



Strategic Plan FY2023 - FY2026

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CENTRALINA
REGIONAL COUNCIL

INTRODUCTION

The Town of Landis, located in southern Rowan County, serves a community of approximately 3,700 citizens. Combined, older adults and children comprise nearly half the Town's population, with 19% over the age of 65 and 28.6% under the age of 18. Homeownership in Landis is high with nearly 75% of citizens owning homes. The Town's median household income is \$72,155.¹

With the region's population projected to double by 2050, communities like Landis are preparing for this growth by thinking strategically about the future. To support growth and promote sustainable development, it is important for communities to have a plan in place that provides a roadmap for achieving a collective vision through thoughtful and effective investment of public resources.

THE PLANNING PROCESS

From 2022 to 2023, Centralina Regional Council supported the Board of Aldermen and Leadership Team (Town Manager and department directors) of the Town of Landis in developing a three-year strategic plan. Through this engagement, the Town accomplished the following:

- Conducted a citizen survey to receive feedback from stakeholders on Town priorities and community needs (2022).
- Established a framework for the strategic plan: a Town vision, mission and set of core values (2023).
- Set three-year goals and corresponding strategies to realize the vision (2023).

The Board and Leadership Team thoughtfully progressed through the strategic planning process at a pace that felt comfortable, productive, and ensured participation from all stakeholders. A full list of meetings is outlined in Appendix A.

The graphic below illustrates the sequential flow of steps used to develop the strategic plan. During the Foundation Phase, the Board and Leadership Team brainstormed concepts to include in Vision and Mission statements. Centralina compiled those inputs and led the Board in a discussion of statement options. Also in this phase, both the Board and the Leadership Team identified core values essential to their roles in the Town.

¹ Demographic data from the 2020 U.S. Census and the 2021 American Community Survey 5-Year Estimates.

In the Plan Development Phase, the Board brainstormed ways the Town could achieve the Vision through investments, services, and programs. Centralina shared these inputs with the Leadership Team to develop ideas for strategies in support of the goals. Centralina compiled the Board and Leadership Team input into draft goals and strategies for the Board to review, refine, and ultimately endorse.

In the Final Plan Phase, Centralina drafted the strategic plan document, which includes the outputs from the Foundation and Plan Development phases as well as suggested approaches for the Town to consider for monitoring and evaluating goal and strategy progress.



Community Survey

The Town gathered public input for the strategic planning process through a community survey, available in both online and paper formats. The survey was conducted from August through October 2022 and received 336 responses, representing 9% of the Landis population. Survey questions were organized into four categories: Town Governance & Services, Future of Landis, Quality of Life, and Demographics.

The Board reviewed common themes from the survey responses and reflected on these inputs when identifying key concepts to include in Vision and Mission Statements for the Town. The Board used this input similarly when developing goals and strategies to achieve the established Vision. Key insights from the survey that described a desired future state for Landis and informed the goals and strategies included:

- Small town feel
- Thriving downtown
- Business and residential growth
- Quiet, safe, clean, and family-friendly community
- Variety of community events, recreational activities, and entertainment options

In addition to supplying input for the strategic plan, the survey also collected feedback on current Town services and set a baseline for comparison in future years.

A summary of the survey responses is provided in Appendix B.

STRATEGIC PLAN COMPONENTS

The Town of Landis Strategic Plan has the following components:

- Foundation:
 - Vision: What we aspire to be in the future. Communicates the long-term vision for the Town that the Board and administration are working towards.
 - Mission: Why we exist. Communicates what the Board and administration do in support of the vision and why it matters.
 - Core Values: How we will behave and act in executing the mission and in pursuit of the vision. Defines organizational culture. Must be lived, practiced, and assessed.
- Goals and Strategies Framework:
 - Goals: Specific goals to achieve the vision, which are typically broad and relevant for a three to four-year period. Goals are multi-departmental and can be achieved in many different ways.
 - Strategies: Strategies describe the specific mechanisms or components that help to achieve a goal. They may be multi-year and relate to specific actions by a department or group of departments.
- Evaluation & Monitoring Approach:
 - Performance Measures or Key Performance Indicators: Quantitative measures that help monitor implementation progress in terms of tactics, strategies, and goals achieved or in progress.
 - Impact Measures: Qualitative or quantitative measures that are tracked and measured to demonstrate the overall impact of the Town's strategic plan.

