



**Town of Knightdale**  
**2017 STRATEGIC PLANNING RETREAT**



April 8, 2017 | Knightdale Town Hall



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## PURPOSE

The Knightdale Town Council held a Strategic Planning Retreat on April 8, 2017. The event was held at Knightdale Town Hall and facilitated by Mark Williams, retired Wake Forest Town Manager. The work of public officials and public managers is routinely fast-paced and demanding. This reality is magnified under the high growth pressures and service delivery expectations of Wake County. Therefore, when a particularly important issue(s) demands more lengthy contemplation by a governing body or staff (or both), a retreat can offer the perfect solution. By setting aside time for a structured discussion away from the normal work environment, decision-makers and administrators can explore issues in depth and exchange ideas with each other in a relaxed environment.



The International City / County Managers Association (ICCMA) identifies secondary benefits to retreats as well. Retreats are also a venue to establish rapport between stakeholders in addition to being a tool for increasing governmental efficiency and effectiveness:

***“Retreats offer solutions for other situations as well. Sometimes conflict dominates a group’s interpersonal dynamics, and a way to improve working relationships is needed. Sometimes a new governing board needs to become well acquainted in order to work effectively as a team. Sometimes a board wants to get to know a new manager or the local government’s staff better.”***

ICCMA (2001, January). The Retreat as a Planning Tool. IQ Service Report

The primary purpose of the Knightdale retreat was to survey the Town’s landscape identifying key vulnerabilities as well as opportunities for advancement. Vulnerabilities and opportunities may be internal to the organization or external environmental factors. The elected officials were able to express their individual goals as well as build consensus as a governing body. The Knightdale Town Council collaborated with the Town Manager and clearly outlined goals with associated target dates for completion. In turn, the Town Manager will absorb these goals into the work plans for the applicable Town department(s) to ensure completion over the upcoming year. These goals represent the primary direction in which the Town staff’s efforts will be focused in addition to their regular, operational responsibilities. The retreat also offered an excellent opportunity to clarify the roles and responsibilities of the elected officials and Town staff.

## PUBLIC VALUES

The Town Council devoted a portion of the 2017 Strategic Planning Retreat to reviewing the competing public values associated with the decision-making process for elected officials. The purpose of this part of the retreat was to explore and understand the trade-offs in public decision making. It is understood through the North Carolina General Statutes that the elected officials bear the responsibility of setting the general direction of the Town. This responsibility requires deciding the manner in which Knightdale’s limited resources are allocated which, in essence, is the definition of politics. As each Councilor deliberates, both individually and collectively, there are four (4) primary values at play:

**1. Liberty**

Individual participation is voluntary, and individuals should be free to choose whether to participate (especially in situations dealing with monetary issues).

**2. Equality**

Everyone should participate. Risk and return should be distributed equally amongst all individuals.

**3. Security**

A guaranteed minimum should be provided for everyone. Focus on the concept of community as a whole.

**4. Prosperity**

Individual investment and risk is a more efficient and productive use of resources.

