



Board of Commissioners Workshop Meeting Agenda

**Tuesday, March 19, 2024
6:30 PM**

Location: 28 N Raleigh Street, Angier, NC 27501

Call to Order

Pledge of Allegiance

Invocation

Approval of Agenda

Consent Agenda

- 1. Budget Amendment #6**
 - a. Citizenserve prorated annual contract for the Planning & Inspections Department.

Business Items

- 1. Road Closure Request (Kim East)**

Strategic Planning – presented by Gary Jackson, McGill Associates

1. Strategic Planning Process Overview
2. Review and Discuss Employee Survey Responses
3. Review and Discuss Community Forum Survey Responses
4. Review and Discuss Mayor and Board Member Interview Responses

Comment Period in Reference to Strategic Planning

5. Draft 2024 – 2028 Strategic Plan Priorities
6. Establish Next Steps – Process for Adoption and Process for Progress Reporting

Adjourn

****IN ACCORDANCE WITH ADA REGULATIONS, PLEASE NOTE THAT ANYONE WHO NEEDS AN ACCOMMODATION TO PARTICIPATE IN THE MEETING SHOULD NOTIFY THE TOWN CLERK AT 919.331.6703 AT LEAST 48 HOURS PRIOR TO THE MEETING****



Board of Commissioners Agenda Report

55 N Broad Street W.
PO Box 278
Angier, NC 27501
www.angier.org

MEETING DATE: March 19, 2024
PREPARED BY: Samantha Sleeter
ISSUE: Budget Amendment #6 for FY 2024
CONSIDERED:
DEPARTMENT: Finance

SUMMARY OF ISSUE:

Planning & Inspections is requesting funds to start the annual contract with Citizenserve to be prepared for the creation of our Inspections Department. We have received additional funds over the budgeted amount for Building Permits this fiscal year by at least \$6,600. I propose increasing the budget for Building Permits to be able to allocate the additional revenue and increasing the budget for Contract Services to have the funds available to begin our contract with Citizenserve on March 20th.

FINANCIAL IMPACT:

N/A

RECOMMENDATION:

REQUESTED MOTION:

I make a motion to approve Budge Amendment #6 to record additional revenue earned and increase the Contract Services Expense Fund.

REVIEWED BY TOWN MANAGER:

This has been reviewed by the Town Manager.

Attachments:

Budget Amendment #6

Budget Amendment # 6

Town of Angier

BE IT ORDAINED by the Board of Commissioners of Angier, North Carolina, that the following amendment is made to the annual budget ordinance for the fiscal year ending June 30th, 2024:

Section 1: To amend the General Fund, the estimated revenue is to be changed as follows:

10 Fund			
Account	Original Budget	Increase (Decrease)	Amended Budget
10-3010-5405 PLANNING FEES & PERMITS	\$ 35,000	\$ 6,600	\$ 41,600
Revenue			

Section 2: To increase the available funds in the Contract Services Fund for the implementation of prorated Citizenserve Annual Subscription.

30 Fund			
Account	Original Budget	Increase (Decrease)	Amended Budget
10-5400-4500 CONTRACT SERVICES	\$ 120,274	\$ 6,600	\$ 126,874
Expense			

The Finance Director has performed a thorough analysis of Planning Fees & Permits for the year and has determined that actual collections have exceeded the current budget by at least \$6,600. We are therefore recommending that this current year's revenue estimates be amended as indicated.

Section 3. Copies of this budget amendment shall be furnished to the Clerk, Budget Officer, and Finance Director for their direction.

ADOPTED the 19th day of March 2024, by the Angier Board of Commissioners.

Attest:

Robert M. Jusnes, Sr., Mayor

Veronica Hardaway, Town Clerk



Order Form - 03/15/2024

Account Name: Town of Angier, North Carolina

Contact Information:

Elizabeth Yokley-Krige
Town of Angier, NC
55 N. Broad Street
Angier, NC 27501
eyokley-krige@angier.org

Contract Term:

Billing Cycle: Annual
Billing Schedule: Upon Contract Signing
Service Term Starts: 03/20/2024
Service Term Ends: 06/30/2025

Billing Information:

Elizabeth Yokley-Krige
Town of Angier, NC
55 N. Broad Street
Angier, NC 27501
eyokley-krige@angier.org

Components to be Implemented

- ☒ Code Enforcement
☒ Permitting

Fees:

11 User Subscriptions - Prorated	\$2,100.00 per named user (Prorated 3/24/24-6/30/24)	\$6,518.63
11 User Subscriptions	\$2,100.00 per named user per year	\$23,100.00
Setup, Training and Implementation	\$1,500.00 per user	\$16,500.00
Data Migrations	N/A	\$0.00
Integrations and Services	Harnett County	\$8,000.00
	Wake County	\$8,000.00
	Use of Existing Payment Provider Integration	\$0.00

Total Prorated Fees 2023/2024 Budget Year **\$6,518.63**

Total 1st Year Fees 2024/2025 Budget Year **\$55,600.00**

Each Additional Year Fees **\$23,100.00**

I authorize Online Solutions, LLC to invoice as per the above information.

Online Solutions:

Authorized Signature

Print or Type Name of Signatory

Execution Date

Address:
1101 E. Warner Road
Suite 160
Tempe, AZ 85284

Customer:

Authorized Signature

Print or Type Name of Signatory

Execution Date

Address:
Town of Angier, North Carolina
55 N. Broad Street
Angier, NC 27501



Order Form

Appendix A - Citizenserve existing payment processors

ACI Universal Official Payments
Authorize.Net
Authorize.Net v2
Hancock Whitney Transactis BIQ SHO Version 7.0
Bluefin PayConex
CityHall payment
Civitek - <https://www.myfloridacounty.com/myflc-pay/>
Civitekpaynow - <https://www.myfloridacounty.com/myflc-pay/>
ConnexPoint
Cybersource V2.0
Elavon (Convergys gateway)
EGOV Payment Gateway
ETS
Express-Pay
Forte
Government Window
GovPayNet
Heartland
Invoicecloud
JETPAY Magic
Municipay - <https://demo.municipay.com/payapp/public/WSRequest.html?>
NCR MAGIC
OpenEdge HostPay (Global Payments)
Paya Connect
Paybill
PayExpressPay
Paymentus
Paypal
Paypal Payflow
PlugNPay (for customer outside the US only)
Point & Pay v3.2.8
PPG (Philadelphia Pay)
PSN
SC.Gov CCP, v2, v3
Unibank RTI v2.0
VPS Value Payment Systems v1.0
Xpressbillpay v2, v3

Integration with payment processor not on this list will incur a onetime integration charge.