- Monitoring and evaluation plan to track progress towards implementation and overall impact of the strategic plan towards achieving the vision and goals. An approach to evaluating the plan will help to create a framework for assessing when changes are needed.

STRATEGIC PLAN FOUNDATION



Vision

Landis will work together toward a brighter future by preserving our small-town charm and embracing thoughtful growth and sustainable development.

Mission

The Town of Landis is committed to strong leadership, transparent decision-making, thoughtful stewardship, and responsive service delivery that will protect and enhance our community's quality of life.

Core Values

- Ethical
- Honest
- Open-Minded & Compassionate
- Accountable
- Team-Oriented

THREE YEAR GOALS & STRATEGIES

Goal 1: Embrace Sustainable Growth & Support Thoughtful Development

Strategies

- 1.1. Preserve existing neighborhoods through quality housing development and design guidelines, code enforcement, and other mechanisms.
- 1.2. Create a regulatory environment that supports private investment in businesses and commercial development.
- 1.3. Expand local infrastructure to support downtown development and expand the residential tax base.

Goal 2: Encourage an Active & Engaged Community

Strategies

- 2.1. Expand parks and recreation programming to serve multiple generations.
- 2.2. Improve existing parks and recreation facilities and consider expansion where feasible.
- 2.3. Grow scope and frequency of community-oriented events and programming.
- 2.4. Enhance opportunities for citizen engagement to build stronger community relationships.

Goal 3: Invest in & Prioritize High Quality Public Services

Strategies

- 3.1. Maintain the quality and responsiveness of town emergency services.
- 3.2. Improve legacy infrastructure systems.
- 3.3. Maintain highly qualified workforce and invest in employee professional development.

MONITORING & EVALUATION

Recommended Monitoring Approach

To provide oversight on Strategic Plan implementation, it is recommended that the Town use the following approach to monitoring over the three-year period. Monitoring is a tool for management and can be used by Town Administration to continually assess department progress towards the plan strategies and ultimately goal completion. The main question assessed in monitoring is: Did we do what we said we would do?

Monitoring Responsibilities: Ongoing throughout the year

- Leadership Team: track and report progress on strategies; share successes with management.
- Town Manager: manage performance of goal and strategy implementation; share updates with Board and Public.
- Board: provide policy guidance to Town Manager; share implementation progress with Public.

Monitoring Steps

1. Departments track and collect data on the following:

- a. Implementation Progress of FY Strategies: #Completed; #In Progress; #Not Started.

- b. Impact Measures: Collect data on established impact measures assigned to them.

2. Department reports to Town Manager on a quarterly basis. The following can be included in Departmental reports:

- a. Number of FY Strategies Completed; In Progress; Not Started.
- b. “Success story” or “challenge”- short narrative to describe tactic progress.

3. Town Manager and Leadership Team use quarterly progress reports for staff engagement and performance management.

4. Town Manager provides quarterly or semi-annual report to Board, including:

- a. Number of FY Strategies Completed; In Progress; Not Started by reporting quarter.
- b. “Success story”- short narrative to describe strategy progress or completion
Recommend one per goal.
- c. As needed, narrative on any guidance sought, decision points or challenges related to FY strategy implementation.

Recommended Evaluation Plan

A strategic plan evaluation can be conducted on an annual basis to assess the cumulative impact of the plan on the Town and identify what, if any, changes need to be made to respond to changing conditions. The evaluation is a tool for the Board and is an important component to establishing transparency and trust with the public. An evaluation can also identify success stories and challenges to overcome during implementation. The main questions to be assessed in plan evaluation are: What was the impact of the plan? What has changed in the Town because of it?

Evaluation Responsibilities: Annually

- Leadership Team: Assess progress, impacts; identify challenges
- Town Manager: Prepare & submit annual strategic plan evaluation for Board; recommend changes as needed
- Board: Evaluate plan progress; recommend & approve changes

It is recommended that in the first implementation year of the Strategic Plan, the Town collect data on a set of initial impact measures (suggestions shown below) to be used for the evaluation. As noted above, the Leadership Team can regularly collect data on these

indicators and submit it to the Town Manager on a monthly basis as part of the monitoring approach (pending frequency of data availability).

