

Foley

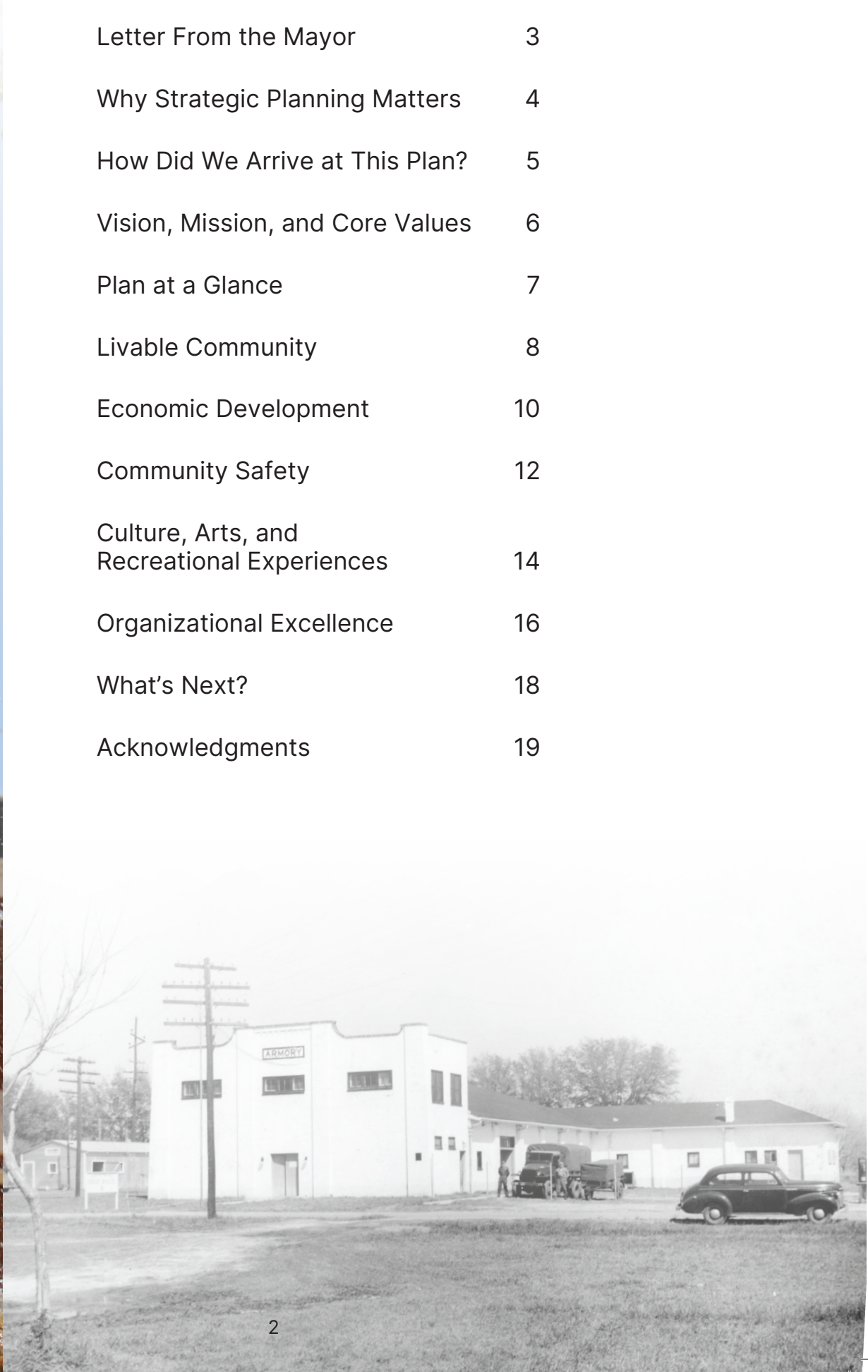


STRATEGIC PLAN

2025-2030

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Letter From the Mayor

STRATEGIC PLAN • 2025-2030



I am pleased to introduce the 2025 – 2030 Foley Strategic Plan—the first we have developed as a City Council. While this is our first formal strategic plan, it builds upon efforts long underway. As our beautiful and historic city continues to evolve, this plan will serve as the blueprint for determining the direction of our financial and operational investments over the next five years.

Creating a strategic plan that truly reflects the needs and aspirations of our residents would not have been possible without your involvement. Through community surveys, public forums, and interviews, you have voiced your ideas, concerns, and hopes for the future. Your engagement has ensured that this plan will represent a collective vision—a vision that cherishes our traditions while embracing and capitalizing on the opportunities for our future.

