

...Small Town, Big Charm

The Town of Wendell, NC STRATEGIC PLAN



Vision

Goals

Initiatives

Updated by the Board of Commissioners February 2019



PURPOSE OF THE STRATEGIC PLAN

The Town of Wendell recognizes that the realization of a community vision is only achieved when the strategic goals of the community are in alignment with available and planned resources. As such, the purpose of the strategic plan is to provide for a process that aligns resources with commitment from Town organization leaders to bridge the gap between the assessed current conditions and envisioned community of the future.

SMART Goals

Specific

What **exactly** will you do?

Measurable

How will you know if you **meet** your goal?

Achievable

What **steps** are you going to take to reach your goal?

Relevant

What about your goal makes it **important** to you?

Timely

When do you want to complete your goal?

The *2019 Town of Wendell Strategic Plan* represents a compilation and prioritization of the annual strategic planning sessions for 2016 through 2018. The strategic planning sessions include input from the Board and staff to develop the Town Vision Statement and policy goals incorporated into this document.

The Town organization is committed to SMART goal principles to establish actionable outcomes that are linked to long-term financial planning. Through the strategic planning process, the Town Commission works with community stakeholders to provide policy direction for implementation by the Town Manager and staff in partnership with the citizens and organization that call Wendell home.

Initiatives are identified to be advanced within the annual planning period. While not all goals can be finished in one year, action items identify limitations and expectations of management-in-progress that are timely.

Wendell Board of Commissioners

(Left to Right)

- Jason Joyner, Commissioner
- John Boyette, Commissioner
- David Myrick, Commissioner
- Virginia Gray, Mayor
- Dr. Jon Lutz, Mayor Pro-Tem
- Ben Carroll, Commissioner





Vision Statement for the Town of Wendell

“The Town of Wendell is clean, safe, vibrant, and full service with a diverse population. Our citizen friendly reputation is assured by the quality of our facilities and professional staff who work efficiently to provide great customer service. We have a knowledgeable Town Board who works efficiently to incorporate input from Citizen Advisory Boards and staff to be responsible stewards of our tax dollars, through leveraging, by watching return on investments and maintaining our fund balance.”

In working to achieve this vision for the Town of Wendell, the Board of Commissioners have committed to the following:

- **Strive for efficiency** in the way we handle business. We are hard-working and attend all meetings.
- Keep the **best interests of the Town** uppermost in our minds.
- Consider all aspects of a situation and make **thorough, deliberate, and well-reasoned decisions**.
- **Explore all viewpoints**. We are open to hearing from others, learning from them and compromising, when needed.
- **Stay cohesive, collaborative, collegial, and connected** to the manager and to each other.
- **Demonstrate respect for all opinions**, especially in public. And we support the decisions of the Board. Once decisions are made by the majority, we support that decision.
- Tackle **new and novel ideas** and processes.



POLICY GOALS

Policy goal areas are intentionally broad and are used to identify the most critical issues facing the community. Each policy goal has specific action initiatives that are prioritized annually to assist in the allocation of resources and staff time to ensure efficiency and effectiveness. The policy goal areas identified include the following:

- **GOAL 1: Downtown Vibrancy, Economic Growth, and Community Character**
Promote economic vitality through the development of a vibrant Downtown, economic growth, and unique community character.
- **GOAL 2: Public Safety and Neighborhood Improvement**
Provide for a safe and secure community that nurtures livable and well-maintained neighborhoods that are family friendly.
- **GOAL 3: Infrastructure, Transportation, and the Environment**
Develop and maintain infrastructure and policies to support new growth, improve the quality of life for residents, and provide for a clean and green environment.
- **GOAL 4: Parks, Recreation, Special Events, and Culture**
Establish facilities, events, and programs that connect the community, promote healthy lifestyle opportunities, and culturally engage citizens and visitors.
- **GOAL 5: Organization Culture and Communication**
Build a professional and inclusive Town organization that is fiscally responsible, seeks innovative practices, and values the development of staff.



GOAL 1: Downtown Vibrancy, Economic Growth, and Community Character

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Promote economic vitality through the development of a vibrant Downtown, economic growth, and unique community character.

