

# Strategic Priority Implementation Plan

**The Town Council will endeavor to successfully implement the Knightdale Strategic Plan.** The Council will use the plan to guide its decision-making to ensure that their decisions are aligned with the objectives laid out in the plan. A key component of the plan is the identification and adoption of strategic priorities. **These priorities represent all projects/programs/initiatives necessary to fully realize the Focus Areas of the Knightdale Strategic Plan.** The Town Manager will work, in conjunction with the Department Directors, to recommend priorities that advance the Town’s strategic vision. These departmental recommendations will be formalized in a Strategic Priority Implementation Plan to be adopted by the Council annually.

The Manager has the overall responsibility for implementing the plan and will work in conjunction with the town staff to achieve results envisioned by Council and the community. The Manager will facilitate an annual planning retreat for the Council, to ensure that the Knightdale Strategic Plan is a living document, which continually evolves to fulfill the mission and vision of the organization.

## SAFE



**Knightdale is a safe community, where residents feel secure throughout the Town, the crime rate is low, and public safety personnel have a positive relationship with the community.**

Implementation Items	Department(s)	CIP Approval Required	Funding Committed	Priority	Target Date
<b>Approve Merger with the Eastern Wake Fire Department</b> <ul style="list-style-type: none"> <li>Obtain affirmative merger vote from EWFD</li> <li>Effective service start date of July, 1, 2020</li> </ul>	Administration Fire	No	Yes	High	FY2020
<b>Purchase replacement Ladder Truck</b>	Fire	Yes	No	High	FY2020
<b>Obtain CALEA Reaccreditation</b>	Police	No	Yes	High	FY2020

<p><b>Onboard Merged Eastern Wake Fire Employees</b></p> <ul style="list-style-type: none"> <li>• Build personnel profiles for the creation of personnel records of new employees</li> <li>• Conduct individual meetings with new employees to explain benefits</li> <li>• Complete benefit enrollments for new employees</li> <li>• Hold staggered orientation classes (combining current and new employees to establish team mindset and develop a common language)</li> <li>• Personnel policy review and explanation for new employees</li> <li>• Hold individual check-in meetings with new employees three months into new employment</li> </ul>	<p><b>Human Resources</b></p>	<p>No</p>	<p>Yes</p>	<p>High</p>	<p>FY2020</p>
<p><b>Determine Options for New Police Station</b></p> <ul style="list-style-type: none"> <li>• Determine station needs (size, amenities, etc.) (FY2020)</li> <li>• Determine station design (new construction, upfit of existing structure, renovation of PS Building, etc.) (FY2022)</li> <li>• Determine location and acquire property, if applicable (FY2022)</li> <li>• Begin construction (FY2023)</li> </ul>	<p><b>Administration Police Finance</b></p>	<p>Yes</p>	<p>Partial</p>	<p>High</p>	<p>FY2021</p>
<p><b>Hire Second Company of Firefighters to Operate Ladder Truck Apparatus</b></p> <ul style="list-style-type: none"> <li>• Advertise positions and hold hiring process (mid-year)</li> <li>• Large orientation class</li> <li>• Conduct individual meetings with new employees to explain benefits</li> <li>• Complete benefit enrollments for new employees</li> <li>• Personnel policy review and explanation for new employees</li> <li>• Hold individual check-in meetings with new employees three months into new employment</li> </ul>	<p><b>Fire Human Resources</b></p>	<p>No</p>	<p>No</p>	<p>High</p>	<p>FY2021</p>
<p><b>Adopt Plan for the Construction of Fire Station #2</b></p> <ul style="list-style-type: none"> <li>• Purchase land for station along the Hodge Road corridor (FY2021)</li> <li>• Determine potential co-location opportunities with Wake County</li> <li>• Approve station design and determine funding strategy</li> </ul>	<p><b>Administration Fire Finance</b></p>	<p>Yes</p>	<p>No</p>	<p>High</p>	<p>FY2022</p>



<b>Create a Departmental Strategic Information Technology Plan</b> <ul style="list-style-type: none"> <li>Purpose is to identify new technologies to improve service delivery</li> </ul>	Police	No	No	Medium	FY2020
<b>Collaborate to Create New Fire Department Career Development Program</b>	Fire Human Resources	No	Yes	Low	FY2021
<b>Collaborate to Explore the Feasibility of a Cadet Program</b>	Police Human Resources	No	No	Low	FY2021



