Connect Morrisville – Strategic Plan

MISSION: Connecting our diverse community to an enhanced quality of life through innovative programs and services

VISION: A sustainable and thriving community that celebrates diversity and inclusion while enhancing the well-being of people who live, work and play in Morrisville

VALUES: Dedication – Integrity – Courtesy – Innovation

GOAL 1: Improved transportation mobility
Enhance transportation options through improved accessibility, connectivity and collaboration
Obj. 1.1 Manage traffic congestion at targeted locations and targeted times of day
Obj. 1.2 Leverage resources through partnerships with other government entities and the private sector
Obj. 1.3 Improve mobility options for non-drivers

GOAL 2: Thriving, livable neighborhoods
Enrich the quality of life through the preservation of natural resources, well-planned development and strengthened neighborhood vitality
Obj. 2.1: Provide a mix of housing options that meet the current and future needs of the community
Obj. 2.2: Create a sense of place through insightful development that balances commercial and residential growth
Obj. 2.3: Be responsible stewards of the natural environment
Obj. 2.4: Establish a planned approach for redevelopment and revitalization
Obj. 2.5: Plan and provide for current and future infrastructure

GOAL 3: Engaged, inclusive community
Enrich the quality of life through programs, events, amenities and services valued by the community
Obj. 3.1: Offer events and programs that meet the needs and interests of the community
Obj. 3.2: Increase awareness of activities and opportunities for engagement
Obj. 3.3: Effectively maintain assets and make the most of existing resources
Obj. 3.4: Provide opportunities for meaningful public engagement and collaboration

GOAL 4: Public safety readiness
Provide a safe and secure community through prevention, education, readiness and response
Obj. 4.1: Provide educational opportunities and encourage preparedness
Obj. 4.2: Be operationally ready
Obj. 4.3 React responsively to the public safety needs of the community
Obj. 4.4 Meet demands for service

GOAL 5: Operational excellence
Deliver exceptional service with an engaged workforce that effectively manages public assets and promotes transparency
Obj. 5.1: Promote financial integrity through effectively and efficiently managing public assets
Obj. 5.2: Deliver customer-focused service
Obj. 5.3: Require the highest professional standards
Obj. 5.4: Attract, develop and retain a diverse, high-performing workforce
Obj. 5.5: Align priorities with resources
Obj. 5.6: Leverage the use of technology to maximize results

	Goal 6: Economic prosperity
	GOAL DESCRIPTION: Promote a business-friendly environment to diversify the economic base and create job opportunities for an educated, ready workforce
	Obj. 6.1: Attract and retain businesses that provide a diverse tax base
	Obj. 6.2: Support new and existing businesses by streamlining processes and minimizing complexities
	Obj. 6.3: Understand business needs in order to supply a ready workforce
	Obj. 6.4: Maximize partnership opportunities with the Morrisville Chamber of Commerce, regional and educational partners
	Obj. 6.5: Develop an advocacy plan to address public education needs

GOAL 1: Improved transportation mobility

GOAL DESCRIPTION: Enhance transportation options through improved accessibility, connectivity and collaboration

OUTCOME MEASURES

OM1.1: Ratio of peak to off peak travel times at targeted locations*)*
OM1.2: Duration of 'rush hour' at targeted locations
OM1.3: Linear feet of sidewalks, greenways, bike and pedestrian infrastructure (existing and new)
OM1.4: Funding streams and dollars leveraged
OM1.5: Citizen survey mobility data
OM1.6: Bus transportation ridership

OBJECTIVES	INITIATIVES

Obj. 1.1 Manage traffic congestion at targeted locations and targeted times of day
 	
Obj. 1.2 Leverage resources through partnerships with other government entities and the private sector
 	
Obj. 1.3 Improve mobility options for non-drivers
	Init. 1A: Adopt and implement Comprehensive Transportation Plan that will:
	  a) Increase road network
	  b) Improve intersections
	  c) Increase access to alternative travel modes (sidewalks, greenways and bike lanes)
	  d) Increase access to public transit
	
	Init. 1B: Enhance Public Transit/Transportation Options by:
	  a) Support Wake Transit Plan
	  b) Increase local public transportations options
	  c) Support and promote development of TOD area
	
	Init. 1C: Incorporate short term Comprehensive Transportation Plan infrastructure plans into Capital Investment Plans (CIP)
	
	Init. 1D: Research traffic management options with proven results and determine applicability to Morrisville (example: regional traffic light timing, etc.)

GOAL 2: Thriving, livable neighborhoods

GOAL DESCRIPTION: Enrich the quality of life through the preservation of natural resources, well-planned development and strengthened neighborhood vitality

OUTCOME MEASURES

OM2.1: Acreage - park space / green space / open land / % of population within half mile walk of a park
OM2.2: Water quality or stormwater measures –% of stormwater control measures in compliance with state and town standards.
OM2.3: Percentage of recycled material to total waste (trash + recycling)
OM2.4: Housing mix data

OBJECTIVES	INITIATIVES
Obj. 2.1: Provide a mix of housing options that meet the current and future needs of the community	Init. 2A: Clarify and define the appropriate housing type mix, affordability standards and ideal balance of commercial to residential tax base
Obj. 2.2: Create a sense of place through insightful development that balances commercial and residential growth	Init. 2B: Mitigate the impact of development on the natural environment
Obj. 2.3: Be responsible stewards of the natural environment	Init. 2C: Identify and prioritize specific areas that are ripe for development and redevelopment
Obj. 2.4: Establish a planned approach for redevelopment and revitalization	Init. 2D: Develop Town Core
Obj. 2.5: Plan and provide for current and future infrastructure	Init. 2E: Research successful initiatives for walkable activity centers and adapt for Morrisville (Example: Park West Village)