This five-year strategic plan includes five key priority areas:

- Livable Community
- Economic Development
- Community Safety
- Culture, Arts, and Recreational Experiences
- Organizational Excellence

Each priority area—as well as their associated goals and objectives—are critical to ensuring that Foley remains a livable, enjoyable place. We all know how much our community is changing, and this plan intends to preserve what is special about our community while meeting the needs of both current and future residents.

To achieve the ambitious goals outlined in this plan, it is essential that we, as City Council and staff, break down traditional silos and collaborate in new and innovative ways across all departments. Our success depends on a cohesive and coordinated approach, drawing on each department's expertise and resources.

I encourage you to stay informed, participate in community meetings, and share your thoughts as we implement our strategic plan. Thank you for your continued dedication to making Foley a wonderful place to live, work, and thrive. Together, we are building a brighter future for everyone.

Warm regards,

Ralph G. Hellmich
Mayor Ralph Hellmich



Why Strategic Planning Matters



Providing local government services is an increasingly complex and expensive task. It takes intentional, ongoing planning to maximize resources and make wise long-term investments. Strategic planning creates an environment where we can focus on the highest priority needs of the community while also encouraging multidisciplinary thinking and problem-solving by making decisions and long-term investments collaboratively.

This strategic plan is more than just a document. It is a guiding framework designed to ensure Foley thrives both now and in the future. The plan provides:

Clear Vision and Direction

The plan outlines our shared goals and the steps needed to achieve them, ensuring that all efforts are aligned and focused.

Structured Progress and Accountability

The plan includes measurable outcomes and timelines for our goals and objectives. This structured approach allows us to track our progress, making it easier to stay on course and adjust as necessary.

Efficient Resource Allocation

This plan will help us allocate resources more effectively. By understanding our priorities clearly, we can direct our budget, time, and efforts toward specific initiatives. This efficient use of resources will enable us to do more and achieve better results for our residents.

Enhanced Collaboration

This plan promotes collaboration among different departments, community groups, and residents. By working together toward common goals, we foster a sense of unity and shared purpose.

Adaptability and Resilience

In an ever-changing world, it is essential to remain adaptable and resilient. Our plan is a living document, capable of evolving as new challenges and opportunities arise. This flexibility ensures that we are always prepared to meet the needs of our community, no matter what the future holds.

Long-term Impact

The actions we take today will have lasting effects on our city's future. With a strategic plan, we are making deliberate choices to secure a sustainable future for generations to come.

Transparency and Communication

The plan enhances transparency and communication with our residents. By clearly communicating our goals and progress, we create and encourage ongoing dialogue and engagement with the community, which is vital for Foley's success.

The 2025 – 2030 Foley Strategic Plan represents our collective vision, hard work, and dedication to making Foley a wonderful place where we preserve our historic charm while striving to provide exceptional service to the community.

How Did We Arrive at this Plan?

STRATEGIC PLAN • 2025-2030



Online interactions
with Social Pinpoint
2898



Survey
responses
354



Ideas Wall
comments
175



Community
forum participants
80+



City Council
Engagements
3



Vision, Mission, and Core Values

OUR VISION

Foley's historic charm will be preserved and serve as our foundation as we create exceptional services, facilities, and infrastructure – through a forward-thinking leadership mindset – for our diverse community.

OUR MISSION

The City of Foley is dedicated to serving our residents and visitors with integrity by providing innovative and fiscally responsible services that promote safety, friendliness, and stability while helping to ensure a thriving community for all.

CORE VALUES

Integrity

We are unwavering in our commitment to honesty and transparency, working to do the right thing as we foster trust with our community.

Service

We take pride in being highly responsive to our community, dependably and compassionately meeting our residents' needs quickly and effectively.

Friendly

We place courtesy, approachability, and inclusivity at the forefront of all of our interactions, knowing that our relationships inside and outside of the organization are what matter.

Well-Prepared

We are committed to providing services that keep our community safe as well as ensuring proactive planning for the future with a focus on resiliency.

