, and staff by end of Q2 of FY25 (December 31, 2024).

Milestone Measure

- Enhance the capacity for training materials in the FY25 Operating Budget through HR and/or Town Clerk cost centers (July 1, 2024).

Performance Measure

- At least 85% of all Town staff and 85% of all elected and appointed officials and/or committee members participate in initial DEI training by end of FY25 with a goal to reach 100%.



Objective 3

Provide educational DEI materials and ongoing mandatory DEI training to community members, so the value of DEI is understood and becomes part of the Town's culture.

Milestone Measure

- Identify trainings and procure courses for community members by end of Q2 of FY25 (December 31, 2024).

Performance Measure

- Provide training opportunities to community members, with the goal of providing at least two such training opportunities and reaching at least 60 community members by end of FY25. Additionally, continue providing community training at least quarterly and reaching an average of at least 25 community members per training.

Objective 4

Frequently review and evaluate Town policies for fairness and equitability.

Milestone Measure

- Develop an independent advisory board to review Town policies and procedures through a DEI lens by October 2024, and ensure they evaluate all policies for equity by June 2025.

Milestone Measure

- Establish an annual review cycle to be completed by June of every year.



Diversity, Equity, and Inclusion (DEI)

Objective 5

Make board, committee, and Town meetings as accessible as possible so that all can participate and engage.

Milestone Measure

- Explore remote voting options for Town Meetings through the State legislative body by June 30, 2024.

Milestone Measure

- Explore the options of non-naturalized residents to vote at Town Meetings through the State legislative body by June 30, 2024.

Milestone Measure

- Budget for interpretation and translation services at Town Meetings by June 30, 2024.

Outcome Measure

- Continue to provide childcare services during Town Meetings.

Milestone Measure

- Create a communication plan and provide communications in languages other than English to support the inclusion of all Town residents through the website and other materials by the end of Q2 of FY25 (December 31, 2024).

Milestone Measure

- Host an annual seminar with the Town Clerk to advise and educate the community on open elected/appointed positions in Town elections.

Milestone Measure

- Continue to send voters accessible information to help inform them ahead of all Town Meetings.

Objective 6

Create a partnership between the Town and area schools to implement Equity Audit findings and recommendations.

Milestone Measure

- Evaluate next steps and explore the need for a Town-Wide Equity Audit to be included in the FY25 budget development process following presentation of the 2023 Equity Audit performed by the Holliston Public Schools.



OUR GOAL

Cultivate a culture of learning among residents and municipal employees to drive innovation, enhance skills, and help ensure the sustainable development of our Town.



Objective 1

Collaborate with the Holliston Public School district to support its strategic plan implementation (Four Arches).

Milestone Measure

- Schools Strategic Plan annual progress reporting to track progress with the four (4) Arches of (1) ensuring consistent/effective communication, (2) providing a safe and supportive learning and social environment, (3) promoting robust, professional learning communities, and (4) attracting, retaining and supporting professional, high-caliber, diverse staff Pre-K-12+.

Objective 2

Continue commitment to find a long-term facilities solution at Holliston High School.

Outcome Measure

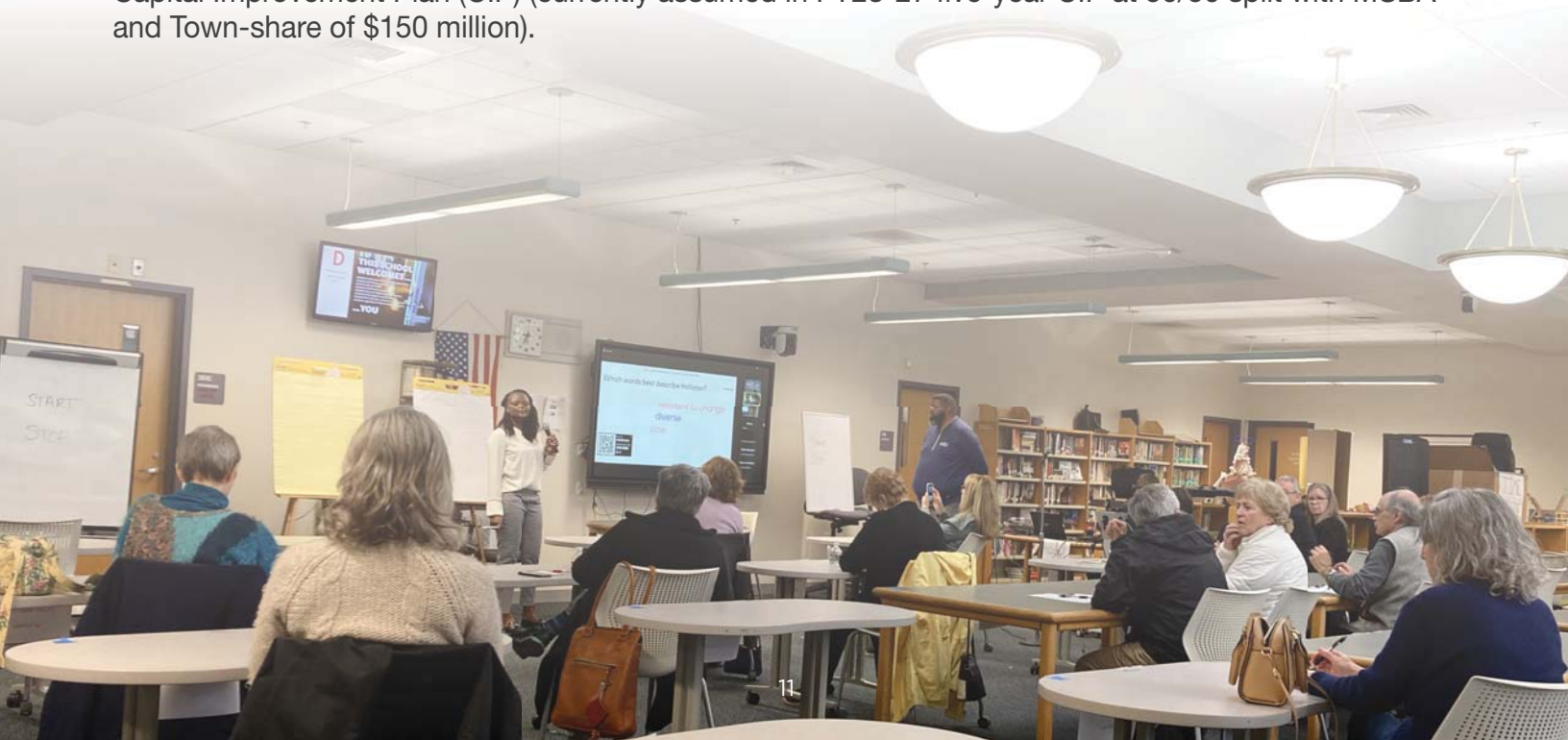
- Continue to pursue State funding for High School replacement or reconstruction project with the Massachusetts School Building Authority (MSBA).

Outcome Measure

- Conduct a needs assessment, with formation of a working group, to identify alternative locations for a new high school (pre-emptive effort in the event that a new site is required by MSBA).

Outcome Measure

- Continue to highlight a new, or significantly reconstructed, Holliston High School project on the five-year Capital Improvement Plan (CIP) (currently assumed in FY23-27 five-year CIP at 50/50 split with MSBA and Town-share of \$150 million).



Education and Enrichment

Objective 3

Promote and encourage the use of the Town public library, senior (community) center, evening educational programs, and other partners to provide lifelong learning opportunities.

Performance Measure

- Year-over-year 5% increase in number of residents partaking in learning opportunities using Senior “community center,” Parks, and Town public library attendance metrics (current baseline as of FY24: 12,875).

Milestone Measure

- Conduct benchmarking and research to understand the educational collaboration approaches in other municipalities that could be applied to Holliston and generate a benchmark report by 2024.

Milestone Measure

- Form a working group to investigate shared intergenerational spaces in 2025.

Milestone Measure

- Generate a report on a community center and community needs by 2026.

Outcome Measure

- Create programming and communications that promote continuous education and enrichment opportunities that appeal to different demographics and generations, reflecting the needs of working and older adults.

Outcome Measure

- Collaborate with other towns and organizations to provide local learning opportunities such as evening courses designed to accommodate working individuals.

Objective 4

Provide educational opportunities for community members to enhance the Town’s cultural awareness.

