

TOWN OF MOORESVILLE

STRATEGIC PLAN

The Town of Mooresville's strategic plan contains six strategic goals that support the long-term vision of the town. Each strategic goal contains a set of strategic objectives to reach each goal.

STRATEGIC GOALS 2017-2022

Customer Service, Transparency and Citizen Engagement



The Town of Mooresville will be a customer-focused organization that encourages residents to be informed and engaged in the matters of government community.

Economic Development



Mooresville will have a strong economy and diverse workforce that attracts quality employers and provides opportunities for prosperity for all citizens.

Organizational Excellence and Financial Stability



The Town of Mooresville will maintain organizational excellence through training and retention of quality employees, sound financial management, and superior service to the community.

Planning, Infrastructure and Housing



The Town of Mooresville will promote infrastructure that supports efficient operations, accessible transportation and diversified housing options.

Public Safety



Mooresville will be a safe community with the highest level of protection offered and trust value. When emergencies arise, the Town will respond in a quick and effective manner.

Recreation and Cultural Services



Mooresville will be a regional center of culture, leisure and recreation activities, preserve its history and heritage, and provide open space, parks and first class facilities at affordable rates for all users.

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The Town of Mooresville's strategic plan contains six strategic goals that support the long-term vision of the town. Each strategic goal contains a set of strategic objectives to reach each goal.

STRATEGIC GOAL OBJECTIVES 2017-2022

Customer Service, Transparency and Citizen Engagement



The Town of Mooresville will be a customer-focused organization that encourages residents to be informed and engaged in the matters of government community.

- 1.1 Seek opportunities to enhance public trust by sharing information in an accessible, convenient manner.
- 1.2 Expand effective and equitable customer service that engages all stakeholders through transparency, cooperation and feedback.
- 1.3 Improve public outreach and citizen involvement through open communication and the development of community relationships and partnerships.

Economic Development



Mooresville will have a strong economy and diverse workforce that attracts quality employers and provides opportunities for prosperity for all citizens.

- 2.1. Market and promote Mooresville as a preferred location for business growth and recruitment.
- 2.2 Improve effectiveness through collaboration with economic development partners within the region (MSIEDC, MI-Connection, Iredell County and CVB).
- 2.3 Design incentive programs, policies and procedures around recruitment and retention of high growth industries.
- 2.4 Maintain and develop amenities and infrastructure to attract economic development.

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STRATEGIC GOAL OBJECTIVES 2017-2022

Organizational Excellence and Financial Stability



The Town of Mooresville will maintain organizational excellence through training and retention of quality employees, sound financial management, and superior service to the community.

- 3.1 Optimize the use of technology to drive efficiency and productivity to improve services.
- 3.2 Develop and implement safety initiatives, and continue to focus on employee health and wellness.
- 3.3 Provide safe, reliable, and well-maintained vehicles, equipment and facilities to integrate sustainability into daily operations.
- 3.4 Plan future capital and infrastructure needs in accordance with demographic trends, operational changes and financial capacities.
- 3.5 Recruit and retain a diverse, high-performing workforce.
- 3.6 Secure long-term financial sustainability through policies, procedures and sound financial management.

Planning, Infrastructure and Housing



The Town of Mooresville will promote infrastructure that supports efficient operations, accessible transportation and diversified housing options.

- 4.1 Follow the Comprehensive Housing Strategy to expand Mooresville's access to a broad range of quality housing that is safe, accessible and affordable.
- 4.2 Direct and guide growth in the community through appropriate planning, land use and development review process.
- 4.3 Research, develop and propose incentives for in-fill redevelopment in the Downtown, Mill Village and business park.
- 4.4 Improve transportation options and reduce congestion by working with transportation partners, and making the necessary road improvements.
- 4.5 Minimize Mooresville's environment footprint to improve the quality and sustainability of the community.

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STRATEGIC GOAL OBJECTIVES 2017-2022

Public Safety



Mooreville will be a safe community with the highest level of protection offered and trust value. When emergencies arise, the Town will respond in a quick and effective manner.