Organizational Capacity	<ul style="list-style-type: none">• Turnover rate• Number of training hours
Safety & Security	<ul style="list-style-type: none">• Accidents in the workplace• Amount invested in safety and security infrastructure and practices.
Infrastructure	<ul style="list-style-type: none">• Amount of time Town infrastructure is offline
Community & Economic Growth	<ul style="list-style-type: none">• Building permit trends• Amount of investment from businesses
Inclusive Community Engagement	<ul style="list-style-type: none">• Followers on social media channels• Number of in-person community engagement touch points/events

After the initial round of data collection in year one, the Town may augment these impact measures with additional qualitative and/or quantitative data points.

An evaluation process could include the following steps:

1. Mid-Year Assessment

- a. Leadership Team meets prior to the budget development process (typically December – January) to review monitoring reports and assess conditions that may trigger a change to the plan. Determines if any changes to the Strategic Plan Goals or Strategies should be recommended to the Town Manager. Recommends guidance to the Town Manager on forthcoming fiscal year implementation plan development (tactics).
- b. Town Manager reviews Leadership Team recommendations and submits report to the Board with recommendations on any changes to the Strategic Plan goals or strategies, as well as a recommended approach for FY implementation plan development (tactics).
- c. Board reviews the Town Manager’s recommendations and makes a determination prior to the start of the budget process.

2. End of Fiscal Year Assessment

- a. Leadership Team meets at the end of the fiscal year to produce an evaluation of FY Implementation Plan success and accomplishments for Board and external communication.
- b. Town Manager reviews Leadership Team findings and submits an Evaluation Report to the Board.
- c. Board reviews the Evaluation Report and determines if any changes to the Strategic Plan should be made since the mid-year progress report.
- d. Town shares the Evaluation Report with the public.

APPENDIX A: PROCESS TIMELINE

The table below outlines the meetings that Town leaders participated in over the last several months to develop the strategic plan.

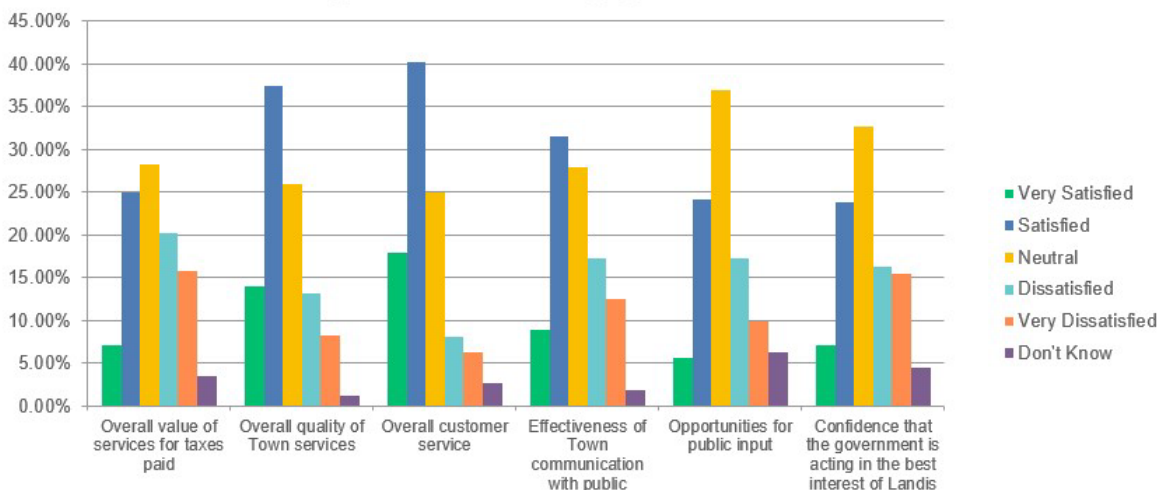
August 1, 2022	Interviews with Board
August 15, 2022	Strategic Planning Introduction Meeting with Board
August – October 2022	Community Survey
September 27, 2022	Meeting with Leadership Team – Vision, Mission
October 10, 2022	Work Session with Board – Vision, Mission, Values
October 25, 2022	Meeting with Leadership Team – Vision, Mission, Values
February 13, 2023	Work Session with Board – Vision, Mission, Values, Goals
March 3, 2023	Meeting with Leadership Team – Goals and Strategies
March 7, 2023	Work Session with Board – Goals and Strategies

APPENDIX B: COMMUNITY SURVEY SUMMARY

The Community Survey results are summarized on the following pages.