SERVICE AGREEMENT

THIS SERVICE AGREEMENT (the "Agreement") between Online Solutions LLC. ("Citizenserve") with its principal place of business 1101 East Warner, Suite 160, Tempe, Arizona 85284 and the Town of Angier, North Carolina ("Customer") with its principal place of business at 55 N. Broad Street, Angier, NC 27501 is made effective as of 03/20/2024 ("Effective Date").

1. ONLINE SOLUTIONS DELIVERY OF SERVICES:

Citizenserve grants to Customer a non-exclusive, non-transferable, limited subscription to access and use the Citizenserve software service in consideration of the fees and terms described in the Citizenserve Order Form.

The subscription will begin on the date specified in the order form which is the date Citizenserve will begin providing services. On this date Citizenserve's responsibilities begin regarding providing support services, infrastructure, backing up data, performing setup and configuration. Implementation and "go live" timelines vary based on the availability and responsiveness of Customer's personnel and on the Customer's priorities and objectives. Citizenserve and Customer agree that they will work collectively, as described in the Citizenserve Statement of Work, on a best-efforts basis to achieve a satisfactory migration from legacy systems and to achieve the Customers implementation objectives.

2. CUSTOMER RESPONSIBILITIES:

Customer acknowledges it is receiving only a limited subscription to use the Software Service and related documentation, if any, and shall obtain no title, ownership nor any other rights in or to the software, service and related documentation, all of which title and rights shall remain with Citizenserve. In addition, Customer agrees that this subscription is limited to applications for its own use and may not lease or rent the Service nor offer its use for others. All Customer data is owned by the Customer.

3. SERVICE LEVELS:

Citizenserve will use commercially reasonable efforts to backup and keep the Service and Authorized Website(s) in operation consistent with applicable industry standards and will respond to customers' requests for support during normal business hours.

THE SERVICES ARE PROVIDED ON AN "AS IS" BASIS, AND CUSTOMER'S USE OF THE SERVICES IS AT ITS OWN RISK. CITIZENSERVE DOES NOT WARRANT THAT THE SERVICES WILL BE UNINTERRUPTED OR ERROR-FREE.

4. TERMINATION:

Either party may terminate this agreement for cause if the terminating party gives the other party sixty (60) day's written notice prior to termination. Should Customer terminate without cause after the first date of the term as defined in the Citizenserve Order Form, Customer must pay the balance of the current contracted term and this payment obligation will immediately become due. Citizenserve may terminate services if payments are not received by Citizenserve as specified in the Citizenserve Order Form.

Upon any termination, Citizenserve will discontinue Services under this agreement; Citizenserve will provide Customer with an electronic copy of all of Customer's data, if requested; and, provisions of this Agreement regarding Ownership, Liability, Confidentiality and Miscellaneous will continue to survive.

5. NO THIRD PARTY RIGHTS

The provisions of this agreement are intended to bind the undersigned parties as to each other and are not intended to and do not create rights in any other person or confer upon any other person any benefits, rights or remedies, and no person is or is intended to be a third party beneficiary of any of the provisions of this agreement.

6. ACCEPTABLE USE:

Customer represents and warrants that the Services will only be used for lawful purposes, in a manner allowed by law, and in accordance with reasonable operating rules, policies, terms and procedures.

Citizenserve may, upon misuse of the Services, request Customer to terminate access to any individual and Customer agrees to promptly comply with such request unless such misuse is corrected.

7. CONFIDENTIALITY:

Each party hereby agrees to maintain the confidentiality of the other party's proprietary materials and information, including but not limited to, all information, knowledge or data not generally available to the public which is acquired in connection with this Agreement, unless disclosure is required by law. Each party hereby agrees not to copy, duplicate, or transcribe any confidential documents of the other party except as required in connection with their performance under this Agreement. Customer acknowledges that the Services contain valuable trade secrets, which are the sole property of Citizenserve, and Customer agrees to use reasonable care to prevent other parties from learning of these trade secrets or have unauthorized access to the Services. Citizenserve will use reasonable efforts to insure that any Citizenserve contractors maintain the confidentiality of proprietary materials and information.

8. MISCELLANEOUS PROVISIONS:

This Agreement will be governed by and construed in accordance with the laws of the State of North Carolina.

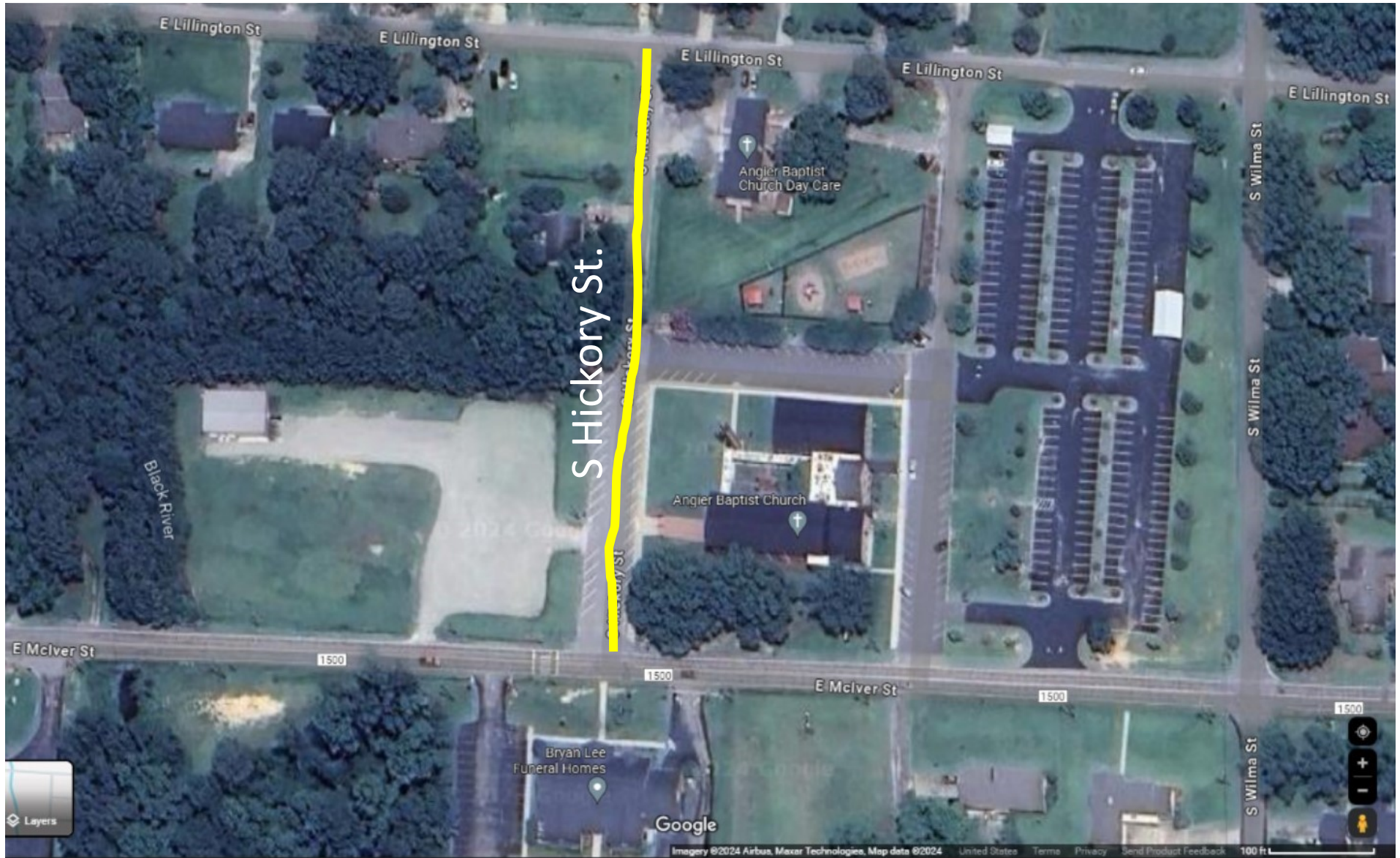
Citizenserve may not assign its rights and obligations under this Agreement, in whole or part, without prior written consent of Customer, which consent will not be unreasonably withheld.