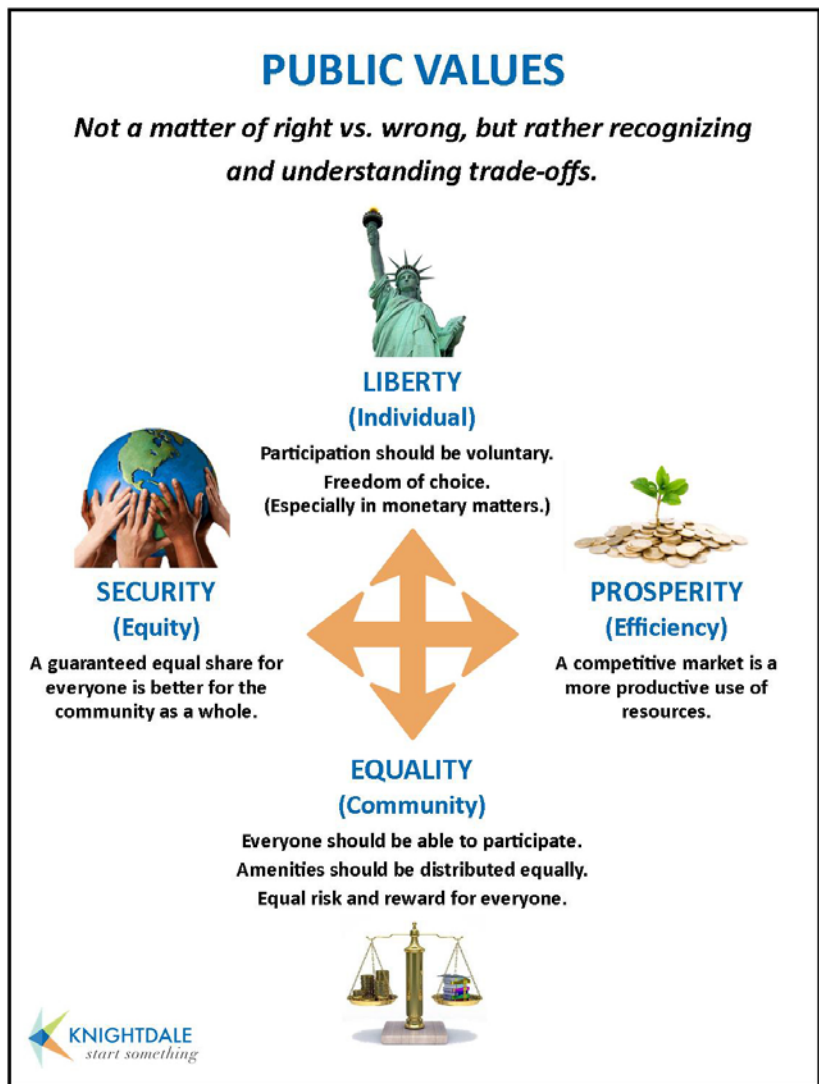


Figure 1

It is important to recognize that Liberty vs. Equality and Security vs. Prosperity are opposing values (see Figure 1). This fact means that any decision made by an elected official requires trade-offs in these areas. The key to good decision-making is to *thoroughly understand* the trade-offs of a potential situation in order to deliberate as effectively as possible. Thoughtful deliberation and discussion of an issue is the foundation to good decision-making.

The elected officials ultimately determine the amount of investment that the local government will have on an issue when weighing these values. While citizens expect their elected officials to preserve and improve their quality of life, that which defines the *expected amount of governmental involvement or regulation* varies greatly as it is an individual characteristic that differs for each constituent. Finding the appropriate balance between meeting the public’s expectations without the over-implementation of regulations is key to solving public problems and pursuing opportunities to successfully govern Knightdale and guide the Town into the future.

## TYPES OF DECISIONS

According to the University of North Carolina - School of Government, local government regulatory decisions can be grouped into four (4) categories. These categories are (see Figure 2 on next page):

1. **Legislative**
2. **Quasi-Judicial**
3. **Advisory**
4. **Administrative**

To operate efficiently, it is important to understand the relationship of the different decision-makers within the North Carolina municipal structure. These decision-makers for the Town of Knightdale are the **Town Council, Board of Adjustment, Committees and Advisory Boards, and the Town Staff**. The Town Council serves in a governance role by establishing policy and adopting laws that guide the overall direction of the Town:

### **§160A-67. General powers of mayor and council.**

Except as otherwise provided by law, the government and general management of the city shall be vested in the council. The powers and duties of the mayor shall be such as are conferred upon him by law, together with such other powers and duties as may be conferred upon him by the council pursuant to law. The mayor shall be recognized as the official head of the city for the purpose of service of civil process, and for all ceremonial purposes. (1971, c. 698, s. 1.)

The Council retains the highest level of decision-making authority for a municipal government due to the fact that their positions are elected by Knightdale's citizens. Their productivity is directly accountable to the voting citizenry. Their decisions are made in the form of legislative and quasi-judicial ones. Legislative actions involve the process of making and passing municipal laws through the adoption of ordinances. Broad public discussion and careful deliberation are typical in the legislative process. In contrast, quasi-judicial actions are required to draw conclusions through the process of an evidentiary hearing based on factual testimony required to meet prescribed findings of fact. This process involves the application of an ordinance standard to an individual situation and no discretionary authority is permitted.

