



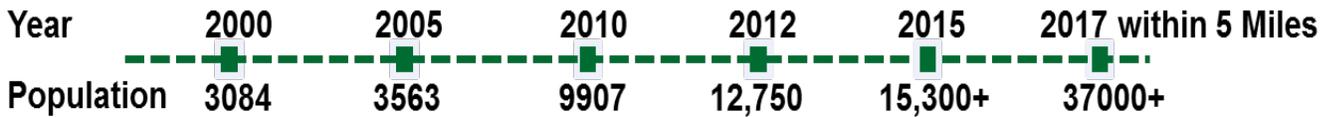
TOWN OF WAXHAW – BOARD PRIORITIES

Vision, Mission, Values
Strategic Imperatives
Goals and Objectives – 2015 – 2016

MAY 27, 2015
BOARD OF COMMISSIONERS
Town of Waxhaw

SECTION A. INTRODUCTION

Since 2010, the growth rate for the Town of Waxhaw stands at 29.3%, the most robust in the region.



This volume of growth has altered our landscape, presenting many challenges and shifting needs, including:

- Immediate and sustainable services
- Health Living lifestyle
- Economic Vitality
- Education at all levels

These shifting priorities create financial challenges at all levels of government. Municipalities like Waxhaw can no longer fund the demands of the community on their own. Rising costs, combined with the increased demand on tax dollar and the competition for combined funds, create economic uncertainty and the need to diversify our tax base. This also challenges the ability to plan rationally.

This document is the result of the Waxhaw Board of Commissioners seeing these shifts and the need to begin to set the direction and guide decisions for how Waxhaw will address these trends. Together the Town Board, the Town Manager, Department heads and Staff have developed this document, which includes:

- The Town's Strategic framework which includes our Vision, Mission and Values to guide Waxhaw, the strategic initiatives that prioritize the Town's work.
- Fiscal year 2015/16 goals and objectives associated with our Strategic Initiatives, and the responsible party assigned to ensure accountability

Key to this work effort is recognition that it is sustainable. Sustainability is simply defined as meeting the needs of the present without compromising the ability to meet the needs of the future. As such the Board of Commissioners has also initiated the following parallel work:

- Update of Waxhaw's Comprehensive Plan to anticipate the next 15 – 20 years
- A comprehensive rewrite of the Unified Development Ordinance (UDO)

Combined these work efforts will continue to encourage the Town to think of Waxhaw holistically in our planning, decision making and our actions.

SECTION B. STRATEGIC FRAMEWORK

What is and will Waxhaw be like as a place to live, work, or visit as the community's values and preferences are achieved? Our Vision and Mission statements combined with our values describe Waxhaw as we implement this work.

Vision

Waxhaw is a friendly vibrant and prosperous Town where history and creativity build an enduring, safe and healthy community for people of all ages to live, learn, work, play or grow a business.

Mission

The unique character of Waxhaw is preserved and enhanced through responsibly serving residents, visitors and the business community with integrity and innovation.

Values

- **Accountability** – Taking personal responsibility for our actions and decisions as well as their consequences, in order to establish trust between and among elected officials, Town staff, and the community at large.
- **Innovation** – Applying progressive thinking, creativity, and adaptability to continually improve all areas of operations, resulting in a more agile and efficient organization.
- **Integrity** – Fortright, honest and respectful in our interactions with each other and the public at all times, building and reinforcing confidence in our ability to consistently deliver high quality service and results.
- **Professionalism** – Behaving responsibly and proactively in our delivery of services to the public, characterized by the quality and diligence with which it is carried out.
- **Respect** – Acting in a manner that demonstrates awareness, acknowledgement, and acceptance of the value and difference in people, in roles, and in organizations.
- **Stewardship** – Responsible management of resources entrusted to our care using sound and responsive decision making to ensure services, programs and tax policies are affordable and sustainable over time.
- **Teamwork** – We cooperate, coordinate and work together and with our partners in the best interests of the Town of Waxhaw.