Performance Measure

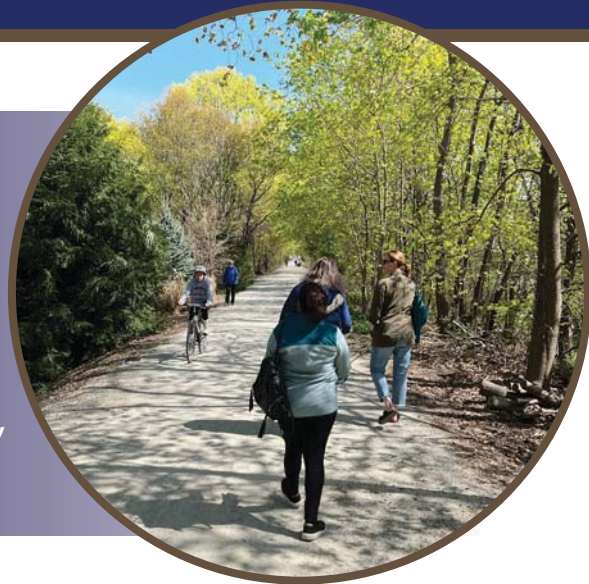
- Year-over-year 5% increase in number of residents partaking in learning opportunities provided by the Town (current baseline as of FY24: 6,368 via Town library metrics).



3 Environmental Sustainability and Natural Resources

OUR GOAL

Proactively plan for climate change mitigation and the preservation of natural resources by implementing and supporting policies and initiatives that promote sustainable practices across all sectors, including energy, transportation, agriculture, and infrastructure.



Objective 1

Develop a climate action plan to prepare the Town for climate change impacts and serve as a guide to equitably achieve climate mitigation, resilience, and sustainability goals.

Outcome Measure

- Incorporate environmental sustainability in new Master Plan.

Milestone Measure

- Develop a climate action plan by June 30, 2025.

Objective 2

Protect and conserve the Town's water to preserve it for future generations.

Performance Measure

- Yearly increase in water quality satisfaction rate by surveying residents.

Milestone Measure

- Annual water quality benchmarking with nearby towns.

Milestone Measure

- Update all Zone II wells and aquifers by December 31, 2024.



Environmental Sustainability and Natural Resources

Objective 3

Develop nature-based solutions to protect agricultural and natural resources.

Outcome Measure

- Explore conservation restricted areas and building code updates to protect and preserve open spaces.

Outcome Measure

- Update [FY25] and implement [FY26-29] the objectives of the Open Space and Recreation Plan (OSRP).

Milestone Measure

- Determine the feasibility of hiring a consultant to assist the Town in developing a forest management plan to protect the Town's tree canopy and forested areas by end of FY25.
 - **Milestone:** Develop a tree canopy by-law by December 31, 2023.
 - **Milestone:** Evaluate the feasibility of planting trees to replace tree canopy along the trail and public ways by December 31, 2024.
 - **Milestone:** Update the forest inventory and survey by December 31, 2024.
 - **Milestone:** Develop a forest management plan by December 31, 2025.

Outcome Measure

- Partner with the Massachusetts Audubon Society, local colleges, and universities to host educational events related to endangered species/animals native to the Town.
 - **Milestone Measure:** Co-host a yearly education event with the Massachusetts Audubon Society, local colleges and universities on endangered species.

Outcome Measure

- Promote the Massachusetts Audubon mission at the 185-acre Broad Hill Wildlife Sanctuary once open to the public.

Outcome Measure

- Consider removing invasive species to protect the Town's resources.
 - **Milestone:** Yearly review of invasive species mitigation plan.

Milestone Measure

- Evaluate the Town's efforts in removing invasive species to determine if there is a need to leverage Town resources by October 2024.



Objective 4

Invest in and incentivize sustainable living to preserve the Town's resources for generations to come.

Performance Measure

- Increase energy savings through grant incentives for property owners, reducing the total carbon emissions that are tracked periodically through decarbonization plan data from the State (baseline data from 2017).

Performance Measure

- Increase in percentage of Town residents opting for sustainability and conservation incentives.

Performance Measure

- Reduce the amount of solid waste going to the landfill tracked through tipping fees with the Town's solid waste contract.

Performance Measure

- Engage the Holliston Trails Committee on conducting a resident's survey to measure trail connectivity satisfaction.

Objective 5

Directly impact decarbonization efforts with municipal operations.

Outcome Measure

- Build an EV charging station infrastructure to plan for and support the needs of residents and commuters/ Partner with utilities to allow EV charging to scale throughout the Town.

Performance Measure

- Allocate 2 – 4 parking spaces for EV charging at Green Street Municipal Lot and prepare 6 –10 additional spaces near trails by June 30, 2025.

Outcome Measure

- Install solar panels on municipal buildings utilizing new grant opportunities (FY25-FY27), annual reporting of energy and budgetary savings.

Objective 6

Conduct greater community outreach and collaborate with a variety of stakeholders to educate the community on climate change, natural resource protection, grant opportunities, sustainable living practices—including lawn care to meet stormwater regulations—electric vehicles, and decarbonization.

Milestone Measure

- Develop/publish a decarbonization report, via a grant from the Metro-Area Planning Committee (MAPC), by December 31, 2023.

Outcome Measure

- Conduct greater outreach and communication to the community to change behaviors i.e., recycling/conservation.



4 Financial Stability

OUR GOAL

Implement effective measures to diversify and increase revenue streams, balance costs, and work to ensure long-term financial health.

Objective 1

Develop a financial sustainability plan to manage revenue streams.

Milestone Measure

- Leverage Town working groups and committees to develop a financial sustainability plan by June 30, 2024, with a report due by the end of June 30, 2025.

Outcome Measure

- Analyze and publish expected capital requirements to provide community members with a better understanding of future revenue needs. Annually update Five-Year CIP per International City/County Management Association (ICMA) and Government Finance Officers Association (GFOA) standards.

Milestone Measure

- Generate coherent and succinct graphical reports illustrating forthcoming capital needs, utilizing Geographic Information Systems (GIS) or other platforms by December 31, 2025.
- **Outcome Measure:** Finalize the future management of GIS, which impacts departments such as Planning, Building, Department of Public Works (DPW), Public Safety, Assessing and the management of various capital projects, by determining if “ownership” of centralized GIS will be done in-house, or if a Town Engineer or GIS Coordinator is required (FY25 budget discussion).

Outcome Measure

- Detail the limited ways to increase non-tax revenue, including user fees or pilots so community members are more familiar with Town resources, capabilities, and ways to fund increased services.
- **Milestone Measure:** Conduct benchmarking research to gather data from nearby towns that have meals tax or other revenue-sources by June 30, 2024, and prepare a proposal for the 2024 annual Town Meeting.
- **Outcome Measure:** Evaluate the feasibility of opting into the Local Meals Excise Tax of 0.75% (generally in relation to future sewer opportunities).



Objective 2

Review current Town government structure and explore ways to improve continuity in policy making and processes.

Milestone Measure

- Execute on the Governance Committee's recommendations in FY25 through general by-law changes or establish a charter commission to increase centralized accountability (which could take an estimated three years).

Objective 3

Maintain financial policy to guide policymakers in decision-making.

• Milestone Measure

Bi-annual review of financial policies to ensure they are up to date.



5 Flourishing Economy

OUR GOAL

Promote sustainable growth, innovation, and prosperity by implementing proactive strategies to attract business, and diversify and increase our tax base.



Objective 1

Implement the MAPC's Economic Development Vision and Service Model Plan to proactively seek opportunities to attract and support all businesses.

Milestone Measure

- Appoint a new Economic Development Committee (EDC) Director/Coordinator by January 31, 2024.
- **Milestone Measure:** Create and execute an outreach program to identify and connect with known businesses operating within the Town by June 30, 2024.
- **Milestone Measure:** Update and maintain the Town's Business Directory (by end of FY25, new PT ED Coordinator task).

Performance Measure

- Continue to revise the Town's Business Directory with a goal of being 90% accurate by January 31, 2025.

Outcome Measure

- Implement Downtown Corridor Plan recommendations to increase the base of businesses suitable for the Town, diversify the tax base, and draw visitors.

Performance Measure

- Monitor the Town's tax revenue ratio and aim to increase the share of commercial tax earnings to 20% over a 2–5-year period.

Milestone Measure

- Update the Development Guide and other EDC guides by June 30, 2024, via the new Economic Development support staff three-year work plan.



Objective 2

Support sustainable local agricultural initiatives to create economic opportunity, enable access to nutritious and affordable food, and promote agritourism.

Outcome Measure

- Utilize the Part-Time Economic Development Coordinator to enhance the annual Farms Day event promoting (beginning with 2024 Farms Day).

Outcome Measure

- Utilize the MetroWest Visitors Bureau resources to promote farms and agritourism (first annual documents produced in 2023, build on for 2024).

Outcome Measure

- Promote grant incentives and opportunities to enable farmers to be sustainable.

Objective 3

Collaborate with residents, the business community, and neighboring Towns to provide more amenities to Town residents while attracting visitors and/or newcomers.

Outcome Measure

- Create and manage an Economic Development media platform featuring an Instagram account and updated website intended to provide local business-related news and information regularly.

Performance Measure

- Plan and organize a minimum of three business-targeted events utilizing public space (e.g., Blair Square, Goodwill Park) to demonstrate the Town's commitment to the local business community.

Outcome Measure

- Identify private-public partnerships for agricultural and business initiatives by the end of FY25.

Objective 4

Work with existing private property owners to identify desirable commercial development and/or redevelopment opportunities.