The Knightdale Land Use Advisory Board (LURB) also serves as the Town's Board of Adjustment. They serve a dual role as an advisory and appeals body. Their Board of Adjustment decisions are made in the form of quasi-judicial proceedings to consider only variances or interpretations. Per §160A-388(c), a Board of Adjustment may issue zoning variances, approve special or conditional use permits and provide interpretations of the Zoning Administrator's decisions:

### **§160A-388**

(c) The zoning ordinance may provide that the board of adjustment may permit special exceptions to the zoning regulations in specified classes of cases or situations as provided in subsection (d) of this section, not including variances in permitted uses, and that the board may use special and conditional use permits, all to be in accordance with the principles, conditions, safeguards, and procedures specified in the ordinance. The ordinance may also authorize the board to interpret zoning maps and pass upon disputed questions of lot lines or district boundary lines and similar questions as they arise in the administration of the ordinance. The board shall hear and decide all matters referred to it or upon which it is required to pass under any zoning ordinance.

The Town Council retains the decision-making authority for the special use permitting process.

The elected officials appoint the Town Manager, Town Attorney, and various committees and advisory boards. The purpose of the committees and advisory boards is to focus on one area of Knightdale's governmental service and provide applicable recommendations to the elected officials for consideration and/or improvement. These bodies do not have the authority to implement local law or policies. Their role is to provide recommendations to aid in the Council's deliberations and decision-making. This assistance is provided by working with Town staff to fully explore each department's policies and procedures as well as service delivery. Please note that advisory boards do not have supervisory authority over town staff. The expectation of the Council is that Town staff and the advisory boards will work in conjunction with one another to ensure Knightdale's success.

## TYPES OF REGULATORY DECISIONS

### LEGISLATIVE DECISIONS (Who? Town Board)

- Affect the entire community by setting general policies applicable through ordinances.
- Ordinances are adopted per the Public Hearing requirements of §160A-81. (Best practice?)
- Broad public discussion and careful deliberation by the Town Board are required.
- The ordinances adopted serve as the bias for policy development and administration by the town staff.

### QUASI-JUDICIAL DECISIONS (Who? Town Board, BOA)

- Involve the application of the ordinance standards to individual situations.
- Common Knightdale examples are: Special-Use Permits, Conditional Use Zoning Requests, Variances, Appeals & Interpretations.
- Key component—Review standards of Zoning Ordinance make determination through predetermined Findings of Fact.
- Does not involve creating new policy.
- NC Courts have established fairly strict procedural requirements to protect legal rights of all parties involved.

### ADVISORY DECISIONS (Who? Advisory Boards)

- Decisions are in the form of recommendations to the Town Board.
- Do not have decision-making authority.
- Appointed by Town Board to comprehensively focus on one governmental function.

### ADMINISTRATIVE DECISIONS (Who? Staff)

- Decisions made daily by Town Staff.
- Involve non-discretionary matters.
- Zoning decisions may be appealed to the Board of Adjustment.

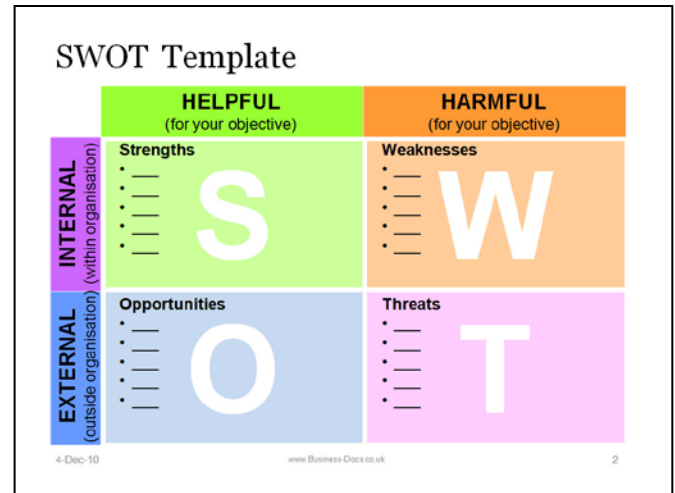


Figure 2

Town Staff are responsible for the daily administration of the Town's various regulations. The professional staff, under the supervision of the Town Manager, handles non-discretionary matters through the administration of the adopted ordinances of the Town Council. The Town Manager and staff make administrative decisions in their service to the Town. Administrative decisions represent the majority of the decisions made by a local government. They involve those decisions required to meet operational responsibilities and are non-discretionary in nature. The issuance of a development permit or registration for a recreation program are examples of administrative decisions facilitated by the Town staff.