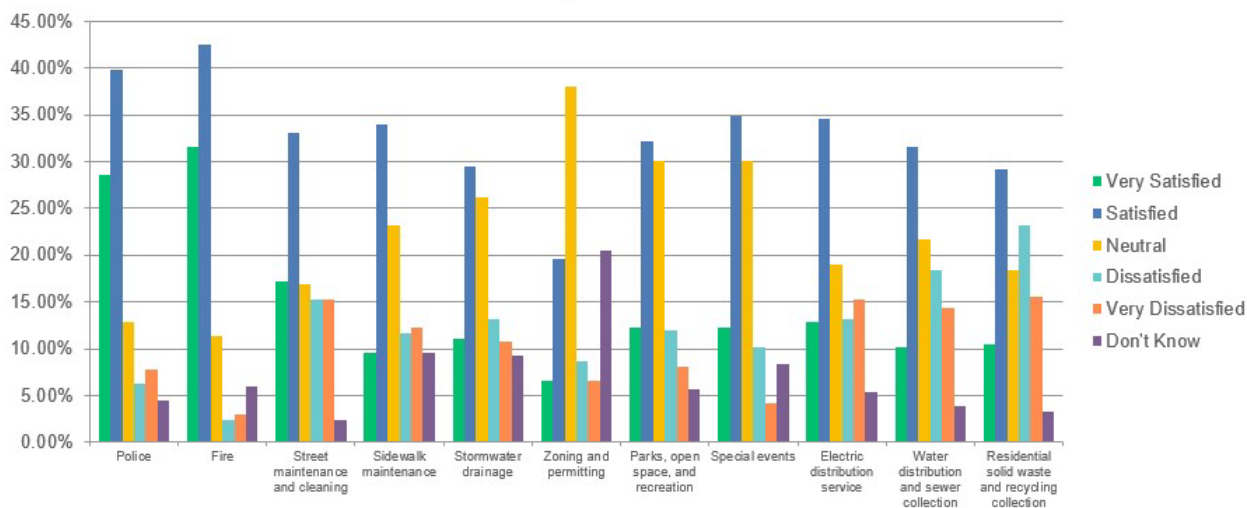
Town Governance & Services

Question 1: How would you rate your satisfaction on the following governance and engagement factors?



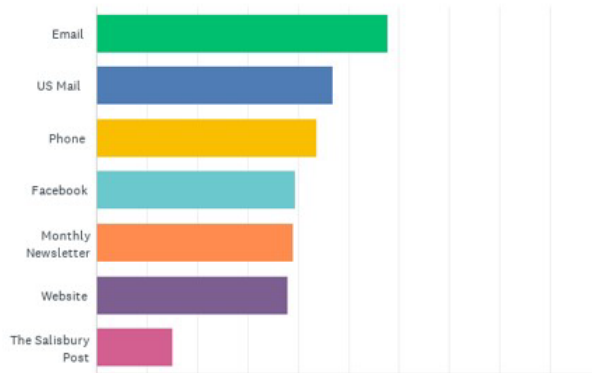
Town Governance & Services

Question 2: How would you rate your satisfaction with the following services or amenities provided by the Town of Landis or a contracted service provider?



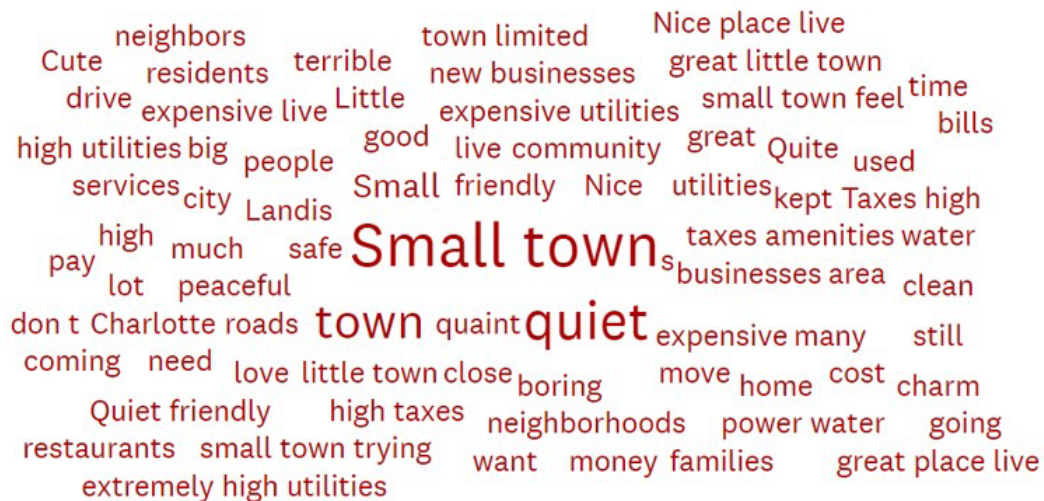
Town Governance & Services

Q3 Please rank the top 3 ways you prefer to receive communications from the Town, with 1 being most preferred.