Strategic Initiatives

Our Strategic Initiatives set the direction for how the Town of Waxhaw will address the trends, the opportunities, and mandates facing the Town. The initiatives, when combined with the annual goals and objectives, need to be viewed as a whole that must be balanced to achieve a sustainable future. One initiative, and its associated goals and objectives shall not be pursued to the exclusion of the others.

Our Strategic Initiatives that the Town of Waxhaw will follow to achieve our vision include:

- **Givens**
 - **Strong Financial Performance:** Provide financial resources in a prudent and responsible manner through traditional and alternative sources of revenue, effective budgeting, and cost control with a focus on maintaining a healthy fund balance.
 - **Operational Excellence:** Plan, allocate resources, and operate all departments effectively and efficiently in order to meet the citizen's needs for local government services
 - **Consistent core Infrastructure and Services:** Support and enhance the quality of life for residents by delivering responsive and efficient services to all neighborhoods and maintaining reliable and cost-effective infrastructure and systems in a manner that emphasizes customer satisfaction, public service, and good stewardship of natural and fiscal resources

- **Immediate Opportunity**
 - **Promote Meaningful community building and engagement:** Engage our citizens to create an inclusive community where there is a sense of belonging, a place where there is trust, and where people know their neighbors
 - **Implement intelligent growth and economic development strategies**
To enhance the quality of life of the citizens by pursuing a balanced tax base by targeting businesses that will contribute sustainable, environmentally sensitive development and by planning for orderly growth and development
 - **Implement the Quality of life services our community desires:**
Enhance Waxhaw's reputation for safety and maintaining our small town identity by providing a vibrant downtown, pedestrian friendly community, extensive park and greenspace system, and recreational and cultural activities.

- **Mid to Long Term Opportunity**
 - **Develop Productive public and private strategic partnerships:** We will build an active, vibrant community for residents of all ages through quality services, facilities, and programs through partnerships that meet the highest standards of excellence

SECTION C: FY 2015-16 Goals and Objectives

To address the Strategic Initiatives, the Town Board and Town Manager identified Goals for the FY2015-16 for each initiative. With Goals identified, staff developed quantifiable objectives to fulfill these goals for the fiscal year. Each of these Objectives has a “Responsible Party” assigned to ensure accountability and completion of each Objective.

The definition of each “Responsible Party” category is as follows:

- Board – Pure policy level decision, or within the Board’s sole realm of decision making authority.
- Management & Board – Recommendation by management to the Board with final Board approval required.
- Management – Operational decision within the organization.
- Town Attorney & Board – Recommendation by Town Attorney to the Board with final Board approval required.

Strategic Initiative: Strong Financial Performance

Goal: Create Revenue Sustainability in the Annual Budget.

- Project revenues in a conservative manner.
Responsible Party: Management/Board
- Prepare a five year revenue projection and update those projections annually.
Responsible Party: Management
- When investing Town funds, safety and liquidity will take precedence over yield.
Responsible Party: Management
- Evaluate the need for a Special Census in anticipation of the State moving Sales Tax revenue to a per capital distribution basis.
Responsible Party: Management
- Fund Balance appropriated shall not exceed an amount that management can reasonably expect to save during the year, except in cases of emergencies, or for one-time capital expenses.
Responsible Party: Management/Board
- Fund Balance will not be used to fund on-going operational expenses.
Responsible Party: Management/Board

Goal: Identify and Prioritize Capital Needs.

- With the Annual Budget, staff will recommend a Five-Year Capital Improvement Plan which will list each capital project, the estimated cost, the proposed funding source and the anticipated year in which the project is to occur.
Responsible Party: Management/Board
- When funding capital items, priority will be placed on the replacement of existing equipment, maintaining existing facilities, and making enhancements to existing facilities.
Responsible Party: Management/Board
- Capital projects related to new facilities not currently in existence will require the identification of a specific funding source.
Responsible Party: Management/Board

Goal: Appropriately Account for Town Funds.