## SWOT ANALYSIS

The facilitator led the elected officials through a SWOT analysis in order to encourage the Town Council to strategically think about the Town of Knightdale. A SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or facing an organization. It involves specifying the objective of the project or organization and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.



Performing the SWOT analysis for Knightdale involved thorough discussion by the Town Council that strategically evaluated all characteristics of the Town according to the following criteria:

- **Strengths** - Characteristics of the Town that give it an advantage and/or distinction over other jurisdictions.
- **Weaknesses** - Characteristics that place the Town at a disadvantage relative to other jurisdictions.
- **Opportunities** - External chances to improve performance and/or service delivery to the citizens of the Town.
- **Threats** - External factors in the Town's environment that could become problematic.

## STRENGTHS

Strengths represent any characteristic related to the Town of Knightdale that is a strong attribute or inherent asset to the community.

1. **Proximity to Raleigh**  
Knightdale is ideally located adjacent to the various opportunities available in the greater Raleigh metropolitan area.
2. **Town's Financial Stability**  
Knightdale enjoys a strong financial position as a municipal government.
3. **Location and Access to Other Municipalities in Wake County (transportation access)**  
The Town is conveniently located near major transportation corridors.
4. **Youthful Population**  
The Town has benefited from the influx of young families.
5. **Growth**  
Knightdale is in the midst of tremendous growth.

6. **Citizen Engagement**  
Knightdale has a citizenry that engages its local government and supports special events.
7. **Available Land**  
Significant tracts of land are available for development within the Town's planning jurisdiction.
8. **Knightdale Station Park**  
The park represents a commitment to enhancing the quality of life for the citizens of Knightdale. The facility offers recreational opportunities for all demographics of the Town.
9. **Partnerships with Faith-Based Organizations**  
Knightdale has a long history of successful relationships with the community's various religious institutions.
10. **Low Crime Rates**  
Knightdale enjoys the benefits of a professional policing agency that focuses on citizen engagement. The result is a low crime rate in particular for violent crimes.
11. **Low Tax Rate**  
The Town has one of the lowest tax rates in Wake County which includes the provision of municipal fire service.
12. **High Quality of Life**  
The influx of residential and commercial growth has resulted in tremendous benefits to citizens' quality of life.
13. **Low Cost of Living**  
Knightdale remains an area in which quality, affordable housing is available.
14. **Community Services and Amenities for Citizens**  
The increased services and programs offered by the Town has established a solid foundation for quality amenities for Knightdale's residents.
15. **Good Plans and Regulations**  
Town Council is committed to progressive regulations that ensure a successful future for Knightdale.
16. **Quality Staff**  
Town Council has invested in the attraction and retention of high-caliber professionals to serve the Town.
17. **Small-Town Atmosphere**  
The character of the Town and its citizens serves as one of its greatest assets. Town Council has invested in preserving Knightdale's charm through its continued investments in the Town's historic core.



18. **Loyal Local Businesses**

The Town maintains a strong relationship with the Chamber of Commerce. The result has been the development of business loyalty from the town's stakeholders.

## **WEAKNESSES**

Weaknesses represent any characteristics related to the Town of Knightdale that are considered faults or defects to the community.

1. **City of Raleigh Utilities**

The merger with the City of Raleigh relinquishes control over rate-setting for the Town.

2. **Inadequate Town-Owned Facilities**

Many of the Town's facilities have significant repair and renovation needs. Additionally, many of these facilities are at-capacity for housing staff.

3. **Poor Communication with the Public**

The Town needs to continue to develop its Communications Program to ensure improved communication with the Town's growing citizenry.

4. **Impacts of Gentrification**

As the Town continues to grow, the cost of living has significantly increased which makes the Town less affordable for all demographics.

5. **School System Perception**

The Town needs to improve the perception of its public schools.