Future of Landis

Question 4: If you had to describe Landis to a friend today, what words or phrases would you use?



Future of Landis

Question 5: Fast forward 10 years. In 5-7 words, how would you like to be able to describe Landis?

downtown area community events affordable power water
 hometownlightsdowntown localreasonable Progressive
 thriving small town feel residents offer Hopefully Peaceful area
 stores home good quaint places Clean great Landisgood schools
 growthneed fun businesses still Smallaffordable s lower Utilities
 lookedtaxes shops nice town safecommunity safe friendly
 used family Growing quiet Small town place live walk
 quite Beautiful live utilities lots new little town activities
 see lower taxes family friendly little peopleKeep Kannapolis
 Great place live parks things low neighborhoods
 reason power water bills small town atmosphere place raise family

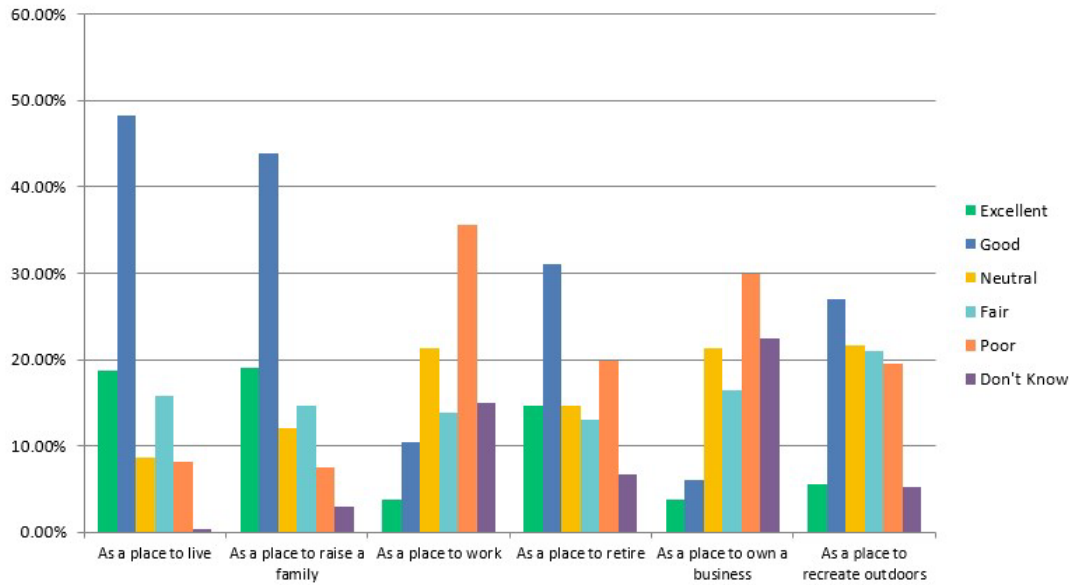
Future of Landis

Q6 Over the next 5 years, what areas will require additional investment or improvement to bring the Town closer to the vision you described in Question 5? Please rank your answers with 1 being what you feel most strongly about.

Answer Choices	Rank
Commercial and business development	1
Improvements to Central Avenue and Main Street areas	2
Parks and open spaces	3
Street and sidewalk maintenance and cleaning	4
Electric distribution service	5
Water and sewer infrastructure	6
Recreation facilities	7
Residential development	8
Special events and programs	8
Public safety (Police and Fire)	9
Environmental services (e.g., stormwater, residential solid waste, and recycling collection)	10

