

# Town of Jamestown Strategic Plan Outcomes and Goals

**Adopted: June 15, 2021**  
**Updated: January 2022**





## Introduction to the Town's Strategic Plan

**The Town of Jamestown Strategic Plan** is designed to be a multiyear representation of the Town's mission. It aims to serve as a roadmap for staff and Town Council over the next three to five years.

This plan—an outgrowth of Council and staff input from earlier this year as well as several pre-existing documents—further defines the Town's strategic priorities.

The structure better links Council and staff plans and employs a format that should be more useable for elected officials, staff, partners and citizens.

The plan includes these components:

- Outcome statements that are the foundation of the Town's mission statement;
- Short and long-range goals that further define and support the outcomes;
- Multiyear (three- to five-year) goals that will be executed to achieve the outcomes; and
- Annual tasks captured in a separate working document and a reporting structure that will be updated regularly to track progress.

## Outcomes and Goals Snapshot

The outcomes and goals snapshot represents a graphical method for displaying specific desired outcomes and the goals necessary to bring these to fruition.

Goals are grouped under the five focus areas listed above. Each individual outcome represents an initiative that has been reviewed by staff and the Council together during the annual retreat process to ensure that citizen needs are being met in an effective and efficient manner.

This document will be reviewed quarterly and the Town Manager will communicate progress on each of the goals with the Council as needed.

The Town Council will review this document annually to ensure that goals are still relevant. The document will be updated and adopted as a part of the annual budget process in June.



## Mission

Creating an exceptional quality of life for all citizens by providing superior services.

## Vision

Jamestown will be a thriving community with strong roots in our history. One dedicated to a high quality of life for residents of all ages, including: recreation, education, and supporting businesses. A community of clean, beautiful, and safe surroundings and welcoming neighborhoods where everyone can feel at home.

## Values

### Primary:

Compassion/Fairness - We show compassion to everyone, our citizens, our staff, and our visitors. When we make decisions as a Town we are thoughtful and understanding of how those decisions will affect our citizens. We ensure that everyone gets equal consideration.

Accountability - We hold ourselves accountable and remember that we are always accountable to the citizens of Jamestown. We take ownership of the actions and decisions made by the Town and the results of those decisions.

Servant Leadership - We believe that we are leaders who have been placed here to serve our citizens and engage them while also putting their needs first.

Ability to Work Together - We will find a way to work together. Diverse backgrounds and experiences will not preclude us from finding a way to hear all voices and incorporating them into our work.

### Secondary:

Listening - We actively listen to the needs and desires of our Town and reflect on what we've heard before.

Open-Mindedness - We keep our minds open so that we are able to respond effectively to the changing needs of Jamestown.

Making a Positive Impact - We strive to set goals that will have a positive impact on the lives of the people of Jamestown and allow for our values to guide us in meeting or exceeding those goals.

Respect - We will always remain respectful in our interactions with one another, Town staff, and especially the citizens of Jamestown.



# The Town's Strategic Plan is organized around five focus areas, which make up its mission:

## Staff Excellence

Recruit and retain a team of excellent employees.



## Outreach and Involvement

Provide outlets for citizen outreach and engagement.



## Infrastructure and Facilities

Ensure logical investment in infrastructure and facilities to meet future needs.



## Planning and Development

Grow and maintain a robust diversified economy.



## Public Safety

Procure partnerships to ensure effective services that match community needs.







## OUTCOMES & GOALS SNAPSHOT FY 21-22

Adopted by Town Council on June 15, 2021

Last Update: January 21, 2022

	Complete or Nearing Completion
	Significant Progress
	Moderate progress
	Pending, Deferred
	Limited progress, currently unscheduled

PRIORITY GOALS (★)

