

PROPOSED AGENDA  
Special Meeting of the Town of Biltmore Forest  
Board of Commissioners  
Planning Retreat  
Western Carolina University – Biltmore Park  
Friday, March 8, 2019  
10:00 A.M.

- A. Planning Retreat Overview and Purpose
- B. Introduction - Biltmore Forest Vision 2023
- C. FY19-20 Budget Discussion
  - 1. Revenue Forecast for FY19-20 (and Beyond)
  - 2. Departmental Budget Discussion
    - i. Administration
    - ii. Public Works
    - iii. Police Department
    - iv. General Government and Existing Priority Projects
- D. Board Member Feedback and Prioritization
- E. Adjourn

# BILTMORE FOREST PLANNING RETREAT

March 8, 2019

# BILTMORE FOREST VISION 2023

- Not a Comprehensive Plan!
  - The difference between this strategic plan and a comprehensive plan is significant. A comprehensive plan focuses on every facet of the Town, primarily land use, and focuses on the long term changes and challenges within the Town.
  - Vision 2023, this strategic plan draft for the Town, is focused on the next 4-5 years
  - Town staff has developed this as a starting point for discussion and want the Board's input and for you to make this your own
- The 100<sup>th</sup> anniversary of Biltmore Forest in 2023 presents a tangible opportunity to reflect on where the Town started, where we have been, and where we want to go for the immediate future.

## BILTMORE FOREST BRIDGING THE GAP

- The idea of “Bridging the Gap” came about as I talked with other managers about what we were doing in Biltmore Forest
- I found myself continually discussing projects and opportunities before us, and realized I kept making the same hand gestures and observation – the service we provide is great, but I think it can be exceptional without a significant increase in cost or personnel by doing things more strategically
- Vision 2023 implores us to engage the future – where do we want the Town to go the next five years?
  - **This is merely a draft – nothing is set in stone, but this is our attempt at defining the opportunities before us in the next 4-5 years**
- The key now is for the Board to prioritize where we go from here and make this draft document YOUR work plan for the Town in the next 4-5 years

# VISION 2023

## VISION AND MISSION STATEMENT

- Draft Vision Statement

*A unique, historic, and residential mountain community, engaging citizens and embracing natural beauty for an exceptional quality of life.*

- Draft Mission for the Town

- *The Town of Biltmore Forest is committed to enhancing the quality of life in our community by providing exceptional services, encouraging community engagement, and preserving the natural beauty of our environment in a fiscally responsible manner.*

- So, how do we get there and accomplish this mission?

- Focusing on the development of core values – **exceptional service**, **teamwork**, and **sustainability** – will allow us to elevate our organization to exceptional levels, and much of the framework is already in place

# VISION 2023 GOALS

- These core values help us identify goals that are necessary to achieve our expectations of providing exceptional service to our citizens
  - To be a **SAFE & CONNECTED COMMUNITY**
  - To be an **ATTRACTIVE & LIVABLE COMMUNITY**
  - To provide a **VALUES-BASED CULTURE**
  - To be **FINANCIALLY SUSTAINABLE**
- These goals form the basis of and define our objectives, work plan, and (ideally) budget documents for the next 4-5 years

# VISION 2023 OBJECTIVES

## OBJECTIVES

### To be a SAFE & CONNECTED COMMUNITY

- 1.1 Enhance the sense of safety in the Town.
- 1.2 Promote the use of technology to enhance and inform the community.
- 1.3 Build citizen participation in the community.

### To be an ATTRACTIVE & LIVABLE COMMUNITY

- 2.1 Enhance the parks and greenspaces.
- 2.2 Improve stormwater infrastructure.
- 2.3 Review & refine development guidelines for residents.

### To have an ENGAGED WORKFORCE

- 3.1 Evaluate staff engagement.
- 3.2 Encourage staff development.
- 3.3 Develop staff ownership within the organization.

### To be FINANCIALLY TRANSPARENT & SUSTAINABLE

- 4.1 Maintain public trust in the sustainability of the Town's finances.
- 4.2 Evaluate financial policies to comply with recommended practices.