- 5.1. Prepare for, mitigate and effectively respond to emergencies and special events.
- 5.2. Create a safe and accessible community environment that emanates comfort and security to those live, work and play in Mooreville.
- 5.3. Provide community outreach programs which will provide citizens the opportunity to interact with public safety employees and increase public safety awareness.
- 5.4. Provide quick and exceptional fire, medical and emergency response.

Recreation and Cultural Services



Mooreville will be a regional center of culture, leisure and recreation activities, preserve its history & heritage, and provide open space, parks and first class facilities at affordable rates for all users.

- 6.1. Protect, enhance and develop unique places that reflect the Town's characters, history and values.
- 6.2. Enhance and expand facilities, parks, ballfields and open spaces to support current and future residents.
- 6.3. Offer a diverse range of youth, adult and senior recreational and cultural programming to enhance the quality of life for all citizens at an affordable price.
- 6.4. Position Mooreville as a regionally recognized recreation, cultural, entertainment and tourism destination.
- 6.5. Implement the recommendations within the 2016 Cultural, Parks, and Recreation Master Plan.

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Each strategic goal contains a set of strategic tactical actions describing specific tangible measurable actions for the fiscal year and upcoming fiscal years. For fiscal year 2017-2018, strategic tactical actions are grouped into three categories: those not requiring funding, those receiving funding, and those not funded within the current budget. The Mooresville Board of Commissioners also identified several HIGH PRIORITY strategic tactical actions for fiscal year 2017-2018. Not all strategic objectives contain tactical actions for fiscal years 2017-2018.

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Goal 1. Customer Service, Transparency and Citizen Engagement

The Town of Mooresville will be a customer-focused organization that encourages residents to be informed and engaged in the matters of government community.

OBJECTIVE	PRIORITY	TACTICAL ACTION
1.1 Seek opportunities to enhance public trust by sharing information in an accessible, convenient manner.	TOWN	Finance 1.1.1. Demonstrate financial transparency by posting Town General Ledger online.
1.2. Expand effective and equitable customer service that engages all stakeholders through transparency, cooperation and feedback.	DEPARTMENT	Manager's Office 2.1.1. Market the Mooresville Business Park to increase commercial development.
1.3. Improve public outreach and citizen involvement through open communication and the development of community relationships and partnerships	TOWN	Fire 1.3.1. Develop an all-hazard neighborhood awareness program. Police 1.3.1. Schedule quarterly open forums at various locations within MPACT zones to discuss crime and quality of life issues.

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Goal 2. Economic Development

Mooreville will have a strong economy and diverse workforce that attracts quality employers and provides opportunities for prosperity for all citizens.

OBJECTIVE	PRIORITY	TACTICAL ACTION
2.1. Market and promote Mooreville as a preferred location for business growth and recruitment.		
2.2. Improve effectiveness through collaboration with economic development partners within the region (MSIEDC, MI-Connection, Iredell County, & CVB).	HIGH	Fire 2.2.1. Work with economic development partner to secure land for fire station in Mooreville Business Park.
2.3. Design incentive programs, policies and recreation and retention of high growth industries.	TOWN	Planning & Community Development 2.3.1. Review and update economic and community development incentive packages to attract new businesses and expanding existing businesses.
2.4. Maintain and develop amenities and infrastructure to attract economic development.	HIGH	Planning & Community Development 2.4.1. Develop strategy for East-West Corridor project. Water Treatment Plant 2.4.1. Create utility infrastructure redundancy plans for major utility users.
2.4. Maintain and develop amenities and infrastructure to attract economic development.	TOWN	Waste Water Treatment 2.4.1. Complete engineering study of waste waster facility for future growth and development.

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Goal 2. Economic Development

OBJECTIVE	PRIORITY	TACTICAL ACTION
2.4. Maintain and develop amenities and infrastructure to attract economic development.	DEPARTMENT	<p>ENG-2.4.1. Implement new studies and master plans to ensure the correct investment of infrastructure and capital funding.</p> <p>Parks and Recreation 2.4.1. Design and develop Liberty Park with amenities that contribute to downtown economic development.</p>

Goal 3. Organizational Excellence and Financial Stability

The Town of Mooresville will maintain organizational excellence through training and retention of quality employees, sound financial management, and superior service to the community.