6. **Distinctive Identity**

As Wake County continues to rapidly grow, Knightdale must maintain its community identity and sense of place.

7. **Antiquated Comprehensive Plan**

The Town must update its comprehensive plan to reflect the tremendous changes over the past decade and to ensure a strategic approach to future growth.

8. **Lack of Diverse Housing**

The Town should provide more diverse options for its single-family detached residential housing options.

9. **Excessive Affordable Housing**

Knightdale should improve its higher-end housing options to balance its legacy of "starter" homes.

10. **Minimal Career Employment Opportunities**

The Town must attract career-level employers for its citizens.

11. **Traffic Concerns**  
Citizens' average daily commutes have increased significantly in response to the Town's growth. The Town must develop options to mitigate the impact of Johnston County commuters.
12. **Lack of Growth Strategy**  
The Town must update its comprehensive plan and identify other appropriate means of developing a positive growth strategy.

## **OPPORTUNITIES**

Opportunities are any Town-related qualities that may be a favorable juncture of circumstances. They represent a good chance for advancement or progress.

1. **Partnerships with Higher Education Institutions**  
As the Town enjoys the influx of new citizens, the opportunity for partnerships with higher education institutions becomes a beneficial reality.
2. **Parks & Recreation Expansion**  
Knightdale has the opportunity to expand its athletic, programming, and cultural offerings to benefit its expanding demographics.
3. **Attracting Large Employers**  
Knightdale is an attractive location for large industries given its available land and close proximity to the rest of the Triangle region.
4. **Balance Deployment of Public Facilities**  
The success of Knightdale Station Park has demonstrated the Town's ability to successfully deploy public facilities to any area of town. The Town should seek to balance the future construction of facilities to ensure equitable access for all citizens.
5. **Develop Industrial Park Sites**  
Knightdale should continue to expand its opportunities to attract large industries given its ideal location along major transportation corridors.
6. **Cooperation on Regional Issues**  
As Knightdale develops a greater regional presence, Town Council should capitalize on regional partnership opportunities to enhance the quality of life for citizens.
7. **Increase Diversity of Services and Programs**  
The Town has the opportunity to increase diversity in its services and programs as its population continues to grow.
8. **Improve / Update Town-Owned Facilities**  
The Town's strong financial position provides the opportunity to renovate its existing facilities.

9. **Expand Walkability**  
Knightdale has the opportunity to establish development regulations that require the expansion of the Town's pedestrian network.
10. **Growth of Tax Base**  
The tremendous growth of the Triangle region presents ample opportunity to expand the tax base for Knightdale.
11. **Control of Land Available for Development**  
As Knightdale continues to become a more attractive municipality, Town Council has the opportunity to increase the standards for future development.
12. **Marketing and Disseminating our Success Stories**  
The Town has been fortunate to be the beneficiary of many successful endeavors. Town staff has the opportunity to share the positive impacts of these efforts.
13. **Establishing Town's Regional Identity**  
The Town has the opportunity to be the defining municipality for Eastern Wake County as the region continues to grow.
14. **Improve Perception of Schools**  
The increasing population of the Town presents an opportunity to improve the perception of area schools as well.
15. **Enhancing Programs for Senior Citizens**  
The Town's commitment to improving quality of life for its citizens should include the development of programs targeting Knightdale's senior citizens.
16. **Capitalize on Economic Opportunity from Development Outside of Knightdale**  
The Town should identify regional developments and market them to the success and improvement of Knightdale as well.
17. **Strengthening Community Policing**  
Knightdale has the opportunity to strengthen its community policing program and citizen engagement through its commitment to maintaining an accredited agency.
18. **Development of a Public Works Department Facility**  
The Town's strong financial position provides the opportunity to replace the Town's antiquated Public Works facility.
19. **Improving Information Technology Infrastructure**  
The Town's strong financial position provides the opportunity to make significant improvements in the use of informational technology for service delivery.
20. **Creating Downtown Improvements**  
The success of Knightdale Station Park has provided the foundation for an opportunity to successfully revitalize the downtown area.

## THREATS

Threats are any Town-related qualities that may be an indication of something impending that could negatively affect Knightdale.