### Focus Areas:

Staff Excellence (1 &2)	Outreach and Involvement (3&4)	Infrastructure and Facilities (5)	Public Safety (6)	Planning and Development (7)
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OUTCOMES AND GOALS		STATUS	
Focus Area: Staff Excellence			
1. To attract, develop, and retain town staff in order to support services and meet community needs.		July 2021	Jan. 2022
★	Goal # 1: Provide employee training opportunities		
★	Goal # 2: Evaluate benefits and insurance for the Town employees		
★	Goal # 3: Prepare operations continuity plan for key positions		
	Goal # 4: Implement strategies to recruit employees from diverse populations		
	Goal # 5: Perform pay classification study to remain competitive in the marketplace		
2. To improve the administration of Town government.		July 2021	Jan. 2022
	Goal # 1: Procure software for asset management (vehicle/technology maintenance/replacement)		
	Goal # 2: Review and upgrade current Town mission, vision, and core values		
	Goal # 3: Prepare a strategic plan for outcomes and goals		
	Goal # 4: Schedule a candidate information session		
	Goal # 5: Promote excellence in customer service		
	Goal # 6: Achieve minimum staffing levels for all departments		
	Goal # 7: Maintain and update Town’s Code of Ordinances		

OUTCOMES AND GOALS		STATUS	
Focus Area: Outreach and Involvement			
3. Develop and implement strategies to promote Jamestown		July 2021	Jan. 2022
	Goal # 1: Further develop Music in the Park and other Town-sponsored events		
	Goal # 2: Develop branding and marketing strategies for Jamestown		
4. Conduct community engagement through multiple strategies to increase resident involvement in Town matters		July2021	Jan. 2022
	Goal # 1: Develop AARP Livable Communities Initiative		ongoing
	Goal # 2: Fully utilize Town social media accounts		
	Goal # 3: Establish a process for advertising openings & selecting residents for Town boards and committees		
	Goal # 4: Establish a joint planning retreat for the Planning Board, Council, and Town staff		ongoing
Focus Area: Infrastructure and Facilities			
5. Make plans to improve current infrastructure, facilities, and services		July 2021	Jan. 2022
	Goal # 1: Update street pavement condition study		
★	Goal # 2: Prepare strategic growth plan for Jamestown and surrounding ETJ areas		
	Goal # 3: To prepare a plan to implement government mandated stormwater regulations		
	Goal # 4: Evaluate effectiveness of current solid waste collection & recycling services		
	Goal # 5: Complete and adopt Parks & Recreation Master Plan in order to seek grant funding opportunities		
	Goal # 6: Prepare plans for effective utilization of space at Town Hall & Civic Center		
★	Goal # 7: Complete plans for the construction of a new Recreation Maintenance Facility		
	Goal # 8: Prepare Golf Course Strategic Plan		
	Goal # 9: Coordinate joint staff meeting with City of GSO, City of HP and PTRWA to discuss water/sewer cost & capacities		
	Goal # 10: Repair/replace golf course irrigation system		
	Goal # 11: Prepare plans for updating/installing restroom and shelters for golf and recreation facilities		
	Goal # 12: Maintain integrity of water/sewer/stormwater infrastructure		
	Goal # 13: Maintain effective communications with NCDOT and HPMPO		
	Goal # 14: Seek funding through the American Rescue Plan		

OUTCOMES AND GOALS		STATUS	
Focus Area: Public Safety			
6. Continue to develop plans to improve public safety in the Town of Jamestown		July 2021	Jan. 2022
	Goal # 1: Coordinate joint staff meeting to discuss plan of service with PSFD (w/ annual review in January)		
	Goal # 2: Coordinate joint staff meeting to discuss plan of service with GCSD (w/ annual review in January)		
	Goal # 3: Install security measures at Town facilities (parks, maintenance facilities, and Town Hall)		
Focus Area: Planning and Development			
7. Implement a broad program of community planning, development, and land management through zoning		July 2021	Jan. 2022
	Goal # 1: Seek opportunities for grant funding for pedestrian and parks/recreation facilities		
	Goal # 2: Complete update of the Town of Jamestown’s Comprehensive Plan		
	Goal # 3: Review and update Comprehensive Pedestrian Transportation Plan		
	Goal # 4: Enhance Code Enforcement capabilities throughout Jamestown to help protect property values		
	Goal # 5: Establish/redefine ordinances for application of commercial maintenance code in Jamestown		