# VISION 2023

## STRATEGIES AND IMPLEMENTATION

- After defining our goals and refining these into town objectives, we break these ideas down further to specify the strategies used to accomplish these objectives
- Each strategy comes with its own set of expectations and components
  - Departments are presented with key tasks and timelines for completion
  - Metrics are established and performance measurement techniques are utilized to provide check-ins and evaluate how we are doing
- Most importantly, the Board and Public have a basis for evaluating performance and holding us accountable for achieving these strategies and objectives



## BUDGET FY19-20

- After all this, you may be wondering how this plays into the coming year's budget plan and discussion?
- Each of the strategies on the overall strategic plan is specifically tied into the budget that will be developed over the coming two months
- Staff has already worked to develop broad based budget goals for next year, but the following two months will enable us to focus on the Board's priorities by utilizing these strategic planning methods and lay out specific metrics and timelines for completion of these projects and priorities

## BUDGET FY19-20 REVENUE FORECASTS

- The Town is fortunate to have strong property and sales tax bases
  - Property tax estimates for the coming year estimate an increase of approximately 1.5% with this being the forecast through 2023
  - Sales tax is grouped in with other unrestricted intergovernmental revenues, and forecast to grow by 7.9% next year with an average increase of 4.67% through 2023
- Obviously, many changes between now and 2023 could lower or raise these revenue forecasts, but utilizing these forecasting methods enables the Board and Public to understand the Town's basis for recommending revenue growth
- Prudent revenue forecasting (i.e. not assuming the upper confidence level will be reached each year) leads to more realistic budgeting and allows the Town to ride out the storm of "down" years

## BUDGET FY19-20 OTHER REVENUE FORECASTS

- All other town revenues are forecast to be up over the next year and following years, with the exception of the Powell Bill fund (restricted intergovernmental) which projects a minimal reduction
  - Several of these revenue streams have seen significant swings in the past 10 years
  - Notably, the investment earnings revenue is doing exceptionally well once more after years of struggling to attain any notably earnings
  - Last year's strategy of moving funds within the NC Capital Management Trust to a stronger earning fund resulted in significant growth in our investment earnings
  - Even with interest rates not forecast to increase the remainder of the year, we foresee strong future for the Town's investment earnings
- Other revenues (permit fees, particularly) are largely dependent upon the housing industry and construction activity. This continues to be relatively strong and planning/zoning requests for the coming months indicate this will not be different in FY20

# BUDGET FY19-20 ADMINISTRATION

- Focus on improving citizen engagement through openness and transparency
  - Increased use of social media, fine tuning alert/notification systems, and finding out the best method to communicate with our citizens
  - Engage citizens through Biltmore Forest Community Preservation Committee and more regular public events and lectures
  - Develop ad-hoc resident committee to consider best way to communicate Town ordinances/policies with newcomers and potential newcomers
- Furthering our financial transparency and openness
  - Continue to develop comprehensive, yet user friendly, financial documents
  - Provide clear accountability for financial decision making to Commissioners and Public through memos and newsletter updates, demonstrating prudent use of town resources
  - Ensure all financial best practices are met, including the implementation of revised bidding/procurement policies

## BUDGET FY19-20 PLANNING

- Improve proactive code enforcement
  - Focus historically has been reactive in nature, resulting in disparate enforcement based on complaints
  - Develop methods for proactively communicating with residents to come into compliance
- Continue review of existing zoning ordinance for clarity and facilitate the removal of unintentionally vague or conflicting sections
- Further the creation of user friendly permit application process
- Begin review of stormwater ordinances for best management practices

## BUDGET FY19-20 PUBLIC WORKS

- Construction project likely to finish in late summer 2019
  - Schedule Open House once fully moved in to demonstrate building need and results to citizens
  - Continue moving this project forward on time (with minimal weather delays) and no significant changes to cost
- Finalize traffic pattern changes and modifications to improve residential experience in Biltmore Forest
  - Utilize new speed signs for continued review of traffic data, particular as I-26 construction project begins and report back to BOC for increases in traffic flow or changes