1.       **Traffic Problems**  
Knightdale continues to feel the impacts of increasing traffic. The Town is located along major transportation corridors and is negatively affected by Johnston County commuters.
2.       **Repeal of Revenue Streams**  
The State of North Carolina continues to target municipal revenue streams for reduction or repeal.
3.       **Overextending Finances**  
Knightdale must be mindful not to overextend its strong financial position in response to the increasing demands for facilities and services due to growth.
4.       **Information Technology Failure**  
The Town operates an antiquated IT environment that has strong potential for system-wide failures that could affect service delivery.
5.       **Sustainability of Businesses**  
The Town has the potential to lose its community businesses to the on-line marketplace.
6.       **Citizen Education**  
Failure to educate the Town's citizenry on the services provided by the Town can lead to poor perception and inefficiency in service delivery.
7.       **Poorly Managed Growth**  
The impacts of poorly managed growth may be felt by future generations on a myriad of levels that ultimately impact the attractiveness of Knightdale.
8.       **Public School System**  
The failure to improve the perception of the area's public schools will negatively impact individuals' decisions to relocate to Knightdale.
9.       **Loss of Natural Environment / Resources**  
The urbanization of Wake County negatively impacts the future availability of the area's natural resources.
10.      **Lack of Inclusiveness**  
As Knightdale's rapid growth continues, there is an increased likelihood of exclusion of certain demographics from quality of life options.
11.      **Development and Retention of Staff**  
The Triangle marketplace for public sector professionals is extremely competitive, and Knightdale will be challenged to retain its talented individuals.

12. **Lack of Town-Owned Parks & Recreation Facilities**  
The Town's dependence on joint-use agreements with Wake County places restrictions on the availability of facilities and fields for the Town's programming needs.
13. **Balanced Growth**  
The rapid development of the I-540 corridor threatens the desire for balanced growth across Knightdale.
14. **Too Many Apartments**  
The increasing land valuation and limited availability will lead to increased requests for multi-family housing in the future.
15. **Meeting Public Services Needs**  
The tremendous growth of Knightdale creates an increased need for the deployment of additional public safety resources.
16. **Lack of High-End Housing Stock**  
The lack of higher-end single family housing options may serve as an obstacle for improving quality of life in Knightdale.
17. **Regional Competition For Resources**  
The realities of regional competition are considerable for local governments in the Triangle region and will increase in the future.
18. **Poor Communication with Citizenry**  
Maintaining effective communication with the citizens of Knightdale will be a continued challenge in the future with a growing population and expanding demographics.

## **BRAINSTORMING SESSION & GOAL IDENTIFICATION**

The brainstorming session was held in order for Town Council to identify areas for Town staff to address. Once identified, each issue was prioritized with associated strategies for completion and success. The goal of this portion of the retreat was to identify tasks to be completed by staff within 1-5 years with target dates mutually set by the Town Manager and elected officials.

## **PRIORITY ISSUES**

- Improve Bicycle – Pedestrian Transportation
- Develop New Public Works Facility
- Complete Knightdale Station Park
- Update Comprehensive Plan
- Create Town-Owned Athletic Facility
- Continue Financial Stability
- Correct Information Technology Issues
- Repair/Renovate Town Hall
- Revamp Harper Park
- Identify Spatial Needs for Future Staff

- Identify Public Safety Facility Needs
- Identify Public Safety Personnel Needs
- Ensure Water and Sewer Expansion Needed for Growth
- Improve Citizen Education and Engagement
- Improve Environmental Park
- Evaluate Mingo Creek Basin
- Identify Public Works Equipment Needs
- Restore Caboose
- Redefine the Budget Process
- Complete City of Raleigh Utility Merger
- Develop PEG Media Strategy
- Discuss Boundary Issue with City of Raleigh
- Develop Succession Plan for Town Staff and Revise Organizational Chart
- Implement Weekly Recycling Program
- Construct a Drinking Fountain at Mingo Park

## STRATEGY PLAN

The Strategy Plan outlined below represents the realization of priority issues for Town Council translated into target goals for Town staff to complete. The goals are organized by area of service for Knightdale. The goals are prioritized within each area of service according to the consensus of the elected officials. The appropriate responsible parties are assigned to each task. These individuals will have the full resources of their departments to complete the Strategy Plan.