## CONNECTED & INCLUSIVE



**Knightsdale actively pursues balanced growth with exceptional design to maintain its small town feel and appearance. Through the creation of unique community spaces and a welcoming environment for entrepreneurs and small businesses, we are creating a connected and inclusive town.**

Implementation Items	Department(s)	CIP Approval Required	Funding Committed	Priority	Target Date
<b>Adopt Revised Unified Development Ordinance (UDO)</b> <ul style="list-style-type: none"> <li>Implement revised regulations that best align with current &amp; future needs</li> </ul>	Development Services	Yes	Yes	High	FY2021
<b>Adopt Local Transportation Plan</b> <ul style="list-style-type: none"> <li>Develop appropriate cross sections</li> <li>Evaluate traffic operations</li> <li>Identify needed existing ROW improvements</li> <li>Identify future ROW locations</li> <li>Develop comprehensive bicycle and pedestrian improvements</li> <li>Identify applicable transit considerations</li> <li>Prioritize needed improvements</li> </ul>	Development Services	Yes	No	High	FY2022
<b>Complete Knightsdale Station Village Project</b>	Development Services	No	Yes	Medium	FY2021
<b>Prepare Economic Development Strategy</b> <ul style="list-style-type: none"> <li>Implement FY20 strategies</li> <li>Strengthen relationship with Wake ED</li> <li>Develop local incentives policy for Council adoption, if applicable</li> <li>Prepare available properties profile</li> <li>Prepare demographic profile (workforce, infrastructure, etc.)</li> <li>Determine feasibility of agritourism program</li> </ul>	Development Services	No	No	Medium	FY2021



<b>Prepare Knightdale Marketing Program</b> <ul style="list-style-type: none"> <li>Prepare marketing program for upcoming year</li> </ul>	Administration	Yes	No	Medium	FY2021
<b>Develop Program to Enhance Support of Public Schools</b> <ul style="list-style-type: none"> <li>Elementary field trip program</li> <li>Explore Youth &amp; Government Program partnership with YMCA</li> <li>Determine feasibility of summer internship program for high school students</li> <li>Host annual area principals luncheon</li> </ul>	Administration	No	No	Medium	FY2021
<b>Construct Sidewalk on First Avenue</b> <ul style="list-style-type: none"> <li>Between termination on North First Avenue to Brookfield Station subdivision</li> </ul>	Development Services	Yes	No	Medium	FY2022
<b>Develop Strategy for Rail Crossing</b> <ul style="list-style-type: none"> <li>Old Faison Road Tracts</li> </ul>	Development Services	Yes	No	Medium	FY2022
<b>Prepare Small Area Plan for Walkable Pockets Around Mass Transit</b>	Development Services	No	No	Medium	FY2022
<b>Develop Strategy to Attract Diverse Entertainment Options</b> <ul style="list-style-type: none"> <li>Expand diversity of programming options at KSP Stage</li> </ul>	Recreation	No	No	Low	FY2021
<b>Audit Current Advisory Board Structure</b> <ul style="list-style-type: none"> <li>Assess current benefits of existing bodies</li> <li>Identify any needed advisory bodies</li> </ul>	Administration	No	No	Low	FY2021
<b>Create a “Knightdale 101” Academy</b>	Administration	No	No	Low	FY2021
<b>Redevelop Caboose Property</b>	Public Works Development Services	Yes	No	Low	FY2023
<b>Construct Sidewalk on Old Knight Road</b> <ul style="list-style-type: none"> <li>Between termination on North First Avenue and Knightdale High School</li> </ul>	Development Services	Yes	No	Low	FY2023

## SUSTAINABLE



**Knightsdale promotes the stewardship of its environment, the resiliency of its resources, and the maintenance of a financially sustainable government.**

