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Every Voice Shapes Tomorrow

Charting Dorchester County's Future Together



Agenda

Welcome & Framing

Present & Discuss Data

Wrap-Up & Next Steps





A strategic plan creates clarity and direction by



1

Unifying leadership, staff, and stakeholders around a shared vision

2

Transforming long-term aspirations into concrete outcomes

3

Improving coordination and decision-making

4

Strengthening accountability, partnerships, and adaptability



Our Process



Setting the Stage

January 2026

- Kickoff meetings
- Stakeholder conversations
- Documenting processes
- Strategic advisory planning committee formed

Discovery

January – March 2026

- Surveys, interviews, focus groups
- Forums / Town Halls
- Document review
- SWOT analysis completed

Visioning

February – March 2026

- Facilitated design sessions
- Mission, Vision & Values drafted
- 5-year outcome goals defined

Communication & Dissemination

March – April 2026

- Release of Mission, Vision, Values, and 5-year outcomes statements
- Presentations and communication plan
- Broad outreach and alignment



Data Collection

Community Forums

- 70+ participants
- Held in the North, the South, and Cambridge

Surveys

- 567 people responded to the residents' survey
- 76 people responded to the employee survey

Interviews

- 19 Internal
- 13 External
- 3 Council Members

Community Forums



What Do You Love About Dorchester County

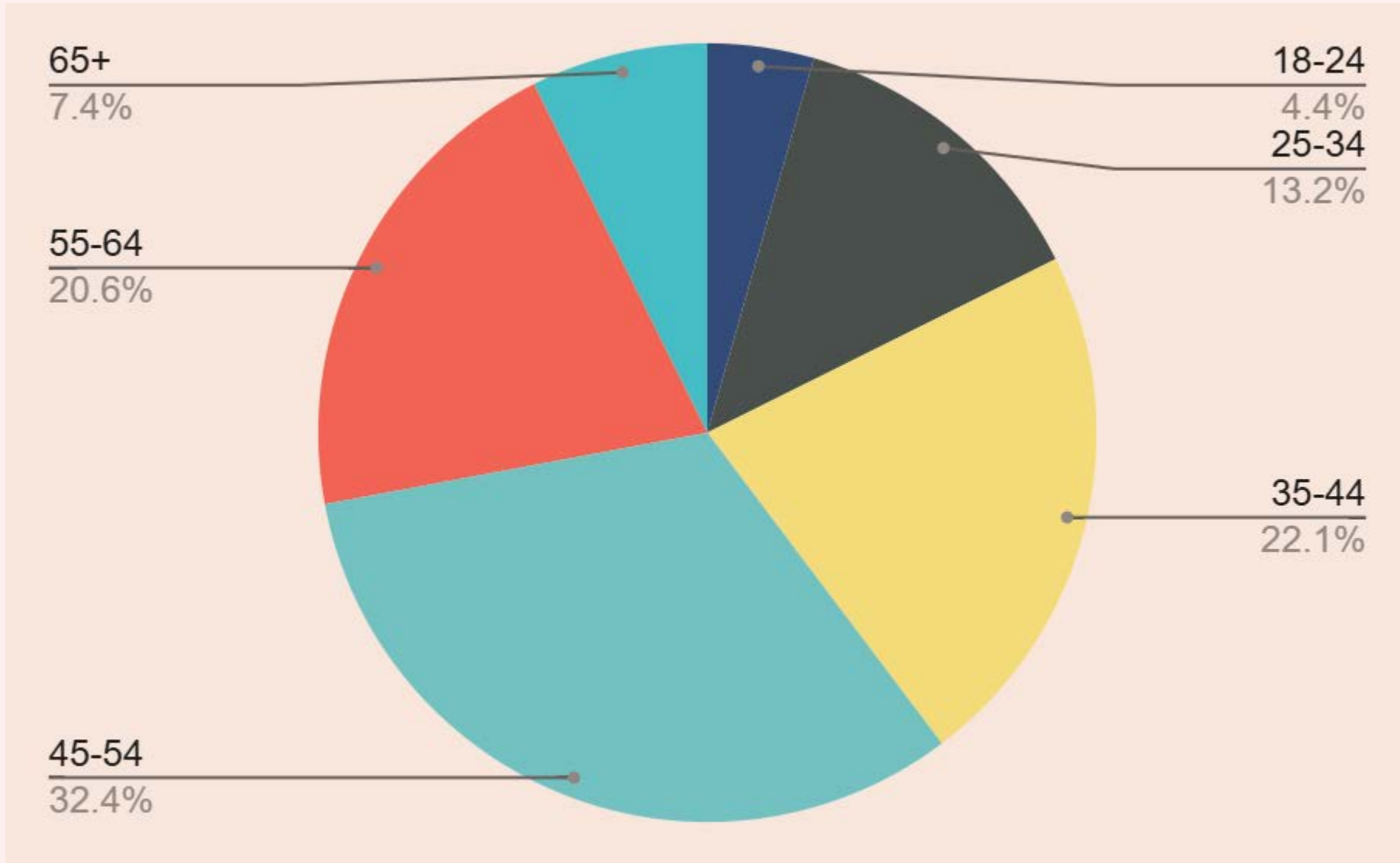


What Would You Like to See Improved in Dorchester County

Employee Survey

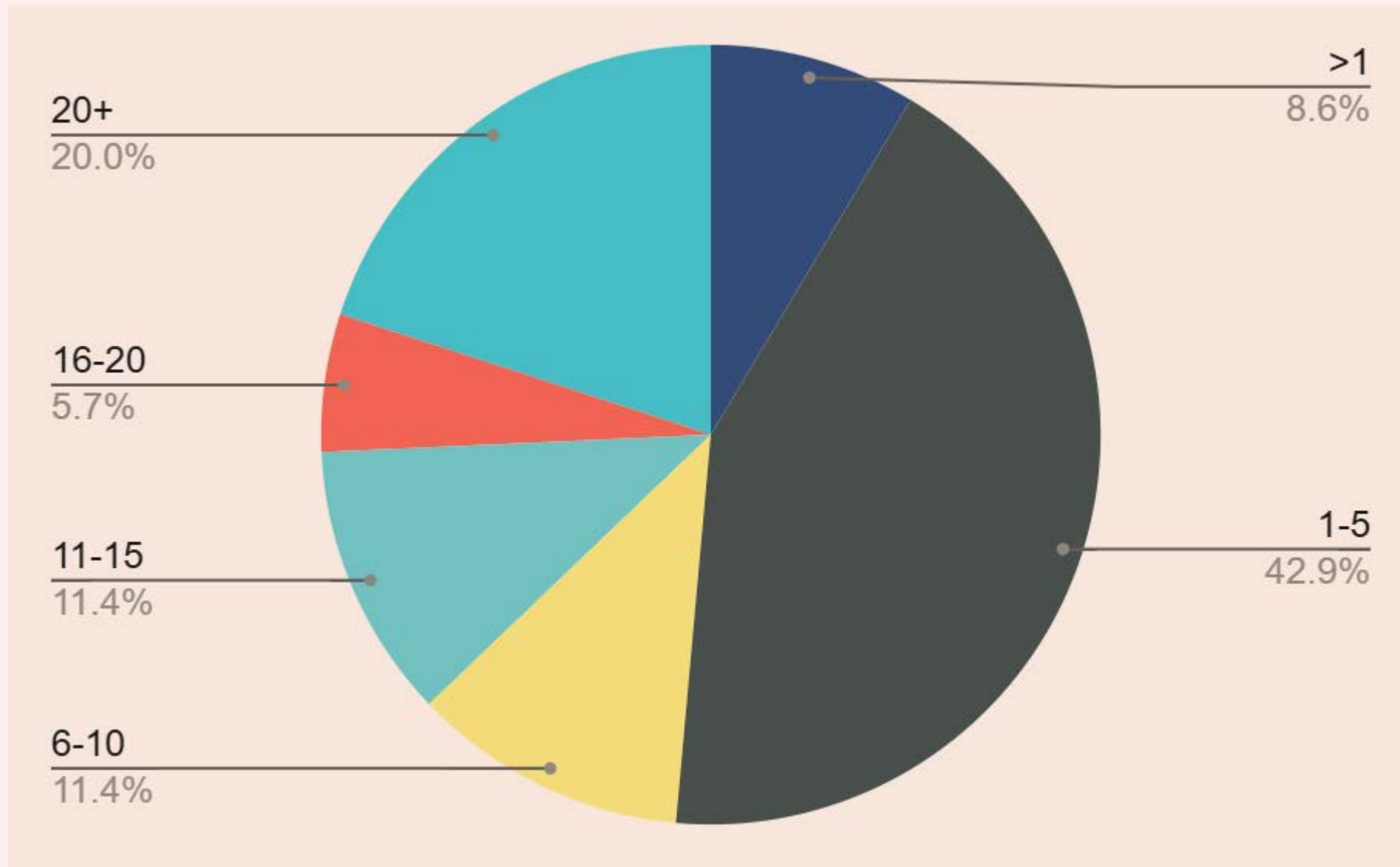


Age of Respondents



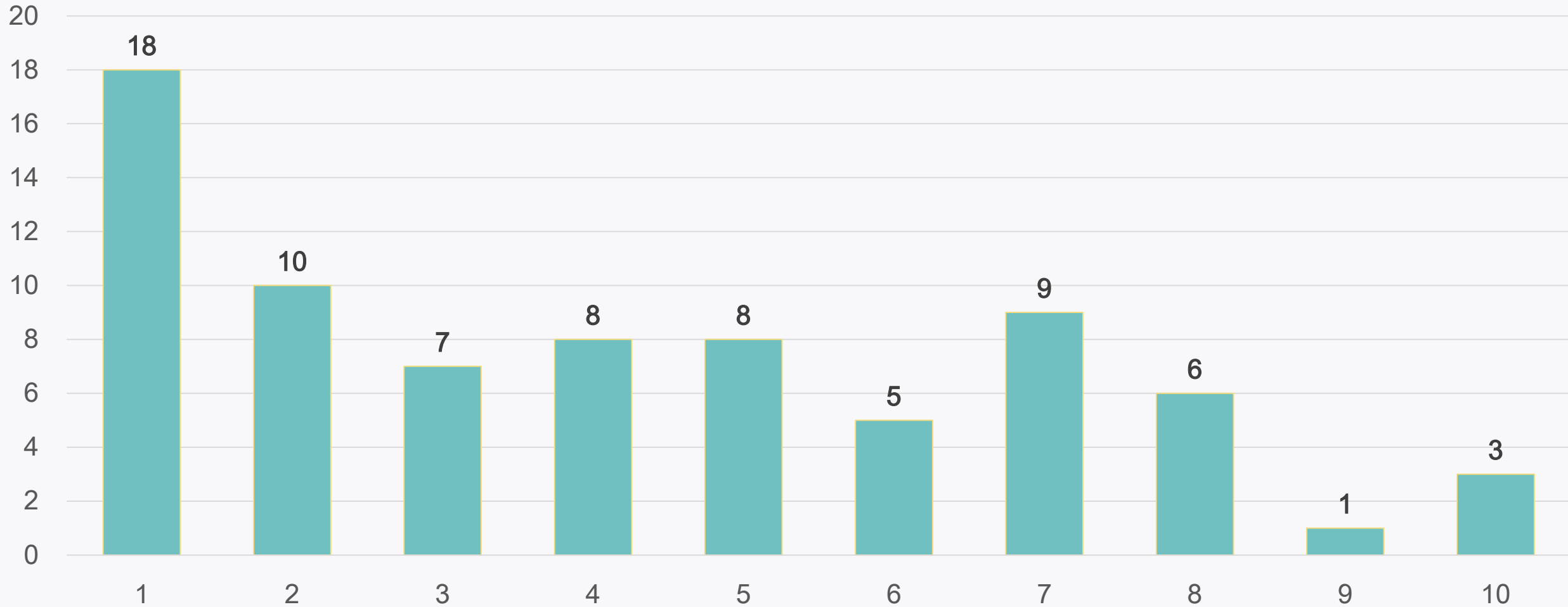


Years of Service





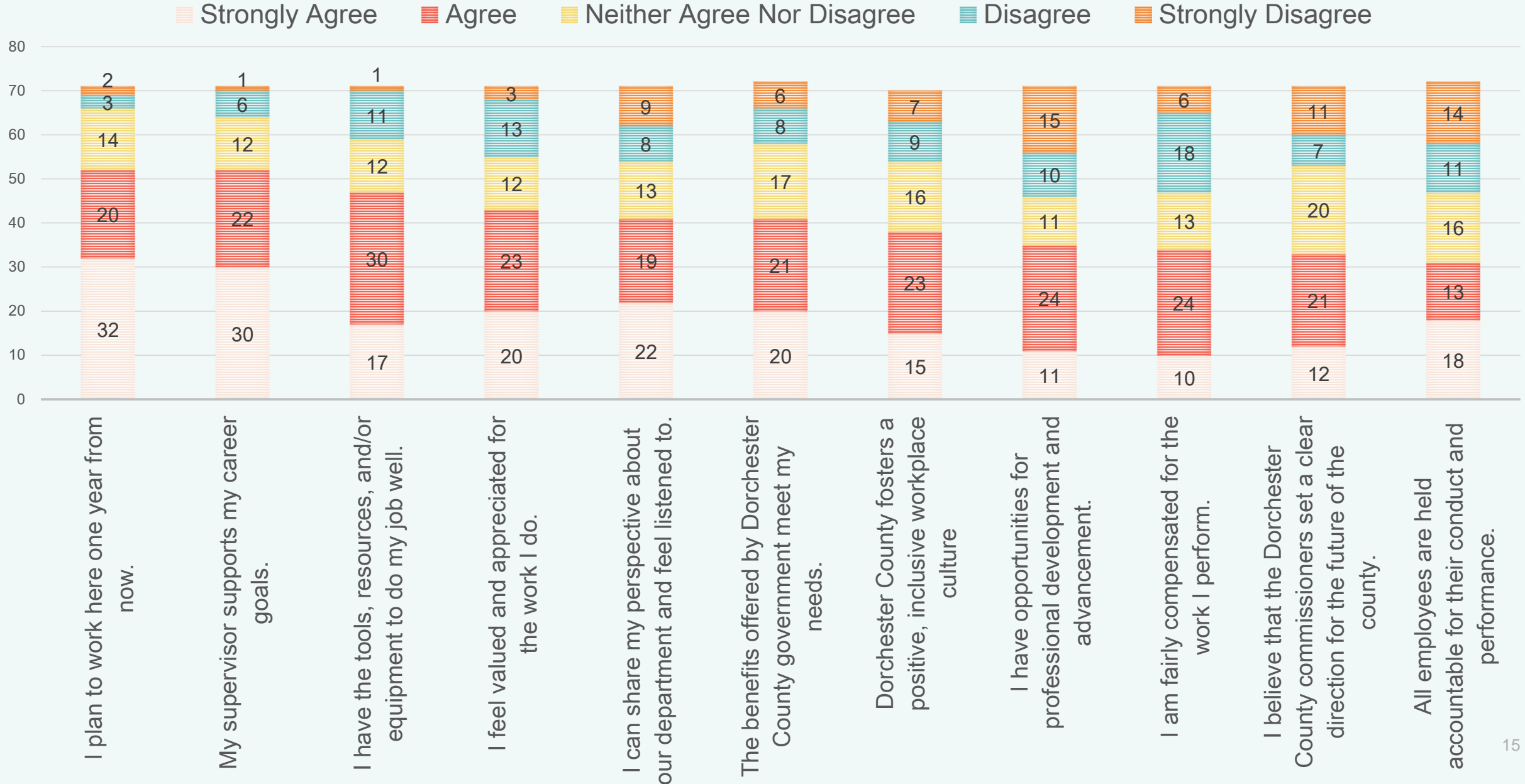
Would You Recommend Working in Dorchester Government



