



STRATEGIC PLAN 2024-2029



PREPARED BY



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OVERVIEW

The Town of Rolesville has developed this strategic plan to articulate its core identity, strengthen its purpose, and identify high-level strategic focus areas to guide the Town for the next five years. This strategic plan will position the Town of Rolesville to achieve its long-term goals and advance the Town’s mission and vision. By identifying strategic focus areas, this plan aims to create a clear roadmap that guides the Town’s efforts through ever-changing circumstances and growth.

VISION

Rolesville is a dynamic, tight-knit community that fosters genuine connections and embraces change while maintaining its unique local character.

MISSION

Our mission is to provide the highest quality of service in an efficient, cost-effective, and courteous manner, focusing on a safe, livable, sustainable community with a strong sense of belonging.

STRATEGIC FOCUS AREAS

In pursuit of our mission and to best serve our residents, the Town of Rolesville will prioritize the following strategic focus areas for the next five years:

- Connected Communities
- Abundant Amenities
- Intentional Growth
- Strong Organization

VALUES

Our core values guide our everyday behaviors and decision making. At all times, we strive to uphold the following values as we serve the residents of Rolesville.

- Accountable
- Collaborative
- Ethical
- Excellent
- Inclusive
- Transparent

STRATEGIC PLANNING PROCESS

To develop this strategic plan, we underwent a thorough and inclusive process, consulting community members, Town staff, and the Board of Commissioners. This strategic plan embodies their collective aspirations.

Input was gathered through various methods, including:

- Multiple staff and Board retreats
- An online survey, open to Rolesville residents
- A community conversation event, during which residents and business owners imagined their ideal Rolesville and assessed key focus areas.

The process culminated in a final review session with Town staff, during which synthesized results from the community engagement efforts were shared as a foundation for refining the strategic plan.

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Focus areas will require an intentional investment of time, money, and resources. By stating these as our focus areas and objectives, we are committing to this investment and preparing to take the steps to achieve successful outcomes.



CONNECTED COMMUNITIES

Fostering a sense of belonging and pride through deep bonds within our ever-growing community

What does this mean to us?

Creating meaningful community connection lies at the heart of Rolesville's identity. As our Town continues to grow, fostering deep community bonds is key to enhancing our sense of place and belonging. Rolesville is made up of friendly residents who are connected to each other and with the Town itself.

Sample Measures

- Increased number of regular events
- Increased number of public gathering spaces within Rolesville
- Increased attendance at Rolesville annual major town events
- Increased number of Town-sponsored cultural events
- Measured turnaround time with communication between staff and residents

Objective 1.1 - Intentionally create opportunities to promote and foster connections for residents within Rolesville

Potential Activities

- Host annual major town events (Egg drop, Fourth of July, etc.) that promote connections among residents
- Hold more youth-friendly activities at Rolesville community events
- Reevaluate portfolio of current events
- Host more classes at the parks and recreation center

Objective 1.2 - Celebrate the diverse communities within the larger Rolesville community through cultural (International food festival, Juneteenth, etc.) events

Potential Activities

- Celebrate Black History, American Asian Pacific Islander Heritage, Hispanic Heritage, and Pride Months
- Encourage community members from various diverse groups to be involved in the planning or program activities

Objective 1.3 - Strengthen our network of partners in the state, county, and community that can support the Town as we address regional issues

Potential Activities

- Become more involved with National League of Cities (NLC)
- Promote more staff involvement in state and region-wide professional organizations
- Increase involvement in regional discussions with county and government agencies

Objective 1.4 - Implement systems for clear communication with residents

Potential Activities

- Establish follow-up email protocol
- Implement mobile app to share information and manage residents' requests



ABUNDANT AMENITIES

Building our town's resources to reflect our values and enrich residents' lives

What does this mean to us?

Rolesville is committed to delivering amenities of the highest quality that cater to the diverse needs of our residents. Our consistent recognition as one of North Carolina's safest towns demonstrates our dedication to maintaining and enhancing the infrastructure that contributes to our town's charm and high standards.