- Annually, an independent certified public accounting firm will issue an official opinion on the Town's annual financial statements to the Board of Commissioners.
Responsible Party: Board
- The Board of Commissioners will create an Audit Committee of two Board members to meet with the auditors and discuss their findings.
Responsible Party: Board
- Financial systems will be maintained to monitor revenues and expenditures on a monthly, quarterly, and annual basis.
Responsible Party: Management
- Staff will provide a Financial Summary Report at a Board of Commissioners meeting on a quarterly basis.
Responsible Party: Management

Goal: Use Debt in a Responsible Manner.

- When financially feasible, the Town's first choice for financing capital projects will be pay as you go.
Responsible Party: Management/Board
- Capital projects financed through the issuance of bonds or through an installment purchase contract (N.C.G.S. 160-A 20) shall be financed for a period not to exceed the anticipated useful life of the project.
Responsible Party: Management/Board

Goal: Maintain Healthy Reserves.

- The Town will strive to maintain an Undesignated General Fund Balance equal to seven months (58%), of the general operating budget. These funds will be used to avoid cash flow interruptions, generate investment income, eliminate the need for short-term borrowing, and for use in the case of unanticipated emergencies.

Responsible Party: Management/Board

- In the Annual Budget, the Town will strive to reserve the equivalent of up to 2 pennies on the Town's property tax rate for the purpose of funding capital expenditures on a pay-as-you-go basis.

Responsible Party: Management/Board

- The Town will establish a General Fund Contingency Reserve to provide for unanticipated expenditures of a nonrecurring nature to meet unexpected increases in service delivery costs. This reserve will be budgeted at an amount up to 1% of recurring General Fund revenues estimated for that fiscal year.

Responsible Party: Management/Board

Strategic Initiative: Ensure Operational Excellence

Goal: Provide Exceptional Customer Service and Communication.

- Each employee's performance evaluation will reflect a focus on customer service.
Responsible Party: Management
- Any annual employee salary increases will be merit based as to encourage exceptional employee customer service and performance. The employee performance evaluation cycle will begin July 1st of each year.
Responsible Party: Management
- Establish an employee recognition program to recognize, reward and encourage exceptional customer service and performance.
Responsible Party: Management
- Utilize regular Town Manager/Employee meetings to enhance communication within the organization.
Responsible Party: Management

Goal: Identify Board of Commissioner and Town Manager Responsibilities and Protocols.

- In order to create a working environment where Board/Manager responsibilities and protocols are clearly defines and understood, conduct a Workshop on this topic.
Responsible Party: Management/Board
- Memorialize the agreed upon results of this workshop into Board of Commissioner/Town Manager Protocol Manual.
Responsible Party: Management/Board

Goal: Invest in Town Employees.

- Provide internal training opportunities for supervisors as well as front line staff.
Responsible Party: Management
- Require key staff to be active members of their State-wide professional associations.
Responsible Party: Management
- Promote and fund higher educational opportunities which will benefit employees and the Town.
Responsible Party: Management
- Implement the Salary Study results recently prepared by the COG.
Responsible Party: Management/Board
- Implement career development program for high performing employees.
Responsible Party: Management/Board

Goal: Measure the Performance of Town Services.

- The Town will develop performance metrics and productivity ratios to measure the performance of Town services.
Responsible Party: Management
- To the degree possible, these performance measures will be benchmarked against measures from other jurisdictions.
Responsible Party: Management
- Explore the possibility of participating in the North Carolina Performance Measurement and Benchmarking Project.
Responsible Party: Management

Goal: Improve Operational Effectiveness and Efficiency.

- Through the Annual Budget process make recommendations regarding organizational structure changes that will create a more effective and efficient organization.
Responsible Party: Management/Board
- Through the Annual Budget process create new cost centers (new Departments and Divisions) in order to capture the true cost of all Town services.
Responsible Party: Management/Board
- After the first 90-100 days of the Town Manager's employment, he will present his assessment of the Town's strengths and weaknesses and make recommendations to the Board for improvement.
Responsible Party: Management

Strategic Initiative: Improve Core Infrastructure and Services

Goal: Assess the Condition of Critical Infrastructure within the Town.