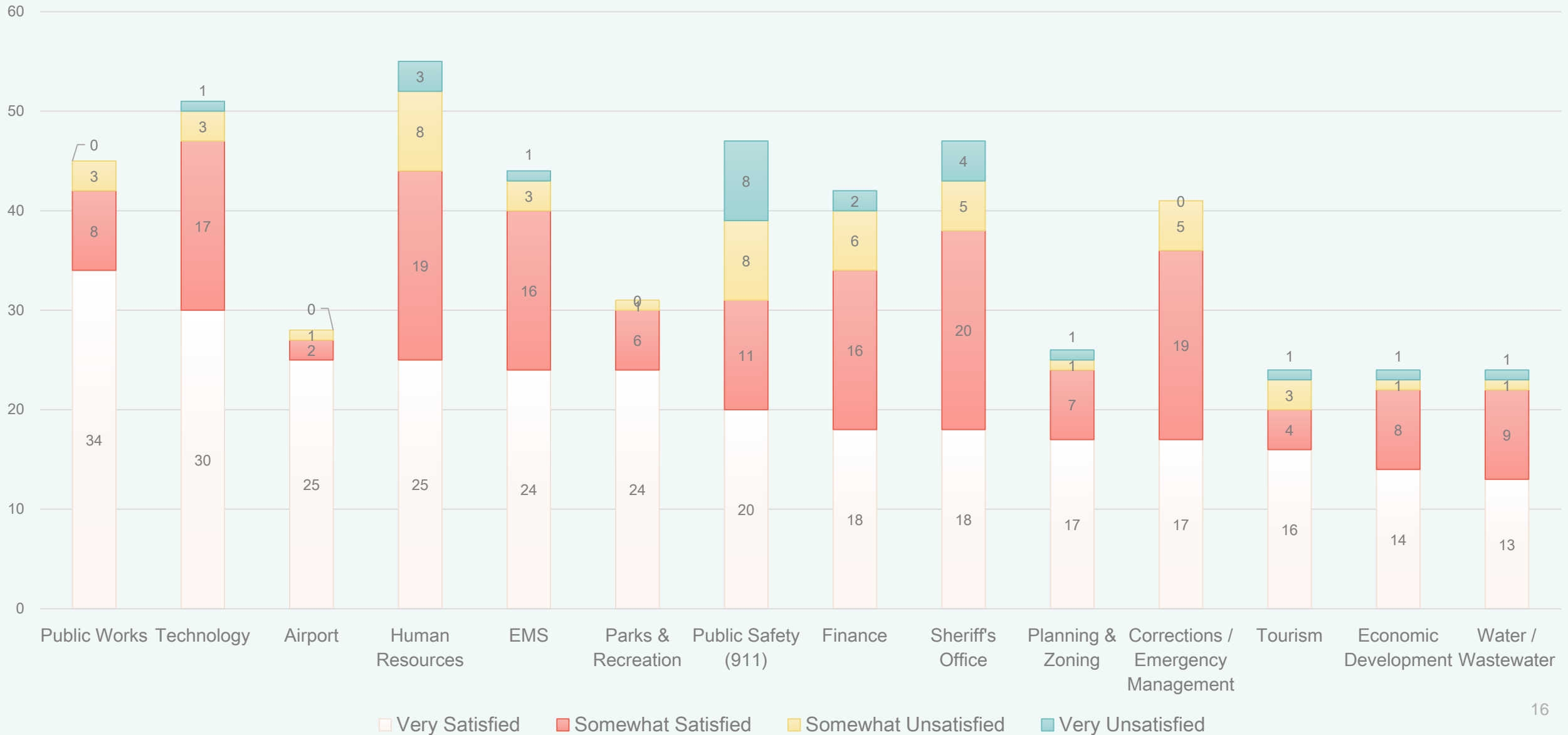
1 is absolutely would; 10 is absolutely would not