TOWN OF JAMESTOWN

# STRATEGIC PLAN UPDATE

JANUARY 2022

TOWN HALL  
TOWN OF JAMESTOWN  
NORTH CAROLINA





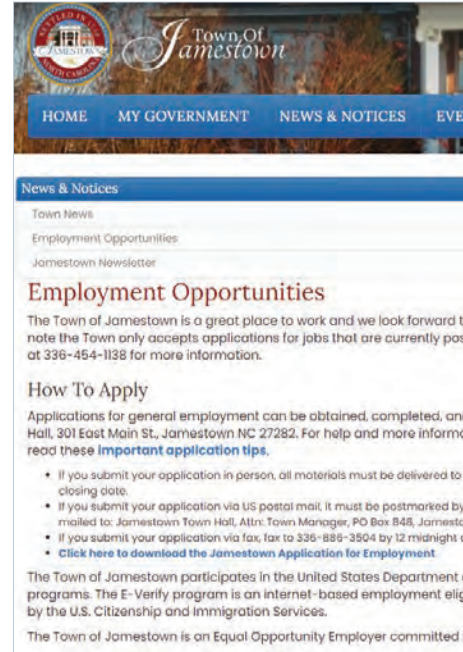
## 1. To attract, develop, and retain town staff in order to support services and meet community needs.



### 1.1

#### **PROVIDE EMPLOYEE TRAINING OPPORTUNITIES**

- Town Clerk completed and Public Services Director enrolled and currently attending SOG Municipal Administration Program
- Town Planner received AICP certification
- Public Services staff received two B-Distribution certifications and two C-Distribution certifications
- PTRC conducted a Performance Appraisal training for supervisory staff
- Public Services employee completed CDL training
- Fountainworks conducted a training with Staff on Strategic Planning and Implementation
- Guilford County Public Health Director presented to staff and answered questions about the coronavirus and vaccines



## 1.2

### EVALUATE BENEFITS AND INSURANCE FOR THE TOWN EMPLOYEES

- Provide supplemental insurance opportunities for all full-time employees
- Modified health insurance to offer tiers in order to provide lower cost options for family coverage
- Achieved significant savings by changing liability, property, and workers compensation insurance to the League of Municipalities
- Council passed a Family Caregiver leave policy for all full-time employees

## 1.3

### PREPARE OPERATIONS CONTINUITY PLAN FOR KEY POSITIONS

- Council approved business continuity plan in FY 21-22 Budget
- Contracted with PTRC in 2021
- Final plan to be completed and presented to Council in March 2022
- Initial steps including hiring Accounting Specialist in November 2021
- Trained internal candidate to replace Water Specialist II upon retirement

## 1.4

### IMPLEMENT STRATEGIES TO RECRUIT EMPLOYEES FROM DIVERSE POPULATIONS

- The purpose of this goal is to widen the applicant pool to include potential employees from diverse populations
- Staff will review best practices for implementation and adopt a policy for recruitment of minority applicants

## 1.5

### PERFORM PAY CLASSIFICATION STUDY TO REMAIN COMPETITIVE IN THE MARKETPLACE

- In order to remain competitive in the Triad labor market, staff will be recommending a pay classification study be budgeted and completed in FY 22-23





## 2. To improve the administration of Town government

### 2.1

#### PROCURE SOFTWARE FOR ASSET MANAGEMENT (VEHICLE / TECHNOLOGY MAINTENANCE / REPLACEMENT)

- Implement the use of Task Tracker Software for golf course labor, time, and equipment
- Track metrics including mow time, oil changes, vehicle use, maintenance information, and replacement schedule
- Black Mountain Accounting Software will allow for asset management through barcode scanning. Spring '22