- Contract with an engineering firm to conduct an assessment of public infrastructure installed by developers without inspection oversight.
Responsible Party: Management
- Contract with an engineering firm to conduct an assessment of Town-owned street surfaces for the purpose of prioritizing street resurfacing projects.
Responsible Party: Management
- Determine the current street resurfacing schedule compared to the needed street resurfacing schedule.
Responsible Party: Management
- Work with Union County to determine the cause of water and sewer infrastructure issues in the downtown area.
Responsible Party: Management

Goal: Properly Maintain Critical Infrastructure within the Town.

- Contract with an engineering firm for assistance in developing an on-going street and associated infrastructure construction inspection program.
Responsible Party: Management
- Implement a street and associated infrastructure construction inspection program.
Responsible Party: Management/Board
- Develop a legal process by which streets and the associated infrastructure can be turned over to the Town when desired by property owners abutting that infrastructure.
Responsible Party: Town Attorney/Board
- Develop a plan with Union County to correct water and sewer infrastructure issues in the downtown area.
Responsible Party: Management

Goal: Improve Traffic Congestion and Traffic Safety.

- Review Hwy. 16 Corridor Plan and Downtown Plan for traffic impact.
Responsible Party: Management
- Determine if there are any transportation projects in Waxhaw that would qualify for the NCDOT's Congestion Mitigation and Air Quality Program (CMAQ).
Responsible Party: Management
- Determine if there are any Transportation Projects in Waxhaw that would qualify for the NCDOT's Spot Safety Program.
Responsible Party: Management
- Have a specific assessment conducted on Kensington Drive to determine the proper type of road this should be, and create design alternatives that will improve the road condition and safety.
Responsible Party: Management/Board

Strategic Initiative: Implement Intelligent Growth and Economic Development Strategies

Goal: Promote Economic Development, Jobs, and Tax Base Diversification.

- Develop and implement a comprehensive economic development strategy for the Town of Waxhaw
Responsible Party: Board
- Establish a clear purpose and mission for the Waxhaw EDC. Receive an annual work plan and presentation of accomplishments from the Waxhaw EDC
Responsible Party: Board
- Identify and implement the highest and best use of Town-owned property
Responsible Party: Management/Board
- Rewrite the UDO
 - Upon completion of the update to the Comprehensive Plan, create a staff/consultant/Planning Board based process to develop a new recommended UDO.
Responsible Party: Management/Board
 - Develop and implement a public engagement approach to ensure the UDO process involves community input and review before adoption.
Responsible Party: Management/Board

Goal: Support Downtown Development and Downtown Activities.

- Become a member of the NC Main Street Program.
Responsible Party: Management/Board
- Invest in a full-time Main Street Coordinator.
Responsible Party: Management/Board
- Main Street Coordinator will review the organizational structure of the Waxhaw Main Street program as it relates to other Town Boards and Committees and develop recommendations for improvement.
Responsible Party: Management/Board
- Conduct a downtown parking study to determine parking needs in the downtown area.
Responsible Party: Management/Board
- Engage downtown Board and Commission stakeholders to get input on the best use of the McDonald House.
Responsible Party: Management
- Begin implementation of the Wayfinding Plan.
Responsible Party: Management

Goal: Support Urban Area Development and Growth.

- Evaluate appropriate Master Plans and develop plan and timeline
Responsible Party: Management

Goal: Continue to Streamline the Permitting, Development and Inspection Process.

- Develop Performance Measures and identify benchmark partners to determine performance.
Responsible Party: Management
- Develop a customer survey for customers of the permitting, development and building inspection services to gauge satisfaction of these services.
Responsible Party: Management

Strategic Initiative: Promote Meaningful Community Building and Engagement

Goal: Provide Consistent and Meaningful Internal and External Communication.

- Develop a Public Engagement Process
Responsible Party: Management
- Develop an overall Town Communication Policy and Process
Responsible Party: Management
- Provide a weekly electronic Town Manager report to the Board of Commissioners and key staff.
Responsible Party: Management
- Distribute The Village News on a monthly basis.
Responsible Party: Management
- Update the Town's website design including improved mobile access.
Responsible Party: Management
- Expand the Town's Social Media presence.
Responsible Party: Management
- Have a "Town of Waxhaw" promotional presence in downtown events.
Responsible Party: Management
- Increase "electronic" communication between the Waxhaw Police Department and the citizens of Waxhaw.
Responsible Party: Management
- Develop a promotional campaign to educate citizens on the many services the Town provides.
Responsible Party: Management

Goal: Develop and Promote Town Legislative Priorities.