9. ACCEPTANCE:

Authorized representatives of Customer and Citizenserve have read the foregoing and all documents incorporated therein and agree and accept such terms effective as of the date first written above.

Angier Baptist Church Community Easter Event on Sunday, March 24, 2024 from 3pm - 5pm.

We would appreciate S Hickory Street to be closed from 1pm - 6pm on March 24.





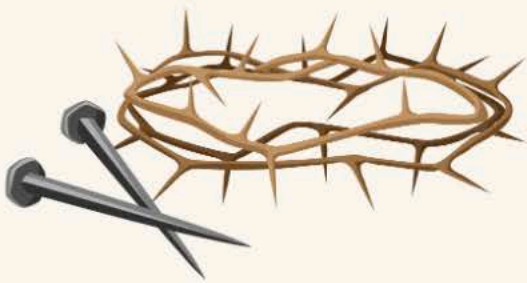
JOURNEY TO THE CROSS CELEBRATION

MARCH 24, 2024 | 3 PM-5 PM
AT ANGIER BAPTIST CHURCH

Join us for a very special Easter Family Event! Journey to the Cross will be an interactive experience for children to learn the story of Jesus.

Plenty of snacks, prizes and an egg-hunting activity for children!

**Bring your Easter basket
and 24 eggs per child to
participate!**



Strategic Planning Overview

Prepared for the Angier Mayor and Board of Commissioners

By Gary W. Jackson, McGill Associates

What is strategic planning for municipalities?

Strategic planning is a long-term, usually multi-year, roadmap comprised of a set of strategic priorities and associated goals and objectives that help you successfully move forward from where you are now to where you want to be.

It's a common-sense tool that sets a clear path for the future, while also allowing for your vision to mature and change as time passes. Strategic planning is also a preventative measure designed to assist you in achieving maximum effectiveness and equity before a program or department reaches crisis level. Or, in management terms, strategic planning is "proactive," instead of "reactive."

By formalizing a plan and having input from the participants and stakeholders, you are more apt to get buy-in. In this manner, a strategic plan is more apt to be successful. But what exactly is it? Strategic planning helps your local government realize its long-term vision by setting up goals and objectives in a systematic, incremental manner. Simply put, it makes elected bodies look at what's going on today, where you want to be tomorrow and which steps you will need to take to get there.

While strategic planning is a valuable tool that assists all sizes of government plan for the future, it must be emphasized that the process is only as strong as its advocates. Specifically, strategic planning may only succeed if it has the unequivocal support of the chief executive, legislative body and affected department heads.

So, why do you need a strategic plan?

- Strategic planning yields results: A strategic plan provides a realistic, workable framework that is built upon a foundation of commitment to continuous improvement. Built into a plan are milestones that help gauge the organization's progress.
- Strategic planning is a valuable managerial tool: Balancing daily and long-term operations with limited resources is challenging and complex. A strategic plan assists management in determining how to perform work more efficiently and effectively, while staying within financial parameters.

- Strategic planning is adaptable: Internal and external environments are constantly changing. Therefore, you need to have a framework that is flexible enough to accommodate new trends, while at the same time, strong enough to adhere to your vision and strategic priorities.
- Strategic planning is responsive: A successful strategic plan includes those priorities that are important to the citizens as determined by their elected representatives.
- Strategic planning improves communication: Strategic planning stimulates participatory dialogue and an open exchange of ideas.
- Strategic planning is customized: Every municipality is unique with different needs and aspirations. Strategic planning allows for specific objectives and parameters that are specialized and appropriate to the organization.
- Strategic planning is participatory: A good strategic plan involves people at all levels of government, or within the department, and requires input from everyone if it is to succeed. By involving more people among the various levels, you are fostering teamwork and a sense of ownership. The strategic planning process should involve the public, as well. Public forums, surveys and task forces are just a few ways that a community can involve residents. Some suggested key stakeholders to include: organizations, groups, customers, vendor.

What are the basic elements of strategic planning?

The basic elements of strategic planning are Vision Statements, Mission Statements, Strategic Priorities, and Goals and Objectives.

Vision: Where do you want your organization to be in the future? A vision takes the conditions today and describes what tomorrow should be like. Another way of looking at vision is to see it as a statement of the results of implementing a strategic plan. The vision will help you define your goals. You can set better goals if they are aligned to attain that future vision.

Mission: What are the aims and values of the organization?

Strategic Plan Priorities: What are the most important broad outcomes that the Board of Commissioners want to agree upon? Examples of strategic priorities which may be established include: economic prosperity, safe community, organizational excellence, growth management, engaged, healthy and diverse community

Goals and Objectives: Once the strategic priorities are set, how will you achieve the desired outcomes? What specific programs, projects and services will be implemented to produce the desired results?

Employee Survey Results
November, 2023
Town of Angier, North Carolina

By

McGill Associates



Robert Miller, P.E., Raleigh Office Manager

Gary Jackson, Client Service Manager

5400 Trinity Road
Raleigh, North Carolina 27607
(919) 378-9111
www.mcgillasociates.com

Employee Survey Cumulative Results Town of Angier, NC

BACKGROUND

As part of the 2023-24 Angier Strategic Planning process, McGill Associates conducted an employee survey to gather input for Board of Commissioners and town management consideration. Forty-two (42) employees were surveyed in November 2023. Following are the individual survey questions, a compilation of the employee responses, and an independent assessment of the results.