### 2.2

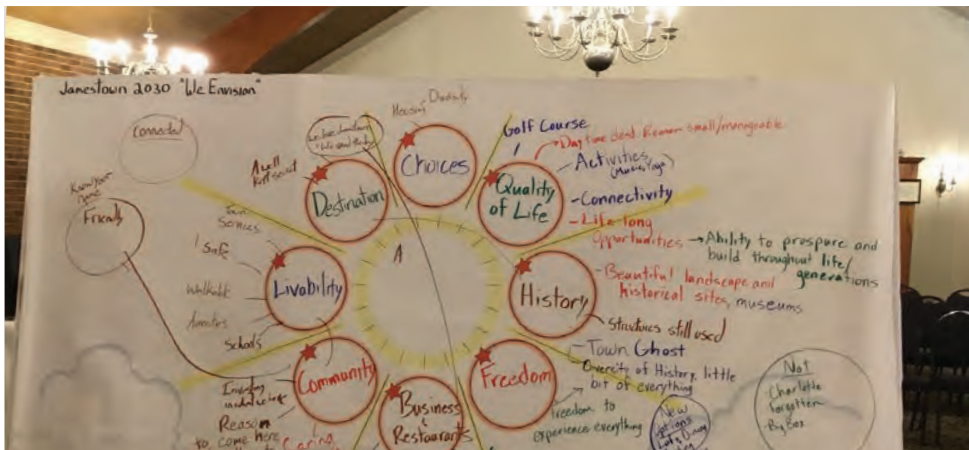
#### REVIEW AND UPDATE CURRENT TOWN MISSION, VISION, AND CORE VALUES

- Council reviewed and approved Mission, Vision, and Core Values at the September 21, 2021 Meeting

### 2.3

#### PREPARE A STRATEGIC PLAN FOR OUTCOMES AND GOALS

- Town Manager presented the concept of a Strategic Planning Process to provide guidance for Council and staff
- The plan is designed to be a multi-year representation of the Town's Mission. It aims to serve as a roadmap for staff and Town Council over the next three to five years
- The Strategic Plan was approved by Council and included in the FY 21-22 Budget
- The Town leadership team will continue to update Council on progress made on the Strategic Plan in July and January of each year



## Town of Jamestown Strategic Plan Goals and Outcomes

Adopted: June 15, 2021  
Updated: July 2021







Source: Alex Wong/Getty Images



## 2.4

### SCHEDULE A CANDIDATE INFORMATION SESSION

- A candidate information session was held on August 2, 2021
- All candidates for Mayor and Council were invited to attend
- Town staff presented the Strategic Plan and discussed goals and responsibilities for each department

## 2.5

### PROMOTE EXCELLENCE IN CUSTOMER SERVICE

- Prepare a plan to define customer service for the Town and its service components
- Review and select a consultant to work with staff to prepare and implement a plan in FY 22-23

## 2.6

### ACHIEVE MINIMUM STAFFING LEVELS FOR ALL DEPARTMENTS

- Town leadership will develop a staffing level plan for a 5 to 10 year period for all departments
- Staffing plan should be completed on or before April 2022

## 2.7

### MAINTAIN AND UPDATE TOWN'S CODE OF ORDINANCES

- Council approved codification of LDO in FY 21-22 budget
- Contracted with MuniCode in December 2021 to begin the process of codification
- Expect deliverables by May 2022





# OUTREACH AND INVOLVEMENT

## 3. Develop and implement strategies to promote Jamestown

### 3.1

#### FURTHER DEVELOP MUSIC IN THE PARK AND OTHER TOWN SPONSORED EVENTS



- Council approved annual budget Special event programming
- Continue to offer programming for Music in the Park, Yoga in the Park, and Veteran Memorial events
- Seven Music in Park events are planned for 2022 as well as weekly Yoga in the Park from May to September

### 3.2

#### DEVELOP BRANDING AND MARKETING STRATEGIES FOR JAMESTOWN



- Contracted with Tigermoth Creative to build marketing and communication efforts
- Ongoing communications with residents and business owners to identify compelling messaging
- Expected deliverables will be presented in Spring 2022

## 4. Conduct community engagement through multiple strategies to increase resident involvement in Town matters

### 4.1

#### DEVELOP AARP LIVABLE COMMUNITIES INITIATIVE

- The Town of Jamestown was accepted into the AARP Network of Age-Friendly States and Communities in October 2021
- The committee will continue to meet to promote, research, and recommend age friendly opportunities for the community