## BUDGET FY19-20

### PUBLIC WORKS – STORM WATER PLAN

- Storm water master plan project should conclude within next 3-6 months
- Highest priority projects should be budgeted in coming fiscal year's CIP
  - Initial focus areas likely along Lone Pine/Stuyvesant/Vanderbilt intersection, Cedar Hill Drive, and Park Road
  - Improved routine and preventative maintenance of existing storm water infrastructure may result in improvements to other prioritized areas
- Development of a storm water education program (i.e. lectures, literature) for citizens will aid efforts to make citizens aware of what is town responsibility and what is private property owner's responsibility – and how they can improve storm water on their own property

## BUDGET FY19-20 PUBLIC WORKS – PARKS

- Grant announcement for Greenwood Park likely to arrive in September
  - This announcement will assist in decisions with improvements to Greenwood Park
  - Town is currently investigating other methods of stream restoration funding, including 20 year, 0% interest loans from Division of Water Resources
  - Other options for grant funding – meetings scheduled for this initial on-site review
- Dependent upon funding for Greenwood Park, the Board may wish to begin looking at Rosebank Park for improvements ahead of 2023 centennial
  - Similar master planning process for this park as was completed for Greenwood Park; higher cost due to larger size of property



## BUDGET FY19-20

### PUBLIC WORKS – ARBORICULTURE

- Hazard tree removal program will commence in earnest in FY20
  - Expect a significant, new budget line item for this project in line with demonstrated removal needs throughout the town's right of way and public land
  - Woodland areas (Brookside Park, lower end of Rosebank Park) need to be addressed but cannot be realistically cleaned up until significant drying has occurred. One estimate for this work indicated waiting until late summer
    - There is a possibility of recreating walking paths in Brookside Park in conjunction with this clean up, and there is demand for this in Rosebank Park as well
- New tree inspection program through town arborist will ensure the Town is providing accurate and knowledgeable information to residents regarding tree removal and should prove to be an increased level of service for residents
- Ideally, town arborist position will move to full time role working on natural areas in town parks, open space, rights of way and focusing heavily on natural and aesthetic improvements

## BUDGET FY19-20

### PUBLIC WORKS – SANITATION/RECYCLING

- Focus continues on timely, accurate pick up of all solid waste and recycling
- Town needs to monitor changes to recycling collection system
  - Currently no changes with our MRF, but these could be on the horizon and limitations placed on what items are recyclable
  - This would be a significant education/outreach to residents to ensure that materials are not placed in recycling incorrectly – communities nationwide are dealing with “un”-educating population on recycling

## BUDGET FY19-20 PUBLIC WORKS NEEDS AND OPPORTUNITIES

- There is a need to replace the trucks that have operated primarily as our salt/sand trucks
  - Though low in mileage, these trucks experience significant corrosion and wear/tear and are in poor condition
- Opportunity in the near future for the Town to apply for 100% grant funding through the Volkswagen clean diesel settlement
  - The Town may be able to receive one or more heavy duty trucks in exchange for the complete removal of an “unclean” diesel engine from the road
  - This grant program is primary focus before budgeting entirely for new truck(s), but the likelihood exists of needing to improve these trucks in the coming fiscal year

## BUDGET FY19-20 GENERAL GOVERNMENT

- Focus in the coming fiscal year on employee morale and organizational culture
- The Town is beginning to experience significant turnover with long term employees retiring, nearing retirement, or leaving employment
  - We need to get ahead of this as quickly as possible by focusing on revisions to the Personnel policy, improving recruitment techniques, and developing clear cut succession plans based on staff growth and development
- Employee engagement must improve, and this can be done through daily check-ins, employee surveys and discussion groups, and follow-ups
- Morale and relationship building among employees, both inter-departmentally and across departments, should be a primary focus
  - Ideas for accomplishing this include monthly lunches, employee recognition/awards, and employee/family outings

## COMMISSIONER PRIORITIES

- What are your priorities and areas of focus for the coming fiscal year, or fiscal years to come?
- This budget/strategic plan/work plan can only be accomplished through the Board's investment and buy-in – and we want to focus on the priorities you see for the Town.
- The Board has enabled the Town to move tremendously in the past few years through technological, facility, and equipment improvements. What shall we prioritize next?

