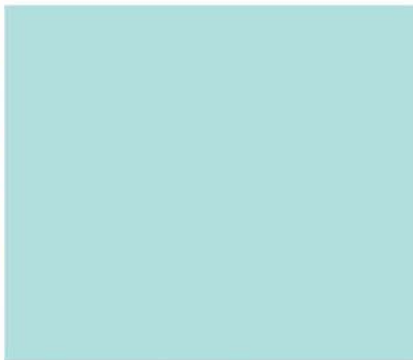


2019



# Town of Knightdale **STRATEGIC PLAN**





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## WHY THINK STRATEGICALLY

**The Knightdale Strategic Plan is the Town Council’s overall guiding framework for activities and operations moving forward.** North Carolina state law charges the Council with the responsibility to adopt policies that set the general direction of the Town. Strategic planning provides clarity, direction, and focus, with a forward-looking emphasis. These beneficial areas are crucial to high-growth environments. This plan clearly communicates the message of *“who we are and what we want our Town to be in the future.”* The strategic plan identifies organizational priorities and subsequent objectives to successfully meet these goals.

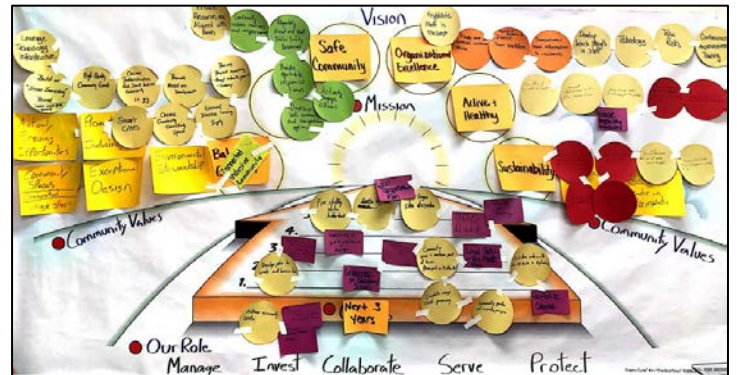


Image of Brainstorming Goals

**The purpose of the Knightdale Strategic Plan is to:**

1. Set the focus for the Town (establish priorities)
2. Define the Town’s actions and investments; and
3. Direct the achievement of short-term and long-term goals

**The Knightdale Strategic Plan will be used to:**

1. Focus the Town’s organizational efforts and resources
2. Set priorities for annual retreats and staff work plans
3. Evaluate progress toward achieving its vision
4. Assess/adjust the Town’s direction in response to our changing environment
5. Serve as a decision-making filter for the consideration of legislative actions

The Knightdale Strategic Plan provides the framework for the activities and operations that are performed by all Town Departments. The sections below provide an overview of the plan including the Town’s core values, vision and mission statements, and areas of focus with defined objectives. Finally, the plan outlines implementation strategies and responsibilities.

These pieces together provide the overall framework for the direction of the Town of Knightdale moving forward for the betterment of future generations.



Knightdale Station Park





## CREATING OUR PLAN

To develop this plan, Town leadership consulted employees, citizens, and business leaders for guidance into the future direction of Knightdale. **Robust input was received from a myriad of community stakeholders.** Feedback was received through various avenues including, civic and employee focus groups, community forums, online survey responses, as well as meeting with the elected officials. The current plan reflects the cumulative ambitions and expectations of these stakeholders.



Community Forum Focus Group Meeting

The resulting Knightdale Strategic Plan outlines five primary Focus Areas. These areas represent the foundational elements that all stakeholders identified as crucial for our community's successful development. Each Focus Area was further defined to include primary objectives. These objectives are activities to ensure successful achievement of the broader focus areas.

## OUR CORE VALUES

**Our core values guide how the Town of Knightdale will effectively serve the community.**

Core values describe how we behave; they guide our everyday decision-making and how we treat each other and our customers. These values guide how we, the Town of Knightdale, will effectively serve the community in the fulfillment of the Strategic Plan. Our Core Values are central tenets that identify what we believe to be most important in our role as public servants, and they are the belief system that drives our overall mission – serving the citizens of Knightdale.

By its very definition, an **ARC** is a geometric element critical to connectivity. These tenets are meant to provide us with a sense of solidarity that comes with serving a common purpose that is bigger and more important than ourselves.

*What **Accountability** means to us...*

- Accepting the responsibility to fulfill our mission
- Demonstrating behavior that is commensurate with the highest standards of professionalism
- Ensuring that the actions and performance of our employees is consistent with the high standards associated with public service



*What **Respect** means to us...*

- Exhibiting positive esteem for ourselves, our peers, our subordinates, and for our citizens
- Working to give, build, and maintain positive relationships over time
- Being empathically sensitive to the needs of all stakeholders



*What Customer Service means to us...*

- Striving to fully meet the needs of our citizens while being good stewards of our resources
- Understanding that the manner in which we treat our citizens is a direct reflection on the Town and ourselves
- Committing to a course of action and meeting agreed upon outcomes and expectations

## VISION & MISSION

**The Knightdale Vision and Mission statements define our purpose and align the people within our organization, ensuring that we are all working towards a single purpose.** This commitment helps to increase efficiency and productivity in our organization. The Vision Statement articulates a long-term view of the ideal future for the Town of Knightdale. The Mission Statement describes why the Town of Knightdale exists and what it will do to help achieve its vision. The vision and mission statements will guide the work of the Town of Knightdale, ensuring that all activities it undertakes will help achieve the vision.



*Knightdale Veterans Memorial Dedication*

### Vision

Knightdale is an inclusive and connected urban small town with unique gathering places that foster a sense of community.

### Mission

We serve all residents of Knightdale by providing a healthy and safe environment and opportunities for a high quality of life.