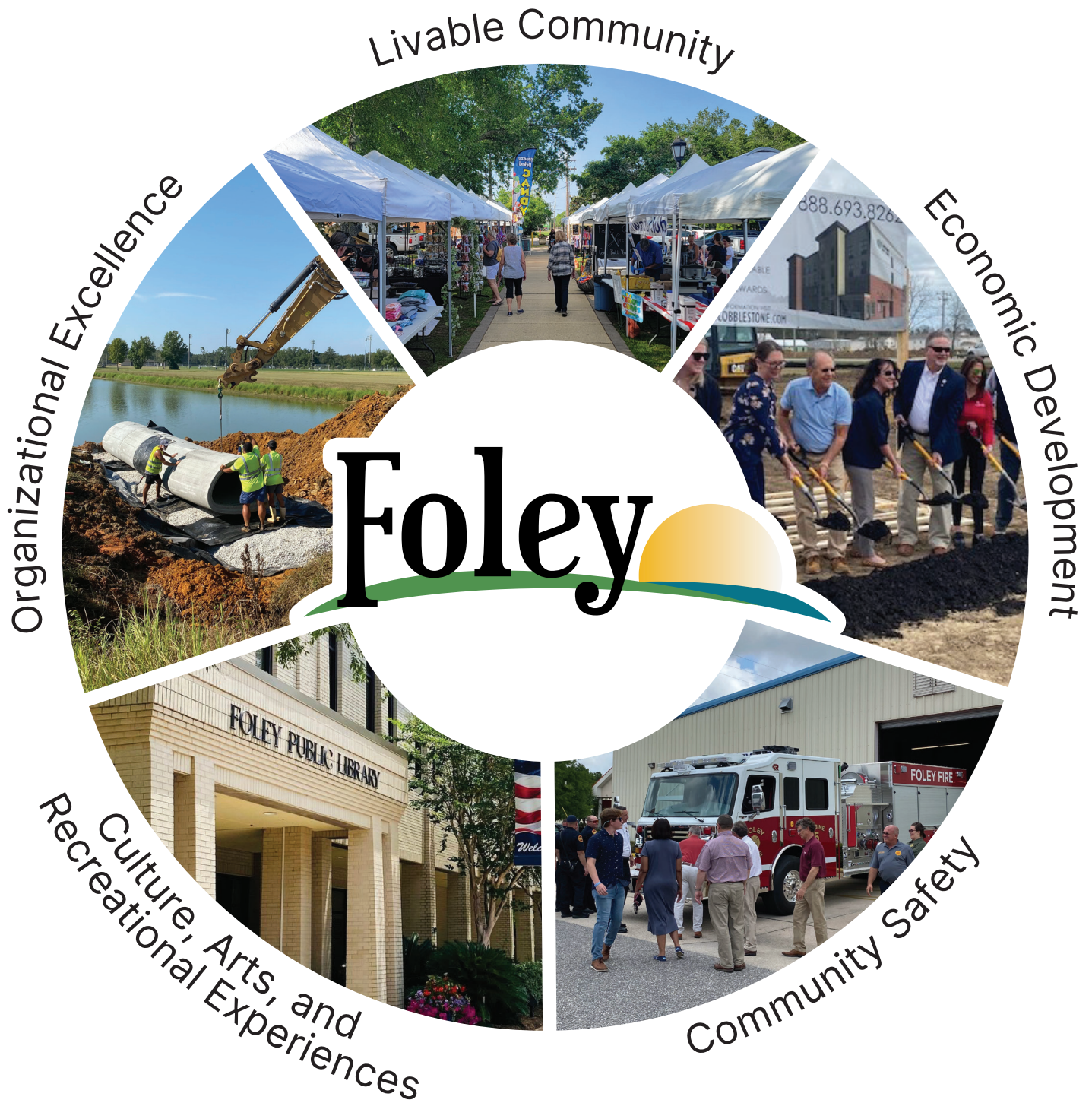
Stewardship

We are steadfast in our commitment to manage our human, financial, and environmental resources efficiently, ensuring future opportunities for our community while preserving and enhancing our small-town atmosphere.

Creativity

We encourage a culture of innovation by creating an environment that supports, values, and rewards new ideas and approaches to meeting our community's needs.