- Annually, the Board of Commissioners will meet to develop and adopt a list of legislative priorities for the Town.
Responsible Party: Board
- Evaluate the Town's legislative reach with, NCLM, COG, regional partners, State Legislators, etc...
Responsible Party: Board
- Have a strong Waxhaw Board of Commissioners presence at the annual Town Hall Day in Raleigh.
Responsible Party: Board

Goal: Support High Functioning Boards and Committees

- Establish a clear purpose and mission for each Board and Committee
Responsible Party: Board
- Create clear organizational structure for each Board and Committee
Responsible Party: Board
- Create clear rules of procedure for each Board and Committee
Responsible Party: Board and Attorney
- Create a consistent evaluation approach for each Board and Committee
Responsible Party: Board
- Each Board and Committee will create an annual work plan and funding needs plan to be presented to the Board.
Responsible Party: Management
- Create a consistent orientation package for each Board and Committee
Responsible Party: Management
- Conduct a training session with all Boards and Committees.
Responsible Party: Management
- Create a consistent recruitment plan and approach for each Board and Committee
Responsible Party: Board and Management

Strategic Initiative: Implement Quality of Life Services our Community Desires

Goal: Provide a Safe Community.

- Increase participation in the Neighborhood Watch Program.
Responsible Party: Management
- Promote the many special programs offered by the Waxhaw Police Department to the citizens of Waxhaw.
Responsible Party: Management
- Increase staff resources for the Police Department's Community Policing Division.
Responsible Party: Management Recommendation/Board Approval
- Work with Union County Schools to improve school safety zones.
Responsible Party: Management
- Support the Waxhaw Fire Department in their desire to increase their level of service.
Responsible Party: Board
- Appoint a staff liaison to the Waxhaw Volunteer Fire Department.
Responsible Party: Management

Goal: Offer High Quality Recreation Facilities.

- Complete the Operations and Maintenance Agreement with the YMCA.
Responsible Party: Management/Board
- Assuming the results of the due diligence process come back favorable, complete the property purchase with Wells Fargo related to the YMCA agreement.
Responsible Party: Board
- Develop options for expanding parking at Nesbit Park.
Responsible Party: Management
- Create a dedicated Parks Maintenance position with the FY15-16 Annual Budget.
Responsible Party: Management/Board

Goal: Offer High Quality Cultural and Recreational Programs.

- Engage the Museum of the Waxhaw's to see if there is a willingness to develop cultural recreation programming with the Town.
Responsible Party: Management
- Create a Parks and Recreation handbook to describe park facilities and recreation programs offered by (or in conjunction with) the Town.
Responsible Party: Management

Strategic Initiative: Develop Productive and Strategic Partnerships.

Goal: Build and Strengthen Strategic Partnerships.

- Work with Union County Public Schools to see if there is a more centralized location for the Alternate School.
Responsible Party: Management
- Work with Union County to identify how their new Parks and Recreation Master Plan will impact Waxhaw.
Responsible Party: Management
- Work with Southern Piedmont Community College to see if there is an interest in expanding classes and programs to Waxhaw.
Responsible Party: Management

Goal: Communicate with Local and Regional Partners.

- Hold a joint meeting with surrounding jurisdictions that are willing to meet and discuss forming partnerships around common interests and goals.
Responsible Party: Board
- Hold a meeting with our State Representatives, NCDOT, and surrounding jurisdictions to discuss local transportation issues.
Responsible Party: Board

Goal: Create Financial Partnerships.

- When feasible, the Town will seek financial partnerships with organizations in the community as a means of providing services in the most cost-effective way.
Responsible Party: Management/Board
- When improving or constructing Town-owned facilities, the Town will seek financial partnerships, when feasible, with organizations or individuals who benefit from those facilities in order to limit the use of public funds and to maximize the benefit of those funds.
Responsible Party: Management/Board