Sample Performance Measures

- Increased resources for maintenance staff
- Reduced maintenance request-to-staff ratio
- Expansion of existing recreational facilities
- Increased number of green spaces
- More public art in existing and incoming developments
- Rolesville maintains ranking as one of the safest communities in North Carolina
- High involvement and participation in the National Night Out event
- Increased frequency of community event programs to include Picnic with the Police, Coffee with a Cop, Bicycle Rodeos, etc.

Objective 2.1 - Continue to improve and beautify Rolesville

Potential Activities

- Establish more green spaces and greenery throughout the town
- Conduct needs assessment within the operational departments
- Develop community gardens through volunteers or private organizations
- Incorporate public art in new and existing public and private developments

Objective 2.2 - Expand and develop active open space, greenways, and recreational facilities

Potential Activities

- Allocate funds and space to develop parks and other open spaces
- Create opportunities for agritourism at The Farm
- Preserve green spaces
- Expand existing recreational facilities

Objective 2.3 - Continuously provide superior public safety and fire services through strong infrastructure and programs to address current and future needs

Potential Activities

- Expand the National Night Out program
- Continue to provide community events and expand on activities (Shop with a Cop, Popsicles with the Police, etc.) that will focus on events within neighborhoods
- Expand community engagement activities
- Employ a Community Resource Officer (CRO) for event coordination
- Coordinate with Homeowner Associations (HOAs) to organize events in neighborhoods
- Continue with fire unification

Objective 2.4 - Proactively support plans, services, and programs that build and maintain quality community infrastructure and Town facilities

Potential Activities

- Expand facilities staff to support maintenance
- Allocate funds to prioritize the maintenance of these new greenways and facilities
- Develop a volunteer-based committee to support the maintenance of new and existing facilities



INTENTIONAL GROWTH

Embracing change while maintaining a neighborly community

What does this mean to us?

As our community continues to experience growth, we will prioritize sustainable development practices and ensure adequate planning and investment in Town infrastructure. We seek to retain what makes Rolesville special and grow responsibly. We welcome change while considering the needs of both current and future residents and businesses.

Sample Performance Measures

- Increased number of open spaces
- Increased number of small businesses to patronize
- Ratio of combined commercial and industrial taxable property to residential taxable property
- Increased number of new affordable housing units constructed
- Increased access to multimodal travel choices
- Increase value of commercial construction

Objective 3.1 - Enhance the Town through investments in projects, facilities, and infrastructure that support the expansion of Rolesville

Potential Activities

- Create more open spaces for walkability and gathering
- Build and maintain a comprehensive transportation infrastructure of roads, greenways, and sidewalks
- Initiate smart city services to enhance the quality and efficiency of the Town
- Maintain partnerships with utility service providers to meet growing resident and business demands (City of Raleigh, Wake Electric)

Objective 3.2 - Invest in a diverse mix of commercial, retail, and residential development

Potential Activities

- Be intentional with the location of residential and mixed-use development
- Increase diversity of residential development

Objective 3.3 - Serve as an advocate for the small business community that encourages entrepreneurship, innovation, development, and retention

Potential Activities

- Collaborate with partners, such as the Chamber of Commerce, to build programming that provides resources and facilitates connections to support small business owners
- Simplify and streamline interactions with Town staff to create a business-friendly environment
- Highlight local small businesses in Town communications

Objective 3.4 - Expand the non-residential tax base through incoming businesses and job opportunities

Potential Activities

- Encourage more businesses to locate in Rolesville
- Improve marketing to attract commercial developers
- Develop incentives that encourage prospective businesses and developers to build and grow in Rolesville

Objective 3.5 - Encourage long-range planning to address growth concerns related to the watershed, diverse housing, traffic, and the environment

Potential Activities

- Explore systems of public transit that will improve road networks
- Consider traffic management when implementing new plans and projects throughout the Town
- Review/update 2017 comprehensive plan
- Update economic development strategic plan (as part of the comprehensive plan update)



STRONG ORGANIZATION

Fostering a network where employees feel empowered and supported

What does this mean to us?