OBJECTIVE	PRIORITY	TACTICAL ACTION
3.1. Optimize the use of technology to drive efficiency and productivity to improve services.	TOWN	Information Technology 3.1.1. Improve the access and management of data by migrating files to LaserFiche & Office 365.
3.2. Develop and implement safety initiatives and continue to focus on employee health and wellness.	HIGH	Risk Management 3.2.3. Implement Safe Driver Initiative to reduce liabilities and claims.
3.2. Develop and implement safety initiatives and continue to focus on employee health and wellness.	TOWN	<p>Risk Management 3.2.1. Implement and foster the “Safety Through Professionalism” Initiative.</p> <p>Risk Management 3.2.2. Implement internal safety auditing and inspection program/policy.</p>

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Goal 3. Organizational Excellence and Financial Stability

OBJECTIVE	PRIORITY	TACTICAL ACTION
3.2. Develop and implement safety initiatives and continue to focus on employee health and wellness.	DEPARTMENT	Parks and Recreation 3.2.1. Inspect Skate Park for safety concerns and address as needed.
3.3. Provide safe, reliable, and well-maintained vehicles, equipment and facilities to integrate sustainability into daily operations.	HIGH	Buildings and Grounds 3.3.1. Create facilities maintenance plan for Town facilities.
3.3. Provide safe, reliable, and well-maintained vehicles, equipment and facilities to integrate sustainability into daily operations.	TOWN	Fleet Services 3.3.1. Evaluate the feasibility of improving productivity by adding an additional work shift at Fleet Services.
3.4. Plan future capital and infrastructure needs in accordance with demographic trends, operational changes and financial capacities.	HIGH	Police 3.4.1. Evaluate existing space and facility conditions at Police Headquarters.
3.4. Plan future capital and infrastructure needs in accordance with demographic trends, operational changes and financial capacities.	TOWN	Fire 3.4.1. Implement plan to increase coverage of small response team. Library 3.4.1. Expand community outreach to the west side of Mooresville using remote lockers. Water Sewer Maintenance 3.4.1. Create zone specific Utilities Master Plan.

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Goal 3. Organizational Excellence and Financial Stability

OBJECTIVE	PRIORITY	TACTICAL ACTION
3.4. Plan future capital and infrastructure needs in accordance with demographic trends, operational changes and financial capacities.	DEPARTMENT	<p>BDG – 3.4.1. Move Building and Grounds staff and operations to Moore Avenue building to avoid overcrowding in present location.</p> <p>Fire 3.4.2. Partner with Town departments to evaluate the need for a multi-functional facility.</p> <p>Police 3.4.2. Plan for a police station in centralized location west of I-77.</p> <p>Parks and Recreation 3.4.1. Design and construct the Town of Mooresville’s first greenway.</p> <p>Library 3.4.2. Implement a Youth Services Bookmobile to bring services directly to the community.</p> <p>Sanitation 3.4.1. Evaluate potential re-routing of collection schedules to address projected growth.</p>
3.5. Recruit and retain a diverse, high-performing workforce.	TOWN	<p>Human 3.5.1. Expand professional development opportunities and programs.</p> <p>Manager’s Office 3.5.1. Continue to encourage a culture of excellent customer services.</p>
3.5. Recruit and retain a diverse, high-performing workforce.	DEPARTMENT	<p>Water Treatment Plant 3.4.1. Proactively update size of pumps/motors and other equipment as the Town sees new growth.</p>

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Goal 3. Organizational Excellence and Financial Stability

OBJECTIVE	PRIORITY	TACTICAL ACTION
3.6. Secure long-term financial sustainability through policies, procedures and sound financial management.	HIGH	Manager's Office 3.6.1. Improve management and oversight of construction/special projects.
3.6. Secure long-term financial sustainability through policies, procedures and sound financial management.	TOWN	Charles Mack Citizen Center 3.6.1. Create policies and procedures for utilization of Performing Arts Center. Finance 3.6.1. Develop and Implement Debt Policy, and Debt Write-Off Policy. Information Technology 3.6.1. Implement CJIS and PCI compliance Sanitation 3.6.1. Evaluate current solid waste fees compared to solid waste collection costs. Streets 3.6.1. Consider alternative revenue sources to fund the resurfacing program.