SURVEY QUESTION RESPONSES

1. My job makes good use of my skills and abilities.

Thirty-seven (37) employees, or eighty-eight percent (88%) of the forty-two (42) employees surveyed, either strongly agree or somewhat agree with this statement. Only 5 employees failed to respond positively to this statement. This statement, and statement number 7, the one regarding “confidence in my director’s ability,” received the highest level of positive survey responses. Notably, the statement about worker cooperation also scored very well with eighty-five percent (85%) answering positively.

2. Deadlines, workloads, and expectations on the job are reasonable.

Thirty (30) employees, or 71% of those surveyed, strongly agree or somewhat agree with this statement. Twenty-nine percent (29%) either disagreed or were neutral in response to this statement. While it is not uncommon for some employees to find deadlines, workloads, and expectations challenging, a high dissatisfaction rate may indicate a significant issue. It is worth investigating to understand the specific concerns and whether there are systematic problems affecting a large portion of the workforce. Regular feedback mechanisms and open communication channels can help address these concerns and make necessary adjustments to ensure more balanced and manageable workloads for employees.

3. I feel encouraged to come up with new and better ways of doing things.

Thirty-three (33) employees, or 78% of those surveyed, strongly agreed or somewhat agreed with this statement. Twenty-two (22%) percent did not offer positive responses. Overall, this is a positive score for the organization in terms of employee sentiments. Encouraging employees to generate new ideas for improvement fosters innovation and contributes to the success and adaptability of the organization. When employees feel their input is valued, it promotes a positive workplace culture, stimulates problem-solving, and can lead to more efficient and effective processes.

4. The people I work with cooperate to get the work done.

Thirty-six employees, or 85% of those surveyed, either strongly agreed or somewhat agreed with this statement. This is a very positive attribute for an organization, and one which should be reinforced through recognition and rewards.

5. I receive the training I need to perform well.

Twenty-seven (27), or 64% of those surveyed, strongly agreed or somewhat agreed with this statement. Given the relatively high percentage who did not score this statement positively (36%), steps should be taken where training gaps may exist and should therefore be corrected. Potential gaps in the organization's training and development efforts could lead to issues like reduced productivity, injuries, lower job satisfaction, and an increased likelihood of mistakes or inefficiencies.

6. I receive adequate information from management about what is going on in the community and organization.

Effective communication is a key responsibility of town management, including Department Directors and the Town Manager. Twenty-eight (28), or 67% of those surveyed, strongly agreed or somewhat agreed with this statement. However, a third of employees did not agree that the information provided by management was adequate. This response indicates that management should prioritize transparent communication. This involves establishing or enhancing regular communication channels, such as team meetings, newsletters, or intranet updates, to disseminate news and updates. It also involves creating feedback mechanisms for employees to ask questions, ensuring a two-way communication flow.

7. I am confident in my director's ability to perform his/her job.

Eighty-eight percent (88%), or 37 out of 42 employees strongly agreed or somewhat agreed with this statement. This is positive feedback for the management team. Confidence in management enhances employee focus and productivity, and employees are more likely to stay with an organization where they have confidence in their managers and supervisors.

8. I am confident in my supervisor's ability to perform his/her job.

Confidence in supervision also scored very well, with 35 out of 42 employees, or 83% strongly agreeing or somewhat agreeing with this statement. Confidence in supervisors is an indicator that employees are receiving clear expectations and support.

9. I am confident in the policy direction of the Town.

Most employees (60%) strongly agree or somewhat agree with the policy direction. During employee meetings, employees expressed concerns specifically about compensation, training, and growth management policy. The responses to the open-ended questions (#13-15) offer further insight on policy direction concerns.

10. I am fairly compensated (salary and benefits) for the work that I perform.

Only 48% of respondents, 20 out of 42 strongly agree or somewhat agree with the fairness of employee compensation. Improving the compensation levels was also a common suggestion for improving job satisfaction, employee retention, and sustaining the performance of the organization.

11. Complaints and concerns about work conditions, discrimination and/or harassment are properly addressed.

Sixty-four percent (64%), or 27 out of 42 employees, strongly agree or somewhat agree with this statement. Maintaining a high degree of employee confidence in addressing complaints is crucial for maintaining a healthy and productive work environment. Additionally, addressing these issues promptly can prevent legal complications, protect the organization's reputation, and contribute to long-term employee satisfaction and retention. Since fifteen (15) employees did not agree with this statement, steps should be taken to determine the contributing factors and develop an improvement plan.

12. I recommend the Town as a good place to work.

An encouraging number, thirty-four (34) out of forty-two (42) employees, or eighty-one percent (81%), strongly agree or somewhat agree with this statement. Willingness to recommend the organization as a good place to work is an indicator of employee confidence, loyalty, and high morale.

Note: Responses to "General Questions" 13-15 are provided on the following pages.

13. In your opinion, what are the strengths of the organization?

Staff, their dedication and wealth of knowledge.

Teamwork w/Department Heads.

The willingness to work together.

Upcoming growth. Family atmosphere.

Staff members.

Family atmosphere.

Communication from Manager is at an all time high. Departments working together to get events completed and problems solved.

Management Team.

Growth

Employee comradery, growth potential for town, organization, and employees.

Unity in my department.

Communication.

Knowledgeable staff.

Small town atmosphere and support of our town manager and department director.

My director and Supervisor are very knowledgeable.

The family feel and understanding of supervisors; always ready to help.

Good individuals and family feeling.

Teamwork, family oriented, moving forward with growth.

Very friendly environment, good work group, people listen and care.

Chief is great! Family feeling.

Question 13 (Strengths of the Organization) continued

Good equipment, adequate training, atmosphere.

Very family oriented, team members support, hard workers, good pay.

Close knit (work) group.

I think the organization cares and wants to do well and hold onto employees.

The management put the employees first...supports you.

Growing residential but not commercial.

Safe town.

Growing town...potential as long as action takes place.

We are full of low level employees that are motivated...

Chief is working hard to change culture.

Several employees are very capable and knowledgeable.

Quality equipment.

Officers who want to make a career here.

Personally, I think we are headed in the right direction with chain of command/structure...

Some pretty good folks here.

Public Works does a good job of completing any task in a timely manner.

Fixing problems and issues w/ water and sewer.

Very strong leadership. Wealth of knowledge and willing to share knowledge.

Family oriented atmosphere, we strive to make our department a good place to work, always letting employees know family comes first...

Mainly a close knit group of workers.

Our supervisor creates space for communication/daily direction.

Question 13 (Strengths of the Organization) continued

Loss of Human Resources puzzling.

Communication between departments and becoming more progressive, needs stressed.

Work as a team.

Everything.

Teamwork.

Team concept.