## FOCUS AREAS & OBJECTIVES

The Strategic Plan identifies the following **Focus Areas** that will serve as the primary decision-making priorities for the Knightdale. Each Focus Area is comprised of objectives that define primary key indicators of success for each area.



**Safe**



**Connected & Inclusive**



**Sustainable**



**Active & Healthy**



**Organizational Excellence**



## 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.**

### *What it means to us...*

**Safety** is the foundation of a great community. The Town is committed to ensuring that safety is our foremost priority now and for future generations.

### *Objectives*

- Ensure resources are aligned with growing, community needs
- Adequately fund and staff public safety resources
- Actively engage citizens in public safety efforts

## CONNECTED & INCLUSIVE



**Knightdale 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.**

### *What it means to us...*

A **Connected** Knightdale is a community where we know our neighbors. It is recognizing that our connectivity to one another serves as the foundation of what makes Knightdale a special place. We are connected in the manner in which we embrace technology and through our proximity to the Triangle region.

An **Inclusive** Knightdale is a community where our residents feel safe, respected, and comfortable.

### *Objectives*

- Build on our “Start Something” identity
- Communicate important Town information to residents in a timely and informative manner
- Put on high quality community events
- Create the infrastructure necessary for the small business community
- Embrace opportunities for physical connectivity through the transportation network
- Ensure a diversity of housing
- Advocate for quality educational opportunities



## SUSTAINABLE



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

### *What it means to us...*

A **Sustainable** Knightdale is a community with a healthy environment and a strong economy that is focused on the well-being of its citizens. Our community will endure over time, ensuring prosperity for future generations.

### *Objectives*

- Promote financial sustainability and balanced growth between residential and commercial development
- Explore ways to reduce Town government energy consumption
- Encourage quality commercial and residential development that ages well over time
- Increase multimodal forms of transportation
- Invest in the redevelopment of existing activity and retail centers
- Implement the Knightdale Next 2035 Comprehensive Plan

## 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.**

### *What it means to us...*

An **Active and Healthy** Knightdale embraces opportunities to make it easier for citizens to live healthy lives. We provide opportunities for people to be physically active and socially engaged as part of their daily routine, improving physical and mental health. We strive to allow our citizens to age in place and remain all their lives in a Knightdale that reflects their changing lifestyles and changing physical capabilities.

### *Objectives*

- Offer a variety of health, fitness, and cultural opportunities to meet the needs of a diverse population
- Provide access to healthy, fresh foods and connectivity to local farms
- Expand bike lanes and the greenway network



# ORGANIZATIONAL EXCELLENCE



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

## *What it means to us...*

**Organizational Excellence** means a Knightdale that places the interests of our citizens first. Employees' behaviors and decisions are firmly rooted in our ARC values. The Town is comprised of a highly talented workforce that embraces best-practices in public administration.

## *Objectives*

- Provide friendly and accessible customer service
- Recruit and retain a diverse, highly-talented town workforce
- Embrace technology to improve internal and external service delivery
- Invest in employees' skills and professional development

# IMPLEMENTATION

**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. The Town 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 strategic 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. The retreat will serve two primary purposes. First, the Manager will work in conjunction with the Department Directors to recommend projects/programs/initiatives that advance the Strategic Plan's Focus Areas. These departmental recommendations will be formalized in an Annual Implementation Plan adopted by the Council. Secondly, the Manager will present an annual report on service delivery effectiveness. Performance metrics will be established to apprise the Council of organizational performance. The Manager will endeavor to help the Council understand how the impacts of their decisions affect service delivery and align with the Strategic Plan.

## **Putting the Pieces Together**

The pyramid graphic articulates how all of the building blocks of the Knightdale Strategic Plan work together to achieve the future Town our citizens' desire. The vision defines our ideal future while the mission articulates our direction and commitment to realizing this future. The Areas of Focus are community expectations that are universal to all of Knightdale's





citizenry. Objectives provide the key activities to achieve success. These guiding qualities are further supported by the Town’s core values, which represent the beliefs that are shared among the stakeholders of our organization and in turn drive and sustain our culture.

## Handling Emerging Issues

**Decision filters are designed to help deal with emerging priorities.** As the strategic plan is a living document, the following decision filters define how the Council will adhere to established priorities while being prepared for emergent issues at the same time. The Council and staff will apply the following criteria to reevaluate priorities that should be considered outside of the strategic plan and/or annual budget process. While it is unlikely that any issue will meet *all* of the criteria, the decision filters will help Council and staff evaluate emerging opportunities. The criteria include:

- **Alignment with Strategic Plan (or other adopted plans)**
  - Does the issue fit into one of our Focus Areas?
  - Does the issue fit into priority areas for Departmental Strategic Plans or other guiding documents?
- **Cost / Available Funding**
  - Do we have the money to do this?
  - Is it fiscally responsible to do this?
- **Opportunity; Urgency / Timing**
  - Is this a onetime opportunity?
  - Is this an urgent or impending issue for the Town?
- **Magnitude of Impact on Knightdale**
  - Will this have a strong, positive impact on the Town?
  - Does this impact a large or small area of Knightdale?
- **Level of Community Support or Demand**
  - Is this an issue that the community wants prioritized?
  - Has there been a lot of demand for this issue?
- **Opportunity Cost**
  - Do we lose another potential priority if this is chosen?
- **Return on Investment**
  - Is this an efficient use of our time and money? What is the ratio of net profit over the cost?
  - Do we anticipate a non-financial return on our investment (e.g. building a sense of community or setting the stage for the kind of Town we want to be)?
- **Capitalizing on Strengths and Addressing our Weaknesses**
  - Does this emphasize a strength we have?
  - Does this fix or address a weakness we have?