The Town of Rolesville strives to be recognized as a regional employer of choice, recognizing our employees' pivotal role in Rolesville's success. We are dedicated to enhancing and developing our employees and fostering a supportive workplace culture among Rolesville staff. Our internal facing goal is to create a workplace where employees feel committed to the Town's mission and vision.

Sample Performance Measures

- Increased non-salary benefits offered to employees
- Increased employee satisfaction measures
- Increased efficiency through automated processes and protocols
- Increase in employee representation (number of employee/work highlights) in Town communications
- Increased professional development and mentoring opportunities for staff

Objective 4.1 - Maintain financial strength through data-informed decisions and other best practices for local government

Potential Activities

- Conduct training in data analysis
- Promote the use of data in strategic planning and daily operations
- Put more effort into identifying meaningful performance data

Objective 4.2 - Continuously provide outstanding support to employees through competitive pay, resources, and facilities

Potential Activities

- Enact a Cost-of-Living Adjustment (COLA) to keep up with inflation
- Build facilities for growing staff
- Expand the benefits portfolio
- Explore automation of processes and procedures to optimize efficiency of Town operations
- Provide staff with the equipment and technology tools that enable them to complete their work more effectively

Objective 4.3 - Cultivate an organizational culture where employees feel supported and encouraged to thrive in an inclusive environment

Potential Activities

- Explore conducting an employee engagement survey
- Highlight exceptional performance by employees
- Hold employee appreciation events
- Engage employees in decision making conversations
- Celebrate Town employees as our most valuable asset

Objective 4.4 - Strengthen transparency and open communication between the Board and staff members

Potential Activities

- Refine communication flow between Board and staff
- Host joint events for staff and Board members

Objective 4.5 - Create opportunities for growth through career ladders, supporting employees' growth and reducing turnover

Potential Activities

- Increase professional development opportunities
- Formalize professional development paths
- Equip employees for success by investing in professional development through mentoring and training

OUR CURRENT CONTEXT AND VALUE

Stakeholder engagement efforts helped to identify strengths, weaknesses, opportunities, and challenges that the Town of Rolesville is facing. While the Town is already strong, there is still room to create more gathering spaces to foster relationships and be more intentional in our development as we preserve the Town's character and improve internal systems to support staff.

The Town distributed a survey and held a community café that were both open to all residents. The feedback and data shared in the survey and community café served as a foundation as the Town worked to update the focus areas for the 2024-2029 strategic plan.

Through both the survey and the community café, we learned that residents value the following:

- **Small town quality of life.** Rolesville residents shared their appreciation for the small-town atmosphere, their friendly community members, gathering spaces, the safety, and walkability of the Town.
- **Housing affordability.** With a notable rise in housing prices in the Triangle area in recent years, residents are glad they can still afford to live in Rolesville. Additionally, they prefer the Town prioritizes single-family homes over other options when considering residential development priorities.

The survey and community café revealed some additional considerations for the Town.

- **Housing Diversity.** Residents prefer the Town prioritize single-family homes over other options when considering residential development priorities. However, residents still desire a mix of options and emphasized the need for affordable housing solutions. Balancing these preferences will be crucial in meeting diverse needs of the Rolesville community.
- **Navigating Growth and Preservation.** Residents are requesting more growth with a focus on more gathering spaces, dining establishments, and retail opportunities. However, residents expressed the importance of maintaining the small-town charm that makes Rolesville unique. As the Town implements the strategic plan, it is essential to find the right balance between sustainable growth and preservation.

NEXT STEPS

The work plan for implementing this strategic plan will be developed by Town staff. Key activities under each strategic focus area and objective will be identified on at least an annual basis. Indicators of success will be used to track progress and support shared accountability.