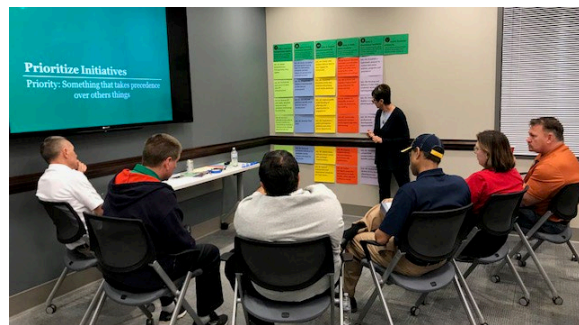




Connect Morrisville... the story behind our strategic plan

How did we build a strategic plan?

In 2017, the Morrisville Town Council charged staff with developing a strategic plan for the organization and we got to work! We began looking through historical documents, distributing surveys, holding focus sessions, conducting interviews, consulting regional partners, and analyzing data. With the guidance of a consultant, we worked to organize and analyze all information and feedback received to ensure we had developed a meaningful plan that would tell the story of Morrisville. Together, over 13 months, 27 meetings and 128 hours, the combined efforts of Town Council, staff and community efforts developed Connect Morrisville.



Our first-ever strategic plan was adopted April 24, 2018 and was comprised of new mission and vision statements, four core values, six goals, 27 objectives, 32 initiatives, and 29 outcome measures. It was bold and ambitious, and we were excited to see it come to life.

How do we use a strategic plan?

Connect Morrisville has provided vision and strategy to processes and policies, guiding the way for alignment of departmental work, future projects and initiatives, as well as resource alignment to budget and capital projects. When staff prepare action items to come before Town Council, those items have demonstrated alignment to our plan. When the Town Manager formulates the annual budget to deliver to Town Council, those elements align to our plan. Each department developed an individual plan for their work functions, and (you guessed it), they align with our plan. Connect Morrisville is a core component of our day-to-day operations, and how we see the future.

We established Goal Teams for each of our six plan goals, with staff representation from across the organization. These teams meet regularly to discuss items within their represented goal and ways to move the work of that goal forward.

How do we tell our story?

Upon adoption in 2018, we branded the plan to allow it to be easily identified with a unique mark and logo, but not so specific that it isn't recognized as part of Morrisville.

When new employees join the organization, they hear the Connect Morrisville story during LAUNCH (new employee orientation), learn what the plan means to the town, how their work aligns, and receive some branded materials as a reminder... we are all part of the puzzle, and we all Connect Morrisville.



Connect Morrisville is a community plan, so we want both residents and visitors to know what is happening and be able to access information in multiple ways. We launched the Morrisville **PRO** community dashboard in Fall 2019 to track **P**rojects, **R**eport on our plan, and **O**rganize our plan. The dashboard is graphic heavy, features limited text, and is mobile friendly. It is updated quarterly, showcases organizational plan data, major projects, and department business strategy plan alignment.

Where are we now?

Originally envisioned as a three- to five-year plan, in early 2020, we began identifying plan areas that could be further enhanced, needed revision or refinement. By October 2020, Town Council authorized staff to begin the plan revision process. In a largely remote environment, staff worked with elected officials, employees, residents, business owners, and community youth to obtain feedback and input on plan performance and elements they envisioned in a future plan. Over the next eight months, the 2018 plan version was reviewed, modified, refined, and presented to Town Council for final approval July 13, 2021. The update is reflective of both current needs, and desires for a future Morrisville. Within, visitors will find the following:

- Connect Morrisville Strategic Plan components:
 - Mission Statement
 - Vision Statement
 - Core Values
 - 6 Goals
 - 17 Objectives
 - 17 Initiatives
 - 20 Outcome Measures
- Linear alignment of elements:
 - Objective 1.1> Initiative 1.1> Outcome Measure 1.1
- Reference Document:
 - Further detail, examples, and connections to areas footnoted within the plan document
- Glossary of terms frequently referenced

Where can you access the plan?

To learn more, visit www.townofmorrisville.org/strategicplan to access Connect Morrisville and Morrisville PRO.

Connect Morrisville

Strategic Plan

Mission

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

Vision

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

Values

Dedication – Integrity – Courtesy – Innovation



Connect Morrisville Strategic Plan Goals



GOAL 1: Improved transportation mobility

Enhance transportation options through improved accessibility, connectivity, and collaboration.