Downtown vibrancy, economic growth, and community character goal attainment occurs when the following opportunities are realized or conditions exist.

A. Downtown contains a vibrant mix of businesses that are centered on food and beverage, retail, and neighborhood services that attract area residents in coordination with sufficient parking, attractive public spaces, and regular special events to foster the “Small Town, Big Charm” motto.

Management in Progress

1. Conduct a Downtown Engagement Session facilitated by the NC Department of Commerce to receive input from stakeholders and businesses
2. Administer the NC Department of Commerce grant for Downtown improvements related to building façades, utilities, and establishment of the Meet of Main organization.
3. Evaluate opportunities to acquire and/or enhance parking and public spaces Downtown.
4. Provide project updates on Raleigh Public Utilities capital project for water main improvements to enhance communication and reduce business impact.
5. Prepare for the NC Department of Transportation capital project to mill and resurface Third Street in 2019 to enhance communication and reduce business impact.
6. Seek enhancements through the Transportation Alternative Program to improve sidewalk crossing for accessibility and aesthetics.
7. Evaluate downtown streetlight options with Duke Energy to enhance efficiency, improve lighting, and aesthetics.

Strategic Initiatives

1. Seek to implement recommendations developed during the NC Department of Commerce engagement meeting with Downtown stakeholders and businesses.
2. Evaluate existing Downtown grant opportunities, like the façade grant program, and update to reflect goals related to desired uses.
3. Revise the zoning uses for the Downtown area in the Unified Development Ordinance to community and business preference and market needs.
4. Review current special events sponsored by the Town and work with community organizations to enhance existing events and develop a sustainable, year-round event schedule.
5. Establish a Special Event policy and process to guide the use of public space, facilities, and Town resources.
6. Identify opportunities for the mid and long-term use for the Wendell Elementary School property in coordination with Wake County Schools.
7. Identify opportunities for infill housing and commercial development in Downtown and establish a program to promote the potential development or redevelopment projects.



GOAL 1: Downtown Vibrancy, Economic Growth, and Community Character

B. The Town contains an appropriate mix of land uses including the development of commercial, office, and industrial uses to enhance property values, create jobs for residents, and make opportunities available for shopping, services, and products desired by the community and region.

Management in Progress

1. Work with the NC Department of Commerce to facilitate an economic development assessment to establish stakeholder opportunities, community vision, and identify market gaps.
2. Review established economic development plans, strategies, and programs to identify opportunities to attract commercial and industrial development.
3. Participate in the Triangle J Council of Governments Brownfields Coalition to submit a grant application to the EPA Brownfield Program to assess brownfield properties in the region.

Strategic Initiatives

1. Update the economic development strategic plan to reflect the NC Department of Commerce vision, stakeholder, and engagement sessions to include an action plan for implementation.
2. Evaluate the establishment of either an in-house, contract, or hybrid service delivery for economic development.
3. Develop marketing material and service level data to assist in economic recruitments and annexation.
4. Establish a Wendell Falls Corridor Action Plan to encourage appropriate development, connectivity, and infrastructure extension.
5. Establish a broadband policy and action plan.
6. Work with Newland Communities and area health systems to encourage the development of a hospital and medical park in the Wendell Falls commercial district or other suitable location.
7. Conduct a comparative growth analysis with area jurisdictions to determine best practices and avoidable issues related to growth to maintain a positive quality of life.
8. Establish growth boundaries with Archer Lodge and Rolesville.
9. Complete a small area plan with a focus on connecting Downtown to major interchanges to evaluate opportunities and impediments to development, annexation, public facilities, and preservation.
10. Initiate planning to update the Comprehensive Land Use Plan and update associated development and transportation plans to incorporate the update.



GOAL 2: Public Safety and Neighborhood Improvement

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Provide for a safe and secure community that nurtures livable and well-maintained neighborhoods that are family friendly.

Public safety and neighborhood improvement goal attainment occurs when the following opportunities are realized or conditions exist.

A. Develop an environment for community engaged policing and code enforcement that emphasizes maintaining safe, family friendly neighborhoods, improving the public environment for accessibility, and encouraging community ownership in improving private property.

