



Warren County
2021 to 2024 Strategic Plan
12-Month Action Plan

v.07.01.2021

VISION	Warren County is a diverse, thriving rural community known for our creative, sustainable economic revitalization.
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MISSION	To provide leadership and support for an effective county government that seeks to enhance the quality of life for the people of Warren County.
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GOAL AREAS:	
I.	Leadership & Governance
II.	County Services
III.	Economic & Community Development
IV.	Agribusiness

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| NOTES: | |
| • | This Action Plan is provided as the core management tool for plan deployment over time. |
| • | Plan implementation will be monitored by designated LEADS. |
| • | The 12-month planning timeline is divided into Quarters.
Tasks that carryover, or take place in subsequent years, should be noted in the Status column. |
| • | As a planning “best practice,” this 12-month Action Plan should be refreshed annually as it supports the 3-year strategic plan (2021 to 2024). |

GOAL AREA I: LEADERSHIP & GOVERNANCE

Goal 1.0		Provide visionary and inclusive leadership to guide the social, cultural, and economic future of Warren County.					
Strategy 1.1		Engage all Departments and key partners; establish systems to execute and sustain this plan.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
1.1.	1	Identify teams; develop tasks, assignments, and timelines; better utilize Task Forces to deploy the strategic plan.					
	2	Use Plan Capsule, Action Matrix with each collaborator for communication/description of Plan.					
	3	Establish appropriate systems/processes (e.g., Google Docs).					
Strategy 1.2		Outline ways to enhance dialogue with all other government entities and community organizations - across the County and regionally.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
1.2.	1	Create opportunities to formally hear from municipalities; establish a schedule of regular meetings and/or updates to the board from municipalities.	Clerk to the Board				
	2	Engage with the School Board; collaborate on strategic plans.	Clerk to the Board				
Strategy 1.3		Evaluate Board effectiveness/committees and their structure; align with the strategic plan.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
1.3.	1	Review all board committees/structure; make changes/additions as needed.	County Attorney				
	2	Hold annual Board Retreat; inspire team dialogue. Establish annual goals and review Strategic Plan.	County Manager				
Strategy 1.4		Align Board Operating Rules & Guidelines; achieve ongoing effectiveness.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
1.4.	1	Review the BOCC Policies & Procedures Manual for clarity in the functioning of the Board.	County Attorney				
	2	Consider-Implement any needed changes to meeting structure/ agendas.	Clerk to the Board				
	3	Pursue Continuing Board Education opportunities through NCACC, UNC SOG, NACo and similar organizations.	Clerk to the Board				
	4	Enhance Commissioner orientations, ongoing training and information exchange.	Clerk to the Board				
Strategy 1.5		Expand/enhance communication with citizens and the broader community.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
1.5.	1	Create/assign a countywide communications team	County Manager				
	2	Evaluate current communication practices; determine effectiveness.	Communications Team				
	3	Develop tactics to utilize all media (e.g., local publications/ advertisements/ social media) to inform the public.	Communications Team				

	4	Design internal communication forums to be delivered onsite across the County. (i.e. Employee Newsletter).	Communication s Team					
	5	Facilitate annual "State of Warren" countywide conference.	Community and Economic Development Director					