Performance Measure

- Send a mailing to the top 50 commercial property owners by June 30, 2024, and communicate the results to the Town and community by March 15, 2025.



6 Robust Infrastructure

OUR GOAL

Invest, maintain, and expand Town infrastructure sustainably to help ensure the needs of today and future generations are met.

Objective 1

Invest in water and sewer infrastructure to provide opportunities to scale for affordable housing as well as diverse commercial development.

Milestone Measures

- Create Sewer Commission for the Downtown Sewer District which can be used to pursue other opportunities beyond downtown in the future.

Objective 2

Increase and diversify the Town's housing stock, especially rental and multifamily homes, to help ensure attainable, equitable, and affordable housing.

Milestone Measure

- Complete a Housing Production Plan, partially funded by grants, by June 30, 2024, and begin implementation in 2025.
- **Outcome Measure:** Utilize Community Preservation Act (CPA) and Housing Trust resources to produce affordable housing units, following the Housing Production Plan (above).

Milestone Measure

- Evaluate and potentially implement c.40A, s.3 of the Massachusetts Bay Transit Authority (MBTA) Multi-Family Housing Zoning by December 31, 2024, which is State mandated.

Outcome Measure:

- Leverage discussions of wastewater solutions to identify areas for potential higher density housing options.
- **Milestone Measure:** Create a wastewater district to diversify business and residential opportunities (May 2024 Annual Town Meeting).
- **Milestone Measure:** Analyze newer and emergent sewage treatment technologies since 1970 Sewer Feasibility Study and determine next steps by December 31, 2024.





Objective 3

Update the Town's Master Plan to reflect modern requirements and community needs.

Milestone Measure

- Publish a Request for Proposal (RFP) and select a consultant by June 30, 2024, to update the 1999 Master Plan by June 30, 2025.

Objective 4

Enhance and maintain the quality and connectivity of streets, roads and bridges, sidewalks, and bike paths to ensure the safety, reliability, and sustainability of the Town's transportation corridors.

Outcome Measure

- Complete infrastructure improvements per Roadway, Sidewalk, Water System plans developed in 2021 (online: Stantec & Beta) based on Five-Year CIP and beyond.

Outcome Measure

- Continue to review of the feasibility and cost of hiring a Town Engineer vs. outsourcing engineering services as part of the budget cycle

Outcome Measure

- Complete infrastructure improvements along Washington Street in downtown and South Holliston to include sidewalks and signage to diversify businesses and attract visitors.
 - **Milestone Measure:** Continue to access State-level technical assistance and grants to implement community branding, streetscape planning, and beautification projects by December 31, 2025. (State Earmark of \$50,000 received for FY24).
 - **Milestone Measure:** Make signage and physical improvements to public parking (e.g., Central and Exchange Street lots) by June 30, 2025.

Outcome Measure

- Connect downtown to the Upper Charles Trail to retain residents and attract visitors.

Outcome Measure

- Complete the first three projects authorized to address "gaps" in the sidewalk network for better pedestrian and bike access (Norfolk Street, Central Street, Goulding Street).



Robust Infrastructure

Objective 5

Prioritize municipal facilities projects outlined in the Town's capital plan.

Outcome Measure

- Complete and maintain current school infrastructure and conduct future infrastructure planning to improve student outcomes and help attract and retain teachers.
- **Outcome Measure:** [See Education] Continue to progress with the MSBA on a grant application for reconstruction or rehabilitation (including investment in STEM equipment and technology) to create a Holliston High School for the next generation (in year 5 of the Statement of Interest process with the MSBA).

Outcome Measure

- Complete and maintain the DPW facility to extend life of expensive fleet, and modernize public works operations to maintain critical infrastructure that supports other Strategic Priorities (project authorized by Town Meeting & local ballot in May 2023) – site cleanup prep with EPA/DEP.

Performance Measure

- Track the progress of facilities-related capital projects in the Five-Year CIP for progress in modernizing municipal facilities.



7 Thriving and Engaged Community

OUR GOAL

Partner with local and regional organizations to provide programming, services, and events that support the physical, mental, and social well-being of residents.



Objective 1

Coordinate services, events, and programming to attract and engage residents.

Milestone Measure

- Form a working group to investigate the need for interdepartmental social services and community engagement coordinator and make a recommendation by June 30, 2024.
- **Milestone Measure:** Conduct gap analysis of Town services by June 30, 2024.
- **Milestone Measure:** Present plan for execution of working group recommendations and findings for a potential community engagement coordinator by June 30, 2025.

Milestone Measure

- Create a repository of Town resources and an organizational chart of service providers to assist residents in navigating Town services by June 30, 2024.

Objective 2

Promote volunteer opportunities to involve more residents.

Milestone Measure

- Monthly updates on to the Town's website and quarterly communications regarding open appointed or elected seats on Holliston boards and committees enhance and better leverage existing community partnerships to increase program effectiveness.

Outcome Measure

- Evaluate gaps and duplication in services to ensure residents service delivery is efficient.



Thriving and Engaged Community

Objective 3

Promote and encourage multicultural and intergenerational events at public spaces to celebrate the Town's diversity and increase community engagement and participation.

Outcome Measure

- Identify community partnerships and create a database of partners to collaborate on community events.

Objective 4

Improve communication and education to support residents in finding and accessing resources.

Outcome Measure

- Promote accessible non-electronic communications (in languages other than English) and explore new communication tools, including a Town calendar and third-party communication technologies support to increase information flow to the community.

Outcome Measure

- Supplement current in-house communications processes with technology platforms to support what is being done internally. Build and expand on existing communication tools to increase community members' access to information and involvement in Town activities (i.e., informing residents of Town meeting initiatives early).
- **Outcome Measure:** Initiate procurement for supplemental communications services during or following the FY26 budget process.
- **Milestone Measure:** Add Instagram to the Town's social media platforms by December 31, 2023.
- **Performance Measure:** Work with a third-party partner to create a biweekly version of the newsletter push via email with a goal of 1,000 residents enrolled in newsletter with a 5% year-over-year increase.
- **Milestone Measure:** Create a new calendar format that includes Town events outside of board and committee meetings by June 30, 2024.
- **Milestone Measure:** Request and identify the location for one permanent sign board in the Town's FY25 budget to share upcoming events.
- **Milestone Measure:** Explore mailing post cards to promote Town events and make a recommendation June 30, 2024 (being piloted for October 2023 Fall Town Meeting).
- **Outcome Measure:** Develop a clearing-house process to intake and help residents access the resources they need.



Objective 5

Review community spaces to determine if they are meeting needs and make recommendations for improvements/enhancements.

Outcome Measure

- Address needs at the Senior Center by refreshing the space to focus on optimizing in-demand programming identified in the UMass survey process of 55+ residents in 2022 (Conceptual/Architectural study funding requested at Oct. 2023 Fall Town Meeting).
- **Milestone Measure:** Increase senior programming and activities and implement senior center architectural/conceptual design study recommendations to optimize space at Senior Center by FY28.
- **Milestone Measure:** Implement UMass Gerontology Institute Aging Study recommendations by end of FY27.
- **Outcome Measure:** Evaluate and potentially support the development of the new YMCA that would service Holliston, Ashland, Sherborn, and Hopkinton.

Outcome Measure

- Support Library Trustees with grant process to evaluate possibilities of optimizing existing space or alternative facilities solutions.

Objective 6

Maintain an active partnership with Public Safety (Police, Fire and Emergency Medical Services (EMS) in implementing existing strategic plans.

Outcome Measure

- Maintain a high level of professionalism and service at the Holliston Police Department by continuing to commit to the voluntary Accreditation process in addition to new State regulations known as Police Officer Standards and Training (POST).

Milestone Measure

- Complete the steps laid out in the MRI Organizational Evaluation of Holliston's Fire/EMS (Emergency Medical Services) Department intended to achieve Advanced Life Support (ALS) level of Ambulance by the end of FY2026.
- **Outcome Measure:** Invest in personnel and capital costs required to achieve the goal of being licensed as ALS ambulance through Office of Emergency Medical Services (OEMS).

Milestone Measure

- Complete the transition to the Holbrook Regional Emergency Communications Center (RECC) for all public safety dispatching services in Holliston by January 2024.



Acknowledgements

This plan is a result of the hard work and dedication from our community members. The Town would like to extend a thank you to many community member and groups, residents, businesses, schools, youth and volunteers who played a role during the community engagement process.

In addition, we would like to acknowledge

The Holliston community

Town Administrator

Assistant Town Administrator

Envisioning Future Holliston Committee

Town department directors and staff

Town boards and committees

The consultant team with

Berry Dunn McNeil & Parker (BerryDunn)

Diversity

Includes all the ways in which people differ and encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued.

Equity

Equity is the guarantee of fair treatment, advancement, opportunity and access for all individuals while striving to identify and eliminate barriers that have prevented the full participation of some groups and ensuring that all community members have access to community conditions and opportunities to reach their full potential and to experience optimal well-being and quality of life.