GOAL 2: Thriving, livable neighborhoods

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



GOAL 3: Engaged, inclusive community

Enrich the quality of life through programs, events, amenities, and services valued by the community.



GOAL 4: Public safety readiness

Provide a safe and secure community through prevention, education, readiness, and response.



GOAL 5: Operational excellence

Deliver exceptional service with an engaged workforce that effectively manages public assets and promotes transparency.



GOAL 6: Economic Prosperity

Promote a business-friendly environment to diversify the economic base and attract an educated and highly skilled workforce.



GOAL 1: Improved Transportation Mobility

Enhance transportation options through improved accessibility, connectivity, and collaboration.

Objectives What are we going to do?	Initiatives How are we going to do it?
<i>Obj. 1.1:</i> Explore, evaluate, and enhance available mobility options	<i>Init. 1.1:</i> Prioritize implementation of components of Comprehensive Transportation Plan and recommendations of Public Transit Study ¹
<i>Obj. 1.2:</i> Collaborate with other government entities and the private sector to support development of transportation infrastructure and related plans	<i>Init. 1.2:</i> Incorporate “near-term” (<i>less than 15 years</i>) Comprehensive Transportation Plan infrastructure plans into Capital Investment Plans (CIP) ²
<i>Obj. 1.3:</i> Explore and evaluate traffic management options	<i>Init. 1.3:</i> Traffic management options applicable to Morrisville ³

Outcome Measures How will we measure success?

OM1.1A:
Assess use of pedestrian infrastructure (greenways, sidewalks, bike lanes/paths) annually with goal of incremental increase over time

OM1.1B:
Assess citizen survey mobility data and seek “satisfactory” rating or above as greater mobility options are provided to the community

OM1.2:
Assess progress/impact of supported and/or prioritized transportation infrastructure projects, utilizing funding streams (*Town-funded or otherwise*) and % of dollars leveraged on a recurring basis

OM1.3:
Ratio of peak to off peak travel times at targeted locations/Duration of ‘rush hour’ at targeted locations

¹ Reference 1.1

² Reference 1.2

³ Reference 1.3



GOAL 2: Thriving, Livable Neighborhoods

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

Objectives What are we going to do?	Initiatives How are we going to do it?
<i>Obj. 2.1:</i> Identify and expand housing options to meet current and future needs of the community <i>Obj. 2.2:</i> Utilize components within Town guiding documents to plan and provide for current/future infrastructure (<i>other guiding plans may be included/referenced as identified or created</i>)⁴ <i>Obj. 2.3:</i> Ensure responsible, sustainable development and redevelopment, reviewing and considering guidance in Town policies/plans⁵	<i>Init. 2.1:</i> Promote balance of commercial and residential growth⁶ <i>Init. 2.2:</i> Identify land for development⁷ <i>Init. 2.3:</i> Sustainability opportunities⁸
Outcome Measures How will we measure success?	

OM2.1:
Number of “affordable/workforce” housing units with goal of increase over time

OM2.2A:
Acreage of green/park space preserved over time

OM2.2B:
Progress in Town Center development

OM2.3:
% of Town facilities transitioned to energy efficient operations, with goal of increase over time

⁴ Reference 2.1

⁵ Reference 2.2

⁶ Reference 2.3

⁷ Reference 2.4

⁸ Reference 2.5



GOAL 3: Engaged, Inclusive Community

Enrich the quality of life through programs, events, amenities, and services valued by the community.

Objectives What are we going to do?	Initiatives How are we going to do it?
<i>Obj. 3.1:</i> Validate community interests/desires/needs	<i>Init. 3.1:</i> Seek community input and feedback through regular program interactions ⁹
<i>Obj. 3.2:</i> Offer events and programs that meet the needs and interests of the community, and increase awareness of activities and opportunities for public engagement and collaboration	<i>Init. 3.2:</i> Programming, engagement, and collaboration opportunities ¹⁰
<i>Obj. 3.3:</i> Create and promote both a community and staff environment that is welcoming to, inclusive of, and values diverse populations	<i>Init. 3.3:</i> Create and offer programming inclusive of all cultures, backgrounds, and experiences ¹¹
Outcome Measures How will we measure success?	