Management in Progress

1. Include police officer involvement in special events, school activities, and other civic engagements to encourage interaction and relationship building with citizens.
2. Conduct a comparative analysis of community improvement programs to seek a neighborhood driven solution for engagement, housing repair, and aesthetic improvement.
3. Review the temporary sign provisions and waiver to evaluate the benefit of business advertising versus sign clutter and aesthetic impact on neighborhoods.
4. Complete a comprehensive review of the use of force policies and update as needed.

Strategic Initiatives

1. Establish an action plan for the police department to achieve Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation and initiate policy review and development to implement.
2. Identify methods and seek department-wide training to proactively and consistently utilize community engaged policing methods.
3. Identify opportunities to improve officer health and safety through the promotion of physical fitness, use of employee assistance programs, ergonomic equipment, and like practices.
4. Seek opportunities and programs to improve traffic and pedestrian safety near school sites.
5. Evaluate the towing rotation policy and parking enforcement practices to incorporate Wendell Falls streets and Downtown event parking.
6. Expand officer participation in Crisis Intervention Training to expand existing capabilities beyond the supervisory level to properly assist persons in crisis receive appropriate agency referrals.
7. Partner with external stakeholders to address illegal drug (opioid) issues in the community to include enforcement and referral to treatment and support opportunities as the problems are identified.
8. Develop a pilot project for a “neighborhood clean-up day” to connect citizens in-need to resources for home and yard improvements, encourage voluntary efforts, and improve public spaces for a targeted geographic area.
9. Evaluate housing stock and identify opportunities to encourage a diversity of housing types, promote infill development, and provide for connectivity, beautification, and park improvements.



GOAL 3: Infrastructure, Transportation, and the Environment

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Develop and maintain infrastructure and policies to support new growth, improve the quality of life for residents, and provide for a clean and green environment.

Infrastructure, transportation, and the environment goal attainment occurs when the following opportunities are realized or conditions exist.

A. Public utilities, land, services, and open spaces are designed, maintained, and extended to provide for necessary water, sewer, stormwater, roads, sidewalks, bikeways, paths, intersections, facilities, and debris removal for the existing and planned community.

Management in Progress

1. Evaluate the water and sewer system merger and seek feasible options with CORPUD for an early merger opportunity to reduce utility rates while maintaining needed access to capacity.
2. Compare infrastructure rates with area municipalities for inclusion in the budget.
3. Identify stormwater program compliance requirements with costs for inclusion in the budget.
4. Implement a street repaving program to regularly resurface Town streets and pave unimproved roads.
5. Support the completion of the NCDOT Old Battle Bridge replacement bridge project in 2019.
6. Identify next steps for the U-5323 NCDOT intersection realignment project to determine continued liabilities and options to resolve.
7. Establish a sidewalk maintenance and extension program to implement the Pedestrian Plan.
8. Prepare for the design and funding submission for the Wendell Boulevard Sidewalk Project.

Strategic Initiatives

1. Establish an infrastructure plan for the connection and extension of water and sewer for inclusion in the capital improvement plan to promote development, annexation, and close service gaps.
2. Evaluate the water allocation policy for efficiencies in cost and providing necessary infrastructure to encourage appropriate growth.
3. Complete a review of comparative stormwater practices and programs and present a recommended program that includes a prioritization of needed projects and maintenance of existing infrastructure.
4. Seek opportunities to improve the Transportation Plan to balance necessary improvements to occur in a timely manner with economic development, including the Wendell Boulevard widening.
5. Prioritize and prepare intersection improvements for NCDOT and CAMPO funding processes.
6. Establish an eligible projects list for transportation, bike, and pedestrian improvements through CAMPO administered funding sources for inclusion in future capital improvement plans.
7. Establish a facility and lands prioritization list to identify future acquisition needs with funding strategies for inclusion in the capital improvement plan.
8. Submit the Wendell Boulevard Sidewalk Project to CAMPO in FY 2020 for construction in FY 2021.
9. Identify new bus stops and work with regional transit partners to develop implementation strategies.
10. Review solid waste service levels and contract for efficiencies and service improvement options.