BILTMORE FOREST  
FY20 PLANNING RETREAT

THANK YOU FOR YOUR SERVICE TO THE TOWN  
AND FOR ALLOWING US TO SERVE WITH YOU!

# BILTMORE FOREST POLICE DEPARTMENT

2019/2020

BUDGET DISCUSSION



# 2018/2019 BUDGET PROJECTS

- SHOTGUNS
- POWER DMS POLICY SOFTWARE
- COMMUNICATION CENTER REPAIR/UPGRADES
- RMS CAD
- STAFF DEVELOPMENT
- SPEED SIGN PROJECT
- RADIO SYSTEM AND REPEATER UPGRADE/UPDATE
- TSUNAMI CAMERA SYSTEM
- NEW FULLY EQUIPPED POLICE VEHICLE
- ACTIVE SHOOTER BALLISTIC PLATES



# 2019/2020 IDEAS

- TWO (2) FULLY EQUIPPED NEW POLICE VEHICLES-\$84,000
  - \$42,000 EACH-ALLOWS TO SURPLUS ONE AND HAVE ONE SPARE
- WELLNESS PROGRAM-MENTAL AND PHYSICAL HEALTH
  - INSURANCE DOES COVER SOME MENTAL HEALTH TREATMENT-*HOWEVER* THIS WOULD BE MANDATED AND COST COVERED BY THE TOWN-ESTIMATES FROM \$1000-\$3000 YEARLY FOR ALL
  - GYM MEMBERSHIP OR PARTIAL COST COVERAGE
    - TYPICAL COST IS \$20-\$50 A MONTH-\$3360 A YEAR WOULD COVER ALL EMPLOYEES @ \$20
    - SHOULD REDUCE SICK AND OVERTIME COSTS AND LEAD TO HAPPIER, HEALTHIER, AND BETTER PERFORMING EMPLOYEES
- NATIONAL NIGHT OUT-\$1000
- SMALL TICKET ITEMS
  - GAS MASKS-\$3600
  - REPLACE DUTY GEAR-\$4500-10 SETS OF EVERYTHING NEW
  - TOURNIQUET AND HOLDER-\$800
  - ID MAKER AND SUPPLIES-WOULD BE UTILIZED FOR ALL TOWN EMPLOYEES-\$1499-\$1799
- COMPLETE ANY NECESSARY LEFT OVER PROJECTS FROM 18/19



# DREAM/WISH LIST

- MAYBE NOT NOW BUT IN THE FUTURE...
  - ADD TWO SWORN OFFICERS-12N-12M POWER SHIFT
    - DRASTICALLY CUT OUT OVERTIME AND COME CLOSE TO ELIMINATING IT
    - COULD THIS PERSON SPECIALIZE IN ANIMAL CONTROL??
    - LAST SWORN INCREASE?? AT LEAST BEFORE 2006?? SOUTH ASHEVILLE GROWTH IN LAST 12 YEARS??
  - ALTERNATIVE VEHICLE-WOULD KEEP US FROM HAVING TO BORROW SOMEONE ELSE'S FOR SPECIAL EVENTS OR EMERGENCIES
    - ELECTRIC VEHICLE
    - GOLF CART
    - SIDE BY SIDE
  - CONTINUE TO UPGRADE DISPATCH SOFTWARE AND CAPABILITIES-IN CAR CAPABILITIES



# THANK YOU!!



# BRIDGING the GAP

## *Redefining Excellence*

### What is a Strategic Plan?

A Strategic Plan is a planning document that establishes the direction of an organization by outlining goals, objectives, and strategies. The Strategic Plan directs major initiatives and demonstrates the connection of those initiatives to the overall mission.



### Vision

The Vision statement is a declaration of the direction of the Town in the future. Vision 2023 is a short range vision that will allow the Town to evaluate the direction of the Town as we approach the centennial anniversary of the Town's incorporation. Vision statements should be evaluated periodically to ensure that the statement reflects the actual vision of the Town in the future period established.

### Mission

A Mission statement is a declaration of the current purpose and primary objectives of the Town. A mission statement defines what the Town is and does.