Guiding Principles

Guiding principles are the precepts that guide an organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work or the top management. They are expectations for how the Town will conduct its business, make decisions, and deliver programs and services to the community.

Inclusion

Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power.

Intergenerational

Intergenerational practice aims to bring people together in purposeful, mutually beneficial activities which promote greater understanding and respect between generations and contributes to building more cohesive communities. Intergenerational practice is inclusive, building on the positive resources that the younger and older have to offer each other and those around them. (Beth Johnson Foundation, 2009).

Massachusetts School Building Authority (MSBA)

The Massachusetts School Building Authority (“MSBA”) is a quasi-independent government authority created to reform the process of funding capital improvement projects in the Commonwealth’s public schools. The MSBA strives to work with local communities to create affordable, sustainable, and energy efficient schools across Massachusetts.

Milestone Measure

A set completion date for a task or action taken to help achieve an objective or goal.

Mission Statement

A mission statement describes an organization’s purpose or reason for existing. It is the public statement of the contribution it promises to make to help accomplish the community vision. It answers the questions: Why do we exist? What do we do?

Outcome Measure

A measure of the ultimate benefits associated with a program or service.

Performance Measure

A numeric measure of an organization’s work and the results of that work.

Strategic Objectives

The precise actions or measurable steps you will take to move closer to the goal. They are usually time-bound with a milestone or schedule for completion.

Vision Statement

A vision statement defines your desired future state and provides directions for where you are going as an organization. It is aspirational and answers the questions: what will the Town look like five years from now?



HOLLISTON

Massachusetts

STRATEGIC PLAN FISCAL YEAR • 2025-2029





CITY OF JANEVILLE

Wisconsin's Park Place

STRATEGIC PLAN 2025–2029



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Letter from the City Manager



Dear Janesville Community,

Over the past several months the residents and stakeholders of Janesville came together to have a spirited and interesting discussion on the City's future. The results of those discussion is the City's new 2025-2029 Strategic Plan. It serves as a framework to guide our priorities and actions over the next five years, ensuring we stay aligned with the goals and values expressed by you — our community members.

The plan encompasses our Mission, Vision, Guiding Principles, and Strategic Priorities. These were carefully chosen to address and enhance critical areas in our community. Our priorities will shape our operational strategies, budget allocations, and program implementations, ensuring that we meet the diverse needs of our city.

The Strategic Plan is only valuable if it is put to work. Now that the document is complete, it is time for our city leaders to work together to accomplish the aspirational goals and objectives it outlines. To this end, we will be incorporating this plan into the way we operate for years to come and reporting back regularly on our progress.

Your input has been invaluable in shaping this plan. Through online engagement, community forums, and direct conversations, we have gathered insights that are crucial to our collective vision for Janesville. This document is not merely a guideline for city operations; it is a testament to our commitment to work transparently and collaboratively with you all.

I encourage you to read through the Strategic Plan and consider how you might get involved in its implementation. Your engagement is essential as we move forward. Together, we will continue to be a great place for people to live and visit. Thank you for your continued support and collaboration.

Sincerely,

Kevin Lahner,
City Manager, City of Janesville

Why a Strategic Plan?



CITY OF JANESVILLE
Wisconsin's Park Place
STRATEGIC PLAN 2025–2029

What does it do?

We know our community has big dreams for City of Janesville and want to see them come true. Our strategic plan charts a course for the future that identifies the results we want to achieve. The strategic plan defines a shared vision for the future and focuses the City's resources on seven clearly defined priorities – community engagement, economic development, financial sustainability, housing for all, infrastructure, organizational excellence, and vibrant community – along with goals, objectives and clear measures for tracking progress and accountability.

At its core, the strategic plan maximizes our chances of realizing the City's vision by balancing the short-term, immediate reality with long-term goals that help us prepare for and navigate a changing environment. It provides a “north star” direction that keeps us on track and working together to keep our commitment to the City's mission and reach our desired destination. Track the progress of the City's strategic goals by visiting our Park Place Performs! dashboard at www.janesvillewi.gov/strategicplan.



Who we are



Mission Statement



An adaptive and welcoming community enriching lives.

Vision Statement



A vibrant and diverse community to discover life's opportunities.

Guiding Principles



Adaptability

We are creative and flexible in response to our community.

Respect and Diversity

We embrace diversity, empathy, and collaboration through a foundation of mutual respect.

Service

We serve with kindness, integrity, and professionalism. We are accountable for making ethical and innovative decisions that reflect community-driven goals.

Communication

We value honest and clear communication.

Equity, Inclusion, and Belonging

Through inclusive and equitable practices, we create spaces that reflect the diverse perspectives of our community and foster a culture of belonging.



Plan at a glance

The City of Janesville 2025-2029 Strategic Plan serves as the road map over the next five years to guide our community's vision. The City's strategic plan is a living document that creates a framework and the steps needed to meet and exceed our community's needs over the next several years. The mission tells us *"what"* we are to be doing. It keeps our elected and appointed officials and staff focused on the tasks to be done. The vision tells us *"where"* we are going. It keeps us focused on the destination and the future we are trying to create. The guiding principles tell us *"how"* to do what we are doing. They remind us of the way we intend to serve the people and community of Janesville.



Community Engagement



Our Goal



Strengthen our community by fostering an open and engaging environment, increasing participation in local initiatives, and collaborating with local partners to build a more connected, vibrant city.

Objectives

1. Promote a consistent, positive image of the city to attract and retain residents and businesses.
2. Utilize a variety of media outlets to encourage two-way dialogue with community members.
3. Foster stronger public confidence in the city through active communication and engagement.
4. Continue to promote city interests to county, state, and federal elected officials.
5. Continue to share the city's strategic goals to communicate progress and instill public trust.





Outcome Measures

- Develop a plan to enhance current communication outlets and conduct outreach with new outlets by May 2025.
- Publish a strategic plan update annually on the city website.
- Increase social media and digital engagement year over year by tracking metrics such as post reach, follower growth, and interaction rate (likes, shares, comments).
- Increased partnerships with local partners (measure the number of collaborations and partnerships with community groups, nonprofits, and businesses).



Economic Development



Our Goal



Promote businesses and growth throughout the city to maintain a positive business environment.

Objectives

1. Attract, retain, and expand businesses to diversify industries and jobs for better wages and community prosperity.
2. Support and develop entrepreneurs through existing community partnerships.
3. Sustain growth and development of downtown to boost the local economy.
4. Develop a new redevelopment plan for the former GM/JATCO Site.
5. Market and promote the business community to developers, brokers, and investors to foster relationships.
6. Advocate for development that positions the city as a desirable place to conduct business.
7. Continue to work with our partners to foster a regional business community that promotes the Rock County business environment.
8. Rewrite zoning code to maintain flexible zoning codes for evolving residential, commercial, and industrial developments.



Outcome Measures

- Increase in taxable value
(metrics: building permits, capital investment).
- New and existing employers adding new jobs.
- Complete a new zoning code update by December 31, 2025.
- Increase in median income.
- Number of new businesses created in the city.
- Continue implementation of the Arise plan.
 - Identified sites in Arise are developed and no longer vacant
 - Increase in residential units
- Increase in Tax Incremental District (TID) tax increment year over year.



Financial Sustainability



Our Goal



Maintain long-term financial responsibility through prudent management, varied revenue streams, and cost optimization.