Employee Feedback



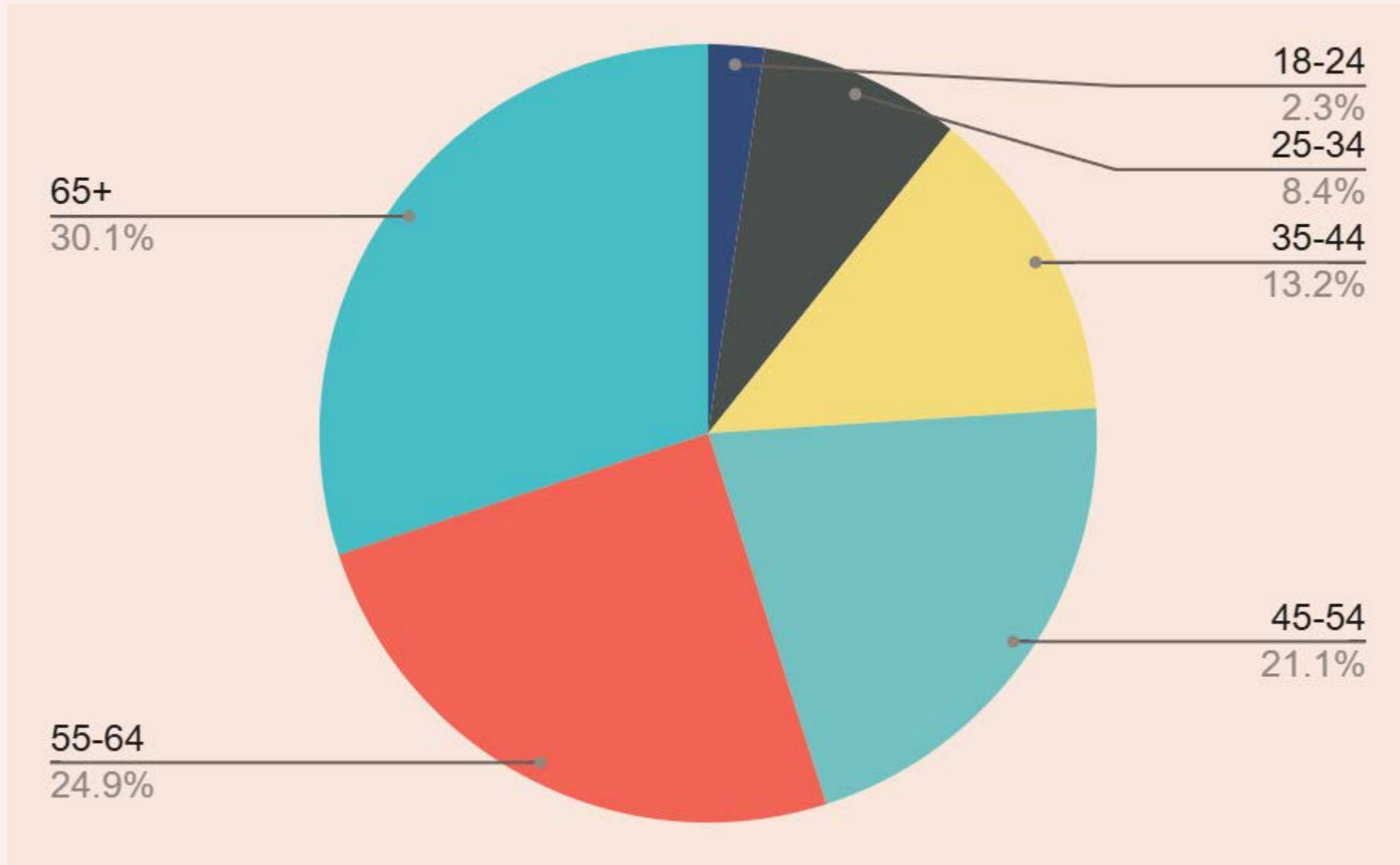
Employee Satisfaction with Departments



Resident Survey

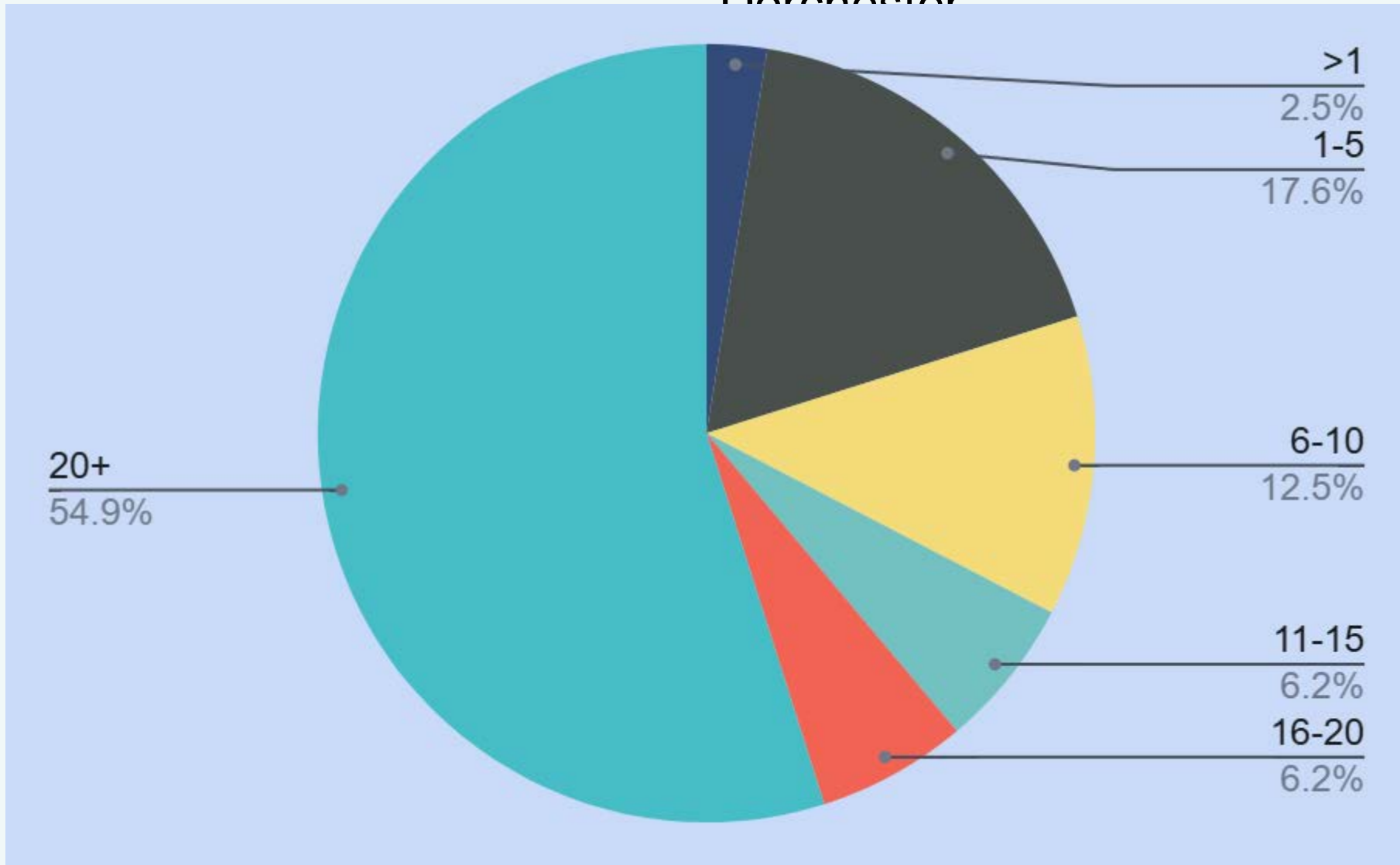


Age of Respondents





How Many Years Have Living in Dorchester



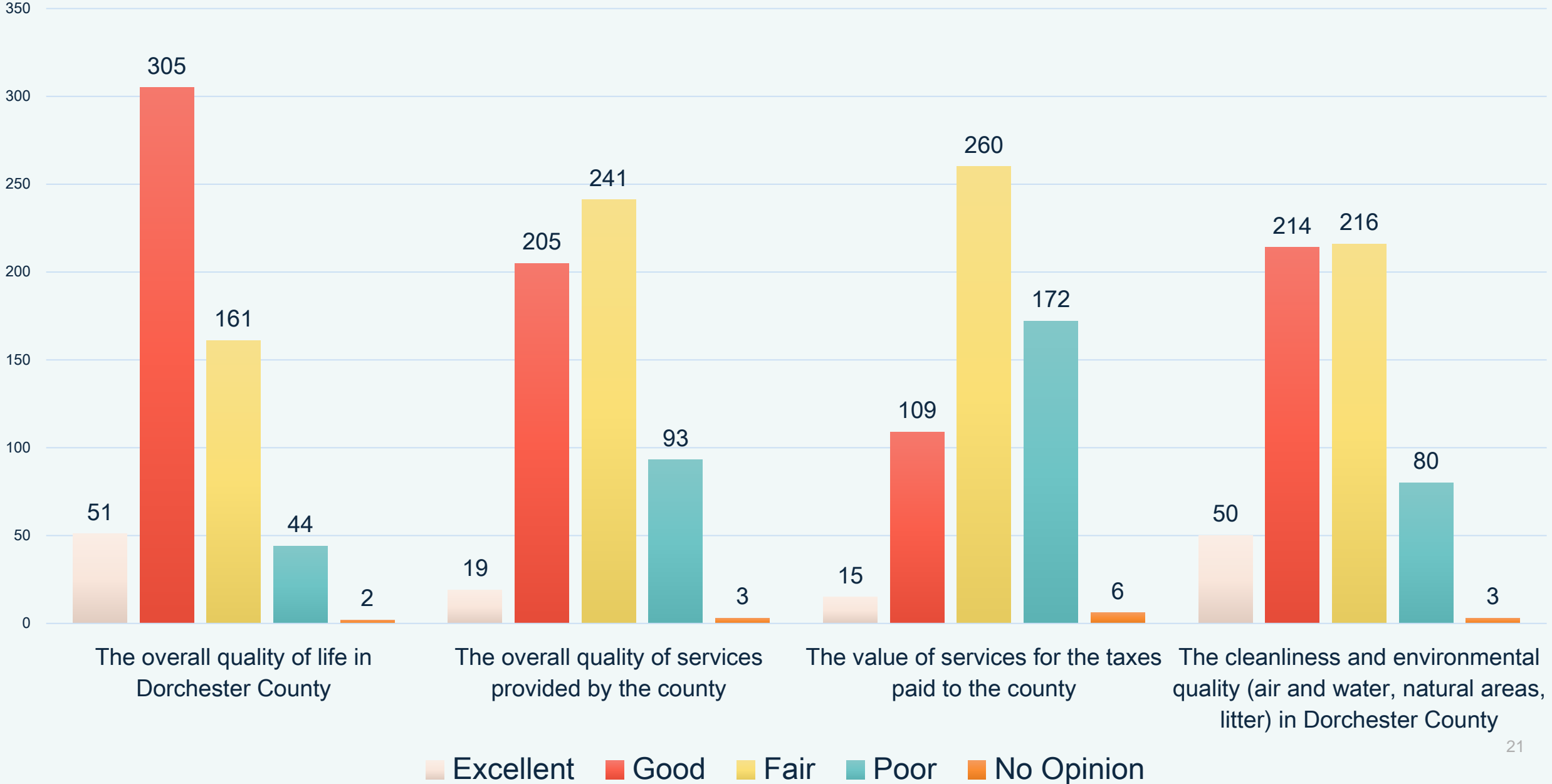


Demographics of Respondents

Zip & City	Respondents
21613 - Cambridge	62%
21631 - East New Market	10%
21643 - Hurlock	10%
21869 - Toddville	4%
21659 - Rhodesdale	3%
21622 - Church Creek	2%
21677 - Vienna	2%
21648 - Linkwood	2%
21664 - Secretary	2%
21626 - Crapo	1%
21634 - Fishing Creek	1%