### Goals

Goals are the bridge between the Mission and the Vision statements. Goals are broad statements of a desired result as it relates to a specific aspect of the mission statement.

### Objectives

Objectives are the actions or projects that will be utilized to work towards accomplishing a specific goal.

### Strategies

Strategies are the specific actions or tasks to be completed to accomplish an objective. Strategies are assigned to specific individuals or groups with measurable outcomes.

### Performance Measures

Performance measures are an evaluation process that allow the Town to see how the strategies are working towards attaining the designated goal. Each department will have indicators to demonstrate performance and progress. There are three types of measures to demonstrate the progress the Town is making:

- 1) Outputs | The total amount of something done (i.e. miles of road paved, bills generated, invoices processed)
  - 2) Effectiveness | The capability of producing a desired result or to produce a desired output (i.e. percentage of tasks performed on time)
  - 3) Efficiency | The comparison of production with cost (i.e. average cost of providing a service)
- 

## VISION 2023

A unique, historic, and residential mountain community, engaging citizens and embracing natural beauty for an exceptional quality of life.

## MISSION

The Town of Biltmore Forest is committed to enhancing the quality of life in our community by providing exceptional services, encouraging community engagement, and preserving the natural beauty of our environment in a fiscally responsible manner.

## VALUES

The Town of Biltmore Forest embraces the core values of

### Exceptional Service

Provide a friendly, responsive and efficient service to our citizens.

### Teamwork

Create an atmosphere of mutual respect and responsibility to achieve goals.

### Sustainability

Work toward efficient and cost-effective solutions to protect and conserve natural and fiscal resources.

## GOALS

To be a **SAFE & CONNECTED COMMUNITY**

To be an **ATTRACTIVE & LIVABLE COMMUNITY**

To provide a **VALUES-BASED CULTURE**

To be **FINANCIALLY SUSTAINABLE**



## OBJECTIVES

### To be a SAFE & CONNECTED COMMUNITY

- 1.1 Enhance the sense of safety in the Town.
- 1.2 Promote the use of technology to enhance and inform the community.
- 1.3 Build citizen participation in the community.

### To be an ATTRACTIVE & LIVABLE COMMUNITY

- 2.1 Enhance the parks and greenspaces.
- 2.2 Improve stormwater infrastructure.
- 2.3 Refine & simplify development guidelines for residents.

### To have an ENGAGED WORKFORCE

- 3.1 Evaluate staff engagement.
- 3.2 Encourage staff development.
- 3.3 Develop staff ownership within the organization.

### To be FINANCIALLY TRANSPARENT & SUSTAINABLE

- 4.1 Maintain public trust in the sustainability of the Town's finances.
- 4.2 Evaluate financial policies to comply with recommended practices.