Knowing what I know, the town's Public Works Department is the strongest part of the town.

Great supervisors and employees. Work together.

14. What are the weaknesses of the organization?

Lack of leadership from the board. "We've always done it that way" mentality. Stuck being a "small town."

Divide w/in the Board.

Town Board is too much involved in personnel decisions.

Uncertainty of direction.

Town Board.

Lack of consistency. Lack of respect for positions.

Compensation. Focus on retaining employees. Duties of employees to be split fairly, not too much on just one person.

Disconnect between elected officials and staff.

Politics and Direction.

Under-appreciated employees, underpaid.

Some disorganization and lack of process improvement.

Busy and short-staffed.

There are some workers who don't know their place; respect for the structure is weak.

Advancement opportunity.

Staff workload; need additional staff.

Small town mentality.

Lack of technology.

Sometimes we forget how many employees are working.

Lack of communication about the direction of P.D. Answers better than "I don't know."

Lack of communication and holding people accountable.

Question 14 (Weaknesses of the Organization) continued

Lack of structure in supervisor and patrol relationship.

Pay could be more, better communication.

Some people wear too many hats and some are not involved enough.

Still small organization.

Failure to reprimand supervisors when needed.

Need stronger leadership at squad level.

Limited training opportunities.

Lack of experience, not enough structure (reference to PD SOPs)

Structure

We need better structure/system – too many people wearing too many hats. We need vision of PD department growing (example -traffic and investigations)

Pay, better recruitment goals, more training, more community outreach.

Understaffed in areas. Keeping up staffing with growth.

Lack of communication from top to bottom of organization. Administrators take on too much and (don't delegate) allow officers to take on some tasks...

Not enough structure...a lot of micro-management, not transparent on issues, not open to new ideas or suggestions.

Mediocrity is rewarded...hard workers passed over.

More room for advancement (into supervisory, mid management positions).

Some supervisors have no business being so.

We could be more interactive with the community we serve.

Can't seem to keep help once trained/high turnover rate.

(Compensation and Benefits). Funding for classes.

Question 14 (Weaknesses of the Organization) continued

Town growing at a fast pace, could use additional staff for future expansion.

A lot of work load, feel some of the workload could be spread throughout different departments.

Prioritizing tasks to be completed.

Some accountability should be handed more swiftly.

Direction outside Public Works impacting morale/drive/motivation.

Having an updated website to be central form of communication.

Letting people slack off.

Turnover, new hire in several departments not knowledgeable about their jobs.

None.

Job turnover.

None at this time.

The Town Board not hearing our gripes.

Compensation and ways to get raises. Lack of overtime.

15. What suggestions do you have for improving the quality of work life and performance of the Town of Angier?

1/3 study every year for comp. "Outdo" our neighbors on longevity/time off. Work with Board to create positive relationships.

No micro-managing from the Board or Town Manager.

Employee retention/compensation. Make sure employees feel valued.

Correct the uncertainty of direction.

For the Board to look at the betterment of the Town as a whole not individuals.

Get elected officials to be decisive and be willing to move in the same direction as staff (working together). To evolve and grow swiftly and efficiently.

Enabling employees to do their job and trusting them to do it.

Compensation and better work environment; Less drama.

Stem turnover, improve employee morale, better appreciation and recognition of employees.

Things are trending in the right direction with new manager, but elected Board should focus more on town planning. Make decisions and stick with it.

Salary levels, flexible schedule, and Promotions/training to advance.

Updating technology and improving work spaces.

Actually, everything is OK. If anything, maybe better communication on town occurrences.

Add wellness/physical fitness program.

More pay; correct PD structure and communication issues.

Not having to worry about your job every other month by commissioners who are upset about something.

Bring my pay up compared to surrounding area.

Allow departments to grow with town.

Training for young officers.

Question 15 (Suggestions) continued

Clear (PD) SOP.

(Board) Have the ability to trust employees; be more transparent of things going on in community, and less acting surprised.

Incentives for exemplary work.

Updated (PD) vehicles, equipment and procedures.

Increase pay, have updated policies.

Expand parks as town grows.

More commercial businesses, shops, grocery stores.

Good affordable housing for working people.

Equal incentives for all employees.

More commercial development.

Get more organized. Accept change. Better communication. Stop holding on...

Stop building houses and work on building infrastructure and commercial properties.

Pay needs to increase, accountability, and specialized PD units.

Salary competitiveness within surrounding area.

Pay! Restructuring supervisory staff, More community involvement!

Continue to grow and get more employees and more raises for the employees.

Compensation and benefits, Communication, funding for classes.

Spread the workload (among departments).

Higher pay.

**Paying mor attention to slack workers.*

Question 15 (Suggestions) continued

With growth come progression. Continually allow for growth and remain open to commentary and suggestions.

More pay.

More money.

More training.

Team concept.

Having more dept's divided up might help which would require more employees.

Not let Board control everything and feel we have eyes on us always.

Survey Results
February 20, 2024

Community Forum
Town of Angier, North Carolina

By

McGill Associates



Robert Miller, P.E., Raleigh Office Manager

Gary Jackson, Client Service Manager

5400 Trinity Road

Raleigh, North Carolina 27607

(919) 378-9111

www.mcgillasociates.com

Survey Results

Community Forum, February 2024

Town of Angier, NC

Background

A key element of the 2024-2025 Strategic Planning process for the Town of Angier was to host a Community Forum to share public information about the process and to gather public input. Attendees at the Community Forum were asked specifically to assess current conditions and to rank options for potential strategic priorities. The Community Forum was well attended, with an estimated 50 residents and stakeholders attending. Survey participation was also exceptional, with approximately two-thirds of the attendees fully or partially completing the two-step survey process.

The first step in the survey process was for respondents to Assess Current Conditions. Respondents were asked to provide their assessment of conditions in Angier by rating eight (8) key attributes of successful municipalities. For each attribute, from economic health to community engagement, respondents were asked to rate the service on a sliding scale from Excellent to Poor.

The second step in the survey process was for respondents to rank the Strategic Importance to them of eight (8) municipal services. Based on their personal vision, respondents were asked to rank services in the order of importance to them, with the highest ranked service receiving the number 1 and the lowest ranked service receiving the number 8. goals and specific needs.

Step 1 Assess Current Conditions

Twenty-nine (29) people completed the survey, providing from 24 to 29 individual ratings, from excellent to poor, for each of the eight services to be rated.