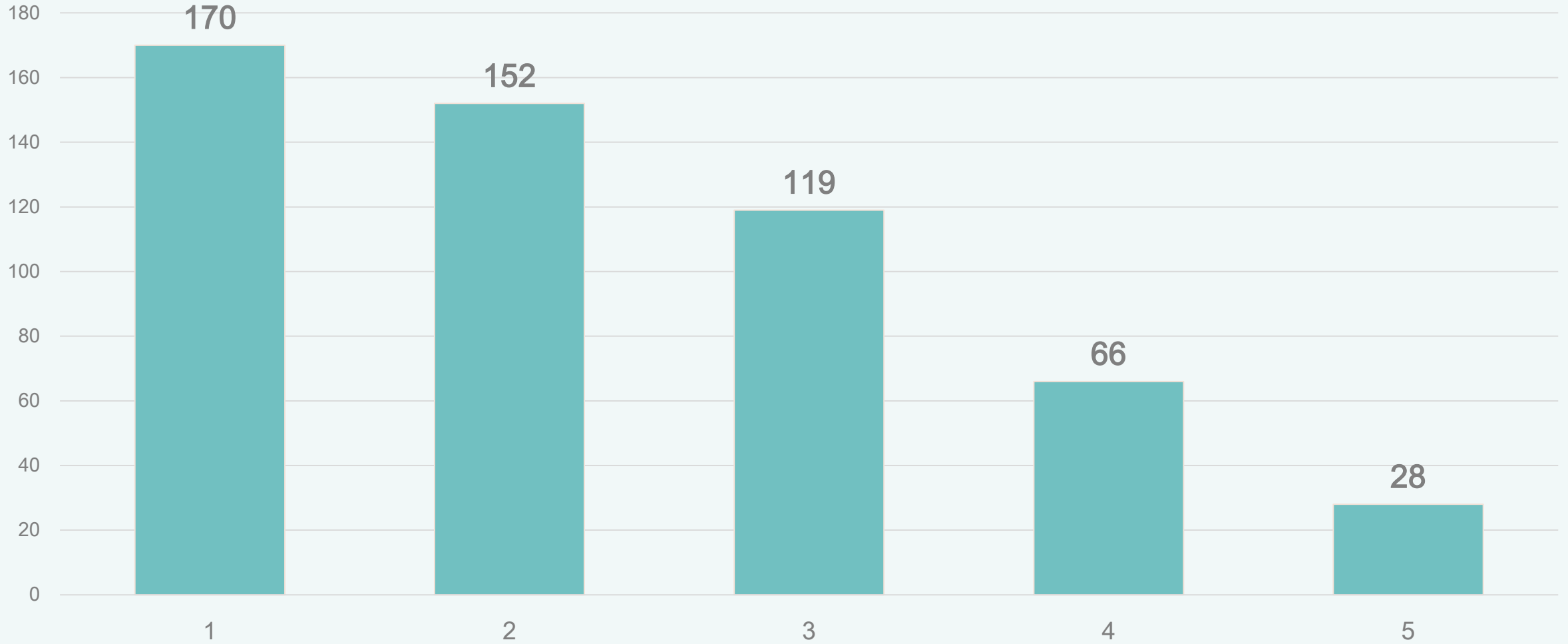


Resident Satisfaction





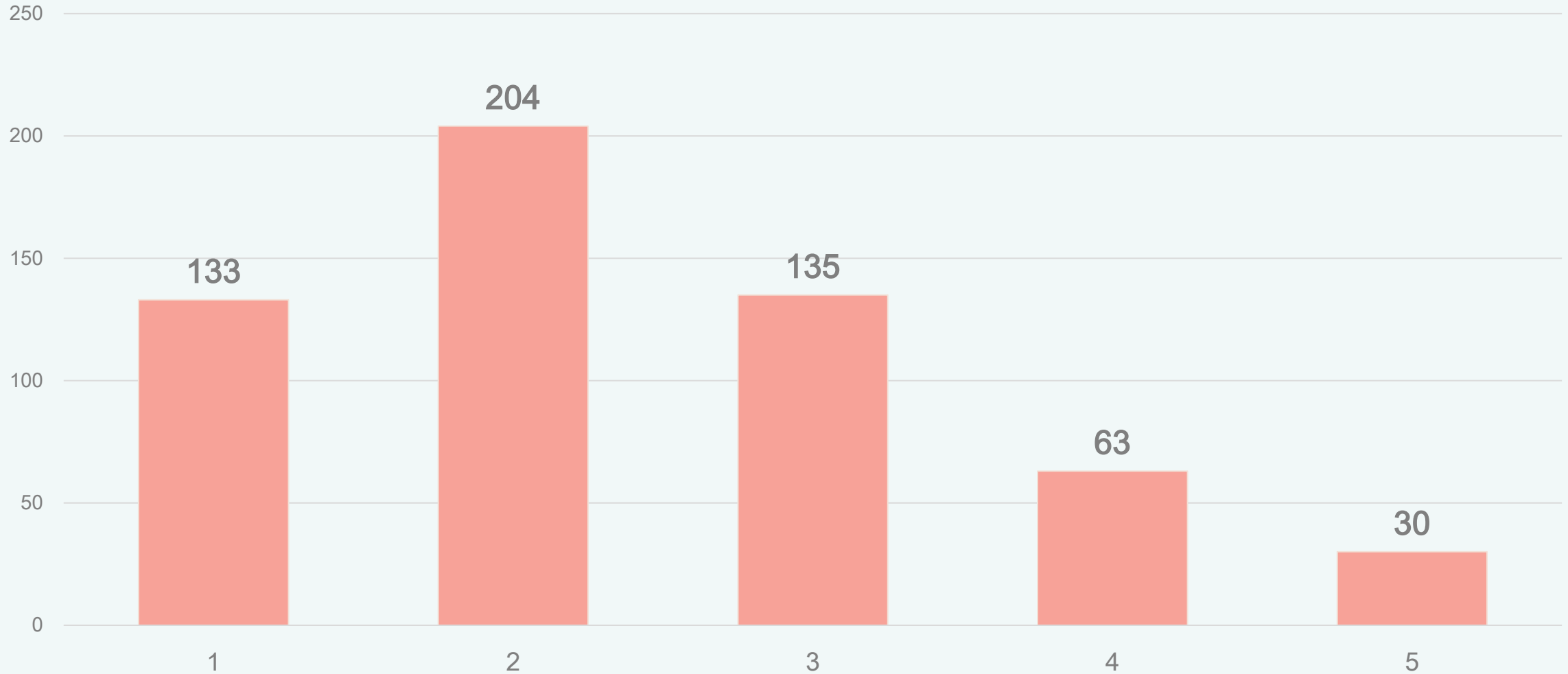
How Safe Do You Feel In Your Neighborhood



1 is extremely safe; 5 is not safe



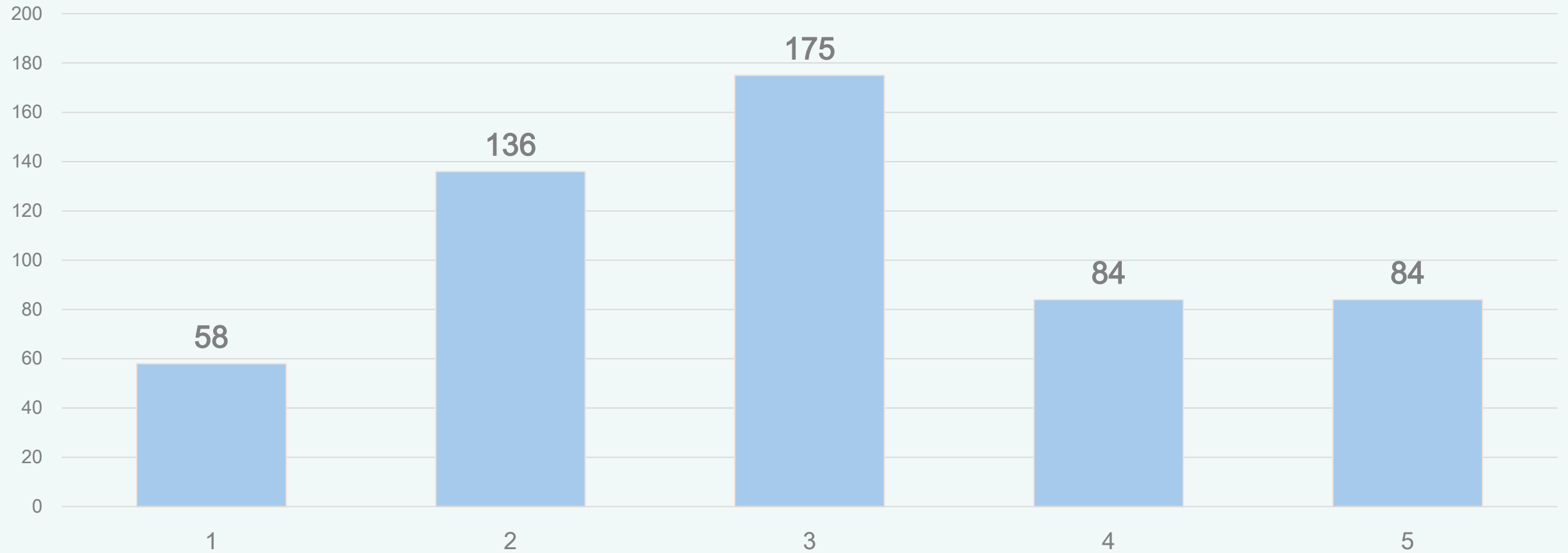
Sense of Community and Neighborliness



1 is high sense of community and neighborliness; 5 low sense of community and neighborliness