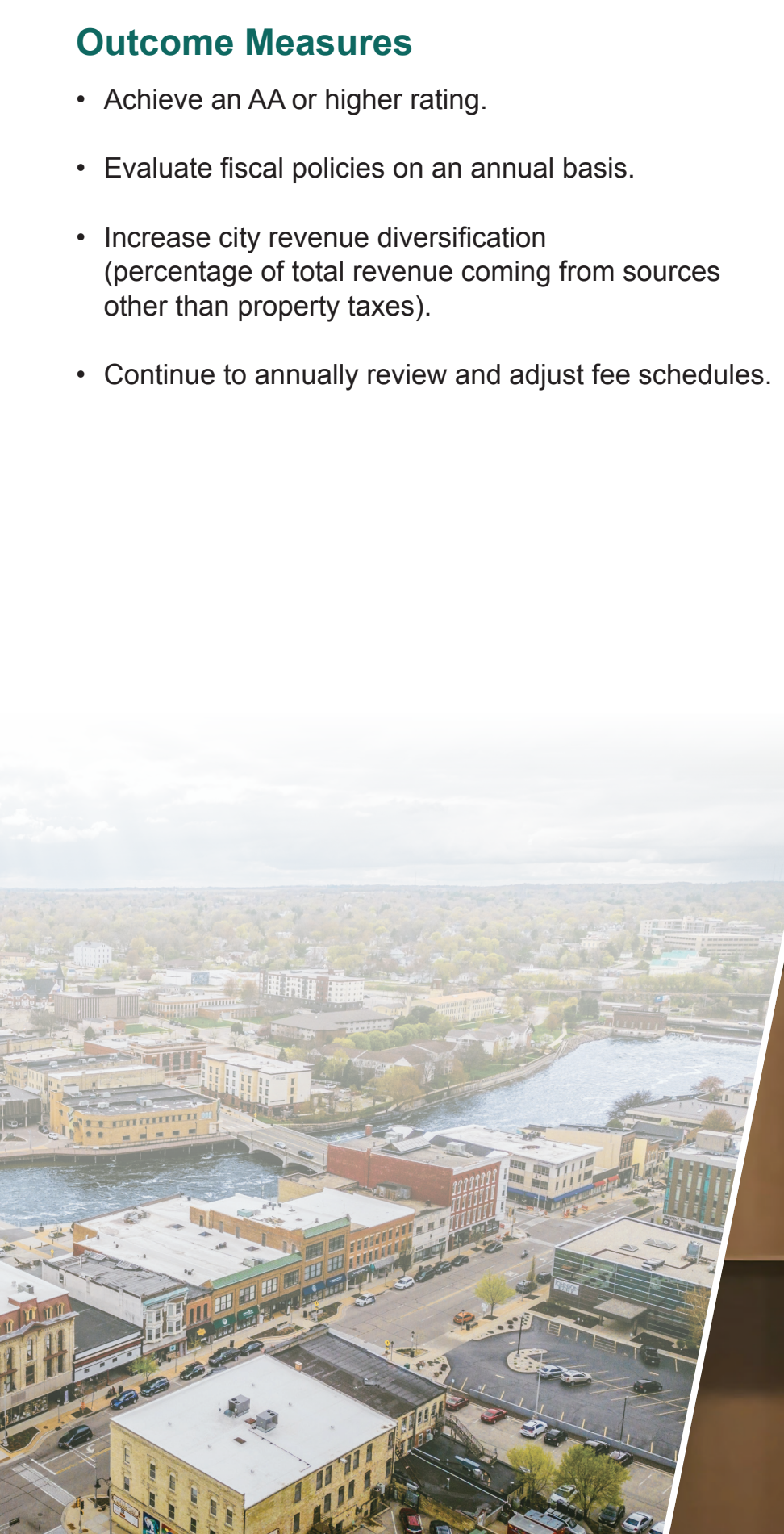
Objectives

1. Maintain fiscal policies that will result in an AA or higher bond rating.
2. Maintain procurement practices that result in the best product or service at the lowest cost.
3. Maximize equipment/product life cycles to minimize overall costs.
4. Collaborate with the community and leverage public-private partnerships (P3s) to be good stewards of limited city resources.
5. Explore and maximize revenue diversification opportunities to decrease the burden on property taxpayers.
6. Continue to advocate for a more equitable calculation and distribution of state-shared revenue rules.



Outcome Measures

- Achieve an AA or higher rating.
- Evaluate fiscal policies on an annual basis.
- Increase city revenue diversification (percentage of total revenue coming from sources other than property taxes).
- Continue to annually review and adjust fee schedules.



Housing for All



Our Goal



Promote and encourage the development and redevelopment of housing to increase accessibility and availability of housing across the economic spectrum.

Objectives

1. Leverage P3s to incentivize the creation of housing options that meet the needs of all residents throughout the city.
2. Revise zoning codes to better enable the production of diverse housing types and lot sizes at various price points.
3. Partner with county, state, and federal programs intended to boost housing repair and maintenance.
4. Continue to find and market residential development opportunities to investment partners.
5. Promote infill projects and revitalization efforts to encourage the utilization of vacant or underused land.



Outcome Measures

- Increase the total units added by occupancy type.
- Preservation of existing housing stock
(# of homeowner rehabilitation loans provided).
- Establish new partnerships and maintain current relationships
to increase the number of housing units.
- Development of infill lots (building permit issuance).



Infrastructure



Our Goal



Utilize best practices for routine maintenance, rehabilitation, and updates for city infrastructure, facilities, and assets.

Objectives

1. Maximize the life cycle of the City's assets (i.e., public infrastructure, streets, roadways, facilities, fleet, and equipment) through routine preventative maintenance and capital improvement programs (CIP).
2. Develop and maintain an efficient, safe, and varied transportation system based upon adopted long range plans, standards, and best practices.
3. Recognize the critical nature of information technology (IT) in public services and allocate resources accordingly to maintain and upgrade the City's IT hardware and software infrastructure.
4. Leverage technology in all work areas to improve efficiency and customer service.
5. Maintain resilient water, wastewater, and stormwater systems through active upkeep and Capital Improvement Plan that meet or exceed state and federal standards to maximize system redundancy and reliability.
6. Continue growing, sustaining, and ensuring the health of the landfill to achieve self-sufficiency.



Outcome Measures

- Decrease the number of water main breaks per year.
- Increase miles of water main replaced annually.
- Annual capital improvement investment in city building facilities based on Capital Improvement Plan (CIP).
- Increase the average street Pavement Surface Evaluation and Rating (PASER).
- Increase miles of street rehabilitated or reconstructed annually.
- Increase hardware and software replaced or upgraded annually.
- Track the number of help desk tickets resolved annually to establish a baseline of average time to resolve tickets.



Organizational Excellence



Our Goal



Continually strive for organizational excellence by valuing diversity, continuously improving and empowering our teams to deliver high-quality outcomes.

Objectives

1. Recruit, onboard, and retain a more diverse workforce that reflects the diversity of the community.
2. Enhance staff training opportunities to foster a more inclusive, equitable, and engaging work environment and promote a culture of continuous advancement.
3. Continue advancing the Diversity, Equity, Inclusion, and Belonging (DEIB) committee's work to promote the City's DEIB efforts and initiatives.
4. Implement and act on feedback from the City's cultural assessment.
5. Review and update City personnel policies to promote equity, inclusion, and workplace efficiency.
6. Continue to conduct after-action reviews (AARs) following significant city events to improve future planning, promote continuous improvement, and enhance emergency preparedness.
7. Empower employees to pursue innovative solutions and create an engaging workforce.





Outcome Measures

- City staff demographics.
- Decrease staff turnover rates.
- Increase staff training hours.
- Increase City investment on staff training and conference opportunities.
- Establish an annual review cycle of city policies.
- Conduct an After-Action Review (AAR) within 30 days following a significant city event.



Vibrant Community



Our Goal



Promote a safe and healthy community with amenities and activities to attract and retain a multi-generational community.

Objectives

1. Provide quality public safety services aligned with best practices and safety standards.
2. Train employees to help ensure emergency management preparedness.
3. Promote partnerships that enhance public safety, seek community involvement, foster a sense of ownership, and strengthen neighborhoods.
4. Provide various cultural and recreational opportunities that promote a sense of belonging and quality lifestyles.



Vibrant Community

Outcome Measures

- Decrease response times.
- Tracking emergency preparedness training attendance via sign-in sheets.
- Increase positive survey responses related to public safety year over year.
- Increase community event participation.
- Increase public safety events/hours.



How Did We Create This Plan?



The strategic planning process is as important as the final document itself. Input was incorporated from across the community and the City organization, including the City Council, employees, and leadership, residents, businesses, educators, youth, seniors, community-based organizations, and other community stakeholders. This helps ensure that we are being responsive to community priorities and needs and that City resources are aligned with those needs as well as with the government's organizational needs.



How Did We Create This Plan?



1,908

Online Interactions with Social Pinpoint
Virtual Engagement Platform



108

Ideas Wall
Comments



154

Survey Responses



3

Community Forums



37

Attendance at 3
Community Forums



35

Interviews and
Focus Group Participation



Plan Development Workshops

2



Direct emails to

3,244



Social Media with Post Reach of

13,140

What's Next?



We know our community has high standards and aspirations for the City of Janesville. We enjoy a high quality of life here and want to remain an excellent place to be. The plan's five-year timeline allows for thoughtful sequencing of initiatives that will make our continued high quality of life possible.

With the strategic plan in place, the City is building an implementation plan to translate the priorities, goals, and objectives into action steps with assigned responsibilities and established timelines. This will allow City departments to work together to achieve our desired future. Regular monitoring and evaluation systems will be put in place to help ensure continuous improvement and ongoing alignment with the City's vision and strategic priorities.

We are committed to focusing resources on the priorities that best serve the needs of the community as captured in this plan,, so we will align the strategic plan with the City's annual budget process so we can ensure that resources are utilized efficiently and directed toward the most important priorities. As needs or opportunities shift during the life of the plan, the City expects to address any needed changes as part of the annual budget process. And, with the strategic plan as a guide, other City plans and initiatives can be built to align so that everything is flowing in a common direction. The values expressed in this plan will drive how the City makes decisions and delivers services, and employees will apply these principles in their day-to-day work.

Keeping Track of Progress

The City will monitor progress toward strategic plan goals and objectives and report on performance measures. Tracking keeps us transparent and holds us accountable. We will provide the community with an annual report and year-end presentation to the City Council. Community members can expect to understand what we are working on and the benefits that will result for our residents, businesses, and the community overall.

Monthly –

City staff will discuss and evaluate progress on strategic goals and objectives.

