

**Strategic Plan Framework
2014—2019**

High Level Vision

To be the premier place for people of all ages to live, work, play, or grow a business through a responsive government with excellent employees.

Purpose

To provide leadership and excellent government services that respond to the needs of our citizens.

Values

**Leadership
Integrity
Teamwork
Excellence**

Mission

To provide enterprising leadership and services with integrity, teamwork, and excellence that makes Matthews the premier place to be.

Service Excellence Keys

1. Build/Maintain Positive Relationships
2. Problem Solve
3. Maintain a Positive Attitude
4. Demonstrate Professionalism
5. Practice Damage Control
6. Exceed Expectations
7. Practice Effective Communications
8. Practice Teamwork
9. Provide Equitable Service

Goals

Quality of Life

To maintain our small town identity by providing a vibrant downtown, pedestrian friendly community, extensive greenspace system, and recreational and cultural activities.

Communications

To create an informed citizenry by providing relevant information about the town and enhancing two-way communications using traditional techniques and new technologies.

Transportation

To identify, plan, design, fund, and build transportation facilities that efficiently and effectively serve the community in a cost effective and environmentally sensitive manner.

Public Safety

To provide the necessary trained personnel, equipment, and procedures to ensure the safety of Matthews' citizens and enhance the Town's reputation for safety.

Economic Development/Land Use Planning

To enhance the quality of life of the citizens by aggressively pursuing a balanced tax base by targeting businesses that will contribute sustainable, environmentally sensitive development and by planning for orderly growth and development.

Operational Performance

To plan, allocate resources, and operate all departments effectively and efficiently in order to meet the citizens' needs for local government services.

Financial Performance

To provide financial resources in a prudent and responsible manner through traditional and alternative sources of revenue, effective budgeting, and cost control with a focus on maintaining a healthy fund balance.

Strategies

1. Implement the Downtown Master Plan, Economic Development Plan, Parks & Recreation Master Plan, Comprehensive Bicycle Plan and Comprehensive Transportation Plan, update each as appropriate and ensure they coordinate with and fulfill the goals of each other.
2. Continue pedestrian-friendly initiatives and promote alternative means of travel.
3. Develop and expand green initiatives by the Town, assist in informing citizens about a healthy environment and continue to enhance the appearance of the community.
4. Explore *dirtways* as a preliminary greenway segment.
5. Continue historic preservation initiatives by identifying a prioritized list of historic properties.
6. Explore the opportunity of preserving and restoring the Outen Pottery site.
7. Pursue master plans for Rice Road and Highway 51/Phillips Road parks.

8. Allocate resources to fully implement the Branding/Wayfinding initiative.
9. Continue the Communications Plan internally and externally with all stakeholders; ensure regular updates to Town website.
10. Further develop relationships between the state, county, and municipalities to protect municipal revenues and authority.
11. Provide public discourse opportunities in a timely manner for topics that affect citizens.
12. Communicate information regarding Planning and Development items in a more thorough manner to elected officials, appointed committees and the public.
13. The Town Board of Commissioners will meet annually with advisory committees to establish joint goals.

14. Proceed with project and sale of bonds for South Trade Street.
15. Explore opportunities to partner with NCDOT to complete Phase II of South Trade Street project.
16. Fund road connectivity projects such as Buckley Way, Rice Road connector, etc. through the Capital Outlay - Equipment Plan, grants, Charlotte Regional Transportation Planning Organization and other funding sources.
17. Continue using Pavement Condition Study to prioritize paving maintenance of streets.
18. Work with NCDOT to implement transportation plans for Matthews which will allow for multi-modal uses, promote connectivity and set priorities for transportation projects.
19. Engage in a regional approach to transportation such as proactively preparing for mass transit.
20. Consider increasing local funding of transportation projects on state roads and intersections.
21. Educate citizens and state officials on Matthews' transportation needs and guard against unfavorable transportation legislation.

22. Conduct an emergency drill annually and as necessary.
23. Update the Town Emergency Management Plan biannually.
24. Cost-effectively provide resources and adequately fund capital needs to ensure a safe environment for citizens.
25. Continue and expand communications and education outreach to citizens.
26. Update the Hazard Mitigation Plan in conjunction with Mecklenburg County.
27. Ensure new development projects are reviewed for public safety service delivery.

28. Pursue organization of the Four Town Alliance and implementation of an Economic Development program.
29. Develop a plan for a downtown organization and consider implementation using an ongoing public/private funding model.
30. Use the Minicozzi model to capture costs and benefits of applicable proposed developments as a standard practice in the requests to the Board of Commissioners.
31. Seek opportunities for the continued development of the downtown core, such as development of the Matthews Station Street lot.
32. Participate in the implementation of the Sportsplex Phase II and the Family Entertainment District.

33. Pursue employee healthcare options that will allow the Town to retain/recruit quality employees.
34. Continue Service Excellence initiative.
35. Expand employee opportunities through training, leadership development and succession planning programs such as Matthews University.
36. Offer competitive compensation and a safe working environment for employees while providing resources, technology, optimum staffing levels and outstanding hiring standards.
37. Use surveys internally and externally as measurements for continuous improvement.

38. Implement the Financial Management Plan over the next 5 - 7 years with restoration of the fund balance per policy directive.
39. Continue benchmarking through best practices and peer reviews.
40. Continue cost control measures.
41. Identify revenue sources to recoup some cost of service expenditures (ex. storm water) and consider implementing street degradation fees for utilities to recoup repair work expenditures.
42. Continue seeking opportunities to maximize grants.