### 4.2

#### FULLY UTILIZE TOWN SOCIAL MEDIA ACCOUNTS

- In conjunction with branding and marketing efforts, Town staff will continue to engage with the community using all available social media platforms
- Staff will review potential social media guidelines and select responsible staff to serve as administrators

### 4.3

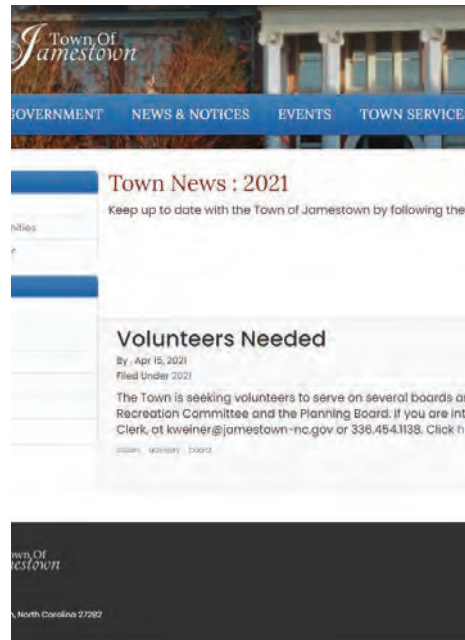
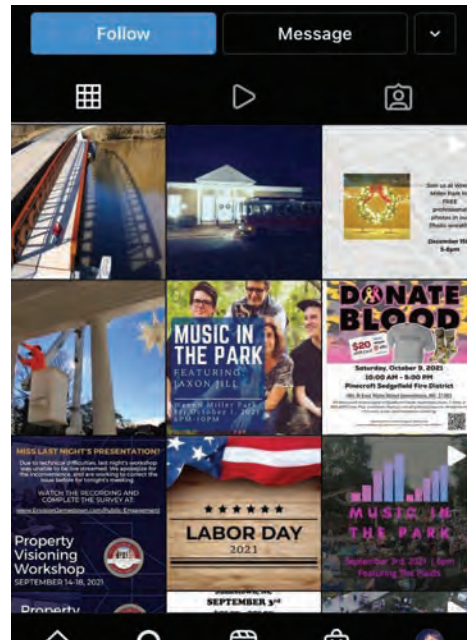
#### ESTABLISH A PROCESS FOR ADVERTISING OPENINGS AND SELECTING RESIDENTS FOR TOWN BOARDS AND COMMITTEES

- The Town Clerk will coordinate with the Mayor and Council to develop a plan for reaching a broad spectrum of citizens to serve in important volunteer roles

### 4.4

#### ESTABLISH A JOINT PLANNING RETREAT FOR THE PLANNING BOARD, COUNCIL, AND TOWN STAFF

- The Town Council and Planning Board held a joint meeting on August 11, 2021
- Staff plan to make this an annual event to foster communication and education opportunities between the Town Council and Planning Board







# INFRASTRUCTURE AND FACILITIES

## 5. MAKE PLANS TO IMPROVE CURRENT INFRASTRUCTURE, FACILITIES, AND SERVICES

### 5.1

#### UPDATE STREET PAVEMENT CONDITION STUDY



- Staff will present results of the study to Council in Spring 2022
- The study is the basis for selecting streets for repairs and resurfacing
- The study will show budgeting needs and deficiencies

### 5.2

#### PREPARE STRATEGIC GROWTH PLAN FOR JAMESTOWN AND SURROUNDING ETJ AREAS



- Staff has contracted with Benchmark Planning to prepare a Strategic Growth Plan
- Work is ongoing and includes:
  - Solid waste and recycling study
  - Water and sewer capacity study
  - Fire and police services





## 5.3

### PREPARE A PLAN TO IMPLEMENT GOVERNMENT MANDATED STORMWATER REGULATIONS

- Council approved funding for Bluestream Environmental to assist with an audit gap study to be completed in Spring 2022
- NCDEQ will be conducting an audit of the Town's stormwater program in 2023
- The Town contracts with PTRC Stormwater SMART to provide educational opportunities in the community