Plan at a Glance



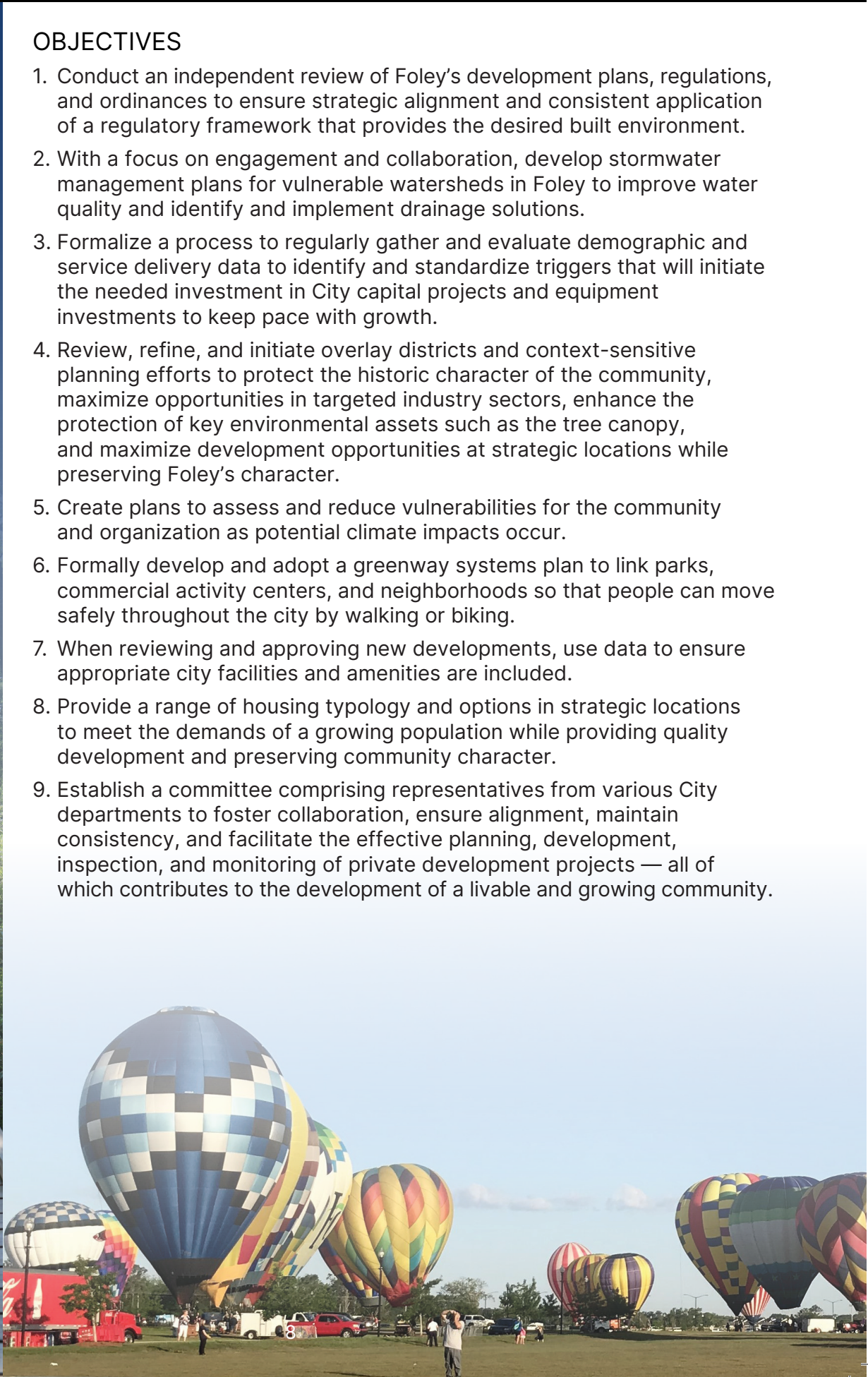
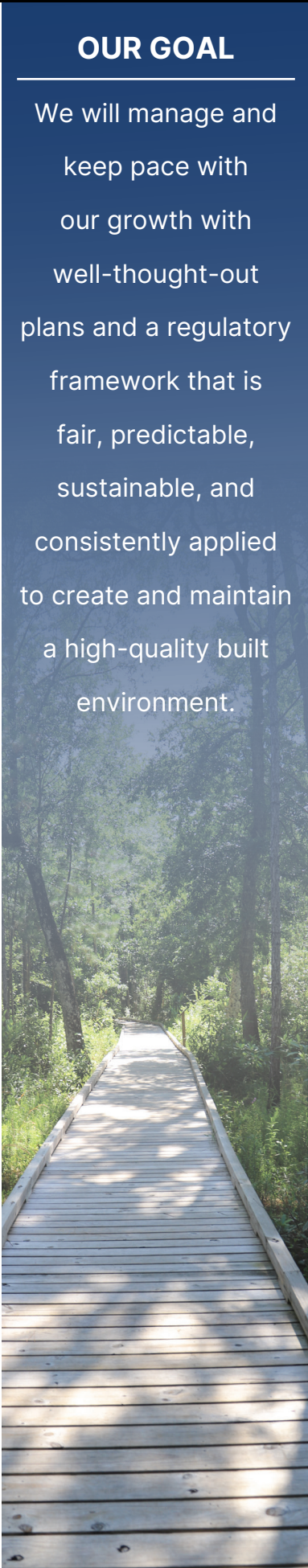
Livable Community

OUR GOAL

We will manage and keep pace with our growth with well-thought-out plans and a regulatory framework that is fair, predictable, sustainable, and consistently applied to create and maintain a high-quality built environment.

