



# STRATEGIC PLAN 2020–2022

## *Introduction*

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Strategic planning helps a community identify priorities, envision the future, and create a plan of action for achieving that desired future. This strategic plan will help the Town of Rolesville define a path for moving forward collectively. This plan will support the Rolesville Mayor, Board of Commissioners, and town staff by connecting important decisions to an identified strategy and guiding vision. A strategic plan is an important way for elected officials and members of the community to communicate with one another regarding the Town's priorities and vision for the future.

As a guiding document, the Strategic Plan outlines the operating guidelines for the organization as a whole. Various terms and phrases are associated with key elements of this plan, and it is important to understand what each of these terms mean within the context of this Strategic Plan.

The **VISION STATEMENT** is an aspirational description that serves as a clear guide for choosing current and future courses of action.

The **KEY FOCUS AREAS** are broadly defined areas that provide structure for the plan.

The **GOALS** are high-level statements that capture the priorities for the next two to three years.

The **MISSION STATEMENT** describes the essential reasons for the existence of the organization.

The **CORE VALUES** represent the values upon which the organization bases its decisions.

# Vision

*Genuine community thrives in Rolesville as we seek to build a place that is focused on walkability, with connections to parks, greenways, and gathering spaces.*

Rolesville has a rich history and a genuine community feel that makes our town unique. Neighbors connect with each other at recreation programs and local parks, and they use playgrounds and trails throughout the year. It is a safe place to live, and quality planned communities offer a wide variety of home styles and price choices. The vision for a charming downtown features areas to walk to quaint coffee shops, breweries, and locally owned shops. Several times a year the Town attracts regional visitors to annual events, concerts, and festivals. Mixed use land development along the downtown core makes Main Street a genuine destination. All of this is within a short drive to the Capital City—Raleigh.

## Key Focus Areas



### COMMUNITY CONNECTION

Foster opportunities to build connections and create civic life

**GOAL 1:** Provide a broad mix of arts, culture, and recreation opportunities with cross-generational appeal

**GOAL 3:** Build coalitions with state, county, and community partners to address regional issues

**GOAL 2:** Consider opportunities for shared services and best practices with neighboring communities

**GOAL 4:** Create opportunities to recognize the Town's history and diversity



### PLANNED INVESTMENT

BUILD COMMUNITY ASSETS TO MEET GROWING NEEDS

**GOAL 5:** Increase efforts to improve the Town's appearance

**GOAL 8:** Develop a plan to build and maintain community infrastructure (stormwater, streets, sidewalks, transit, and greenways)

**GOAL 6:** Expand open space and recreational facilities

**GOAL 7:** Grow public safety to address future needs



## MINDFUL GROWTH

PROMOTE DEVELOPMENT WHILE MAINTAINING A SMALL TOWN CHARACTER

**GOAL 9:** Implement the Main Street Vision Plan

**GOAL 10:** Create a diverse mix of commercial, industrial, and residential development

**GOAL 11:** Foster a business community that supports entrepreneurship, innovation, and small business development

**GOAL 12:** Develop a unified and coordinated vision for land use that emphasizes diverse housing options and beautification



## ORGANIZATIONAL EXCELLENCE

ENSURE RESOURCES ARE USED FOR THE GREATEST BENEFIT

**GOAL 13:** Maintain and increase the Town's financial strength

**GOAL 14:** Address organizational staffing needs

**GOAL 15:** Prioritize proactive communication with the community

**GOAL 16:** Recruit and retain outstanding personnel by creating an innovative culture that values professional development

*In addition to community-based elements, the Strategic Plan also includes components that relate to the Town organization.*

## *Mission*

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To provide the highest quality of service in an efficient, cost-effective, and courteous manner that focuses on a safe, livable, and sustainable community

## *Core Values*

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The Rolesville organization is made up of a diverse group of individuals. We believe we are made stronger through this diversity and our set of Core Values.

### *We are...*

#### **INCLUSIVE**

We seek to welcome and actively engage all members of our diverse community. We recognize that all people deserve to be treated with care, concern, and respect.

#### **COLLABORATIVE**

We work together to achieve our goals. We develop solutions through open communication and teamwork. We support one another and value internal and external partnerships.

#### **ETHICAL**

We hold ourselves to high professional standards. We value integrity and personal accountability. We seek to be honest and trustworthy.

#### **TRANSPARENT**

We communicate honestly and responsively through a variety of communication methods. We keep citizens accurately informed and conduct business in an open manner.

#### **EXCELLENT**

We consistently strive to do our best work and encourage employee initiative. We create and support an environment of continuous improvement and innovation.

# Development Process

The strategic planning process spanned from December 2019 to March 2020, engaging the Rolesville Mayor and Board of Commissioners, Town staff, and members of the Rolesville community. Facilitators with the UNC School of Government's Center for Public Leadership and Governance worked alongside the elected officials and staff to guide the process and produce the final plan. The following timeline provides a description of the major events during the strategic planning process.

## DECEMBER 2019

### Discussion Session #1 with elected officials:

- » Evaluated Rolesville's current environment and context
- » Envisioned the future
- » Considered what needs to change to achieve the vision

## JANUARY 2020

### Input sessions:

- » Two sessions with members of the Rolesville community
- » Session with Town of Rolesville employees to draft Mission and Core Values

## FEBRUARY 2020

### Discussion Session #2 with elected officials:

- » Reviewed the work from input sessions and other recently adopted plans and efforts
- » Agreed to the essential elements of the strategic plan—Vision, Key Focus Areas, Mission, and Core Values
- » Drafted Goal statements

### Plan development by Town staff:

- » Drafted specific work plan Initiatives
- » Final edits to the plan

## FEBRUARY 2020

**Complete draft plan presented to the Mayor and Board of Commissioners**

## **GRAPHICS PARTNERSHIP**

As the strategic plan neared completion, major elements of the plan were shared with the Strategic Communications Division of the UNC School of Government. A graphic design team from this division used the Town of Rolesville's branding guide to develop a flexible brochure that can be presented as an informational flyer or as a poster. The work to develop this brochure was beneficial for both the Town of Rolesville and the UNC School of Government's Center for Public Leadership and Governance (CPLG). The CPLG team desired to use the experience working with the Town of Rolesville to create a graphic template that could be duplicated for future strategic planning work with other communities.

## **IMPLEMENTATION OF THE STRATEGIC PLAN**

Moving forward, the Rolesville Mayor and Board of Commissioners and Town staff are committed to keeping this Strategic Plan alive and to making the vision become a reality. This effort will require effectively communicating the plan, regularly referencing the plan during decision making, and tracking progress on the completion of its Initiatives. Additionally, Town staff intend to incorporate the Core Values into a new performance evaluation system for employees. These steps will help to embed the Strategic Plan and its guiding vision into the daily work of the Town of Rolesville.