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Goal 4. Planning, Infrastructure and Housing

The Town of Mooresville will promote infrastructure that supports efficient operations, accessible transportation and diversified housing options.

OBJECTIVE	PRIORITY	TACTICAL ACTION
4.1. Follow the Comprehensive Housing Strategy to expand Mooresville's access to a broad range of quality housing that is a safe, accessible and affordable.	HIGH	Manager's Office 4.1.1. Implement the Comprehensive Housing Strategy.
4.2. Direct and guide growth in the community through appropriate planning, land use and development review process.	HIGH	Planning and Community Development 4.2.1. Update and consolidate Town's Comprehensive Land Use Plan.
4.2. Direct and guide growth in the community through appropriate planning, land use and development review process.	TOWN	Planning and Community Development 4.2.2. Strengthen relationship between the Board of Commissioners and Planning Board.
4.2. Direct and guide growth in the community through appropriate planning, land use and development review process.	DEPARTMENT	Fire 4.2.1. Align Town Building Standards to meet NC Building and Fire Code.
4.3. Research, develop and propose incentives for in-fill redevelopment in the Downtown, Mill Village and business parks.	HIGH	Manager's Office 4.3.1. Create Downtown Parking Plan.
4.3. Research, develop and propose incentives for in-fill redevelopment in the Downtown, Mill Village and business parks.	TOWN	Finance 4.3.1. Assist in the development of alternative financing sources such as TIG, SAID Bonds, and economic incentive agreements. Planning and Community Development 4.3.1. Implement grant programs for the Commercial Core Historical District.

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Goal 4. Planning, Infrastructure and Housing

OBJECTIVE	PRIORITY	TACTICAL ACTION
4.3. Research, develop and propose incentives for in-fill redevelopment in the Downtown, Mill Village and business parks	DEPARTMENT	Parks and Recreation 4.3.1. Work with Planning and Community Development Department to research opportunities for passive parks in business parks and new developments.
4.4. Improve transportation options and reduce congestion by working with transportation partners, and making the necessary road improvements.	HIGH	Engineering 4.4.1. Form Mooresville Transportation Advancement Committee.
4.4. Improve transportation options and reduce congestion by working with transportation partners, and making the necessary road improvements.	TOWN	Streets 4.4.1. Determine and fund new turn lanes and traffic lights to reduce congestion through the Mooresville Transportation Advancement Committee.
4.5. Minimize Mooresville's environmental footprint to improve the quality and sustainability of the community.	TOWN	Sanitation 4.5.1. Evaluate cost benefits of hybrid trucks to reduce air emissions.

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Goal 5. Public Safety

Mooreville will be a safe community with the highest level of protection offered and trust value. When emergencies arise, the Town will respond in a quick and effective manner.

OBJECTIVE	PRIORITY	TACTICAL ACTION
5.1. Prepare for, mitigate and effectively respond to emergencies and special events.	DEPARTMENT	Fire 5.1.1. Plan for future station location opportunities in 801/Mooreville Blvd Area, Highway 150 and Perth Road, Langtree Road, and Brawley School Road.
5.2. Create a safe and accessible community environment that emanates comfort and security to those that live, work and play in Mooreville.	HIGH	Fire 5.2.1. Improve score of North Carolina Response Rating System. Planning and Community Development 5.2.1. Increase code enforcement in Mooreville.
5.2. Create a safe and accessible community environment that emanates comfort and security to those that live, work and play in Mooreville.	TOWN	Information Technology 5.2.1. Create town-wide camera system plan to observe roadways and other public places. Police 5.2.2. Achieve CALEA re-accreditation.
5.2. Create a safe and accessible community environment that emanates comfort and security to those that live, work and play in Mooreville.	DEPARTMENT	Police 5.2.1 Implement a police traffic safety and enforcement team. Streets 5.2.1. Create a safe and accessible pedestrian transportation networks by reconstructing existing 4' sidewalks to 5' sidewalks. Streets 5.2.2. Bring existing non-compliant sidewalk ramps to American with Disabilities Act Standards.