GOALS	OBJECTIVES	STRATEGIES
To be a <b>SAFE &amp; CONNECTED COMMUNITY</b>	1) Enhance the sense of safety in the Town	1.1.1) Develop a survey to determine the sense of safety among residents 1.1.2) Evaluate & invest in traffic flow strategies 1.1.3) Utilize technology to enhance safety of parks, open spaces, and intersections
	2) Promote the use of technology to enhance and inform the community	1.2.1) Develop social media presence to communicate quickly & directly with citizens 1.2.2) Determine citizen preferred method of contact and tailor reverse 911 system to this
	3) Build citizen participation in the community	1.3.1) Develop customer service program in each department focused on citizen contact 1.3.2) Develop mini- "citizens academy" to reinforce what local government does 1.3.3) Utilize BFCPC to organize "semi-frequent" events (lectures, park meet ups, etc)
To be an <b>ATTRACTIVE &amp; LIVABLE COMMUNITY</b>	1) Enhance the parks and greenspaces	2.1.1) Complete Greenwood Park Masterplan 2.1.2) Create a reforestation program 2.1.3) Develop program for woodland clean up and trail construction 2.1.4) Initiate Rosebank Park Master Plan process for celebration in 2023
	2) Improve stormwater infrastructure	2.2.1) Complete Stormwater Masterplan 2.2.2) Prioritize stormwater infrastructure projects & fund through CIP 2.2.3) Review stormwater ordinances for BMP 2.2.4) Develop citizen education program for stormwater program
	3) Refine & simplify development guidelines for residents	2.3.1) Develop concise "at a glance" sheet for town ordinances to distribute at first point of contact 2.3.2) Improve proactiveness of code enforcement program to develop better outcomes 2.3.3) Utilize Planning Commission more appropriately on ordinance review & recommendations 2.3.4) Develop ad hoc focus group for improving communication of town regs to newcomers
To have an <b>ENGAGED WORKFORCE</b>	1) Evaluate staff engagement	3.1.1) Develop a survey to determine the sense of engagement with staff 3.1.2) Provide survey results along with follow up answers/solutions 3.1.3) Institute yearly "check-in" on survey and perform annual or biannual survey updates
	2) Encourage staff development	3.2.1) Provide continuing professional development of staff 3.2.2) Create a succession plan through staff development and talent/goal identification 3.2.3) Utilize staff performance reviews for opportunities to discuss future goals of each employee
	3) Develop staff ownership within the organization	3.3.1) Reward employees who create efficiency without loss of effectiveness 3.3.2) Create employee recognition & service awards 3.3.3) Initiate monthly employee lunches and build relationships 3.3.4) Create "safe" space for employee suggestions and feedback
To be <b>Financially Transparent &amp; Sustainable</b>	1) Maintain public trust in the sustainability of the Town's finances	4.1.1) Increase transparency in financial reporting 4.1.2) Continue development of user friendly financial documents & expand reach where practicable 4.1.3) Provide accountability for financial decisions via memos to Board and public documents
	2) Evaluate financial policies to comply with recommended practices	4.2.1) Review financial policies to reflect best practices 4.2.2) Ensure town resources are spent prudently through bidding and documentation

## GOAL To be a SAFE & CONNECTED COMMUNITY

OBJECTIVE 1) Enhance the sense of safety in the Town			
STRATEGIES	TIMELINE	FY 2020-2024 FUNDING	DEPARTMENT(S)/DIVISION(S)
1.1.1) Develop a survey to determine the sense of safety	2020	0	Administration; Police; Fire
1.1.2) Evaluate & invest in traffic flow strategies	2020-23	cost of engineer & materials	Administration; Streets; Police
1.1.3) Utilize technology to enhance safety of parks, open spaces, and interseptions	2020-21	cost of technology	Administration; Streets; Police
OBJECTIVE 2) Promote the use of technology to enhance and inform the community			
STRATEGIES	TIMELINE	FY 2020-2024 FUNDING	DEPARTMENT(S)/DIVISION(S)
1.2.1) Develop social media presence to communicate quickly & directly with citizens	2020	0	Administration
1.2.2) Determine citizen preferred method of contact and tailor reverse 911 system to this	2020	0	Administration
OBJECTIVE 3) Build citizen participation in the community			
STRATEGIES	TIMELINE	FY 2020-2024 FUNDING	DEPARTMENT(S)/DIVISION(S)
1.3.1) Develop customer service program in each department focused on citizen contact	2020-21	0	General Government; Public Safety; Physical Development
1.3.2) Develop mini- "citizens academy" to reinforce what local government does	2020-21	0	General Government; Public Safety; Physical Development
1.3.3) Utilize BFCPC to organize "semi-frequent" events (lectures, park meet ups, etc)	2020-23	cost of events	General Government; Public Safety; Physical Development