GOAL 4: Parks, Recreation, Special Events, and Culture

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Establish facilities, events, and programs that connect the community, promote healthy lifestyle opportunities, and culturally engage citizens and visitors.

Parks, recreation, special events, and culture goal attainment occurs when the following opportunities are realized or conditions exist.

A. Provide recreation amenities and services to residents and visitors through quality facilities, a diverse program offering, varied parks, and special events guided by a community-driven master plan that provides for accessibility, connectivity and healthy fun for all.

Management in Progress

1. Initiate a comprehensive parks and recreation master plan to guide future recreation services and facility needs.
2. Provide for the installation of shade structures at the Town park.
3. Establish a parks maintenance plan to include staff resources needed to sustain current programming.
4. Work with the Meet on Main group to coordinate a year-round special event schedule.
5. Prepare a lease for the 122 Second Street property for use as a historic museum.
6. Revise athletic program offerings to meet current seasonal demands to increase field use.

Strategic Initiatives

1. Complete the development and plan for implementation of a comprehensive parks and recreation master plan to guide future recreation services and facility needs.
2. Evaluate the fee-in-lieu policy for parks in the Unified Development Ordinance (UDO).
3. Identify and provide for the acquisition for the next active recreation site identified in the parks and recreation master plan.
4. Update the park plan for the Wendell Town Park to identify next steps for the use of the “new” areas.
5. Develop a plan to link Wendell Falls to Downtown and the Park by greenway that allows for multiple transportation alternatives.
6. Evaluate the transition of Main Street Extension to a greenway connector to Downtown rather than a street for vehicles.
7. Initiate planning for signature special events to ensure sustainability, maintain attendee interest, and provide for appropriate growth.
8. Coordinate the development of a new Wendell Branch Library with Wake County to include space for historic preservation and community group meetings.
9. Identify methods to incorporate sports tourism and visitor marketing for awareness of special events and recreation offerings.

GOAL 5: Organization Culture and Communication



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Build a professional and inclusive Town organization that is fiscally responsible, seeks innovative practices, and values the development of staff.

Organization culture and communication goal attainment occurs when the following opportunities are realized or conditions exist.

A. Build an organization committed to improving daily towards a goal of excellence in service to its citizens, businesses, visitors, and employees through responsible fiscal management, inclusive communication, innovative technologies, and professional development.

Management in Progress

1. Maintain a fiscally conservative approach in the review of comparative tax and utility rates for inclusion in the budget.
2. Establish a capital improvement plan that incorporates a capital budget with a capital funding reserve that identifies revenues, preserves the fund balance policy, and incorporates debt service.
3. Enhance the budget document to provide greater detail and transparency on department expenses and how they connect to strategic initiatives.
4. Complete a comparative staffing needs analysis that is updated annually to assist in budget development and to guide organization growth over the next five to fifteen year period.
5. Identify existing work performance data collected by the departments, establish levels of service, and incorporate performance goals tying service levels to strategic goals in the budget process.
6. Complete the analysis of the IT program to consider both efficiencies and organization growth needs.
7. Evaluate current communications like the Snapshot and weekly update to ensure that information is tied to organization performance and strategic goals to be of value to the reader.

Strategic Initiatives

1. Maintain GFOA financial reporting recognition and seek recognition for the budget submission as well.
2. Establish a quarterly (at least) update of strategic initiatives that includes the responsible party and timelines.
3. Evaluate current department policies and practices to enhance efforts to improve customer service.
4. Establish an online agenda that includes background materials and the opportunity for public comment.
5. Develop a communication plan to market Wendell to external interests and increase communication for internal interests.
6. Establish biannual retreats for the Commission and a biennial strategic planning process that provides for community and stakeholder input.
7. Determine requirements for compliance with the Americans with Disabilities Act, as amended, and prepare a transition plan as necessary for facilities, infrastructure, programs, and communications.
8. Complete a review of the Charter and procedural rules of the Commission.
9. Evaluate human resource policies for overtime, insurance selection, employee evaluation, compensation, comparative benefits, and training programs.