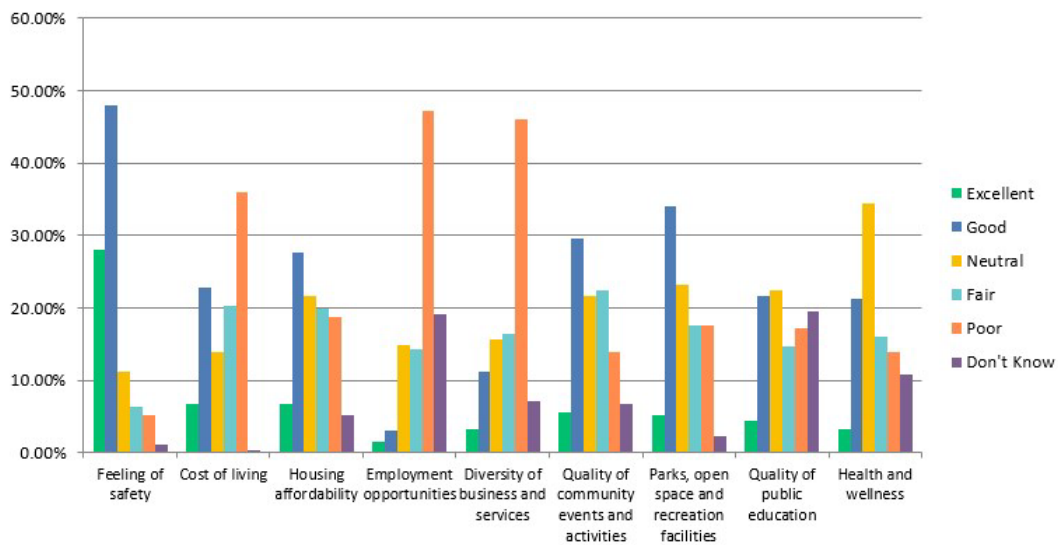
Future of Landis

Question 7: How would you rate Landis on the following?



Overall Quality of Life

Question 8: How would you rate Landis on the following quality of life characteristics?



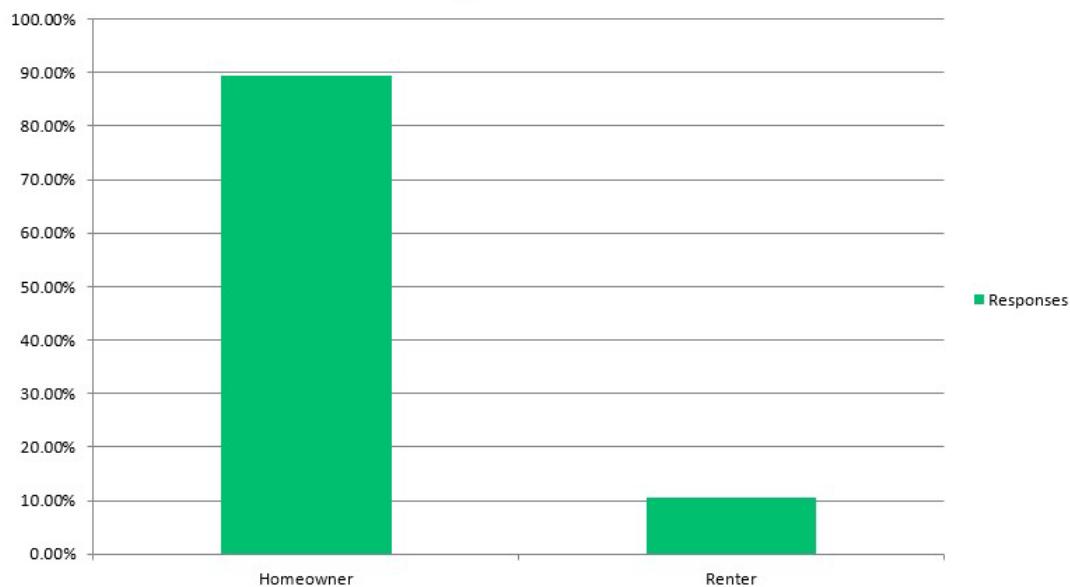
Overall Quality of Life

Question 9: Please share feedback on anything related to Town services, the future of Landis, and quality of life that we did not ask in this survey.

infrastructure restaurants find ways new business
 things roads Keep move long love see drove attention
 issue place people way housing went survey
 plan great community better street live residents
 something high areas town need citizens past
 families time looking make Thanks many
 away new one businesses Landis see taxes water Continue
 nice say years utilities much think know s
 lot put walk properties hope growing small town feel services
 focus really growth love sidewalks limit living Landis

