

City of
HIGH POINT NORTH CAROLINA

Strategic Planning

Ground Rules!

Involved

Open Minded

Listen

Silence is Agreement

Be Honest

Solution Oriented

Encourage

Fun



Systems Thinking Strategic Plan



PREWORK

STRENGTHS

Service	Location in Piedmont Triad region and proximity to two larger cities (Greensboro and Winston Salem)
History	Technology
Employee experience, Relationships internal and external	Diverse parks system
Morale	Culture
Presence of and relationship with High Point University & Guilford Technical College	Non Union
Philanthropic nature of citizens	Key community relationships
	Strong partnership with business community
	Economically affordable
	Four seasons
	Good place to work

WEAKNESSES

Staffing – over and under	Resistant to change – staff and council
Responsiveness	Reputation
Training	Lack of empowerment
Lack of trained employees	Stagnant tax base
Dead downtown	Lack of strategic direction
Troubled neighborhoods	Economic challenges
Lack of activities for residents and visitors	Serious diversity communities
Inexperienced team members & turnover	Communication
HR Issues – regulation, lack of career progression	Lack of Identify

OPPORTUNITIES

Diversify economic base	More open to change
Branding	Define and claim our identify
Special events	Better utilize technology and social media to promote the city
Diversity industry	govern efficiently
Attract new business	Privatization
Define and claim the growth we want	Community relationships
Downtown	Career and advancement opportunities for staff
Lakes and Green Space	Technology
The Environmental Center, sports fields, golf courses, lakes, marinas, campgrounds etc...	Increase benefits to keep employees
Visibility with social media, programs	Environmental market
	Millennials
	Council leadership

THREATS

Fear of Innovation	Not keeping up with technology
High Taxes	Competition
Home ownership	Low paying and lack of jobs
Loss of talented staff	Not recognizing that the community and society is changing
Not keeping up with emerging technology	Thinking that furniture is the option
Holding on to old ideas about growth	Employees and talent long term
Loss of knowledgeable staff/lack of succession planning	Allowing others to define us
Lack of new revenue resources	Not changing
Tax structure becoming inadequate to support the services desired by the population	Not accepting reality

FEES

- S – Society** – More diverse, multi-cultural, younger, high expectations, low-paying jobs, entitled, fearful, changing rapidly, lack of respect of authority, health oriented or not
- K – Compete** – Mergers, acquisitions, more and more of it, strong with close cities, growing and expanding, more pressure on how to get seen and heard, privatization
- E – Economics** – Service focused, slower than ever, not small business friendly, fluctuating, overly regulated, has affected manpower and skill level, local focus to buy and live
- P – Political Reg.** - Changing, social media, polarizing, not business friendly, budget cuts, regulations self, state and federal
- T – Technology** – Virtual, constant changes, online services, continued growth and change, create more ways to service people, remote working, creating opportunity and challenges
- I – Industry** – Temporary, changing out furniture and pharmaceutical, creating more efficiency, highly competitive, centralized labor, outsourcing
- C – Customers** – They want more service, more attention, less loyal and highly demanding

VISION & MISSION

VISION STATEMENT

“Creating the Single Most Livable, Safe and Prosperous Community in America”

MISSION STATEMENT

The City will serve as the catalyst for bringing together the community’s human, economic & civic resources for the purpose of creating the single most livable, safe & prosperous community in America. (proposed change – empowering vs bringing together)

VALUES

Integrity. Saying what we mean and consistently doing what we say with no desire other than the good of the citizens that we serve. It means standing up for beliefs.

Creativity. The commitment for developing new and effective ideas. It is an everyday practice involving the continual encouragement of creative, imaginative and innovative service alternatives involving the whole organization.

Helpfulness. A passion for excellent in service quality as defined by the citizen. It means serving as a catalyst for bringing people and resources together to improve the quality and responsiveness of our services. We expect all employees to be helpful and willing to assist others in a timely, dependable and accurate manner.