## 5.4

### EVALUATE EFFECTIVENESS OF CURRENT SOLID WASTE COLLECTION AND RECYCLING SERVICES

- Contract with Smith Gardner Inc to evaluate current solid waste and recycling process and costs
- Study will be used to make recommendations for improvements to current collection methods and future growth
- Study to be completed and presented to Council on or before May 1, 2022



## 5.5

### COMPLETE AND ADOPT PARKS AND RECREATION MASTER PLAN IN ORDER TO SEEK GRANT FUNDING OPPORTUNITIES

- Council adopted the Comprehensive Parks and Recreation Master Plan in April 2021
- This document is necessary for requesting grant funding



## 5.6

### PREPARE PLANS FOR EFFECTIVE UTILIZATION OF SPACE AT TOWN HALL AND CIVIC CENTER

- Freeman Kennett to present space utilization plan for Town Hall and the Civic Center at the January 21, 2022 retreat





## 5.7

### COMPLETE PLANS FOR THE CONSTRUCTION OF A NEW RECREATION MAINTENANCE FACILITY

- Town hired Ramsay Burgin Smith Architects to develop plans for the Recreation Maintenance Facility
- TRC reviewed and approved the plan with notes in August 2021
- Bid date is set for February 15, 2022.



## 5.8

### PREPARE GOLF COURSE STRATEGIC PLAN

- Seek a consultant and cost estimates to prepare and adopt a golf course strategic plan for the Jamestown Park Golf Course in FY 22-23
- Staff will review best practices of municipal golf courses
- The plan will set priorities and establish funding for maintenance, staffing, and marketing



Source: Greensboro News and Record

## 5.9

### COORDINATE JOINT STAFF MEETING WITH CITY OF GSO, CITY OF HP, AND PTRWA TO DISCUSS WATER/SEWER COST AND CAPACITIES

- Town staff hosted an initial meeting in June 2021
- The Town contracted with Hazen and Sawyer to evaluate wastewater capacities in light of future development in Jamestown
- The Town currently has the ability to purchase water for current and future growth needs
- The Town plans to purchase additional water capacity from PTRWA plant expansion



## 5.10

### REPAIR/REPLACE GOLF COURSE IRRIGATION SYSTEM

- The current Jamestown Park irrigation system is faulty. Staff continuously identifies and repair leaks
- Staff recommends to update the current electronic system to a two-wire system and replace with new pipes to resolve the leaks in the fairways and tee boxes
- This project will be scheduled in the next CIP





Source: USDOT

## 5.11

### PREPARE PLANS FOR UPDATING/INSTALLING RESTROOM AND SHELTERS FOR GOLF AND RECREATION FACILITIES

- Work with Ramsey Burgin Smith to develop plans for golf course restroom facilities
- Quotes for Wrenn Miller Park Bathroom Facility have been secured pending budget approval
- Both projects are budgeted for FY 21-22

## 5.12

### MAINTAIN INTEGRITY OF WATER/SEWER/STORMWATER INFRASTRUCTURE

- The Town contracts with the following organizations to maintain the highest level of water, sewer, and stormwater integrity
  - Bluestream Environmental
    - Stormwater Devices
  - Withers Ravenel
    - Stormwater Mapping
  - Hazen and Sawyer
    - Sewer System Study
  - PTRC
    - GIS Infrastructure Updates
  - HydroStructures
    - Sewer flow studies
  - Duke's Root Control
    - Chemically Treat Sewer Lines

## 5.13

### MAINTAIN EFFECTIVE COMMUNICATIONS WITH NCDOT AND HPMPO

- Staff and Council representatives attend monthly HPMPO TCC and TAC meetings
- Staff and council maintain dialogue on current needs and projects

## 5.14

### SEEK FUNDING THROUGH THE AMERICAN RESCUE PLAN

- Total amount awarded is approximately \$1,430,000
- Received 50% of Funding in July 2021
- Remaining 50% of funding expected July 2022
- Final guidelines for allowable expenditures were released on January 6, 2022.
- Public meetings will be held by late July 2022