Quarterly –

City leadership will provide the City Council with progress updates for each strategic plan priority.

Twice a Year –

The City Manager will prepare an update to the City Council for each strategic priority, including progress updates, successes and wins, and challenges.

Annually –

The City Manager will prepare a year-end update detailing progress on each strategic priority, goal, and objective. The report will be presented to City Council and shared with the community on the City's website www.janesvillewi.gov.

Acknowledgements

This strategic plan results from the combined efforts of our City's elected officials, employees, and community members. The City of Janesville would like to extend sincere thanks to everyone who saw the importance of this plan and dedicated their knowledge, guidance, and time over the past several months to bring it to life. Your contributions are the bricks that build the foundation for our future.



City Council

City of Janesville Staff

Community Leaders

Forward Janesville, Inc

Residents of Janesville

We would also like to thank the BerryDunn Consulting team for their facilitation of the process.



Principal: Seth Hedstrom

PM and Facilitator: Charline Kirongozi

Facilitator: Jen Ferguson

Research Analyst: Maddison Powers Spencer

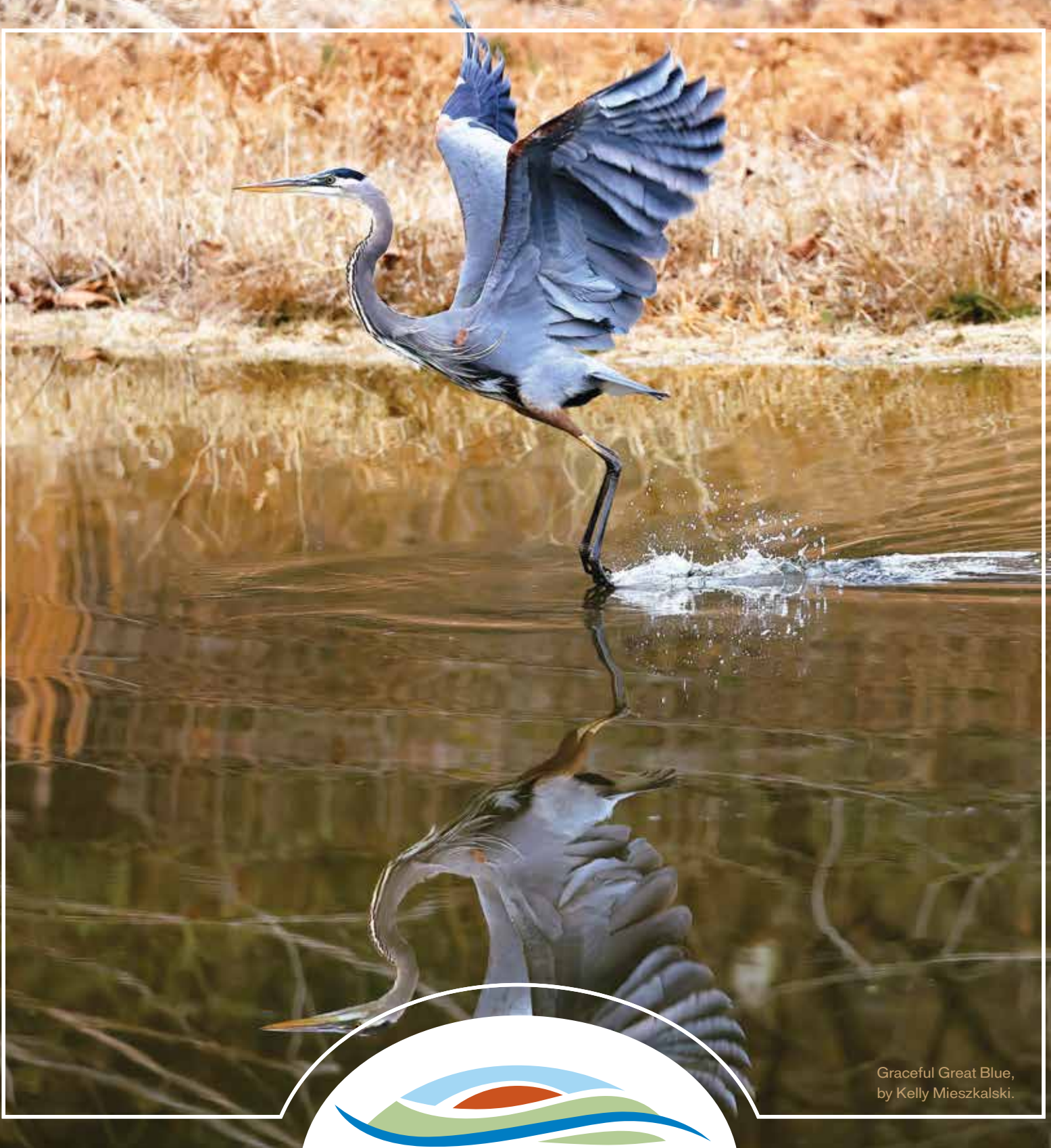


CITY OF JANESVILLE

Wisconsin's Park Place

STRATEGIC PLAN 2025–2029





Graceful Great Blue,
by Kelly Mieszkalski.

ORANGE COUNTY

NORTH CAROLINA

STRATEGIC PLAN FY2025-2029

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Canopy 2, by Diane Cashion

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Board of Commissioner's Message

After months of engagement, community building and collaboration, we are pleased to present Orange County's five-year Strategic Plan. This plan is an aspirational endeavor for the future of the County – who we are, who we want to be, and how to get there. Its success depends on all of us working together to implement the plan, report and evaluate our progress and make the adjustments necessary to continue moving the County forward.

This strategic plan is an essential tool in laying out ways we can make the County stronger. While we continue with our clear focus on delivering excellent service each day, this document is a public declaration of our commitment to work to achieve the County's vision. Together, we created a vision for the future of the County: We are a diverse, inclusive, and healthy county working together to strengthen our community and enhance the quality of life for all residents.

Key to the formation of this Strategic Plan is the input and feedback we received from each one of you. It is through your discussions, insights, and input, that this Strategic Plan was developed. It was built and informed by your needs, your priorities, and your dreams.

These are your visions and priorities, and we look forward to putting them into action.



Sally Greene
Vice Chair
At Large

Anna Richards
District 1

Phyllis Portie-Ascott
District 1

Jamezetta Bedford
Chair District 1

Amy Fowler
At Large

Earl McKee
District 2

Jean Hamilton
District 1

Plan at a Glance

Mission Statement

Orange County is a visionary leader in providing governmental services valued by our community, beyond those required by law, in an equitable, sustainable, innovative, and efficient way.

Vision Statement

We are a diverse, inclusive, and healthy county working together to strengthen our community and enhance the quality of life for all residents.

Guiding Principles

Communication and Awareness

We provide information and opportunities for engagement in a transparent manner so that all in our community have knowledge, understanding, and a voice.

Inclusivity and Engagement

We foster an environment in which all are welcomed, represented, and empowered to participate in and feel connected to their community.

Dedication and Respect

We commit to our roles in public service and organizational excellence by fostering the skills, talents, and innovation of our residents, employees, volunteers, and boards needed to carry out this work.

Stewardship and Advocacy

We make proactive data supported decisions and advocate to local, state and Federal governments in response to our community's needs in a way that best utilizes our resources.

Partnership and Collaboration

We build meaningful relationships and connections that allow us to create holistic and integrated systems of support for all.

Social Justice

We reject oppression and inequity by ensuring fair and equitable treatment of all people.

Climate Action and Sustainability

We recognize that our environment is critical to our existence and are deliberate in protecting, preserving, and sustaining our natural resources for the continued good of all.

GOAL STATEMENT

Promote sustainability and resiliency across the County and collaborate with our partners to activate our community, protect and preserve our natural resources, and reduce greenhouse gas emissions.