OM3.1:
Identify sources of regular citizen satisfaction data, and seek incremental increase in community level of satisfaction with Town program offerings, events, and amenities

OM3.2:
Expanded social media use/website access/public participation platform interaction

OM3.3:
Broaden range of Town-sponsored events offered, with goal of incremental increase in culturally focused programs over time

⁹ Reference 3.1

¹⁰ Reference 3.2

¹¹ Reference 3.3



GOAL 4: Public Safety Readiness

Provide a safe and secure community through prevention, education, readiness, and response.

Objectives What are we going to do?	Initiatives How are we going to do it?
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Obj. 4.1:

Be operationally ready to meet public safety service demands of the community and staff, and demonstrate commitment to continuous service level improvement of all Town safety components, including police, fire, parks, streets, and facilities

Obj. 4.2:

Evaluate, enhance, and promote community educational opportunities and encourage preparedness

Init. 4.1:

Operational preparedness and best practices to meet service level demands¹²

Init. 4.2:

Enhance and expand community information sharing for prevention and education programs to address health, safety, and self-sufficiency needs¹³

Outcome Measures How will we measure success?

OM4.1:

Maintain positive citizen rating of perception of safety as measured by data obtained from National Citizen Survey, collected every two years.

OM4.2:

Increase in participation and variety of prevention and safety education programs available to community over time

¹² Reference 4.1

¹³ Reference 4.2



GOAL 5: Operational excellence

Deliver exceptional service with an engaged workforce that effectively manages public assets and promotes transparency.

Objectives What are we going to do?	Initiatives How are we going to do it?
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Obj. 5.1:
Enhance community-facing programs and services¹⁴

Init. 5.1:
Enhanced program and service opportunities¹⁶

Obj. 5.2:
Commitment to professionalism and employee engagement¹⁵

Init. 5.2:
Professionalism and employee engagement opportunities¹⁷

Obj. 5.3:
Leverage the use of technology to enhance efficiency, productivity, and service delivery

Init. 5.3:
Efficiency and productivity efforts¹⁸

Outcome Measures How will we measure success?
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OM5.1A:
Regularly assess maintenance/replacement planning programs to evaluate asset and/or cost savings over time

OM5.1B:
Maintain or increase positive customer satisfaction rating as measured from forward facing departments (*external and internal customers*) on recurring basis

OM5.2:
Maintain employee satisfaction rating of positive or higher, as measured annually through employee outreach efforts

¹⁴ Reference 5.1

¹⁵ Reference 5.2

¹⁶ Reference 5.3

¹⁷ Reference 5.4

¹⁸ Reference 5.5



GOAL 6: Economic Prosperity

Promote a business-friendly environment to diversify the economic base and attract an educated and highly skilled workforce.

Objectives What are we going to do?	Initiatives How are we going to do it?
<i>Obj. 6.1:</i> Attract and retain businesses that provide a diverse economic tax base	<i>Init. 6.1:</i> Attract and retain businesses ¹⁹
<i>Obj. 6.2:</i> Promote a business-friendly community, understanding business needs to support a ready workforce	<i>Init. 6.2:</i> Business-friendly opportunities ²⁰
<i>Obj. 6.3:</i> Promote and advocate for public education needs	<i>Init. 6.3:</i> Advocate with community schools, local school boards and school systems to ensure Morrisville's public school desires are heard and met

Outcome Measures How will we measure success?

OM6.1A:

Net gain in annual business retention, with goal of an increase over time

OM6.1B

Maintain AAA Bond rating among three credit rating agencies on annual basis

OM6.2A:

Assess community workforce education level annually, to reflect local workforce needs

OM6.2B:

Funding opportunities identified annually for small-business aid

¹⁹ Reference 6.1

²⁰ Reference 6.2



CONNECT MORRISVILLE STRATEGIC PLAN REFERENCES

Reference Point	Explanation/Further detail	Link
1.1	Potential components to be considered for prioritization from Comprehensive Transportation Plan and Public transit Study: • Town Center • Smart Shuttle • Bus Rapid Transit • Support Wake Transit Plan • Support Development of TOD Area • Greenways and other pedestrian facilities	<u>Comprehensive Transportation Plan (CTP) (2019)</u>
		<u>Public Transportation Study Report (2019)</u>
1.2	Comprehensive Transportation Plan. “Near-term” infrastructure plans = less than 15 years. See pages 78, 80, 187	<u>CTP (2019)</u>
1.3	Potential Traffic Management Options: • Regional traffic light timing • Traffic pre-emption project • Intersection improvement studies • Smart signals • Electronic Vehicle infrastructure	
2.1	Town documents offering guidance on current/future infrastructure planning (<i>others may be included/referenced as identified or created</i>)	<u>Land Use Plan (LUP) (2021)</u>
		<u>Parks and Recreation Master Plan (2018)</u>
		<u>Town Center Plan (2007)</u>
		<u>Capital Investment Program [(CIP) – beginning p.61 of document] (Fiscal Year 22)</u>
2.2	Town plans offering guidance to sustainable development/redevelopment (<i>others may be included/referenced as identified or created</i>)	<u>Master Sustainability Plan – plan in development</u>
		<u>Stormwater Master Plan – plan in development</u>
2.3	Opportunities to promote a balance of commercial and residential growth: • Clarify and define the appropriate housing type mix • Assess and implement affordable/workforce housing strategies as outlined in Town of Morrisville Affordable Housing Plan (2019) and Wake County Affordable Housing Plan (2017)	<u>Town of Morrisville Affordable Housing Plan (2019)</u>
		<u>Wake County Affordable Housing Plan (2017)</u>

2.4	Opportunities to identify land for development: • Develop Town Center • Identify areas of Town to preserve and maintain natural space • Identify and create program space for community events and activities • Cultivate partnerships for future development/redevelopment opportunities	<u>Town of Morrisville Planning Department</u>
2.5	Sustainability Opportunities: • Energy efficient buildings/operations • Enhanced/increased recycling efforts • Reduced water consumption • Protected wetland	
3.1	Opportunity for community input/feedback through regular program interactions: • Regular and special scheduled Town events • Town Council meetings	<u>Special Town Events</u> <u>Town Council Meetings</u>
3.2	Programming, engagement, and collaboration opportunities: • Maximize technology and other methods to inform and engage • Enhance website search functions • Enhance existing social media platforms • Enhance and expand use of public participation platform “Engage Morrisville”	Website: www.townofmorrisville.org Social Media: Facebook – https://www.facebook.com/TownOfMorrisville/ Twitter – https://twitter.com/morrisville_nc Instagram – https://www.instagram.com/townofmorrisvillenc/ LinkedIn – https://www.linkedin.com/company/morrisvillenc/ Engage Morrisville Public Participation Platform: https://engagemorrisville.com/
3.3	Inclusive programming opportunities: • Promote ideals of equality and equity amongst the Morrisville community and staff • Raise awareness and educate staff and the community on diverse cultural needs • Identify and develop partnerships that represent diverse groups and other cultural events • Promote and enhance cultural programming events, including cultural holidays, within the community	



4.1	Operational preparedness and best practices: • Maintain accredited status • Evaluate nationally accepted staffing levels • Assess department service-level needs/goals for ALL public safety elements (Police, Fire, Parks, Public Works, Inspections, Engineering) • Evaluate Emergency Operations Plan • Maximize technology ◦ Reduce emergency response times ◦ Crime/heat map lookup ◦ Text alerts ◦ Open data sets ◦ Expand evidence-based services ◦ Everbridge/call back	Crime/heat map lookup Open Data Sets
4.2	Opportunities to enhance/expand community information sharing for prevention and education programs to address health, safety, and self-sufficiency needs: • Business Safety ◦ Business owners: increased fire inspection compliance ◦ Visitors ◦ Commuters • Community Safety ◦ HOA engagement ◦ Neighborhood Watch • Personal/Home Safety ◦ Mental health awareness ◦ Protection of self • Weather preparedness ◦ CERT ◦ FEMA training • Annual Public Safety Survey • Collaboration with community and regional partners	Business Safety: Morrisville Inspections FAQs Community Safety: Morrisville Neighborhood Watch Resources Personal/Family/Home Safety: Emergency Planning National Alliance on Mental Illness NC Helpline 1-800-451-9682 NC Department of Health and Human Services - Mental Health Services Weather Preparedness: Federal Emergency Management Association (FEMA) Training Opportunities- Organizations Preparing for Emergency Needs (OPEN) You Are the Help Until Help Arrives Community Emergency Response Team (CERT)
5.1	Opportunities to enhance community-facing programs and services: • Customer-focused service • Effective and efficient management of public assets • Align town priorities with resources through annual Budget and CIP processes	
5.2	Professionalism and employee engagement commitments: • Assess professional standards at department level • Attract, develop, and retain a diverse, high-performing workforce	