GOAL AREA II: COUNTY SERVICES

Goal 2.0		Competitively position Warren County to attract and retain residents and businesses by achieving “best-in-class” delivery of all programs and services throughout our community.					
Strategy 2.1		Complete the broadband project by 2026.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
2.1	1	Select a provider by December 2020.	Check timeline				
	2	Develop a funding strategy that includes reserving funds every year in order to invest in the completion of this project; funding reserves will be in the budget effective July 1, 2020.	Check timeline				
Strategy 2.2		Develop a plan for long term water infrastructure replacement by February 2021.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
2.2	1	The manager will provide the board with a report on progress in October August 2021 on the strategies developed to date.	Public Utilities/Finance				
	2	Review water rates for and make adjustments as needed due to the Kerr Lake Regional Water System plant upgrade and expansion project.					
	3	Attend all relevant trainings/webinars related to infrastructure grant funding that are held by our funding partners.					
	4	Add one additional bulk water customer from the areas surrounding Warren County by 2022.					
	5						
Strategy 2.3		Develop a plan for making Warren County government more accessible to residents					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
2.3	1	Implement a system to track and follow up on resident feedback and concerns.	Deputy Clerk to the Board				
	2	Annually publish FY budget book and Comprehensive Annual Financial Report (CAFR)	Finance Officer				
	3	Review all departmental services and provide remote/virtual access and payment options, where feasible					
	4	Implement/update countywide telephone system	IT				
	5	Provide quarterly review/updates to departmental pages on the County’s website					
Strategy 2.4		Complete 50% of recreation Master Plan recommendations by 2024.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
2.4	1	A call to action for recreation providers will be sent out by August 30, 2021; database (living document) of providers will be established by November 2021.	Assistant Community Services Director				
	2	Update Recreation Master Plan by March 2022 to reflect current goals.	Assistant Community Services Director				

3	Develop a recreation strategy that prioritizes master plan recommendations into action items for 2021-2024.	Assistant Community Services Director					
4	Conduct inter-agency meetings twice a year (May and December) to coordinate recreation programs and strategies - To include: Recreation, Library, Cooperative Extension, Senior Center, and any other interested departments.	Assistant Community Services Director					
5	Prepare a report on alternatives and strategies to assist with transportation to recreation activities by December 2021.	Assistant Community Services Director					
6	Prepare a report on joint-use agreement options and satellite parks strategies to the board by December 2021.	Assistant Community Services Director					
7	Present a conceptual plan for creating an intergenerational, multi-purpose and wellness facility by March 2022.	Assistant Community Services Director					

Strategy 2.5		Strive for service excellence through staff development, focus on mindset of customer service.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
2.5	1	Conduct comparative studies with aspirational counties (i.e., “counties of excellence”); establish benchmarks.	HR				
	2	Work with Department Heads to establish annual goals; ensure alignment the Strategic Plan.	County Manager/HR				
	3	Increase employee morale each year. Conduct employee engagement survey					
	4	Develop better work environments; break down silos; improve skills/competencies.	County Manager/HR				
	5	Offer specific staff training in customer service; further build a culture of responsibility and responsiveness to our citizens.					
	6	Review and assess Organizational Structure for operational efficiency.	County Manager				
	7	Review Compensation & Classification Study; Increase the competitive stance of Warren County within our labor market.	HR/Finance/County Manager				
Strategy 2.6		Focus on education; collaborate with the School Board on development of their Strategic Plan.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
2.6	1	Conduct formal meetings between Warren County Board of Education staff, School Board, and the Warren County Commissioners at least three times a year (including a joint board meeting once a year prior to budget); set schedule for 2020-2023.	Clerk to the Board				
	2	Build out the liaison model with two commissioners acting as school board liaisons that meet with Central Office staff and select school board members once a quarter.					
	3						
Strategy 2.7		Ensure Departments have the appropriate structure/necessary resources to support the delivery of services.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
2.7	1	Complete facilities assessment.					
	2	Monitor Personnel recruitment & retention to address negative patterns and provide solutions.					
	3	Inform industry and the public on job opportunities; promote through channels (e.g., local job fair/career day/VGCC).					
	4	Develop & implement the County’s compensation Plan.					
	5	Use booths/tents @ festivals and community events to engage the public.					

