

Strategic Plan



2019-2022



Executive Summary

The purpose of this strategic plan is to provide a framework, overall direction and specific guidance to the Town Council and Town Staff.

The Town Council of Pilot Mountain, with support from staff, held a strategic planning Board Retreat on March 22 and 23, 2019. Chris Aycock, President of The Aycock Group, was engaged to facilitate the strategic planning process and create this strategic planning document.

First, The Town Manager presented a report on “the state of the town”. Secondly, The Town Council completed a SWOT (Analysis of external opportunities and threats, and internal analysis of strengths and weaknesses).

Based on this foundation, the Town Council established four goals. Goals are not listed in order of importance.

Goal 1 Deliver effective and efficient services to the town.

Goal 2 Improve and maintain eco and physical infrastructure.

Goal 3: Grow the economy.

Goal 4: Attract and support qualified staff.

The Town Council developed specific objectives for each of the four goals to provide guidance and specific direction on how goals should be addressed which are listed in this plan.

The Strategic Plan will be monitored formally by the Town Council quarterly at Board meetings and updated yearly.



The Strategic Plan

Goal 1 Deliver effective and efficient services to the town.

Objective 1A: The Public Works Department will develop a schedule for their work, maintain this schedule and communicate clearly with The Board and the citizens. The schedule will be completed by the next Board meeting.

The schedule will be consistently implemented by July 1, 2019.

Objective 1B: There will be an educational meeting addressing the new town website by the end of July 2019. The citizens of the town will be invited to this meeting.

Objective 1C: Evaluate communication strategies and communication channels and develop best ways to reach specific audiences.

Objective 1D: Develop a community policing initiative. The manager will present options to The Board by July 30, 2019.

Goal 2 Improve and maintain eco and physical infrastructure.

Objective 2A: Complete acquisition of the easements for Phase I of Stream Restoration by August 1, 2019.

Objective 2B: Develop a Gantt Chart on the town's list of projects (including status of funding) and then update as needed.

Objective 2C: Explore and develop ways to communicate "*What is going on?*"

Objective 2D: Explore feasibility of alternative energy sources.

Goal 3: Grow the economy.

Objective 3A: Develop Commercial Building Maintenance standards and promote partnerships. The manager will provide recommendations on commercial standards by October 1, 2019.

Objective 3B: Proposals from consultants who would work with the Town on land-use planning will be presented to the Board in July 2019.

Objective 3C: Finish design of street scape including exploring funding alternatives.

Objective 3D: Explore ways to address blight and provide education to town leaders on these issues by December 31, 2019.

Objective 3E: The manager and The Board will continue to discuss the proper timing for developing a marketing plan.



Goal 4: Attract and support qualified staff.

Objective 4A: Invest in educational activities.

Objective 4B: Maintain competitive salary and benefits.

SWOT Analysis

Opportunities

Proximity

- A quaint small town that is in close proximity with larger municipalities such as Winston-Salem.
- The ability to grow more into a commuter community.
- An airport that is easily accessible.
- A Beltway will be a catalyst for creating more traffic into the town.

Place

- A peaceful, quiet, less stressful, quaint small town.
- Good place for children to be raised.
- Vibrant Downtown.
- Numerous banks in relationship to the size of the town.
- The amenities of the town including the mountains, the wineries and golf.
- Excellent schools.
- Low crime rates.
- Engaged Citizens, although more diversity in the people engaged could be strengthened.
- A clean town where people take pride in their town.
- Construction of the Visitor Center at Pilot Mountain State Park.

Well Positioned with Technology

- The Town has Broadband. How can the town leverage this more?
- There is free Wi-Fi Downtown. How can this be leveraged more?

Influence

- Citizens are engaged at the local level as well as at the regional and state levels, although engaging more diversity in the people engaged would strengthen these efforts.
- The North Carolina Senate President Pro Tempore currently serves the area that includes the town.



Water and Sewer

- Changes in how water and sewer will be executed will cause financial benefits.

Threats/Challenges

Perspectives

- Balancing the perspectives “between people who have lived in the town for a long time and those that are more new arrivals”.
- Lack of real open forum where citizens can be heard.

Infrastructure Challenges

- Aging infrastructure, some of the infrastructure is 40 to 50 years old.
- Addressing the needs for more and enhanced greenways and sidewalks.
- Improvements of roads are needed.
- Limited land still available.
- Vacant buildings on main street turns away visitors and businesses.
- Need more city lights downtown.

Housing and Restaurants

- Housing Crisis, there are a lack of affordable homes on the market.
- Limited rental market and some of the apartments “are not kept up to standard”.
- Need more restaurants downtown.

Community Policing

Need more community policing. How can the town develop this?

Growth and Change

- Generational differences in perspectives.
- Cultural, race, sexual orientation and other forms of diversity is both an opportunity and a challenge building on strengths while also changing perspectives.
- The Town is supportive in many ways, but often Winston-Salem is seen as the place for diversity.
- “People who want change and people who are happy with the ways things have been.”
- Younger people “go off” to college and often do not return.

Policy Unknowns

- Unknown what state policies may change at any time in the future.



Internal Town Government Strengths

- Small staff serves the town well.
- Open minded town manager.
- A Board who deeply cares about the town.

Internal Town Government Challenges

- Public Works needs to improve scheduling and consistency.
- Need to address the issue of availability of garbage cans especially as related to dog walkers.
- Ensuring Board understands the structure of the website.