Implementation Items	Department(s)	CIP Approval Required	Funding Committed	Priority	Target Date
<b>Correct Stormwater Drainage Problems at Harper Park</b>	Public Works Stormwater	Yes	No	High	FY2020
<b>Adopt a Comprehensive Capital Improvement Plan</b> <ul style="list-style-type: none"> <li>Utilize First Tryon Planning Tool to prepare CIP for Council consideration</li> <li>Include cost / benefit analysis for projects</li> <li>Include applicable future maintenance costs for projects</li> <li>Identify any avoidable costs for projects</li> </ul>	Finance	Yes	Yes	High	FY2021
<b>Adopt Storm Water Master Plan</b>	Stormwater	No	Yes	High	FY2021
<b>Complete Environmental Park Improvements</b>	Stormwater	Yes	Yes	High	FY2021
<b>Receive Unqualified Financial Audit Opinion for FY2020</b>	Finance	No	Yes	Medium	FY2021
<b>Complete Comprehensive Budget Document</b> <ul style="list-style-type: none"> <li>Submit for National GFOA Distinguished Budget Presentation Award</li> </ul>	Finance	No	Yes	Medium	FY2021
<b>Review Open Space Preservation Regulations</b> <ul style="list-style-type: none"> <li>Work Session discussion</li> </ul>	Development Services	No	No	Medium	FY2021



<b>Develop Native Planting Plan &amp; Guidelines</b> <ul style="list-style-type: none"> <li>For public properties and future developments</li> </ul>	<b>Development Services</b>	<b>No</b>	<b>No</b>	<b>Medium</b>	<b>FY2021</b>
<b>Purchase Vacuum Vehicle (One-Armed Bandit) to Support Seasonal Loose-Leaf Collection Program</b>	<b>Public Works Finance</b>	<b>Yes</b>	<b>No</b>	<b>Medium</b>	<b>FY2022</b>



## ACTIVE & HEALTHY



**Knightdale brings people together and boasts happy residents by promoting and sustaining a high quality of life and providing recreation and leisure activities to meet diverse interests.**

Implementation Items	Department(s)	CIP Approval Required	Funding Committed	Priority	Target Date
<b>Complete and Implement Inventory &amp; Maintenance Plan</b> <ul style="list-style-type: none"> <li>Complete Study (FY2020)</li> <li>Implement Maintenance Program (FY2021)</li> </ul>	Recreation Public Works Finance	Yes	No	High	FY2020
<b>Complete Harper Park Project</b> <ul style="list-style-type: none"> <li>Replace playground</li> <li>Construct two additional pickle ball courts</li> <li>Rehabilitate picnic shelters</li> </ul>	Recreation Public Works Finance	Yes	No	High	FY2021
<b>Construct Mingo Creek Greenway Extension</b> <ul style="list-style-type: none"> <li>Completion of construction documents (FY2020)</li> <li>Acquire necessary right-of-way (FY2020)</li> <li>Construction (FY2021)</li> </ul>	Development Services Public Works	Yes	Yes	High	FY2021
<b>Develop Programming Strategy for Knightdale Station Park Stage</b> <ul style="list-style-type: none"> <li>Determine feasibility of private usage for non-commercial purposes</li> </ul>	Recreation	No	Yes	Medium	FY2021
<b>Complete Wake Stone Athletic Park Phase 1</b> <ul style="list-style-type: none"> <li>Meet Wake County Hospitality Grant obligations</li> <li>Construct 5 regulation size soccer fields and required transportation facilities</li> </ul>	Development Services Public Works	Yes	Yes	Medium	FY2021
<b>Renovate Knightdale Recreation Center</b>	Public Works	Yes	No	Medium	FY2021
<b>Develop Specification for Natural Trail Surfaces</b>	Recreation	No	No	Medium	FY2021





<b>Adopt Knightdale Parks &amp; Recreation Master Plan</b> <ul style="list-style-type: none"> <li>Identify future recreation opportunities for west side of Town</li> <li>Develop strategy to activate Panther Rock Park</li> </ul>	<b>Recreation</b>	<b>Yes</b>	<b>No</b>	<b>Medium</b>	<b>FY2022</b>
<b>Complete Repairs to the Knightdale Community Park</b> <ul style="list-style-type: none"> <li>Upgrades to concession stands, fencing, infield surfaces, &amp; drainage</li> </ul>	<b>Recreation Public Works</b>	<b>No</b>	<b>Yes</b>	<b>Low</b>	<b>FY2021</b>
<b>Upgrade Knightdale Elementary School Property</b> <ul style="list-style-type: none"> <li>Upgrades to bathrooms, infields, batting cage area, &amp; concessions</li> </ul>	<b>Recreation Public Works</b>	<b>No</b>	<b>Yes</b>	<b>Low</b>	<b>FY2021</b>