- Economic Health – A total of 28 ratings were recorded, with 20 people (71%) rating Economic Health as *Excellent* (2) or *Good* (18). Eight (8) people, or 29%, rated Economic Health as *Fair*, and nobody rated Economic Health as *Poor*.
- Transportation – A total of 26 ratings were recorded, with no ratings of *Excellent* or *Good*. Thirty-eight percent (38%), or ten (10) of the twenty-six (26) respondents, rated Transportation services as *Fair*, while sixty-two percent (62%), or sixteen (16) respondents rated Transportation services as *Poor*.
- Design of Residential and Commercial Areas – A total of twenty-nine ratings were recorded, with thirty-one percent (31%), or a subtotal of nine (9) rated land use

planning as *Good*. Sixty-nine percent (69%) rated land use planning as either *Fair* (subtotal of 17) or *Poor* (subtotal of 3).

- Utility Operations and Infrastructure – Thirty-six percent (36%) of the twenty-eight (28) responses rated utilities as either *Excellent* (subtotal of 1) or as *Good* (subtotal of 9). Sixty-four percent (64%) of respondents rated utility services as either *Fair* (subtotal of 12) or *Poor* (subtotal of 6).
- Public Safety – A total of twenty-nine ratings were recorded, with ninety percent (90%) rating public safety as either *Excellent* (subtotal of nine (9) or *Good* (subtotal of 17). Three respondents (3) rated public safety as *Fair*. There were no *Poor* ratings submitted.
- Organizational Performance – Sixty-five percent (65%) of the twenty-eight (28) responses rated organizational performance as either *Excellent* (subtotal of 1) or as *Good* (subtotal of 17). Thirty-five percent (35%) of respondents rated organizational performance as either *Fair* (subtotal of 9) or *Poor* (subtotal of 1).
- Parks and Recreation – Seventy-two percent (72%) of the twenty-nine (29) responses rated parks and recreation as either *Excellent* (subtotal of 1) or *Good* (subtotal of 19). Twenty-eight percent (28%) of the respondents rated parks and recreation as either *Fair* (subtotal of 7) or *Poor* (subtotal of 1).
- Community Engagement – Fourteen percent (14%), or four (4) responses of the twenty-eight total responses rated community engagement as *Good*. Eighty-two percent (82%) of the respondents (subtotal of 23) rated community engagement as *Fair*, and one (1) respondent rate it as *Poor*.

A summary of findings from the Step 2 Rank Strategic Importance follows.

For more details, please see the tabulation of survey results for both Step 1 Assess Current Conditions and Step 2 Rank Strategic Importance beginning on page 6.

Step 2 Rank Strategic Importance

Of the twenty-nine surveys submitted, twenty-one fully and accurately completed the ranking exercise. Respondents were asked to rank services from most important, a ranking of 1, to least important, a ranking of 8. From the completed surveys, the following average rankings of importance were calculated:

Service	Importance Ranking
1. Economic Development	2.5
2. Transportation System	3.0
3. Water and Sewer Utilities	3.6
4. Land Use Planning	4.2
5. Public Safety	4.9
6. Organizational Excellence	5.4
7. Community Engagement	5.7
8. Parks and Recreation	6.3

The highest ranking of importance was assigned to Economic Development at an average ranking of 2.5. Infrastructure services, Transportation System (average ranking of 3.0) and Water and Sewer Utilities (average ranking of 3.6), also received relatively high rankings. Land Use Planning received a mid-range average rating of 4.2.

Conclusions

- Economic Development – While current conditions and the level of achievement were highly rated by 71% of respondents, economic development received the top Importance Ranking (2.5 average). Economic Development also was the service most often (eight times) ranked as the #1 priority. The data suggests that economic prosperity deserves strong consideration for inclusion on the final list of strategic priorities.
- Transportation - 100% of respondents rated the overall quality of transportation as either *Fair* or *Poor*. Transportation also received a very high ranking of importance, second only to economic development. Transportation received the highest percentage of *Poor* ratings (62%), and received four number one importance rankings. The data suggests that residents and stakeholders have a serious concern with current traffic issues and want strategic planning to be prioritized for street, intersection, sidewalk, and greenway improvements.

- **Land Use Planning** – The assessment of current conditions was mixed, with nine (9) of twenty-nine (29) respondents (31%) rating land use planning as *Good*. Unfortunately, seventeen (17) of twenty-nine (29) respondents gave land use planning only a *Fair* rating, and three (3) gave it a *Poor* rating. In terms of its importance ranking, land use planning ranked fourth out of eight options. The combination of relatively low ratings for current conditions and relatively high ranking for importance suggests that land use planning be considered for the short list of strategic priorities in 2024.
- **Utility Operations and Infrastructure** – As with Land Use Planning, the ratings for utilities were mixed but included a high percentage (64%) of *Fair* (43%) or *Poor* (21%) ratings. In terms of importance rankings, utility operations and infrastructure was the third most preferred strategic priority candidate.
- **Public Safety** – The assessment of current conditions was very positive, and the importance ranking was moderate, fifth best compared to the other options.
- **Organizational Excellence** – Most ratings were *Good*, but a significant number (9) gave it a *Fair* rating. In terms of priority ranking, organizational excellence placed only ahead of parks and recreation and community engagement, and well behind many other options. It may be worth considering combining parks and community engagement goals under the priority of organizational excellence. Some level of merger appears necessary if the intent is to limit the number of strategic priorities to five or less.
- **Parks and Recreation** – The ratings of current conditions were predominantly positive, with twenty-one (21) out of twenty-nine (29) rating the services as *Excellent* or *Good*. The importance ranking for parks and recreation was the lowest recorded. Since parks and recreation services received positive feedback however, it might still be worthy of priority consideration by the Board, or considered as a key goal to include under an overarching priority such as organizational excellence or infrastructure improvements. It is not uncommon to see a priority established to cover infrastructure including parks, sidewalks, streets, and in some cases utilities.
- **Community Engagement** – The overwhelming consensus was that the organization was doing an inadequate job of connecting with residents; eighty-two percent (82%) of respondents rated the current connection as only *Fair*. Nevertheless, community engagement received minimal support and ranked last in the priority rankings. However, community engagement might well be combined or merged under organizational excellence as a priority goal.

For more details, please see the tabulation of the ratings and ranking survey responses which follows on pages 6 and 7.

Questionnaire Responses
Community Forum for Strategic Planning
Town of Angier

Instructions:

Step 1: Assess Current Conditions – Please provide your assessment of current conditions in Angier as a whole by rating the level of achievement for each of the following key attributes. For each attribute, circle a rating below.