OBJECTIVES

1. Conduct an independent review of Foley's development plans, regulations, and ordinances to ensure strategic alignment and consistent application of a regulatory framework that provides the desired built environment.
2. With a focus on engagement and collaboration, develop stormwater management plans for vulnerable watersheds in Foley to improve water quality and identify and implement drainage solutions.
3. Formalize a process to regularly gather and evaluate demographic and service delivery data to identify and standardize triggers that will initiate the needed investment in City capital projects and equipment investments to keep pace with growth.
4. Review, refine, and initiate overlay districts and context-sensitive planning efforts to protect the historic character of the community, maximize opportunities in targeted industry sectors, enhance the protection of key environmental assets such as the tree canopy, and maximize development opportunities at strategic locations while preserving Foley's character.
5. Create plans to assess and reduce vulnerabilities for the community and organization as potential climate impacts occur.
6. Formally develop and adopt a greenway systems plan to link parks, commercial activity centers, and neighborhoods so that people can move safely throughout the city by walking or biking.
7. When reviewing and approving new developments, use data to ensure appropriate city facilities and amenities are included.
8. Provide a range of housing typology and options in strategic locations to meet the demands of a growing population while providing quality development and preserving community character.
9. Establish a committee comprising representatives from various City departments to foster collaboration, ensure alignment, maintain consistency, and facilitate the effective planning, development, inspection, and monitoring of private development projects — all of which contributes to the development of a livable and growing community.





OUTCOMES AND PERFORMANCE MEASURES

- Achieve a 50 on the AARP Community Livability Index by 2027, and then increase the score to above the national median for future years.
- Complete review of plans, requirements, and ordinances for development by December 2025.
- Set stormwater standards by 2025 and adopt a new stormwater management plan by 2027.
- Develop a demographic profile of key growth indicators by March 2025 and update it annually.
- Plant 250 new trees on city property each year.
- Adopt a greenway system plan by 2026.
- Implement a new impact fee policy by 2025.
- Set baseline and increase linear feet of trails, sidewalks, and walkways completed annually.
- Complete assessment of potential community climate impacts by 2026.



Economic Development

OUR GOAL

We will seek and pursue opportunities within specific industries that are realistic, easily integrated into existing commercial development areas, and diversify our overall industry makeup.

OBJECTIVES

1. Create a business recruitment program that includes location planning and targeted incentives for key sectors—such as sports tourism, small manufacturing, healthcare, aeronautics, and retail/hospitality — to expand the local tax base.
2. Partner with programs in the medical field to support the development of the medical district and enhance local workforce opportunities.
3. Maintain an understanding of gaps in our retail mix and determine specific priorities and needs to retain and grow a mix of high-quality options downtown and in other retail nodes in the city.
4. Develop a master plan for the residential and commercial areas of historic downtown that includes enhanced pedestrian infrastructure, façade grant opportunities, and amenities such as outdoor seating and public art to enhance vibrancy, integrating considerations from the Foley Main Street master plan into the City's overall strategy.
5. Continue exploring opportunities to partner with Baldwin County Schools and enhance educational outcomes for children living in Foley.
6. As the new library comes online, identify appropriate programming partnerships to support workforce development and English as a Second Language (ESL) opportunities for Foley community members.
7. Using placemaking and place type strategies, promote economic growth of small businesses by encouraging and supporting their contribution to our distinctive community character.
8. Identify and purchase additional land for industrial park development to increase the tax base and create additional local employment opportunities.





OUTCOMES AND PERFORMANCE MEASURES

- Complete master plan for downtown residential and commercial areas by December 2025.
- Complete comprehensive plan by December 2024.
- Increase number of new healthcare providers each year.
- Increase number of new jobs created each year by sector.
- Increase sales tax revenue annually.
- Increase the capture rate of room nights from Sports Tourism each year.
- Increase the number of hotel rooms to 1,500 by 2029.
- Increase number of Sports Tourism visitors each year.
- Set baseline for amount of private commercial real estate investment generated each year.
- Increase the number of library events focused on ESL and workforce development.



Community Safety

OUR GOAL

We will remain a City where people feel safe and trusting relationships are cultivated between public safety officials and the community, while ensuring the City's readiness to respond to emergencies.

OBJECTIVES

1. Maintain and enhance safety initiatives and ensure the capacity, facilities, and resources of the City are adequately scaled to meet the demands of our growing population and provide a safe environment for residents and visitors.
2. Expand community relations programs to enhance relationships and understanding between the community and the Foley Police and Fire Departments.
3. Develop a local emergency operations center/safe room structure for the City and train all staff in NIMS-ICS in order to be prepared for natural and man-made disasters.
4. In partnership with Foley High School, create a public safety career program to increase the pipeline of applicants for critical and hard to fill front-line public safety jobs in the police and fire departments, while also fostering community relations.
5. Expand the City camera system to increase the capabilities of the police department to ensure safety for residents and visitors.
6. Increase Fire Inspectors for existing businesses to enhance fire safety standards, ensure compliance with regulations, and mitigate risks, fostering a secure environment for all in Foley.
7. Implement Crime Prevention Through Environmental Design principles to improve community safety by ensuring public spaces are well-lit, visually monitored, and designed to encourage natural community interaction to foster a sense of security for all residents.