GOAL 3: Engaged, inclusive community

GOAL DESCRIPTION: Enrich the quality of life through programs, events, amenities and services valued by the community

OUTCOME MEASURES

OM3.1: Applicable citizen satisfaction data

OM3.2: Number of Town sponsored events / attendance

OM3.3: Town of Morrisville engagement opportunities and participation levels (Morrisville 101, CERT, PD Citizen Academy, Advisory Committees, Volunteer)

OBJECTIVES	INITIATIVES
Obj. 3.1: Offer events and programs that meet the needs and interests of the community Obj. 3.2: Increase awareness of activities and opportunities for engagement Obj. 3.3: Effectively maintain assets and make the most of existing resources Obj. 3.4: Provide opportunities for meaningful public engagement and collaboration	Init. 3A: Improve public understanding of offerings and opportunities for engagement Init. 3B: Identify a proven public participation model to use to proactively engage the community (example: International Association For Public Participation) Init. 3C: Maximize the use of technology to inform and engage the community (projects can include but not be limited to: expansion of the functions of the new website, expansion of existing social media platforms and implementation of a public participation platform) Init. 3D: Update Parks and Recreation master plan and begin implementation

GOAL 4: Public safety readiness

GOAL DESCRIPTION: *Provide a safe and secure community through prevention, education, readiness and response*

OUTCOME MEASURES

OM4.1: Crime rate – Part 1 and Part 2 compared to national averages
OM4.2: Crime clearance rates
OM4.3: Fire loss
OM4.4: Lives saved
OM4.5: Citizen satisfaction data about perception of safety

OBJECTIVES	INITIATIVES
Obj. 4.1: Provide educational opportunities and encourage preparedness Obj. 4.2: Be operationally ready Obj. 4.3 React responsively to the public safety needs of the community Obj. 4.4 Meet demands for service	Init. 4A: Develop and implement information sharing related to prevention and education programs that address health and safety issues including fire, crime, victimization and wellness Init. 4B: Adopt best practices through obtaining and maintaining accredited status and evaluating national accepted staffing levels to meet service level goals. Init. 4C: Expand evidence-based services related to prevention and victimization Init. 4D: Deliver strategies, programs and services to meet health, safety and self-sufficiency needs Init. 4E: Maximize technology to reduce emergency response times

GOAL 5: Operational excellence

GOAL DESCRIPTION: Deliver exceptional service with an engaged workforce that effectively manages public assets and promotes transparency

OUTCOME MEASURES

OM5.1: Bond rating
OM5.2: Customer satisfaction data
OM5.3: Employee satisfaction data
OM5.4: Employee voluntary turnover rate

OBJECTIVES	INITIATIVES
Obj. 5.1: Promote financial integrity through effectively and efficiently managing public assets	Init. 5A: Establish a systematic process to review and revise policies, programs and procedures
Obj. 5.2: Deliver customer-focused service	Init. 5B: Develop and deliver a Town-wide customer service training program
Obj. 5.3: Require the highest professional standards	Init. 5C: Design and deploy a succession planning program
Obj. 5.4: Attract, develop and retain a diverse, high-performing workforce	Init. 5D: Provide professional development opportunities
Obj. 5.5: Align priorities with resources	Init. 5E: Maintain a competitive compensation and benefits package
Obj. 5.6 Leverage the use of technology to maximize results	Init. 5F: Implement the phases of the strategic planning process (Connect Morrisville)
	Init. 5G: Expand maintenance and replacement schedules for Town assets
	Init. 5H: Continually assess and reassess technological upgrades and training
	Init. 5I: Develop capital improvement projects with viable, identified resources using a consistent methodology for estimating costs

GOAL 6: Economic Prosperity

GOAL DESCRIPTION: *Promote a business-friendly environment to diversify the economic base and attract an educated and highly skilled workforce*

OUTCOME MEASURES

OM6.1: Business retention rates
OM6.2: Net gain in business
OM6.3: Unemployment rates
OM6.4: Commercial tax base by job sector
OM6.5: Ratio of residential/commercial tax
OM6.6: Workforce education level
OM6.7: % Yearly meetings held with WCPSS and the Morrisville Community to ensure Morrisville's public school needs are met-to be updated as work group develops the business plan for Objective 6.5 and Initiative 6D

OBJECTIVES	INITIATIVES
Obj. 6.1: Attract and retain businesses that provide a diverse economic tax base	Init. 6A: Identify ideal business profiles for Morrisville and develop a recruitment strategy
Obj. 6.2: Support new and existing businesses by streamlining processes and minimizing complexities	Init. 6B: Develop a tool kit to outline the process for starting and running a business
Obj. 6.3: Understand business needs to support a ready workforce	Init. 6C: Identify workforce needs and leverage educational systems and partnerships in order to close gaps
Obj. 6.4: Maximize partnership opportunities with the Morrisville Chamber of Commerce, regional and educational partners	Init. 6D: Work collaboratively with Wake County Public School System to ensure Morrisville's public school needs are met
Obj. 6.5: Develop an advocacy plan to address public education needs	Init. 6E: Develop a business registry process