1. How would you rate the overall economic health of the community?

Excellent - 2 Good - 18 Fair - 8 Poor - 0

2. How would you rate the overall quality of the transportation system?

Excellent - 0 Good - 0 Fair - 10 Poor - 16

3. How would you rate the design or layout of residential and commercial areas?

Excellent - 0 Good - 9 Fair - 17 Poor - 3

4. How would you rate utility operations and infrastructure?

Excellent - 1 Good - 9 Fair - 12 Poor - 6

5. How would you rate public safety?

Excellent - 9 Good - 17 Fair - 3 Poor - 0

6. How would you rate overall organizational performance?

Excellent - 1 Good - 17 Fair - 9 Poor - 1

7. How would you rate the quality of parks and recreation opportunities?

Excellent - 2 Good - 19 Fair - 7 Poor - 1

8. How would you rate residents' connection and engagement in the community?

Excellent - 0 Good - 0 Fair - 23 Poor - 1

Step 2: Rank Strategic Importance – Please rank the importance to you of the following municipal services based on your personal vision, goals, and specific needs. Rank the most important service the number 1, the second most important service the number 2, and so on. The least important service would be ranked 8.

Service	Importance Ranking
Economic Development – attracting and retaining businesses, creating jobs, vibrant downtown.	2.5
Transportation System – maintenance and capital improvement planning for roads, intersections, sidewalks, greenways.	3.0
Land Use Planning – design and layout of residential and commercial areas.	4.2
Water and Sewer Utilities – operational performance and meeting current and forecasted future needs.	3.6
Public Safety – police, fire and emergency services.	4.9
Organizational Excellence – customer service, financial management, innovation, work quality.	5.4
Parks and Recreation – facilities and program opportunities.	6.3
Community Engagement – residents’ connection and civic participation.	5.7

Strategic Planning Interviews Angier Mayor and Board Members

Introduction

McGill Associates assisted the Town of Angier with its strategic planning process by conducting individual in-person interviews with the Mayor and Board Members.

The interviews were conducted in February 2024 and were designed to get a preliminary sense of how individuals and the elected body as a whole currently view the organization. The survey format was to ask questions about the organization's strengths, weaknesses, opportunities and threats. Additionally, Board Members were asked a question about core values and if the existing Vision Statement (included on every meeting agenda) continues to serve the intended purpose.

Finally, Board Members were asked to suggest a short list of strategic priorities for the next five (5) years. These responses will serve as the starting point for group discussions at the scheduled planning session to establish consensus on the 2023-2026 Strategic Priorities for the organization.

Interview Responses

Following is a summary of the responses given to the various interview questions. The number of responses suggested was 3-4, but the actual number of responses varied from 2-5 responses/each. The total of similar responses is provided in parenthesis.

1. Strengths - What do you believe are the current strengths of the Town of Angier organization? What 3-4 products or services is the Town best at delivering?

- Parks and Recreation (3) – programming and facilities, events and celebrations
- Public Works (2) – quick to fix problems
- Public Safety and Prevention (2) – praise for the Police Department
- Board/Management (2) – teamwork and transparency
- Service Request Processing (2) – “staff are great”
- Caring and Responsive Board, and Creative (2)
- Downtown Development (vibrancy)
- Compensation

2. Weaknesses or Opportunities - What 3-4 products or services would you most like to see measurably enhanced or improved over the next five years?

Weaknesses

- Facility Planning
- Infrastructure Planning and Execution – water distribution system (3)
- Land Use Planning - Commercial Development,
- Traffic - intersection congestion and speeding
- Downtown Parking Shortage
- Leadership Conflicts - resulting negative impacts such as stress on staff.
- Physical Appearances (2) – need to clean up some areas, aging structures (public and private)

Opportunities

- Park System Needs Expansion
- Creating a Building Inspection Department
- Public Information/Communications
- Board Performance/Integrity/Accountability/Transparency

3. Challenges or Threats – What do you see as the 3-4 primary challenges and threats facing the community over the next five years?

- Planning - “explosive” residential growth (4)
- Infrastructure Issues/Inadequacies (3) - water pressure, flooding, transportation
- Providing Safe Pedestrian Access to Downtown
- Preservation of Greenspace
- Parking Downtown and at Jack M. Park
- Recruitment, Retention and Appreciation of Employees
- Getting all Board Members Working Together – “on the same page”

4. A Vision Statement describes where you want the Town of Angier to be in the future. In the future, what 3-4 attributes (character and qualities) do you most want the Town of Siler City to possess?

“Broad...could be reworded to be more focused.”

“Mostly accurate. Some rewording and updating is needed. We’re no longer on the ‘cusp of growth’ and transportation is largely out of our control.”

“Needs to be revisited, update, reworded. Should be revisited regularly and updated if necessary.”

“Yes, but we are not on the ‘cusp of growth’ anymore. We are exploding. We need to shift some emphasis because of growth impacts.”

"Good but needs updating, but keep expressions like 'small-town charm and friendly community. Keep wording about emphasis on attracting small businesses. Missing mention of supporting local retail and making downtown pedestrian friendly."

5. Strategic Priorities are broad outcomes (policy priorities) which the governing body determines to be most important to Angier citizens and stakeholders. Every community is unique with different needs and aspirations. What 3-4 strategic priorities would you most like to see established now by the Board?

- Infrastructure Improvement (4) – water system, stormwater, and traffic management, continue investment.
- Excellent Public Service Organization (4) – responsive and engaged/communicative, efficient and effective, and becoming an 'employer of choice' both able to attract and to retain exceptional employees.
- Economic Prosperity (4) - stimulate creation of employment opportunities locally, continue revitalization of downtown, and invest in neighborhoods.
- Responsible Management of Residential Growth (3) – update comprehensive plan, "expanded supply of housing which is affordable for more of our residents."
- Park System Development (2) – "recreational opportunities for all."
- Public Safety (2) – traffic management and enforcement, adequate number of police officers.



Angier Strategic Planning Worksession

March 2024





Angier Strategic Planning Work Session

Agenda

- Planning Process Overview
- Employee Survey Highlights
- Community Forum Survey Highlights
- Mayor and Board Member Survey Highlights
- Draft 2024-2028 Strategic Priorities
- Draft Goals and Objectives
- Next Steps



Angier Strategic Planning

“By failing to prepare, you are preparing to fail.”

- Benjamin Franklin, Founding Father and Inventor

“However beautiful the strategy, you should occasionally look at the results.”

- Winston Churchill, English Prime Minister

“Unless commitment is made, there are only promises and hopes, but no plans.

- Peter Drucker, The Father of Modern Management



Angier Strategic Planning

Highly Effective Elected Bodies *

See Themselves Existing to:

- Think about and plan for the future.
- Establish vision and well-defined strategic priorities.
- Define results to be achieved.
- Empower employees to produce those results.
- Maintain community relations that instill confidence in their leadership.
- Demonstrate stewardship for the town's future and provide leadership to ensure actions taken today produce the desired future.

* Source – Municipal Association of South Carolina



Angier Strategic Planning

The Challenge

- Newly elected officials confront the question “Was I elected to do what people want or to govern well?”
- All elected bodies operate in two simultaneous realities: the here and now (what people want) and the future (stewardship of the community’s future.)
- How do you know what people really want?
- The reality is that it boils down to making difficult choices between numerous and conflicting wants.
- It often requires choosing between short-term wants and long-term priorities.