# PUBLIC SAFETY

6. Continue to develop plans to improve public safety in the Town of Jamestown





# 6.1

## COORDINATE JOINT STAFF MEETING TO DISCUSS PLAN OF SERVICE WITH PSFD (W/ ANNUAL REVIEW IN JANUARY)



- Council to receive annual report at the January 25, 2022 Council Meeting
- Staff and Town Attorney to review current contract with Pinecroft Sedgfield Fire Department

# 6.2

## COORDINATE JOINT STAFF MEETING TO DISCUSS PLAN OF SERVICE WITH GCSD (W/ ANNUAL REVIEW IN JANUARY)



- Council to receive annual report at the January 25, 2022 Council Meeting
- Staff and Town Attorney to review current contract with Guilford County Sheriff's Department



# 6.3

## INSTALL SECURITY MEASURES AT TOWN FACILITIES (PARKS, MAINTENANCE FACILITIES, AND TOWN HALL)

- Council approved budget for improvements to security measures at Town Hall and other Town Facilities. Project was completed in 2021
- Staff will continue to evaluate additional security measures for other Town facilities as needed





# 7. Implement a broad program of community planning, development, and land management through zoning

## 7.1

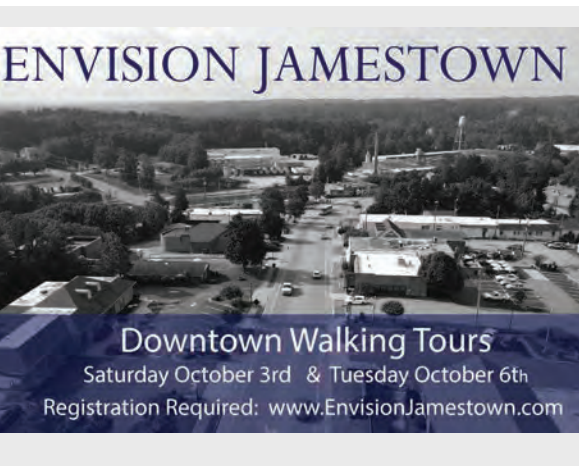
SEEK OPPORTUNITIES FOR GRANT FUNDING FOR PEDESTRIAN AND PARKS/RECREATION FACILITIES



- Parks and Recreation and Planning Staff are collaborating to identify grant funding opportunities
- Staff met with the Regional Representative for the Department of Parks, Recreations, and Tourism Management to discuss available grant opportunities and timelines

## 7.2

COMPLETE UPDATE OF THE TOWN OF JAMESTOWN’S COMPREHENSIVE PLAN



- Council adopted the Envision Jamestown Comprehensive Plan in October 2021
- Benchmark Planning worked with a Steering Committee and hosted public input sessions to create an outline for the communities vision for the future



## 7.3

### REVIEW AND UPDATE COMPREHENSIVE PEDESTRIAN TRANSPORTATION PLAN



- The Town of Jamestown was awarded a \$50,000 Bicycle and Pedestrian Planning Grant, from NCDOT in September 2021
- Toole Design was assigned as the contractor by NC DOT Integrated Mobility Division
- Work on this plan will begin in early 2022



## 7.4

### ENHANCE CODE ENFORCEMENT CAPABILITIES THROUGHOUT JAMESTOWN TO HELP PROTECT PROPERTY VALUES



- Council approved a contract with Alliance Code Enforcement (ACE) in 2021
- ACE staff identify and respond to code violations and work with citizens to resolve them
- ACE staff currently spends two full days a week working in Jamestown to respond to violations

## 7.5

### ESTABLISH/REDEFINE ORDINANCES FOR APPLICATION OF COMMERCIAL MAINTENANCE CODE IN JAMESTOWN

- Council approved contract with Alliance Code Enforcement (ACE) in 2021
- Evaluate ordinance for needed changes and identified and recommended updates to include a Minimum Housing and Non-Residential Maintenance Code
- Currently under review and revision with an expected Council review in early 2022





Town of Jamestown  
301 E Main St  
PO Box 848  
Jamestown, NC 27282

[www.jamestown-nc.gov](http://www.jamestown-nc.gov)  
(336) 454-1138