OUTCOMES AND PERFORMANCE MEASURES

- Percentage reduction in violent crime.
- Percentage reduction in property crime.
- Percentage decrease year over year in vehicle, pedestrian and bike collisions resulting in serious injury or fatality.
- Percentage of time meeting the “first alarm assignment” benchmark for fire and rescue response.
- Percentage of fires confined to room of origin.
- Number of participants in community relations programs.
- Percentage of the City covered with camera surveillance.
- Number of participants in high school career and mentoring programs.



Culture, Arts, and Recreational Experiences

OUR GOAL

We will ensure residents and visitors of all ages and abilities are able to access diverse recreational and cultural arts opportunities that provide enjoyment, community connection, and improve the overall wellness of our residents.

OBJECTIVES

1. Conduct a master planning effort to guide decision-making for investments in parks, recreational spaces and programming, and cultural facilities in order to meet the needs of the evolving community into the future.
2. Based upon the master planning effort, construct new facilities, upgrade and modernize park facilities to create safe, appealing, and functional recreational spaces while implementing effective preventive maintenance programs to reduce costs and enhance sustainability.
3. Based upon the master planning effort, design and construct new cultural and civic facilities including a new library, a new senior center, and museum facilities.
4. Create spaces and opportunities for new programming for communities with unmet needs including special needs, ESL, adult, and minorities.
5. Identify, attract, and retain quality events to our community for our citizens and visitors to improve our quality of life and economic vitality.
6. Build and expand innovative partnerships to support and enhance cultural, educational, recreational, and natural opportunities.
7. Prioritize land conservation, environmental restoration, and expansion of existing natural areas for protection of endangered species and sensitive habitats.
8. Promote a holistic approach to health and wellness by offering a diverse range of programming aimed at nurturing physical, mental, and social well-being of residents regardless of age, background, or ability in order to foster a stronger sense of community.





OUTCOMES AND PERFORMANCE MEASURES

- Amount of land conserved, managed, and restored annually.
- Identify external consulting resource and complete Parks, Libraries and Cultural Facilities master planning effort by January 2026.
- Percentage of recreational athletic program participants who are satisfied with programs.
- Number of community education events held annually across all departments
- Percentage of community event attendees who are satisfied with the program
- Set baseline and increase number of programs.
- Set baseline and increase number of participants.
- Complete Aquatics Center by FY 2027.
- Complete Library/Community Center by FY 2027.
- Complete Senior Center by FY 2027.
- Complete Performing Arts Facility by FY 2031.



Organizational Excellence

OUR GOAL

We will invest in our people, processes and systems to ensure we continue to provide excellent customer service, remain fiscally responsible, and foster transparency and trust within the community regarding City governance and decision-making.

OBJECTIVES

1. Develop and implement a place branding and marketing plan to create a consistent and cohesive identity for all levels of communication, community engagement, signage, and promotional purposes enhancing the Foley brand.
2. Conduct an organizational assessment and long-term staffing plan to ensure service delivery levels are met across all departments and functions.
3. Make strategic investments in technology to streamline processes and automate workflows to create efficiencies and improve productivity.
4. Develop an employee recruitment and retention program to attract and retain quality talent, ensuring a workforce that reflects the diversity and needs of the community.
5. Create an inter-departmental project planning team to improve internal communications and planning efforts on all public infrastructure and facility projects and coordinate and communicate related about impacts of new development on current City facilities.
6. Maintain multiyear financial plans to ensure adequate resources are available for ongoing operations and future capital investments.
7. Conduct a comprehensive space needs analysis and facilities condition assessment to determine the time frames for renovating existing or adding new facilities and incorporate into the capital improvement plan to ensure that staff have the appropriate operational space to provide City services in a safe and efficient manner.
8. Prioritize transparency and accountability to build trust, enhance public satisfaction, and foster an environment where residents feel informed and valued.





OUTCOMES AND PERFORMANCE MEASURES

- Complete brand guidelines document by Summer 2025.
- Create multi-department project and planning committee for all infrastructure, facility, and space need capital planning by Fall 2024.
- Percent of employees satisfied with City of Foley as an employer.
- Percent of employees who report they have the tools and resources to do their work.
- Percent of employees who feel they have access to the training and education they need to do their job.
- Percent of employees who are satisfied with benefit offerings.
- Percentage of public safety employees who complete mandatory training on time.
- Annual employee retention rate.
- Employee turnover rate.
- Number of job postings, applicants, and hires annually
- Percentage reduction in accidents and workers' compensation claims.
- Percent of capital projects completed on time.
- Percent of capital projects completed within budget.
- Increase number of communications with residents.