5.3	Enhanced programs and services: • Utilize maintenance and replacement schedules for Town assets (facilities, vehicles, etc.) to sustain most effective life cycle of an asset • Develop consistent methodology for preparing Capital Investment Projects: ◦ Time span of project ◦ Viable, identified resources ◦ Cost estimation, i.e. verify against industry standards, local economy, regional benchmarks ◦ Account for future and recurring related costs • Establish a systematic and sustainable process to regularly review and revise policies, programs, and procedures	
5.4	Professionalism and employee engagement opportunities: • Develop and deliver a Town-wide customer service training program • Design and deploy a succession planning program • Provide professional development and continuing education opportunities • Promote and maintain pay equity, competitive compensation, and benefits • Promote diversity in expanding candidate pools to provide a range of knowledge and experience in staff • Embrace diversity and inclusion amongst employees, and increase organizational awareness	Town of Morrisville Human Resources
5.5	Efficiency and productivity efforts: • Continually assess Town-wide technologies for needed upgrades and training • Scan for new and emerging technology trends • Utilize data to inform and direct decision-making, when/where most appropriate • Commitment to data transparency	Data transparency Offerings - Morrisville PRO Open Data Portal Public Records: ▪ Public Records Requests ▪ Historic Records Archive Quarterly Project Reports (<i>via Town Council Meetings</i>)

6.1	Opportunities to attract and retain new businesses: • Aim for a diverse commercial/residential property tax base • Develop a new business “quick-start guide” to identify key resources for starting and running a business • Streamline business processes (where able) to minimize complexities • Partner with MCoC, Wake County and other regional/state entities for economic development recruitment • “Showcase” Morrisville: variety of business types located here, educational resources, demographics, current/future infrastructure investments (CIP), sustainability efforts, special designations (Smart Cities, All-America City, others), adaptability to changing dynamics (able to learn/grow/implement new ideas/tools)	Morrisville Chamber of Commerce (MCoC) Wake County Economic Development Office
6.2	Business-friendly (<i>businesses already in place, but not limited to</i>) opportunities: • Identify workforce needs and leverage educational systems and partnerships to close gaps, including but not limited to career pathways, adapting workforces, training, and trade certifications • Maximize partnership opportunities with local, regional, and educational partners • Define and develop a business registry process • Work collaboratively with and promote small businesses, identify resources, opportunities for growth	Wake Technical Community College Durham Technical Community College Wake County Public School System Durham Public Schools MCoC

Glossary

Affordable/Workforce Housing – Housing is considered affordable when families spend no more than 30% of their income on housing expenses.* Families who pay more than this for housing are considered cost burdened and may have difficulty affording other necessities. Affordable housing can be anywhere. It can be renter or owner occupied. It can be single-family, multi-family or anything in between. It must meet standards of being safe, decent, and conforming to all building and safety codes.

**According to the US Department of Housing and Urban Development
(Information pulled from Wake County Housing Affordability & Community Revitalization)*

Annual Budget – reflects the Morrisville community's plan for revenues and expenditures during the Fiscal Year (July 1 – June 30), highlighting policy, programs, services, priorities, and available public resources. There are spending limitations for the term, and the budget is a public document, offering further transparency to the community. The annual budget typically features an operating component (current term), and capital component (long-term).

Bond Rating – serves as a credit risk/worthiness evaluator for local government bonds. Ratings can be assessed by credit rating agencies, i.e. Fitch, Moody's, or Standard and Poor's

Bus Rapid Transit (BRT) – as approved in Wake County Transit Plan, four BRT corridors of 20 miles of transit will be constructed, planned to connect RTP, Morrisville, Cary, Raleigh, and Garner

Capital Investment Plan (CIP) and associated projects – the CIP is a long-range planning tool guiding alignment of potential resources and potential financing, illustrating how priority projects may be implemented within a 5-year period. Morrisville's CIP outlines Active Projects, Future Conceptual Projects, proposed Funding Plan, and anticipated Debt Obligation. The CIP and associated projects are evaluated annually during the budget process.