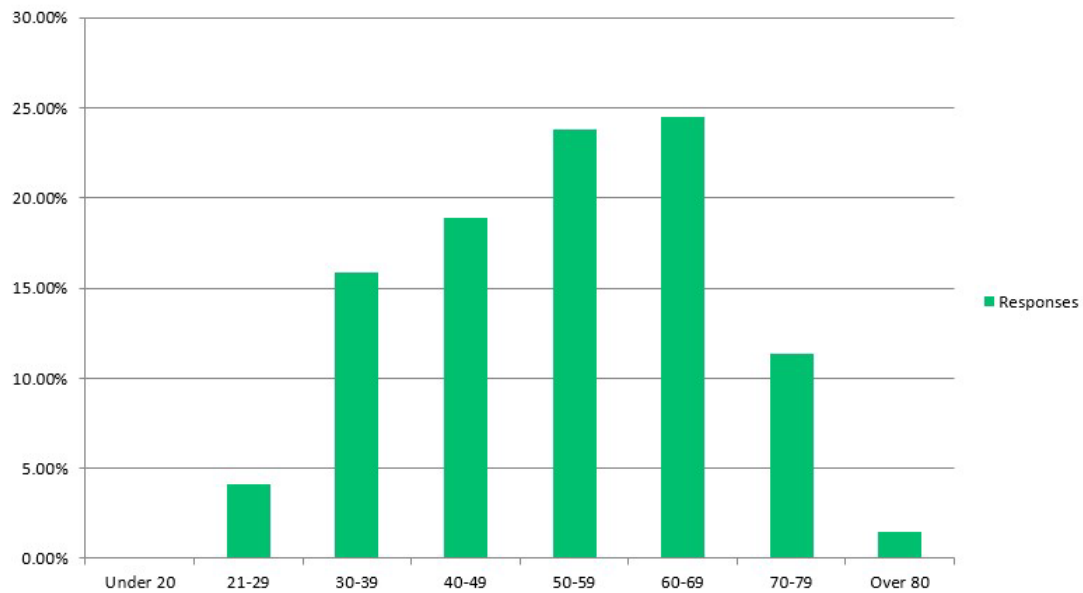
Demographic Questions

Question 10: Are you a homeowner or a renter?



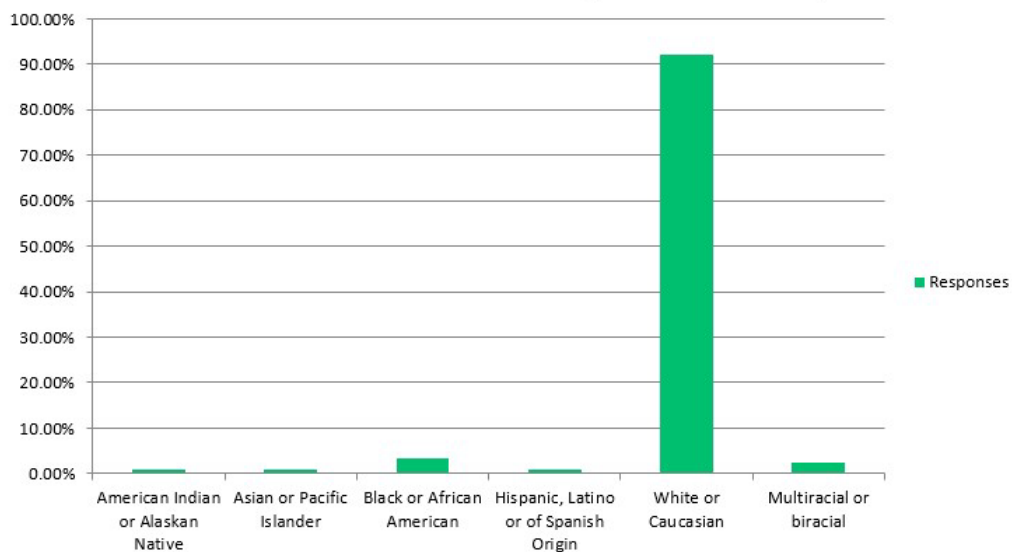
Demographic Questions

Question 11: Which age group best describes you?



Demographic Questions

Question 12: Which of the following best describes you?



Demographic Questions

Question 13: Which of the following best describes your household income last year?