## GOAL To be an ATTRACTIVE & LIVABLE COMMUNITY

OBJECTIVE 1) Enhance the parks and greenspaces			
STRATEGIES	TIMELINE	FY 2020-2024 FUNDING	DEPARTMENT(S)/DIVISION(S)
2.1.1) Complete Greenwood Park Masterplan	2020-2021	remaining cost of plan + implementation	Administration; Public Works
2.1.2) Create a reforestation program	2020-2022	cost of trees + plan	Administration; Public Works
2.1.3) Develop program for woodland clean up and trail construction	2020-2021	cost of clean up & construction	Administration; Public Works
2.1.4) Intiate Rosebank Park Master Plan process for celebration in 2023	2020-2023	cost of plan+ implementation	Administration; Public Works
OBJECTIVE 2) Improve stormwater infrastructure			
STRATEGIES	TIMELINE	FY 2020-2024 FUNDING	DEPARTMENT(S)/DIVISION(S)
2.2.1) Complete Stormwater Masterplan	2020	remaining cost of plan	Administration; Public Works
2.2.2) Prioritize stormwater infrastructure projects & fund through CIP	2020-2024	cost of implimentation	Administration; Public Works
2.2.3) Review stormwater ordinances for BMP	2020	0	Administration; Public Works
2.2.4) Develop citizen education program for stormwater program	2020-21	0	Administration; Public Works
OBJECTIVE 3) Refine & simplify develop guidelines for residents			
STRATEGIES	TIMELINE	FY 2020-2024 FUNDING	DEPARTMENT(S)/DIVISION(S)
2.3.1) Develop concise "at a glance" sheet for town ordinances to distribute at first point of contact	2020	0	Administration
2.3.2) Improve proactiveness of code enforcement program to develop better outcomes	2020	0	Administration
2.3.3) Utilize Planning Commission more appropriately on ordinance review & recommendations	2020	0	General Government
2.3.4) Develop ad hoc focus group for improving communication of town regs to newcomers	2020-21	0	Administration



## GOAL To have an ENGAGED WORKFORCE

### OBJECTIVE 1) Evaluate staff engagement

STRATEGIES	TIMELINE	FY 2020-2024 FUNDING	DEPARTMENT(S)/DIVISION(S)
3.1.1) Develop a survey to determine the sense of engagement among employees	2020	0	Administration
3.1.2) Provide survey results along with follow up answers/solutions	2020-21	0	Administration
3.1.3) Institute yearly "check-in" on survey and perform annual or biannual survey updates	2021-2024	0	Administration

### OBJECTIVE 2) Encourage staff development

STRATEGIES	TIMELINE	FY 2020-2024 FUNDING	DEPARTMENT(S)/DIVISION(S)
3.2.1) Provide continuing professional development of staff	2020-2024	cost of training	General Government; Public Safety; Physical Development
3.2.2) Create a succession plan through staff development and talent/goal identification	2020-2021	0	General Government; Public Safety; Physical Development
3.2.3) Utilize staff performance reviews for opportunities to discuss future goals of each employee	2020-2024	0	General Government; Public Safety; Physical Development

### OBJECTIVE 3) Develop staff ownership within the organization

STRATEGIES	TIMELINE	FY 2020-2024 FUNDING	DEPARTMENT(S)/DIVISION(S)
3.3.1) Reward employees who create efficiency without loss of effectiveness	2020-2024	0	General Government; Public Safety; Physical Development
3.3.2) Create monthly employee recognition/service award	2020-2024	0	General Government; Public Safety; Physical Development
3.3.3) Initiate monthly employee lunches and build relationships	2020-2024	0	General Government; Public Safety; Physical Development
3.3.4) Create "safe" space for employee suggestions and feedback	2020-2024	0	Administration

## GOAL To be Financially Transparent & Sustainable

### OBJECTIVE 1) Maintain public trust in the sustainability of the Town's finances

STRATEGIES	TIMELINE	FY 2020-2024 FUNDING	DEPARTMENT(S)/DIVISION(S)
4.1.1) Increase transparency in financial reporting	2020-2024	0	Administration
4.1.2) Continue development of user friendly financial documents & expand reach where practicable	2020-2024	0	Administration
4.1.3) Provide accountability for financial decisions via memos to Board and public documents	2020-2024	0	Administration

### OBJECTIVE 2) Evaluate financial policies to comply with recommended practices

STRATEGIES	TIMELINE	FY 2020-2024 FUNDING	DEPARTMENT(S)/DIVISION(S)
4.2.1) Review financial policies to reflect best practices	2020-2024	0	Administration
4.2.2) Ensure town resources are spent prudently through bidding and documentation	2020-2024	0	General Government; Public Safety; Physical Development