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Goal 5. Public Safety

OBJECTIVE	PRIORITY	TACTICAL ACTION
5.3. Provide community outreach programs which will provide citizens the opportunity to interact with public safety employees and increase public safety awareness.	TOWN	Police 5.3.1. Support Police Athletics and Activities League to promote mentoring of community youth.
5.4. Provide quick and exceptional fire, medical and emergency response.	TOWN	Information Technology 5.4.1. Create public safety drone technology utilization program. Police 5.4.1. Explore feasibility of a joint E911 communications system with Iredell County.

Goal 6. Recreation and Cultural Services

Mooresville will be a regional center of culture, leisure and recreation activities, preserve its history & heritage, and provide open space, parks and first class facilities at affordable rates for all users.

OBJECTIVE	PRIORITY	TACTICAL ACTION
6.1. Protect, enhance and develop unique places that reflect the Town's characters, history and values.	TOWN	Library 6.1.1. Investigate the appropriate measures to support preservation of Mooresville's history at the Mooresville Public Library and Mooresville Museum. Manager's Office 6.1.1. Enhance appearance of Downtown Mooresville.

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Goal 6. Recreation and Cultural Services

OBJECTIVE	PRIORITY	TACTICAL ACTION
6.1. Protect, enhance and develop unique places that reflect the Town's characters, history and values.	DEPARTMENT	<p>Planning and Community Development 6.4.1. Continue the redevelopment of Church Street property and tie into Liberty Park/War Memorial.</p> <p>Information Technology 6.1.1. Partner with Recreation to implement SmartCity Technologies in Parks.</p>
6.2. Enhance and expand facilities, parks, ball fields and open spaces to support current and future residents.	HIGH	Buildings and Grounds 6.2.1. Develop a plan to maintain the quality of existing parks, facilities and ballfields.
6.2. Enhance and expand facilities, parks, ball fields and open spaces to support current and future residents.	DEPARTMENT	<p>Parks and Recreation 6.2.1. Develop plans for two future baseball fields and three future multi-purpose fields at Cornelius Road Park.</p> <p>Parks and Recreation 6.2.2. Research the appropriate options for West Mooresville parks and facilities.</p> <p>Parks and Recreation 6.2.3. Support the Selma Burke Renovation Project to provide additional recreation opportunities.</p> <p>Library 6.2.1. Maximize current and future space by designing and constructing additional useable space at the Mooresville Public Library.</p>
6.3. Offer a diverse range of youth, adult and senior recreational and cultural programming to enhance the quality of life for all citizen at an affordable price.	TOWN	Parks and Recreation 6.3.1. Establish criteria for Parks and Recreation youth program assistance.

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Goal 6. Recreation and Cultural Services

OBJECTIVE	PRIORITY	TACTICAL ACTION
6.3. Offer a diverse range of youth, adult and senior recreational and cultural programming to enhance the quality of life for all citizen at an affordable price.	DEPARTMENT	Library 6.3.1. Focus efforts to decrease “Book Deserts” in underserved populations in Mooresville.
6.4. Position Mooresville as a regionally recognized recreation, cultural, entertainment and tourism destination.	HIGH	Parks and Recreation 6.4.1. Achieve CAPRA Recognition for Parks and Recreation.
6.4. Position Mooresville as a regionally recognized recreation, cultural, entertainment and tourism destination.	TOWN	Charles Mack Citizen Center 6.4.1. Cultivate a culturally diverse performing arts series with nationally recognized artists. Parks and Recreation 6.4.1. Help promote the new performing arts center at the Mooresville High School.
6.4. Position Mooresville as a regionally recognized recreation, cultural, entertainment and tourism destination.	DEPARTMENT	Golf 6.4.1. Host professional golf organization tournament. Parks and Recreation 6.4.1. Increase USATF certified events in Mooresville.
6.5. Implement the recommendations within the 2016 Cultural, Parks and Recreation Master Plan.		