Responsibility. A continual process that emphasizes a high level of personal accountability by each member of the organization.

Partnership. Adding competitive value and quality to the services provided to our residents, businesses and visitors through responsible fiscal stewardship, increased innovation, greater use of technology, and expanded civic, neighborhood and regional partnerships.

Balance. Valuing a style of life that encourages the whole person, and a balance of time for self, family, community and work. Values, honors and respects community and work force diversity.

KEY SUCCESS MEASURES

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- Entrepreneurial culture
- Growth of Small Business
- Vibrant downtown
- Increase of office rental space
- New construction & remodels
- Increased tax base
- Go from instigator to facilitator of growth
- Citizens feel safe & empowered to direct their family's life and future
- Meeting basic needs
- Creating a place where home and business owners are able to make investments without fear of losing their investment
- Increase tax base
- Less balkanized communities
- Year round destination city
- More construction cranes
- Increase tax values
- Decrease substandard housing
- Increased entertainment downtown
- Increase in young people
- Increased education levels of residents
- High performing schools
- No food deserts
- Strong retail presence

LT GOALS

1. *Increase the population of active, engaged, entrepreneurial and working millennials living in High Point by 25%*
2. *100% proactive enforcement of codes*
3. *Create a downtown catalyst project that produces:*
 - 500 private sector jobs*
 - 15 to 20 – new restaurants and shops*
 - 250 additional residential housing units*
 - A centralized gathering place*

SHORT TERM GOALS

ST GOALS

LT Goal:

Increase the population of active, engaged, and entrepreneurial millennials living in High Point by 25%

ST Goal:

Create a process that will determine both the current number of active, engaged, and entrepreneurial High Point has, and develop a needs assessment on what we have to do to both attract more and retain them

LT Goal

100% proactive enforcement of codes

ST Goal

Achieve 1:1 Ratio of residential complaints to proactive staff action

LT Goal

Create a downtown catalyst project that produces:

500 private sector jobs

15 to 20 – new restaurants and shops

250 additional residential housing units

A centralized gathering place

ST Goal

Receive Sports and Entertainment Facility report – accept & approve, determine ownership and financing – and direct implementation

ACTION PLANS

Goal: Achieve 1:1 Ratio of residential complaints to proactive staff action

Time Frame: Start Now – April 27, 2017

Actions: Fill vacant code enforcement positions
Provide training
Develop & implement a system to calculate ratio of complaint drive vs city initiated calls
Develop & implement a communication strategy to both educate the public and invite their participation

Measurement: Positions filled
Training complete
Compare number of driven calls vs city initiated

Accountability: More calls
Fewer code violations
Reduced Urban Blight

Team Members: Code Enforcement, Staff, Attorneys, Council, Purchasing Office, City Manager

Goal: ownership and Receive Sports and Entertainment Facility report – accept & approve, determine financing – and direct implementation

Time Frame: May 2016 – Dec 2016

Actions: Approve report and gain council buy-in
Define needed partners to support – public and private
Create communication & education plan to gain support
Develop a funding strategy – public and private
Assign a pd City Staff Person to support project

Measurement: Staff person on board
Funding strategy
Communications Strategy

Accountability: Council publically supports
Funding secured
Public support

Team Members: Senior Staff – Randy H.; Mayor & Council, Chamber, EDC, CVB,
Technical Support Staff

Goal: Create a process that will determine both the current # of active, engaged & entrepreneurial millennials we have; then develop and implement a need assessment to understand how to grow & retain them.

Time Frame: Now until – Dec 2016

Actions: Develop a millennial task force (next 90 days)

- updated interested citizen list
- urban ag task force
- chamber participants
- HPU Participants

Establish downtown business/creative incubator (60 days)

- recruit groups to help establish incubator
- identify locations downtown

Measurement: 5 locations within 6 months

Report of task force to council & business community quarterly

Accountability: Increase in active, engaged millennial population

Active and full incubator

Team Members:

CPE Department, Council, Business Community Partners