## FACILITIES

Priority	Task	Person(s) Assigned to Complete Task	Target Date
1.	Prepare Spatial Needs Study <ul style="list-style-type: none"> <li>➤ Prepare RFQ (July 2017)</li> <li>➤ Study Finalized (January 2018)</li> </ul>	Development Services Director Public Works Director	January 2018
2.	Develop Repair Needs List	Public Works Director	May 2017
3.	Develop Facilities Maintenance Plan	Public Works Director	January 2018
4.	Identify Future Fire Station Locations <ul style="list-style-type: none"> <li>➤ Receive ISO (August 2017)</li> <li>➤ Fire Station Study (December 2017)</li> </ul>	Fire Chief Development Services Director	December 2017
5.	Develop Plan for Caboose	Public Works Director	July 2017

6.	Relocate Public Works Facility <ul style="list-style-type: none"> <li>➤ Land Acquisition (June 2017)</li> <li>➤ Construction Estimates (January 2018)</li> <li>➤ Begin Construction (July 2018)</li> </ul>	Town Manager Public Works Director	December 2018
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## PARKS & RECREATION FACILITIES

Priority	Task	Person(s) Assigned to Complete Task	Target Date
1.	Completion of Knightdale Station Park, Phase III <ul style="list-style-type: none"> <li>➤ Village Legal Agreement (April 2018)</li> <li>➤ Completion of Construction (November 2018)</li> </ul>	Town Council Town Manager Development Services Director	November 2018
2.	Develop Master Plan for Wake Stone Property	Development Services Director Parks & Recreation Director	September 2017
3.	Plan for the Rehabilitation of Harper Park	Public Works Director	July 2017
4.	Determine Best Use of Environmental Park	Public Works Director	August 2017
5.	Provide Practicability and Cost of Drinking Fountain at Mingo Park	Public Works Director	June 2017

## FINANCE

Priority	Task	Person(s) Assigned to Complete Task	Target Date
1.	Unqualified Audit / Reduced Management Letter Items	Finance Director	December 2017

2.	Review Fund Balance Policy	Finance Director Town Manager	September 2017
3.	Clarify Budget Process	Town Manager	July 2017
4.	Develop Capital Improvements Program (CIP) for General Fund	Finance Director	February 2018

## HUMAN RESOURCES

Priority	Task	Person(s) Assigned to Complete Task	Target Date
1.	Revise Organizational Chart	Administrative Services Director	April 2017
2.	Development of a Diversity Plan	Administrative Services Director	October 2017
3.	Development of Succession Plan	Administrative Services Director	March 2018

## UTILITIES

Priority	Task	Person(s) Assigned to Complete Task	Target Date
1.	Completion of City of Raleigh Merger	Finance Director	December 2017
2.	Conduct Mingo Creek Rehabilitation Study	Development Services Director Public Works Director	April 2018
3.	Develop Strategy Plan for Water / Sewer Extensions	Development Services Director	October 2017



## DEVELOPMENT SERVICES

Priority	Task	Person(s) Assigned to Complete Task	Target Date
1.	Complete Mingo Creek Greenway Extension	Development Services Director	March 2019
2.	Complete Rex Endowment Grant	Development Services Director	July 2017
3.	Hodge Road Sidewalk Crossing Discussion	Development Services Director	October 2018
4.	Update Comprehensive Plan	Development Services Director	January 2019
5.	Schedule Meeting with City of Raleigh to Discuss Raleigh Boundary	Town Manager Development Services Director	May 2017

## MISCELLANEOUS

Priority	Task	Person(s) Assigned to Complete Task	Target Date
1.	Replace Information Technology System	Town Manager	October 2017
2.	Develop / Implement Communication Strategy Plan	Administrative Services Director	January 2018
3.	Schedule Closed Session to Discuss PEG Media Strategy	Town Manager	May 2017
4.	Implementation of Weekly Recycling	Town Manager	July 2017

## **IMPLEMENTATION**

The Town Council retreat began with the elected officials surveying the Town's landscape through a SWOT analysis. The group held thoughtful discourse on the current strengths and weaknesses that Knightdale faces. From that point, significant time was dedicated to evaluating potential opportunities and threats that could be on the Town's horizon. The purpose of the SWOT analysis was to challenge Town Council to evaluate the Town's landscape strategically. By doing so, the council could then effectively set goals that minimize threats while maximizing opportunities to enhance the lives of Knightdale's citizens through programs and services.