What's Next?



Putting the Plan into Action

Now that the strategic plan is adopted, the implementation phase begins. This involves translating the outlined strategies into actional steps, assigning responsibilities, and establishing timelines. Regular monitoring and evaluation methods will be put in place to assess progress and adjust as needed. Regular communication will also be established to help ensure continuous improvement and alignment with the City's overarching goals. Successful execution of the strategic plan will require adaptability, clear communication, and a commitment to achieving the defined objectives.

The strategic plan's goals and objectives will also be incorporated into the City's annual budget development process. You will see specific plan components used to guide funding decisions that drive the City's future.

Keeping Track of Progress

Monthly

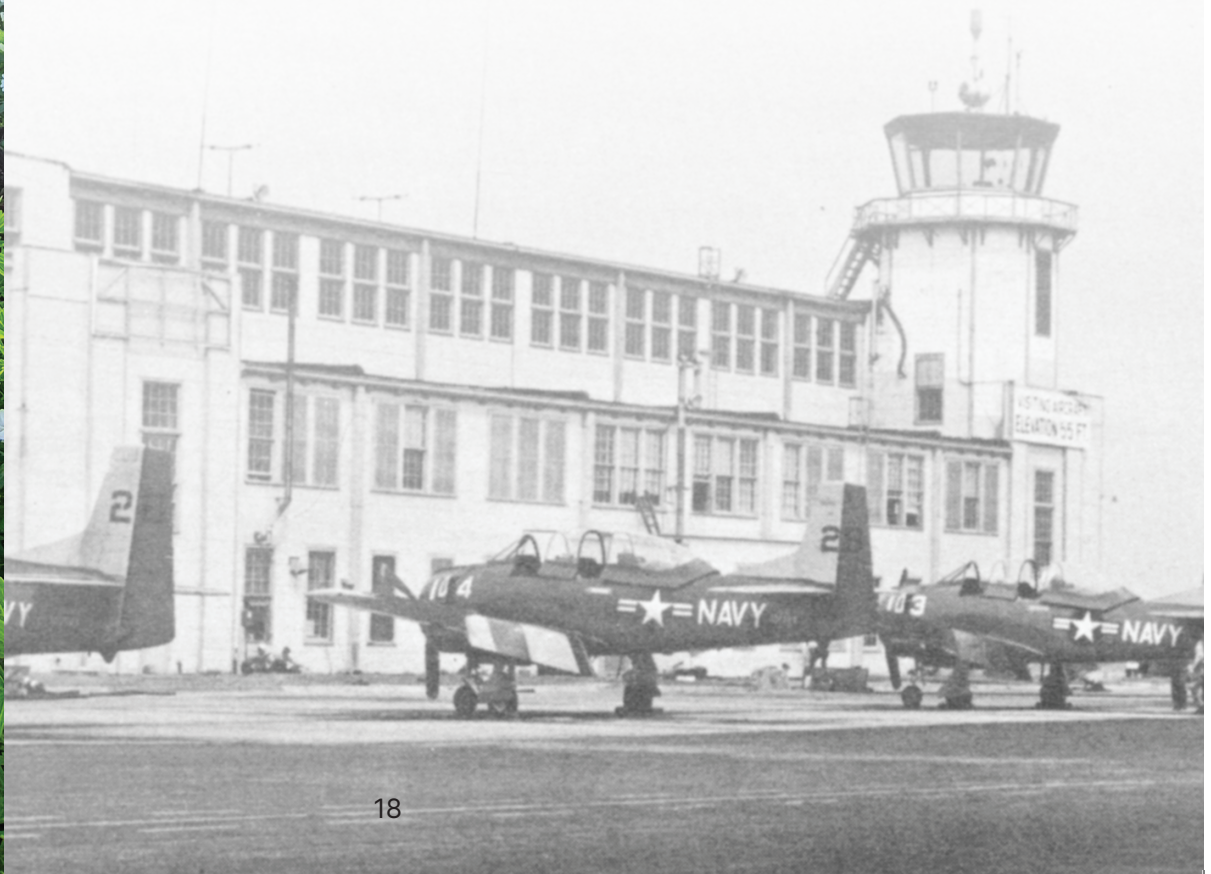
City staff will evaluate and discuss progress on strategic plan goals.

Twice a Year

The City staff will provide an update to City Council for each strategic plan goal, including significant wins and challenges. As plan implementation unfolds, this reporting will also include status updates to performance measures, the addition of new performance measures as baselines are set, and the completion of key milestones.

Annually

The City staff will prepare a year end update detailing progress on each strategic plan goal. The report will be shared annually with City Council.