## ORGANIZATIONAL EXCELLENCE



**Knightsdale's government is operated efficiently and transparently by outstanding employees who focus on excellent customer service and open communication.**

Implementation Items	Department(s)	CIP Approval Required	Funding Committed	Priority	Target Date
<b>Renovate Human Resources &amp; Finance Departments</b> <ul style="list-style-type: none"> <li>Comprehensive renovations to maximize space and increase security</li> </ul>	<b>Administration Public Works</b>	Yes	Yes	High	FY2020
<b>Revise Performance Evaluation Tool</b> <ul style="list-style-type: none"> <li>Revise/Simplify annual performance evaluation tool</li> </ul>	Human Resources	No	Yes	High	FY2020
<b>Adopt Town-Wide Staffing Plan</b> <ul style="list-style-type: none"> <li>Hire consultant</li> <li>Work with consultant to address timing for adding new positions</li> <li>Create succession plan</li> <li>Identify recruitment and retention strategies</li> <li>Identify diversity strategies</li> </ul>	Human Resources	Yes	No	High	FY2021
<b>Renovate Town Hall Bathrooms, Breakroom, &amp; Second Floor</b>	<b>Administration Public Works</b>	Yes	No	High	FY2021
<b>Renovate Town Council Chambers</b> <ul style="list-style-type: none"> <li>Install second floor audio visual sound booth (increase usable area)</li> <li>Renovate dais and install contemporary technologies</li> </ul>	<b>Administration Public Works</b>	Yes	No	High	FY2022
<b>Create Performance Dashboards to Increase Operational Transparency</b> <ul style="list-style-type: none"> <li>Utilize Microsoft B.I. platform to convey statistical information and establish dashboards to report performance</li> </ul>	Information Technology	Yes	No	High	FY2022
<b>Implement IDT Plan Review Software</b> <ul style="list-style-type: none"> <li>Digital plan review with online citizen portal</li> </ul>	Development Services	Yes	Yes	Medium	FY2020

<b>Develop Advisory Board Appreciation Program</b> <ul style="list-style-type: none"> <li>New appointment introductions at March Regular Meeting annually</li> <li>Annual appreciation dinner each December</li> </ul>	Administration	No	No	Medium	FY2021
<b>Implement HR Payroll Attendance Timesheet Software</b> <ul style="list-style-type: none"> <li>Prepare for software upgrade</li> <li>Train on new software</li> <li>Train employees on new self-service and electronic timesheets</li> </ul>	Finance Human Resources	Yes	No	Medium	FY2021
<b>Receive National GFOA Certificate of Achievement for Excellence in Financial Reporting (CAFR Program)</b>	Finance	No	Yes	Medium	FY2021
<b>Complete Citizens' Financial Report (PAFR)</b> <ul style="list-style-type: none"> <li>Release publication including PSA via social media outlets</li> <li>Submit for National GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting</li> </ul>	Finance	No	Yes	Medium	FY2021
<b>Implement Diversity &amp; Inclusiveness Training Program</b> <ul style="list-style-type: none"> <li>Hire independent consultant / provide in-house online training</li> </ul>	Human Resources	No	Yes	Medium	FY2021
<b>Revise Knightdale Code of Ordinances per AmLegal Recommendations</b> <ul style="list-style-type: none"> <li>Complete audit of current codebook (FY2020)</li> <li>Adopt suggested legal revisions (FY2021)</li> </ul>	Administration	No	Yes	Medium	FY2021
<b>Migrate Central Server Data to Microsoft One Drive</b> <ul style="list-style-type: none"> <li>Increase storage capacity and security by migrating to Microsoft cloud</li> </ul>	Information Technology	Yes	No	Medium	FY2021
<b>Establish a Supervisory Training Program</b> <ul style="list-style-type: none"> <li>Internal training program for supervisor level expectations held in small class format</li> </ul>	Human Resources	No	Yes	Medium	FY2022
<b>Implement Procurement Card Program</b>	Finance	No	Yes	Low	FY2020