Objectives

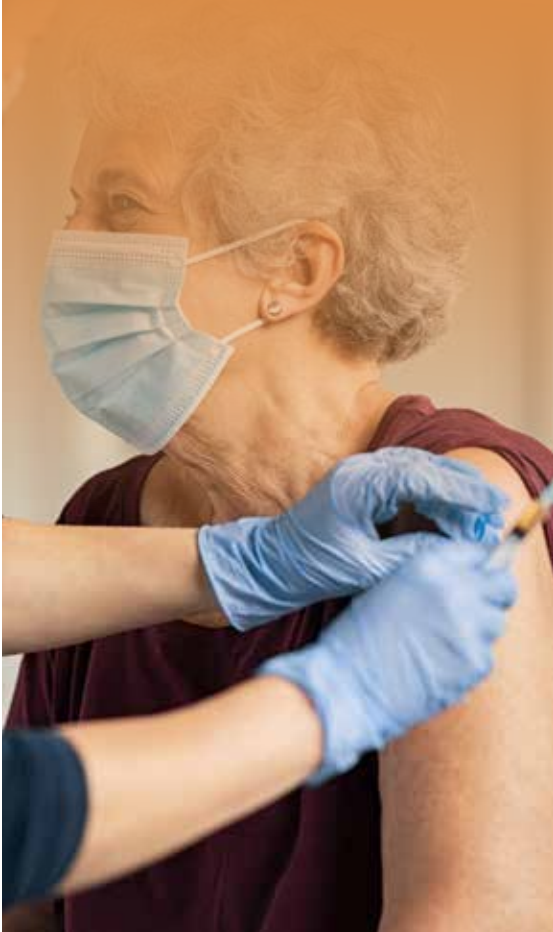
1. Identify the priorities and resources necessary to implement the Climate Action Plan.
2. Invest in our infrastructure to reduce the environmental impact of the County fleet/facilities and improve safety.
3. Improve educational opportunities for County staff and community members on climate action and available resources to advance climate action projects.
4. Incentivize and promote sustainable agriculture and local food systems development through supportive policy, funding, farmland protection and educational outreach.
5. Review land use policies to promote and connect Town, County, and private trails and open spaces.
6. Protect water supply/watersheds.
7. Conserve and protect high priority open space, including Natural Heritage sites, nature preserves, watershed riparian buffers, and prime/threatened farmland.
8. Include environmental stewardship objectives in the Comprehensive Land Use Plan.

Performance Measures

1. Implement 20% of Climate Action Plan strategies and document strategy completion in Climate Action Tracker. (16 strategies in five years).
2. Reduce the Energy Intensity (energy used in KBTU per square foot) of County facilities by 10%, to 6.0 KBTUS.
3. 20% of County non- Emergency vehicles are EV.
4. Number of individuals participating in education and outreach events – 1,500 within five years.
5. Percentage of employees trained in sustainable practices. – 100% of new employees and 50% of current employees within five years.
6. Increase the percentage of sustainable agriculture educational workshops offered by 50% (Baseline 10 workshops).
7. Add three connectivity points between Municipal, County and other trail systems in five years. (Three connectivity points currently exist)
8. Reduce nutrient loading in water supply watersheds by investment in stormwater improvements and riparian conservation by spending 100% of allocated capital funds (\$175,000 annually).
9. Place 300 acres of priority natural areas and wildlife habitat in permanent protection over the next 5 years.
10. Board's approval of the Comprehensive Land Use Plan on or before 12/25.

GOAL STATEMENT

Increase equitable access to care and social safety net programming to promote the physical, social, and mental well-being of our community.



Objectives

1. Improve harm reduction, prevention, and support services for adults and children experiencing behavioral health issues, substance use disorder, and intellectual or developmental disability.
2. Expand access to quality, affordable healthcare services. (e.g., Medicaid expansion, crisis response, healthy living campaign).
3. Provide social safety net programming and the resources needed for our most vulnerable community members (e.g., veterans, unhoused people, foster children, older adults, etc.).
4. Reduce impacts and barriers for justice-involved children and adults through deflection, diversion, therapeutic interventions, and re-entry support, including housing.
5. Invest in, support, train, and retain our community safety, health, and emergency services employees and direct care workforce.
6. Provide sustainable, equitable, and high-quality community safety and emergency services to meet the community's evolving needs.
7. Invest in services and programs that improve the health and quality of life of the community (e.g., recreation and public open spaces, arts, etc.)

Performance Measures

1. Implement Post Overdose Response Team (PORT) and achieve and maintain a repeat overdose rate of under 10% annually.
2. Increase the Medicaid covered population by 20% between the start of Medicaid expansion and the end of FY2024-25 (Baseline of 19,645).
3. Increase by 5% annually the number of individuals diverted from criminal legal system involvement.
4. Maintain a turnover rate of 14% or less in community safety, health, and emergency services employees.
5. Maintain a 60% adherence rate to a 9 minute or less Emergent Response Time for events requiring critical Paramedic level Intervention (Baseline of 47%).
6. Develop a baseline measure for the number of residents engaged in County programs that support the arts, recreation, and well-being including demographics when available.

GOAL STATEMENT

Promote equitable and accessible housing and address housing disparities through policies, partnerships, and collaboration to create a thriving community.



Objectives

1. Allocate permanent funding sources to address new and existing housing needs.
2. Address need and any policy barriers to increase access to emergency shelter beds and other low-barrier housing including eviction diversion.
3. Invest in permanent supportive housing.
4. Prioritize and select County-owned land and/or facilities as part of an overall plan of facilities to create crisis, bridge, low barrier, affordable, and permanent housing.
5. Review County ordinances, policies, agreements, and the regulatory processes to streamline practices, and increase opportunities and reduce barriers to construct housing.
6. Partner with public agencies to increase opportunities for public employees to buy and rent homes where they work.
7. Expand resources and invest in housing designed for our aging and disabled residents.
8. Preserve existing housing stock from disrepair and avoid displacement.
9. Increase representation of people with lived experience on housing related matters.

Performance Measures

1. Increase the number of affordable housing units by an average of 5 annually.
2. Increase the amount of emergency shelter beds available in the community by 25% by 2025 (Baseline 40 currently).
3. Number of successful completions in Bridge Housing I.e. (TBD)% of participants moving into stable/permanent housing solution.
4. Start construction of affordable housing units on Greene Tract by 2029.
5. Identify development nodes through the CLUP to better identify Affordable Housing opportunities.
6. Initiate at least one partnership or collaboration that increases the percentage of employees of Orange County Government that reside in Orange County.
7. Modify 35 units annually to allow for safe usage for senior and disabled individuals (Baseline of 33 per year).
8. Preserve at least 30 units annually through the urgent repair and housing rehabilitation programs. (Baseline of 25 per year).
9. Identify plan to reduce systematic barriers for attendees with lived experiences to participate in county housing related matters by 2026.

GOAL STATEMENT

Collaborate with our regional partners to expand, integrate/connect, and provide accessible public transportation options.

Objectives

1. Identify priorities and resources necessary to implement the Orange County Transit Plan.
2. Increase community awareness of all modes of transportation including transit, bike and pedestrian, vehicle, and all other modes.
3. Support road projects that address congestion and reduce commute time using the County's Complete Streets policy.
4. Coordinate transit investments with municipal and county land use planning to reduce vehicle miles travelled and to provide more equitable access to shopping, employment, medical centers, college campuses, etc.
5. Invest in implementing the County's Safe Routes to Schools plan.
6. Update transportation related plans to provide more multi-modal options including rural Orange County.

Performance Measures

1. Install a minimum of three bus stops or rural transit hubs in each year of the County Transit Plan.
2. Participate in at least four outreach events per year, including one targeted to the Spanish speaking community, to educate the public on all available modes of transportation.
3. 3-5% percent annual increase in the residents who are satisfied with biking, walking, and bus travel using annual community survey as a baseline.
4. Present 2024 Orange County Safe Routes to School Action Plan to BOCC by December 2024.
5. Present 2024 Orange County Transportation Multi-Modal Plan to BOCC by December 2024.



GOAL STATEMENT

Enhance and maintain
quality school operations
and infrastructure
and cultivate
lifelong learning.



Objectives

1. Foster collaborative relationships with formal and informal educational organizations and agencies to provide opportunities for community members to meet, connect, and learn together.
2. Improve school readiness and educational outcomes by providing access, training, tools, technology, and other resources needed to thrive.
3. Provide support for workforce development through training, tools, technology, and other resources.
4. Improve learning environments by investing in facilities over a 10-year period that address repair, renovation, and educational adequacy needs.
5. Invest in and implement a plan that supports schools operational and facility funding needs.
6. Implement the recommendations of the Schools Safety Task Force.
7. Invest in and expand equitable behavioral health services for children and adolescents.
8. Invest in and expand equitable behavioral health services for teachers and staff.

Performance Measures

1. Develop a communication plan by June 30, 2024 to inform the community of learning opportunities in County operated programs.
2. Number of 3–4-year-olds from low-income households that are newly enrolled in high quality pre-K programs as measured by the star system.
3. Offer quarterly workshops at community touchpoints on digital literacy topics.
4. Prepare a general obligation bond referendum for the November 2024 ballot.
5. % of approved maintenance funding expended.
6. Annual meeting of the School Safety Task Force or other group be convened by the BOCC to review policies that address safety in the school districts and provide education on laws addressing school disruptions.
7. Number of children admitted to the emergency department for behavioral health crises.
8. Partner with Alliance Health to offer behavioral health resource fairs.

GOAL STATEMENT

Foster an environment that attracts and retains sustainable and diverse businesses and visitors, employment opportunities, and diversifies our tax base.



Objectives

1. Provide family-oriented and inclusive programming or other cultural events for residents and visitors.
2. Review and revise County policies and regulations to support business investment in Orange County.
3. Streamline and digitize business processes to facilitate efficient interactions between employers and County departments.
4. Provide resources to small, creative, and agro-businesses that add character and quality of life to our community to attract employers, employees, and visitors.
5. Increase access to and awareness of resources and assistance available to residents and businesses.
6. Enhance the recruitment process to broaden applicant pools for County positions so the workforce becomes more diverse.
7. Provide workforce and business development resources to enhance the skills of our workforce.