U.S. Census* – 6 keys to understanding the U.S. Census:

- **Count:** The census aims to count the entire population of a country, and at the location where each person usually lives. It asks questions of people in homes and group living situations, including how many people live or stay in each home, and the sex, age, and race of each person. The goal is to count everyone ONLY once, and in the right place.
- **Apportionment:** The process of dividing the 435 memberships, or seats, in the U.S. House of Representatives among the 50 states, based on the state population counts that result from each decennial census, to be held for a period of 10 years.
- **Community Benefit:** The results of the Census help determine how hundreds of billions of dollars in federal funding, including grants and support to states, counties and communities are spent every year for the next decade. These funds are based on population totals and breakdowns by sex, age, race, and other factors. Your community benefits the most when the census counts everyone.
- **Federal Funding:** Responding to the census helps communities get its fair share of federal funds spent on schools, hospitals, roads, and public works, also informing how federal funding is allocated to more than 100 programs, including Medicaid, Head Start, block grant programs for community mental health services, and the Supplemental Nutrition Assistance Program, also known as SNAP.
- **Redistricting:** Results are also used to adjust or redraw electoral districts based on where populations have increased or decreased.



- **Business Decisions:** The 2020 Census will be valuable to businesses, as the results will provide a rich set of data on the communities they serve, including population trends and growth projections.

**Census.gov*

CERT – Community Emergency Response Team, nationally-supported FEMA program. Educates volunteers about disaster preparedness for the hazards that may impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations.

Comprehensive Transportation Plan – creates a blueprint for safe, multimodal, and interconnected transportation system in Morrisville. Collaborative effort of public, stakeholders, staff, and elected officials. Adopted March 12, 2019.

Connect Morrisville – organizational Strategic Plan. Originally adopted April 2018, recently updated July 2021.

Core Values – fundamental organizational beliefs within Connect Morrisville Strategic Plan. Morrisville’s core values were developed by Town Council and staff.

“Dedication – Integrity – Courtesy – Innovation”

Diversity – range of characteristics, backgrounds and experiences of all employees and community members. Characteristics may include but are not limited to *age, gender, mental/physical abilities and characteristics, race, ethnicity, sexual orientation, education background, geographic location, work experience, income, religion, language, organizational role, status.*

Engage Morrisville – multi-level community engagement platform. Staff will post discussion topics for community feedback and engagement.

FEMA – Federal Emergency Management Agency, established 1979. Role of FEMA*:

- Raise risk awareness; educate in risk reduction options; and help to act before disasters
- Alert, warn, and message; coordinate the Federal response; and apply and manage resources during disasters
- Coordinate Federal recovery efforts; provide resources; and apply insight to future risk after disasters

**FEMA.gov*

Fiscal Year – financial calendar year, July 1 – June 30

HOA – Homeowner’s Association. Private entity that makes and enforces rules (covenants, conditions, restrictions, etc.) for subdivision, planned community, or condominium building.

HR – Human Resources

Inclusion – when all who have different characteristics, backgrounds, and experiences feel welcome and valued for their contributions in the workplace and community

IT – Information Technology



Initiatives – within the *Connect Morrisville Strategic Plan*, initiatives signify “how” we hope to accomplish our organizational objectives. These will be slightly more detailed than objectives, but likely do not outline each step within a process.

Mission – description of an organization’s purpose, i.e. who, what, and why. Within Connect Morrisville Strategic Plan:

“Connecting our diverse community to an enhanced quality of life through innovative programs and services.”

Mobility - the potential for movement and the ability to get from one place to another using one or more modes of transportation to meet daily needs.

Morrisville Chamber of Commerce (MCoC) – promotes business, enhances economic and community development while serving as a champion for improving the overall quality of life in the region.

Morrisville PRO – community dashboard showcasing the Connect Morrisville Strategic Plan. The dashboard is a showcase of the organizational strategic plan, departmental business strategy plans, and major project initiatives. It allows us to track **P**rojects, **R**eport on objectives/initiatives/measures outlined in each plan and **O**rganize information in an easy-to-understand manner for the community to access and understand.

National Citizen Survey – gathers resident opinion about community livability and government services. Statistically significant survey, gathering data from a representative population sample. Surveys are conducted roughly every two years.

Neighborhood Watch – National program started in 1972 to assist citizens and law enforcement. A group of people living in the same area who want to make their neighborhood safer by working together and in conjunction with local law enforcement to reduce crime and improve their quality of life.

Objectives – within the *Connect Morrisville Strategic Plan*, objectives signify “what” we hope to accomplish as an organization. Generally, broad, high level, and can be conceptual in nature.

Open Data Portal – provides public access to datasets of local government information from Morrisville. Users can create graphs, charts, and maps based on datasets, as well as download data, interact with it, and reuse it. New datasets continue to be added, further enhancing government transparency.