The ultimate goal of the retreat is to successfully implement these goals into action. Town Council assumed the responsibility of setting goals that holistically seek to improve Town's services and direction. Town staff is charged with implementing the goals according to the timelines mutually agreed upon by the elected officials and Town Manager. Establishing target dates for completion for each goal seeks to maximize the efficiency of staff's performance. Each goal will be incorporated into the departmental work plans to which the task relates. The Town Manager, in conjunction with the department directors, will ensure that the goals are completed. All relevant information will be presented to Town Council for consideration and review. The overall process strives to keep staff's efforts aligned with the ambitions and direction set by Town Council.



## **Additional Materials**

- Retreat Agenda
- Public Hearings Hand-Out



# KNIGHTDALE TOWN COUNCIL MEETING AGENDA

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950 Steeple Square Court, Knightdale, North Carolina 27545

**April 8, 2017**  
**8:00 a.m.**

FACILITATOR: Mark Williams, Retired Wake Forest Town Manager

ITEM I. INTRODUCTION

ITEM II. ICE BREAKER

ITEM III. TOWN MANAGER  
A. Review of Public Values  
B. Types of Regulatory Decisions

ITEM IV. S.W.O.T. ANALYSIS (Strengths, Weaknesses, Opportunities, Threats)  
*A strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project, in this case the Town of Knightdale as a whole. It involves identifying the internal and external factors that are favorable and unfavorable to achieving success.*

ITEM V. BREAK

ITEM VI. BRAINSTORMING SESSION  
A. Identify Items/Areas to be Addressed  
B. Prioritize Items/Areas  
C. Develop Strategies  
D. Set Goals

ITEM VII. WRAP-UP

**§ 160A-81. Conduct of public hearings.**

Public hearings may be held at any place within the city or within the county in which the city is located. The council may adopt reasonable rules governing the conduct of public hearings, including but not limited to rules (i) fixing the maximum time allotted to each speaker, (ii) providing for the designation of spokesmen for groups of persons supporting or opposing the same positions, (iii) providing for the selection of delegates from groups of persons supporting or opposing the same positions when the number of persons wishing to attend the hearing exceeds the capacity of the hall, and (iv) providing for the maintenance of order and decorum in the conduct of the hearing.

The council may continue any public hearing without further advertisement. If a public hearing is set for a given date and a quorum of the council is not then present, the hearing shall be continued until the next regular council meeting without further advertisement. (1971, c. 698, s. 1.)

**When are public hearings required for municipal governments?**

<i>Adopting Regulatory Ordinances</i>	
Development Ordinances	160A-364
Sunday Closing Ordinances	160A-191
<i>Government Structure</i>	
Form of Government	160A-102
City Parking Authority Creation	160A-552
<i>Service District Matters</i>	
Establishing Districts	160A-537
Expanding Districts	160A-538
Deleting Territory	160A-538.1
Consolidating Districts	160A-539
Abolishing Districts	160A-541
<i>Municipal Annexation</i>	
Voluntary contiguous	160A-31
Voluntary satellite	160A-58.2
Involuntary	160A-58.55
Annexation agreements	160A-58.24
<i>Financial matters</i>	

Annual budget ordinance	159-12
General Obligation Bonds	159-57
Installment Financings	160A-20
Levy of Occupancy Taxes	160A-215
Establishing Stormwater Fees	160A-314
Preliminary Resolution	160A-225
Preliminary Assessment Roll	160A-228
<b><i>Streets and Roads</i></b>	
Closing Streets and Roads	160A-299
Transportation Plan (comprehensive plan)	136-66.2
<b><i>Miscellaneous</i></b>	
Economic Development Incentives	158-7.1
Landfill Site Selection	160A-325(a)
Ambulance Service Ordinances	153A-250
Location of ABC stores	18B-801
Minority Business Participation Goals	143-128.2