Acknowledgments



Plan Development

The strategic plan is the result of the combined efforts of community members, elected officials, and employees. The City of Foley would like to thank all those who participated in the months-long process, providing knowledge and insights throughout the various stages of the process.

City Council

- Ralph Hellmich, Mayor
- J. Wayne Trawick, Council President, District 1
- Vera J. Quaites, District 2
- Richard Dayton, District 3
- C. Rick Blackwell, District 4
- Charles J. Ebert, III, District 5

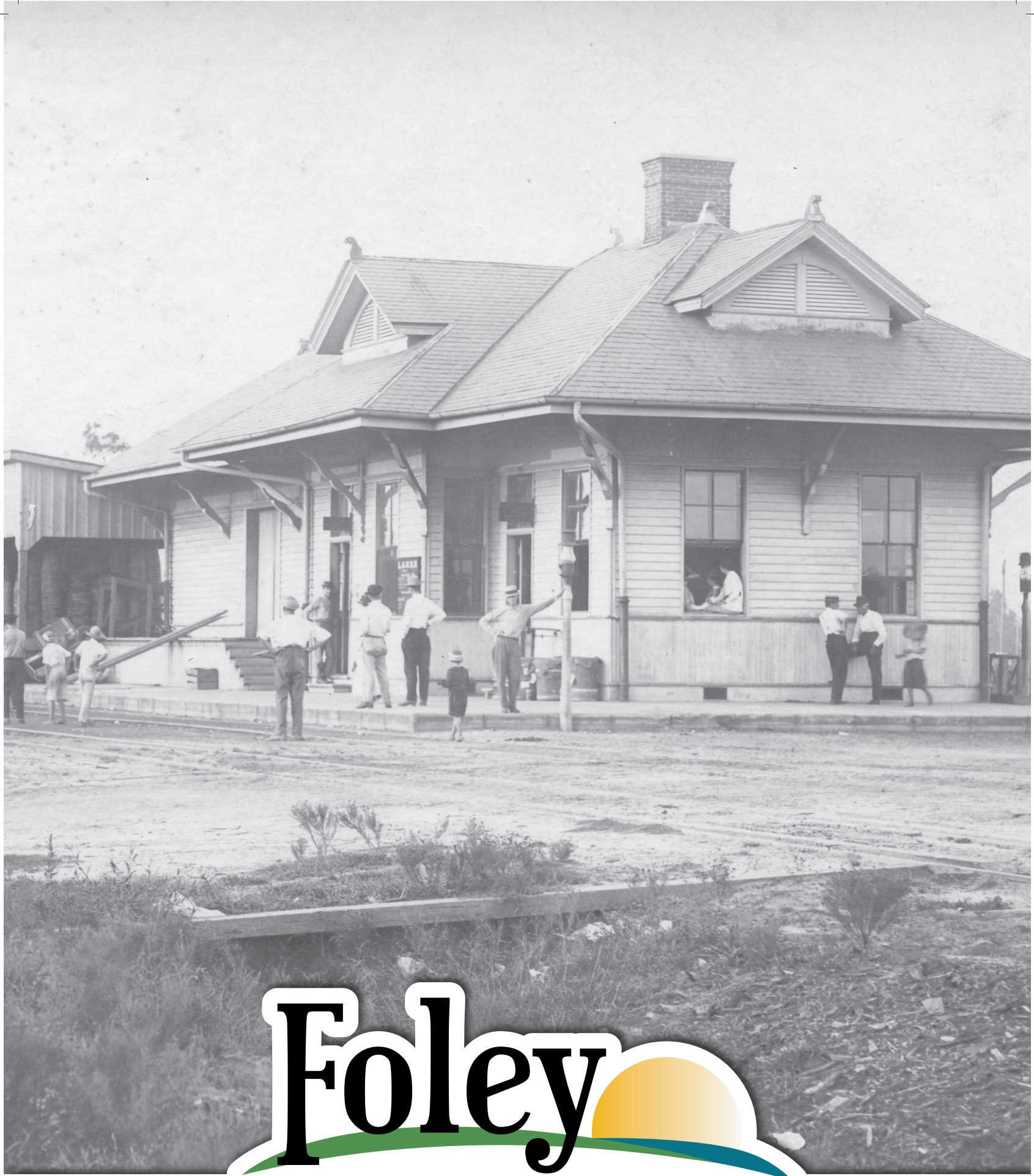
Staff Steering Team

- Wayne Dyess
- Cian Harrison
- Wynter Metz
- Miriam Boone
- Guy Busby
- Miranda Bell

BerryDunn Consulting Team

- Seth Hedstrom, Principal
- Michelle Kennedy, Project Manager and Lead Facilitator
- Karen Whichard, Facilitator
- Jen Ferguson, Facilitator
- Maddison Powers Spencer, Research Analyst





Foley

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