Outcome Measures – within the *Connect Morrisville Strategic Plan*, outcome measures signify “progress” toward our organizational objectives or plan of action in our initiatives. Outcome measures are objective in nature, offering insight into our progress or areas for improvement, as well as trends over time. Common types of measures:

- **Input:** monitors resources being used to develop, maintain, or deliver a product, activity, or service, i.e. number of FTEs, dollars spent
- **Output:** monitors how much was produced or provided, i.e. number of permits issued; number of lives saved
- **Efficiency:** monitors relationship between amount produced and resources used, i.e. cost per linear foot of sidewalk installed
- **Quality:** monitors whether customer (internal/external) expectations have been met, i.e. percent of customer satisfaction ratings as positive



- **Outcome:** monitors how core functions, goals, objectives, initiatives, processes, or services have impacted the community, i.e. percent of businesses in compliance with code

Pedestrian Infrastructure – provide methods of travel for those who choose not to use mobile transit (bus or car). *Bike lanes, bike routes, paved shoulders, sidewalks, sidepaths, shared use paths, footpaths, greenways, trails, mixed use paths, crosswalks, crossing island, curb ramp, curb extension, pedestrian over/underpass*

Public Records – in accordance with North Carolina General Statute §132 et seq., “all documents, papers, letters, maps, books, photographs, films, sound recordings, magnetic or other tapes, electronic data-processing records, artifacts, or other documentary material, regardless of physical form or characteristics, made or received pursuant to law or ordinance in connection with the transaction of public business by any agency of North Carolina government or its subdivisions” are considered to be public records, and “the property of the people.” Members of the public may request copies of these materials for free or at minimal cost, except where prohibited by law.

Redevelopment* - the development or improvement of an area that was developed at some time in the past but presently suffers from real or perceived physical deficiencies such as blight or environmental contamination or is developed for uses that have become obsolete or inappropriate as a result of changing social or market conditions.

**American Planning Association*

Small Business – privately owned with fewer employees and less revenue than a corporation. U.S. Small Business Administration defines a small business based on standards in specific industries.

Smart Cities – focused on using emerging technologies and technology innovations, for societal and quality of life outcomes. Some of those technologies include cloud services, big data analytics, mobile technologies, and social networks. Next generation innovation accelerators include the Internet of Things (IoT), artificial intelligence, next-generation security, virtual reality (VR) and augmented reality (AR), 3D printing, and robotics. Smart Morrisville (our Smart City Strategy, 2019), has goals of being more data-driven and responsive to residents, businesses, and visitors, and offering enhanced transparency.

Smart Shuttle – will provide on-demand service to 15 nodes in Morrisville. Riders will use a mobile app to order a ride from one node to the next. The app will provide riders re-time updates for shuttle location/projected wait times. Service can be expanded to additional nodes in future years.

Succession Planning* – specialized internal development process to identify job skills/knowledge needed for employees to prepare for the next professional opportunity. Allows for seamless movement of employees within an organization.

**Society for Human Resource Management*

Tax Base* – the wealth (such as real estate or income) within a jurisdiction that is liable to taxation.

**Merriam-Webster*

Town assets – tangible in nature, i.e. infrastructure, buildings, equipment, vehicles



Town Center – the Demonstration project, anchored by the newly constructed Morrisville Community Library, will include residential units, commercial space, retail space, and a structured parking deck on an approximately 6-acre tract of land bounded by Town Hall Drive, Jeremiah Street, a new street connecting Jeremiah and Carolina Streets, and Carolina Street.

Purpose statement from Town Center Policy, adopted 11/24/20:

“The Morrisville Town Council is committed to realizing the overall vision of creating a vibrant and inclusive Town Center destination for residents, businesses and visitors alike, providing a mix of both civic-centric and private investments and that produces an engaged community atmosphere that is enduring and notable in the heart of Morrisville.”

Traffic Pre-emption – sometimes called “traffic signal prioritization”, public safety program, allowing emergency vehicles (EMS, fire, and police) right-of-way to oncoming traffic at signals. Pre-emption reduces emergency response times and enhances safety.

Vision – describes long-term organizational view. Can be aspirational in nature. Within Connect Morrisville Strategic Plan:

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

Workforce Development – how individuals grow their skills to be more successful in the workforce. Pre-employment training, skill-based training, on-the-job training, apprenticeships, skill certifications, and continuing education programs.