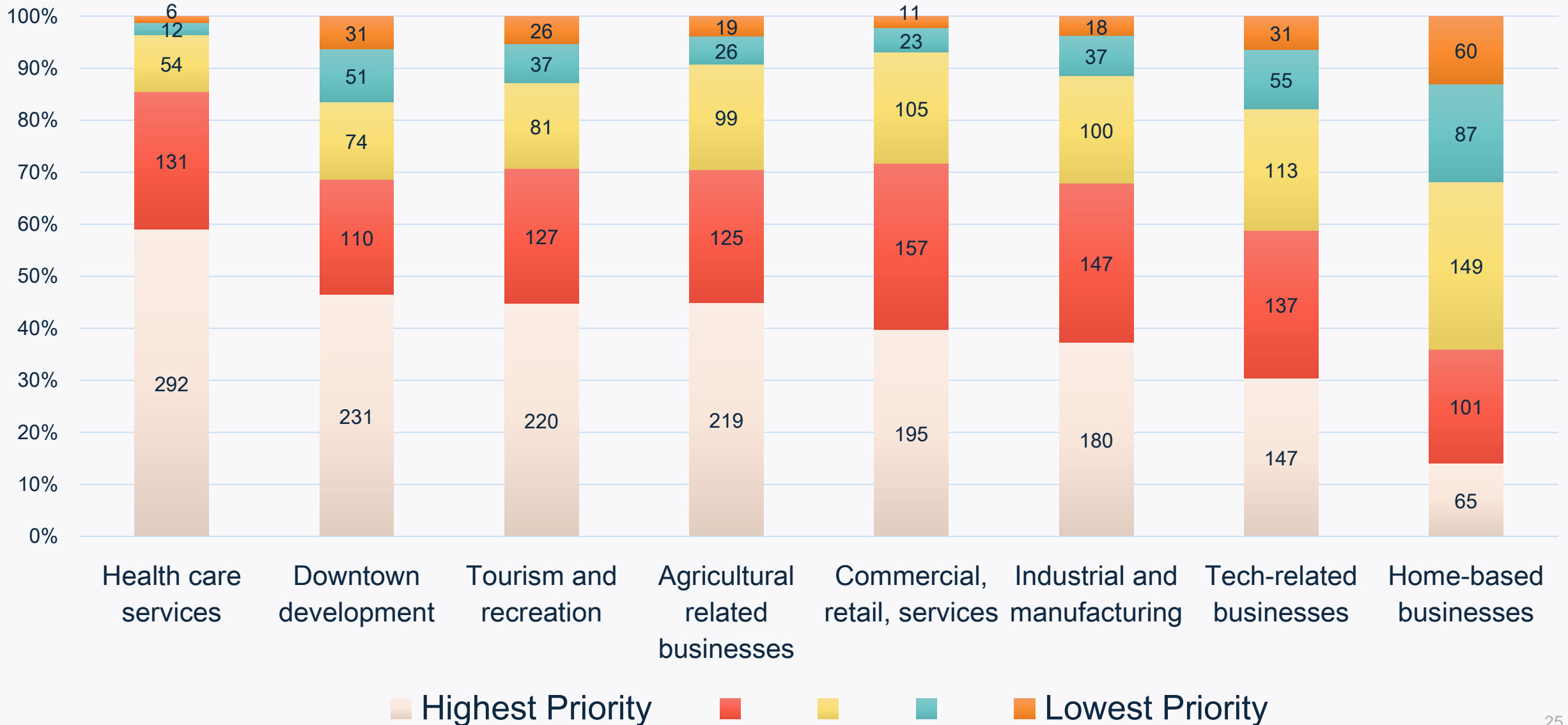
Recommend Living In Dorchester County



1 is highly recommended; 5 is not recommended

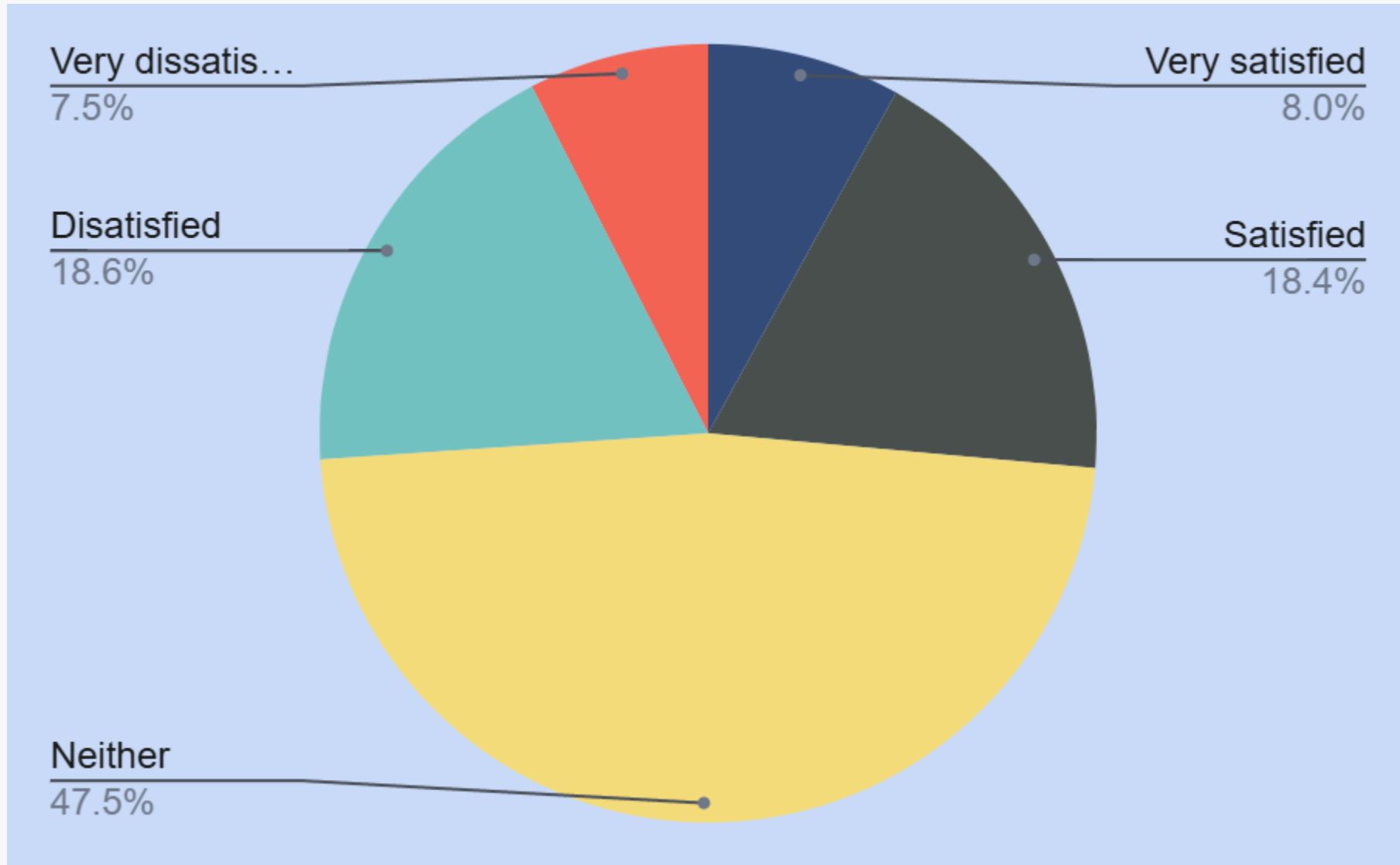


Economic Development Priorities

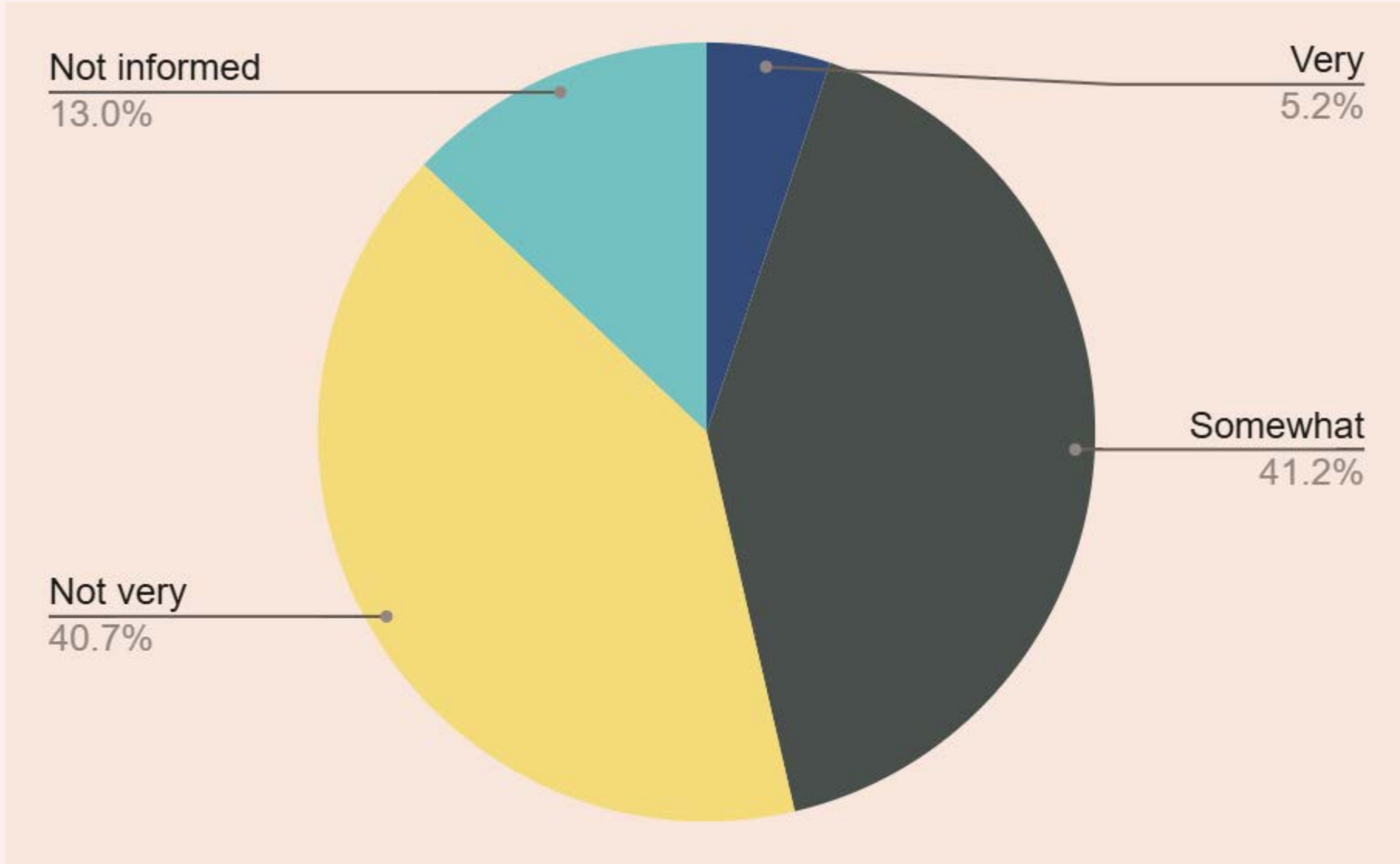




How Satisfied Are You With Your Ability To Share Input With County Leaders



How Informed Do You Feel County Decisions



External Interviews



Themes from External Interviews

❖Pride in rural character, heritage, and natural assets

Workforce, work ethic, and capacity concerns

Strained City-County collaboration and communication

Planning, infrastructure, and land use strategy gaps

Tourism as an engine for economic growth

Health, social determinants, and loss of local hospital

Youth and the need to improve educational opportunities