Performance Measures

1. Establish a baseline of tourism resources allocated toward community partners producing diverse, family friendly cultural events, and evaluate the success of this investment using the Visitors Bureau economic impact calculator.
2. Create a workgroup to collect data from, identify and evaluate policies and regulations to support business investment by December 31, 2024.
3. Create an inventory of business resources available to existing and emerging businesses across County government to identify gaps and redundancies by the end of 2024.
4. Increase retail sales tax remittance by a minimum of 4% annually.
5. Increase the non-residential portion of the tax base by 2% over the next five years.
6. 5% increase of Orange County Agricultural and Business Economic Development Grant awards (\$15,750 in FY2024-25).
7. 5% increase of Orange County Agricultural and Business Economic Development Grant awards (local funds) and/or recipients in support of business creation, innovation, and expansion over the next five years.
8. Increase the diversity of the candidate pool for all recruitments to, at a minimum, reflect the demographics of the County.
9. Create an inventory of workforce development resources available across County government to identify gaps and redundancies by the end of 2024.

Timeline



Public Engagement Summary



4

Focus Group



40

Participants



5,590

Total Visits

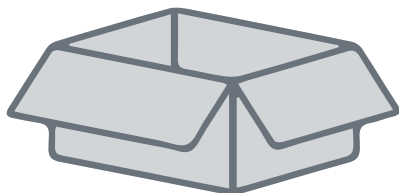
311

Survey Responses

49

Ideas

Meeting-in-a-box



7

Participants



1

Community Pop-up Event

Employee Survey



406

Responses

Community Survey
(statistically valid)



604

Responses

Community Survey
(non-random)



696

Responses

Demographics

Orange County Population



134,010 **148,911** **161,272**

2010

2020

2030



\$79,205

Median Household Income*



\$339,900

Median Household Value



93.7%

High School Graduate
or Higher

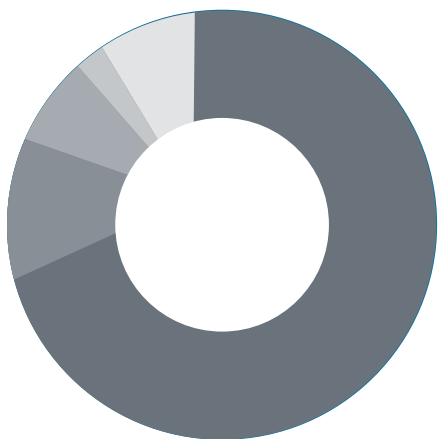


12.2%

Residents Below
Poverty Level

Source: 2022 Population Estimates, US Census Bureau *in 2021 dollars

Race and Ethnicity



68.8%

White or Caucasian
(Non-Hispanic)

12%

Black or African
American

8.8%

Hispanic

8.2%

Asian or
Asian Indian

2.8%

Two or More
Races

Source: North Carolina Office of State Budget & Management, State Demographer

What's Next?

Putting the Plan Into Action

Now that the strategic plan is adopted, the implementation phase commences.

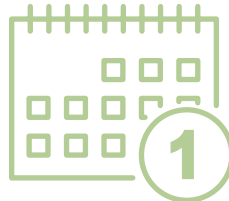
This involves translating the outlined strategies into actional steps, assigning responsibilities, and establishing timelines. Regular monitoring and evaluation mechanisms will be put in place to assess progress and make adjustments as needed. Feedback loops will also be established to help ensure continuous improvement and alignment with the County's overarching goals.

Successful execution of the strategic plan will require adaptability, clear communication, and a commitment to achieving the defined objectives.

Stay involved and curious about the process to learn more about our progress on the plan.

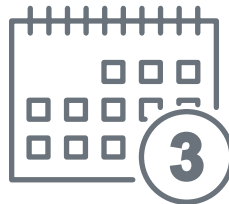
Keeping Track Of Progress

How are we doing? We'll let you know!



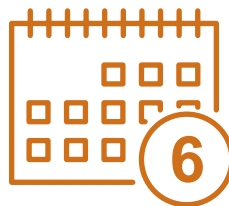
MONTHLY

County staff will evaluate and discuss progress on Strategic Plan goals.



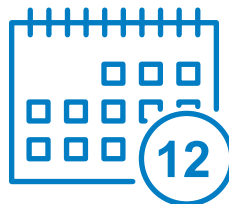
QUARTERLY

County leadership will provide the County Manager's Office with progress updates for each Strategic Plan goal.



TWICE A YEAR

County Manager's Office will prepare an update to the Board for each Strategic Plan goal, including significant wins and challenges.



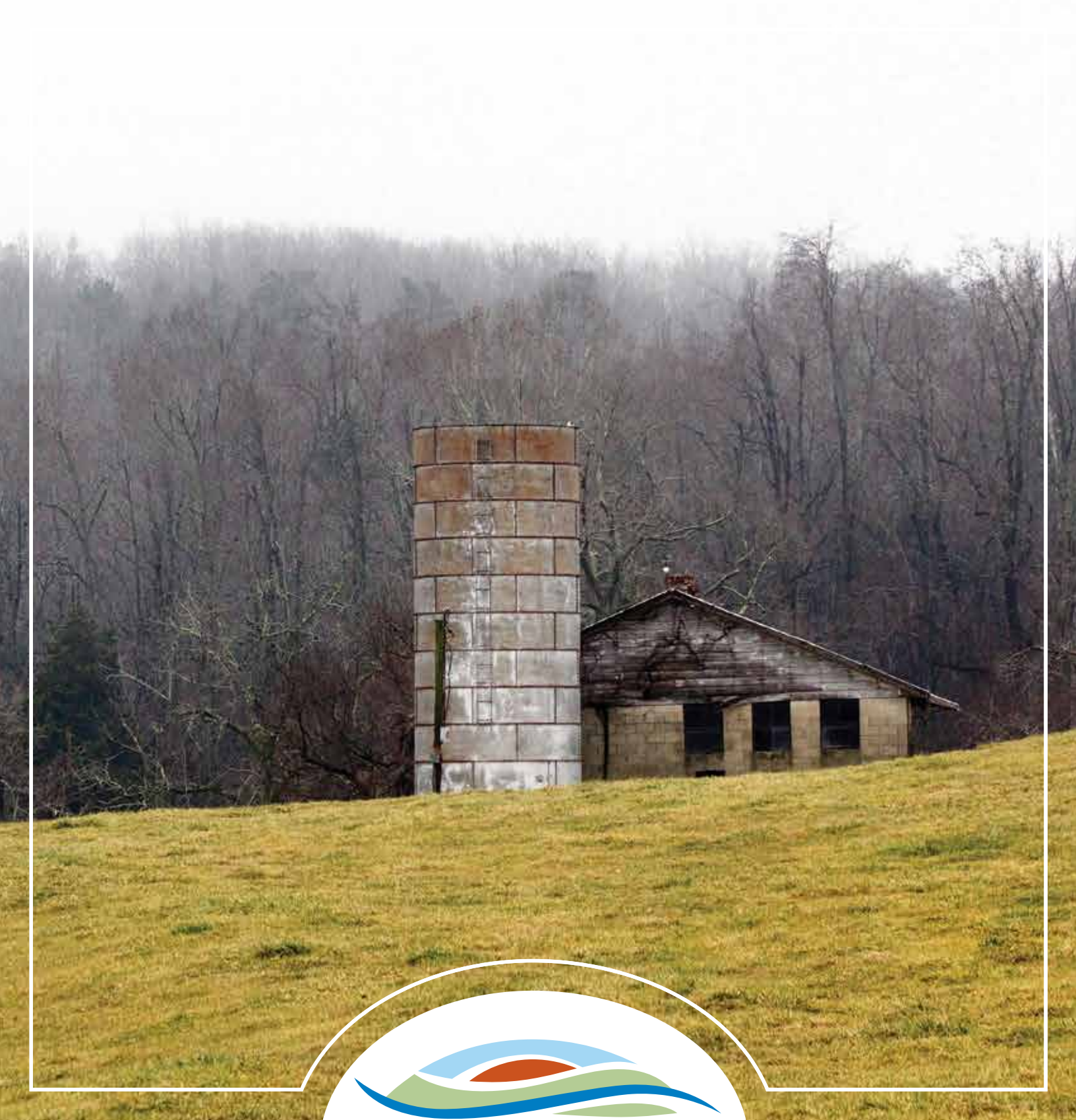
ANNUALLY

The County Manager's Office will prepare a year end update detailing progress on each Strategic Plan goal. Report to be presented to Board and shared for public access.

Acknowledgements

This strategic plan is the result of the combined efforts of our County's residents, elected officials, employees, and community stakeholders.

Orange County would like to thank everyone who provided their knowledge and insights throughout the process and who dedicated their time to making this Strategic Plan come to life.



ORANGE COUNTY

NORTH CAROLINA

STRATEGIC PLAN FY2025-2029