Angier Strategic Planning

Role of the Strategic Plan

- Each Board Member may, to a varying degree, have a different agenda.
- The Strategic Plan serves as a compass.
- With a properly prepared plan, the focus centers on accomplishing the Board's agreed upon priorities.
- The plan focuses the Board's attention on the *Ends* to be achieved and the staff on the *Means* necessary to achieve those results.
- Other plans (land use, financial, development plans) are decision-making tools that assist the Board in achieving its vision and strategic priorities.



Angier Strategic Planning

Process Overview

- SWOT Analysis Stage
- Draft Stage
- Implementation Stage
- Measurement Stage



Angier Strategic Planning

2024 SWOT Analysis Stage

- Management Team Kickoff
- Employee Survey
- Community Forum
- Mayor and Board Interviews



Angier Strategic Planning

Employee Survey

Attribute	Favorable Rating %
1. Job Satisfaction	88
2. Management	88
3. Cooperation	85
4. Supervision	83
5. Pride	81
6. Creativity	78
7. Work Conditions	71
8. Communications	67
9. Training	64
10. Respect	64
11. Policy Direction	60
12. Compensation	48



Angier Strategic Planning

Employee Survey

✓ Performance Improvement Suggestions:

- Increase compensation, especially base salaries
- Address turnover, staff for growth
- Improve communications, especially up and down
- Vision and empowerment



Angier Strategic Planning – Community Forum

Service Rankings

Service	Favorable Rating %
1. Public Safety	90
2. Parks and Recreation	72
3. Economic Health	71
4. Organizational Performance	65
5. Transportation	38
6. Utilities	36
7. Land Planning	31
8. Community Engagement	14



Angier Strategic Planning – Community Forum

Importance Rankings

Service	Average Importance Ranking
1. Economic Development	2.5
2. Transportation System	3.0
3. Utilities	3.6
4. Land Planning	4.2
5. Public Safety	4.9
6. Organizational Performance	5.4
7. Community Engagement	5.7
8. Parks and Recreation	6.3



Angier Strategic Planning – Board Interviews

Strengths

- Parks and Recreation (3) – programming and facilities, events and celebrations
- Public Works (2) – quick to fix problems
- Public Safety and Prevention (2) – praise for the Police Department
- Board/Management (2) – teamwork and transparency
- Service Request Processing (2) – “staff are great”
- Caring and Responsive Board, and Creative (2)
- Downtown Development (vibrancy)
- Compensation



Angier Strategic Planning – Board Interviews

Weaknesses

- Facility Planning
- Infrastructure Planning and Execution – water distribution system (3)
- Land Use Planning - Commercial Development
- Traffic - intersection congestion and speeding
- Downtown Parking Shortage
- Leadership Conflicts - resulting negative impacts such as stress on staff
- Physical Appearances (2) – need to clean up some areas, aging structures (public and private)



Angier Strategic Planning – Board Interviews Opportunities

- **Park System Needs Expansion**
- **Creating a Building Inspection Department**
- **Public Information/Communications**
- **Board Integrity/Accountability/Transparency**



Angier Strategic Planning – Board Interviews

Challenges/Threats

- **Getting all Members Working Together – “on the same page”**
- **Park System Needs Expansion**
- **Creating a Building Inspection Department**
- **Public Information/Communications**
- **Board Performance/Integrity/Accountability/Transparency**



Angier Strategic Planning – Board Interviews Vision Statement

- “Broad...could be reworded to be more focused.”
- “Mostly accurate. Some rewording...We’re no longer on the ‘cusp of growth’ and transportation is largely out of our control.”
- “Needs to be revisited, update, reworded. Should be revisited regularly and updated if necessary.”
- “Yes, but we are not on the ‘cusp of growth’ anymore. We are exploding. We need to shift some emphasis because of growth impacts.”
- “Good but needs updating but keep expressions like ‘small-town charm and friendly community...Missing mention of supporting local retail...”



Angier Strategic Planning – Board Interviews

Strategic Priorities

- **Infrastructure Improvement (4)**
- **Excellent Public Service Organization (4)**
- **Economic Prosperity (4)**
- **Responsible Management of Residential Growth (3)**
- **Park System Development (2)**
- **Public Safety (2)**



Angier Strategic Planning

Drafting the Strategic Plan

- **For the 2024 Strategic Plan, the Elected Body would ideally agree on a set of 5-6 Strategic Priorities.**
- **Then, you would engage in dialogue to arrive at a consensus list of the 3-4 goals.**
- **To assist you, I engaged your management team in a process to review your list of the potential priorities and make suggestions for 2024 goals.**



Angier Strategic Planning

Do We Need a Break Here?



Angier Strategic Planning

Strategic Plan Example – Holly Springs

Strategic Priority: Economic Prosperity & Diversity

- Enhance, attract and engage diverse economic development opportunities.
- Create a vibrant downtown.
- Seek partnerships to drive prosperity.



Angier Strategic Planning

Strategic Plan Example – Holly Springs

Strategic Priority: Organizational Excellence

- **As an employer of choice, we will retain and recruit a highly skilled workforce.**
- **Leverage technology and innovative business approaches to enhance customer service and improve efficiencies.**
- **Expand community engagement.**
- **Ensure financial stewardship.**



Angier Strategic Planning

Next Steps - Recap

- **Invite Public Feedback/Adopt Plan**
- **Announce and Publicize Plan**
- **Budget Planning**
- **Develop Action Plans and Key Performance Measures**
- **Align Management Performance Evaluation(s)**
- **Report Quarterly**
- **Adjust Plan as needed**



Angier Strategic Planning

Understanding The Knoster Model For Managing Complex Change

Vision	+	Skills	+	Motivation	+	Resources	+	Action Plan	=	Change
Missing	+	Skills	+	Motivation	+	Resources	+	Action Plan	=	Confusion
Vision	+	Missing	+	Motivation	+	Resources	+	Action Plan	=	Anxiety
Vision	+	Skills	+	Missing	+	Resources	+	Action Plan	=	Resistance
Vision	+	Skills	+	Motivation	+	Missing	+	Action Plan	=	Frustration
Vision	+	Skills	+	Motivation	+	Resources	+	Missing	=	False Starts



Angier Strategic Planning – Successful Implementation

Standards for Measurement, Reporting and Performance Evaluation

- Annual Budget Planning Session - Operating and Capital Requirements
- Monthly Written Progress Report – Regular Meeting Agenda Item
- Quarterly “Dashboard” Report – Worksession or Regular Meeting Presentation
- Annual Report – Incorporate into Manager Performance Evaluation