Race, history, and mistrust

Community engagement, nonprofits, and collaboration

Resistance to change and missed opportunities



❖ Pride in place, people, and quality of life

Desire for proactive, high functioning government (vs. reactivity)

Staffing, wages, and capacity constraints

Limits in Infrastructure

Governance, structure, and decision-making problems

Financial systems, audits, and implementation issues

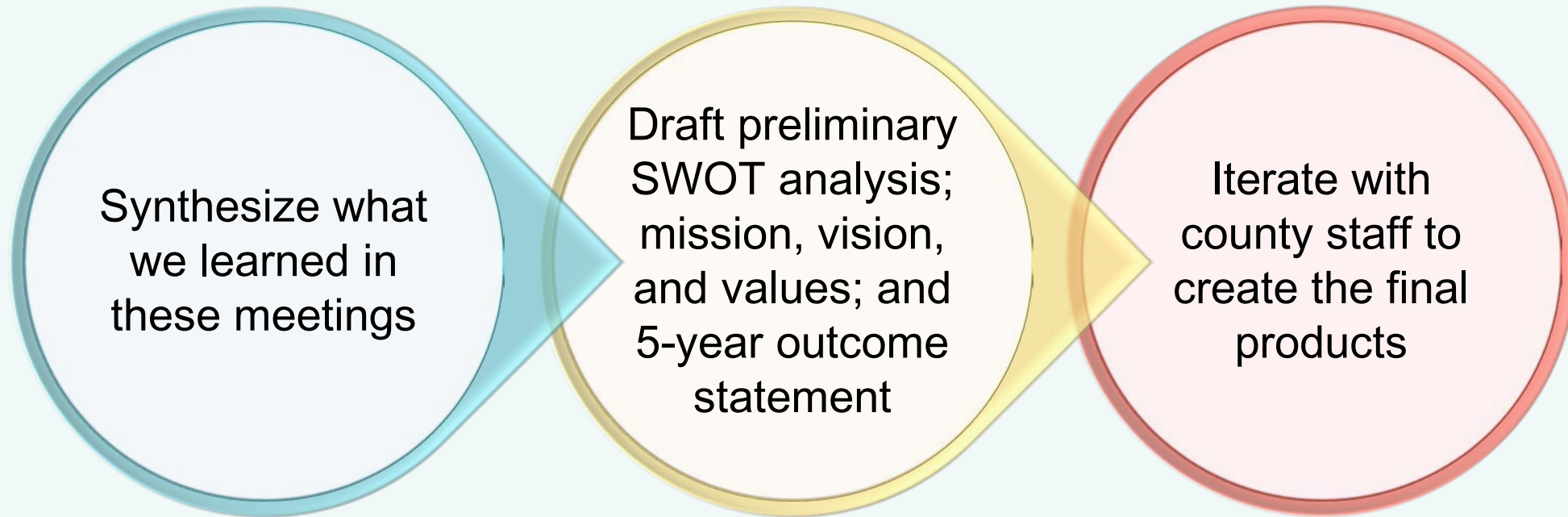
Economic development, missed opportunities, and competitiveness

Community engagement, trust, and communication

Organizational culture: autonomy, trust, and leadership

External threats and future outlook

Next Steps





Thank you for your
partnership in
shaping
Dorchester
County's future.



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