GOAL AREA III: ECONOMIC & COMMUNITY DEVELOPMENT

Goal 3.0		Leverage the best of our assets to attract, retain and expand business, industry and residential growth – to revitalize/grow our 21st century economy.					
Strategy 3.1		Develop economic and community development strategies to recruit new business and expand existing businesses in Warren County.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
3.1	1	Develop economic incentive guidelines	Community & Economic Development				
	2	Identify and create corridors and zones of strategic development- “designated growth zones”- to guide county’s strategy	Community & Economic Development				
	3	Develop and maintain an inventory of sites for development	Community & Economic Development				
	4	Support infrastructure development in growth zones and develop a funding plan to grow countywide infrastructure initiatives	Community & Economic Development				
	5	Strategize and fully leverage the county’s Opportunity Zone as a business recruitment and development tool	Community & Economic Development				
	6	Community economic recovery and resiliency planning	Community & Economic Development				
Strategy 3.2		Increase countywide tax base annually through economic and community development activities.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
3.2	1	Support housing development	Community & Economic Development				
	2	Build out the county’s entrepreneurial ecosystem	Community & Economic Development				
	3	Build Warren County’s creative economy	Community & Economic Development				
	4	Support and/or create low-cost office space and/or co-working spaces for start-ups and small businesses	Community & Economic Development				
	5	Support downtown revitalization	Community & Economic Development				

Strategy 3.3		Create a county brand and marketing message that leverages key development assets and targets desired markets for residential and business growth.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
3.3	1	Promote lifestyle opportunities	Community & Economic Development				
	2	Define our guiding beliefs and vision for economic development	Community & Economic Development				
	3	Grow tourism and county marketing program	Community & Economic Development				
	4	Professional development for other departments to learn about economic development and how it applies to their work	Community & Economic Development				

Strategy 3.4		Create, attract, and retain a more resilient, diverse, and marketable workforce.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
3.4	1	Grow early childhood investments	Community & Economic Development				
	2	Work closely with Warren County Schools to develop a talent pipeline in K-12	Community & Economic Development				
	3	Create opportunities for employee training and development	Community & Economic Development				
	4	Create better access to employment opportunities	Community & Economic Development				
	5	Build recreation assets and programming	Community Services				

GOAL AREA IV: AGRIBUSINESS

Goal 4.0		Transform Warren County agribusiness; modernize; carve out our niche in agritourism, global agriculture markets and support small family farms.					
Strategy 4.1		Establish leadership to guide a comprehensive-transition plan for AG.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
4.1	1	Identify/assign County Staff to assist with leadership of agribusiness development					
	2	Partner with Warren County Soil and Water, Farm-Service Agency, NC Forestry Service and NC Cooperative Extension (education, equipment, funding, and resources)					
	3	Enhance relationships with area farmers and ag-related businesses					
Strategy 4.2		Leverage key partners, notably the NC Cooperative Extension Service.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
4.2	1	Optimize Coop Ext. programs (e.g., production AG, 4H, wellness-nutrition.					
	2	Push for progressive AG program in this agrarian county; develop strong vocational programs.					
	3						
	4						
Strategy 4.3		Continue the work to optimize research (@ A&T State University) and product development for the healthy food initiative.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
4.3	1	Work to establish Warren County as a “mecca-center” to supply healthy foods: 1) Determine what we best produce; 2) Advance connected to the research facility @ A&T State University; engage leadership of Congresswoman, Eva Clayton.					
	2						
	3						
Strategy 4.4		Advance agriculture through tourism, farmers’ markets, and events.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
4.4	1	Research/identify the AG trends that most apply to Warren County (e.g., people growing own food).					
	2	Connect with urban restaurants seeking local farm-raised food (e.g., long cucumbers in Raleigh).					
	3						
	4						
Strategy 4.5		Develop local markets and supply chain opportunities for local farmers and farm-related businesses					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
4.5	1	Support the Warren County Growers Association and the advancement of the Farmers Market					

		Assist local farmers and farm-related businesses with developing an online presence and e-commerce platforms						
	5	Create a retail incentive program for buyers to shop with local producers						
	6	Healthy foods initiative						
	7	Identify funding opportunities to assist farmers with needed equipment, certifications, etc.						