

## FY21 Strategic Implementation Plan



*KSP Stage and Veterans Memorial*

**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.



*Public Works Facility*



*Harper Park*

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.



**Knightsdale 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	Target Date
<b>Convert Public Safety Center to Law Enforcement Center</b> <ul style="list-style-type: none"> <li>Prepare design and construction documents (FY2022)</li> <li>Begin construction (FY2023)</li> </ul>	<b>Administration</b> <b>Police</b> <b>Finance</b>	Yes	Partial	FY2022
<b>Construct Fire Station on Hodge Road</b> <ul style="list-style-type: none"> <li>Acquire land (FY2021)</li> <li>Construct facility (FY2022)</li> </ul>	<b>Fire</b> <b>Human Resources</b>	Yes	No	FY2022
<b>Construct Fire Station on Forestville Road</b> <ul style="list-style-type: none"> <li>Facilitate land exchange (FY2021)</li> <li>Construct facility (FY2022)</li> </ul>	<b>Administration</b> <b>Fire</b> <b>Finance</b>	Yes	No	FY2022



## 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.**

Implementation Items	Department(s)	CIP Approval Required	Funding Committed	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	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	FY2022
<b>Implement Economic Development Program</b> <ul style="list-style-type: none"> <li>Adopt Economic Strategic Development Plan (FY2021)</li> <li>Implement Program (FY2022)</li> </ul>	Development Services	No	No	FY2022
<b>Install Public Art Project</b> <ul style="list-style-type: none"> <li>Participate in the Municipal Murals Program with the United Arts Council</li> </ul>	Administration	No	No	FY2022
<b>Complete Knightdale Station Village Project</b>	Development Services	No	Yes	FY2022



<b>Develop Program to Enhance Support of Public Schools</b> <ul style="list-style-type: none"> <li>• Develop 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>	<b>Administration</b>	<b>No</b>	<b>No</b>	<b>FY2022</b>
<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>	<b>Development Services</b>	<b>Yes</b>	<b>No</b>	<b>FY2022</b>
<b>Develop Strategy for Rail Crossing</b> <ul style="list-style-type: none"> <li>• Old Faison Road Tracts</li> </ul>	<b>Development Services</b>	<b>Yes</b>	<b>No</b>	<b>FY2022</b>
<b>Prepare Small Area Plan for Walkable Pockets Around Mass Transit</b>	<b>Development Services</b>	<b>No</b>	<b>No</b>	<b>FY2022</b>
<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>	<b>Recreation</b>	<b>No</b>	<b>No</b>	<b>FY2022</b>
<b>Create Knightdale Mayor's Academy</b>	<b>Administration</b>	<b>No</b>	<b>No</b>	<b>FY2022</b>
<b>Redevelop Caboose Property</b>	<b>Public Works Development Services</b>	<b>Yes</b>	<b>No</b>	<b>FY2023</b>
<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>	<b>Development Services</b>	<b>Yes</b>	<b>No</b>	<b>FY2023</b>



## 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	Target Date
<b>Adopt Storm Water Master Plan</b>	<b>Stormwater</b>	<b>No</b>	<b>Yes</b>	<b>FY2021</b>
<b>Receive Unqualified Financial Audit Opinion for FY2021</b>	<b>Finance</b>	<b>No</b>	<b>Yes</b>	<b>FY2022</b>
<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>Yes</b>	<b>FY2021</b>
<b>Complete Comprehensive Budget Document</b> <ul style="list-style-type: none"> <li>Submit for National GFOA Distinguished Budget Presentation Award</li> </ul>	<b>Finance</b>	<b>No</b>	<b>Yes</b>	<b>FY2022</b>
<b>Determine Future Use of Former Public Works Facility</b> <ul style="list-style-type: none"> <li>Present facility assessment to Town Council</li> <li>Evaluate as a potential future recreation facility</li> </ul>	<b>Administration</b>	<b>Yes</b>	<b>No</b>	<b>FY2022</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>FY2022</b>



## ACTIVE & HEALTHY



**Knightsdale 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	Target Date
<b>Implement Inventory &amp; Maintenance Program</b>	Recreation Public Works Finance	No	No	FY2022
<b>Complete Harper Park Project</b> <ul style="list-style-type: none"> <li>Improve stormwater functionality by installing underground piping (FY2021)</li> <li>Construct two additional pickle ball courts (FY2021)</li> <li>Replace playground (FY2022)</li> <li>Rehabilitate picnic shelters (FY2022)</li> </ul>	Recreation Public Works Finance	Yes	Partial	FY2022
<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 (FY2021)</li> <li>Construction (FY2022)</li> </ul>	Development Services Public Works	Yes	Yes	FY2022
<b>Adopt Knightsdale Parks &amp; Recreation Master Plan</b> <ul style="list-style-type: none"> <li>Inventory existing facilities</li> <li>Determine location and type of future amenities</li> </ul>	Recreation	Yes	Yes	FY2022
<b>Develop Programming Strategy for Knightsdale Station Park Stage</b> <ul style="list-style-type: none"> <li>Determine feasibility of private usage for non-commercial purposes</li> </ul>	Recreation	No	No	FY2022



## 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	Target Date
<b>Renovate Town Hall Second Floor</b> <ul style="list-style-type: none"> <li>• Renovate Development Services suite</li> <li>• Construct Administration suite</li> <li>• Renovate customer reception area</li> <li>• Renovate conference room</li> <li>• Digitize existing development files for cloud-based storage</li> </ul>	<b>Administration Public Works</b>	Yes	Yes	FY2021
<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>	<b>Human Resources</b>	Yes	No	FY2022
<b>Renovate Town Hall Bathrooms and Breakroom</b>	<b>Administration Public Works</b>	Yes	No	FY2022
<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	FY2023
<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>	<b>Information Technology</b>	Yes	No	FY2022



<b>Receive National GFOA Certificate of Achievement for Excellence in Financial Reporting (CAFR Program)</b>	<b>Finance</b>	<b>No</b>	<b>Yes</b>	<b>FY2021</b>
<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>	<b>Finance</b>	<b>No</b>	<b>Yes</b>	<b>FY2021</b>
<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>	<b>Information Technology</b>	<b>Yes</b>	<b>No</b>	<b>FY2021</b>
<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>	<b>Human Resources</b>	<b>No</b>	<b>Yes</b>	<b>FY2022</b>
<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>	<b>Administration</b>	<b>No</b>	<b>No</b>	<b>FY2022</b>

