

TOWN OF WAKE FOREST  
STRATEGIC PLAN ESTABLISHED BY COMMISSIONERS  
August 2017

Goals for the Next 5 Years

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Town of Wake Forest Core Values

- Caring
- Commitment
- Integrity
- Innovation

We the employees of the Town of Wake Forest, share a dedication and commitment to the town's core values of caring, commitment, integrity and innovation and to being

C. I. V. I. C. leaders:

## Community

Provide a high level of trust between our community and one another. By accepting accountability, conducting ourselves responsibly and demonstrating loyalty, we preserve an environment that supports sincerity, honesty, and ethical behavior.

## Innovation

We recognize that every employee can improve themselves professionally. While it is important to remember the past we should accept and understand a changing work environment as the town continues to grow. Professionalism begins with dedication to the empowerment of competent well-trained employees. Our work environment encourages innovative ideas and solutions, growth of self-esteem, and pride in our work and accomplishments. Our demonstrated integrity provides positive role models for our community.

## Valued Employees

Each employee has a valuable contribution to the town. Creating a quality work environment is important for all employees. By providing the support and treating our fellow employees and citizens with respect which we, in turn, expect; by showing consideration for one another's time, priorities, work responsibilities, and individual contributions to the Town of Wake Forest, we strive to ensure an attractive and effective work environment.

## Importance of Core Values & Common Goals

Staff's dedication to the town's core values of caring, commitment, integrity and innovation fosters a collaborative organizational culture that promotes teamwork and celebrates the achievement of common goals. While always respecting the value of each individual or departmental goal, we recognize the importance of the common good of our community and organization. With flexibility, support, competent leadership, fairness and respect for cultural and social diversity, we cooperate in an atmosphere of interdependence, all the while acknowledging that success can only be achieved through the collaboration of all employees, at all levels.

## Communication

Effective communication can be achieved through listening and understanding. We recognize that this is the cornerstone of a progressive and successful organization. By maintaining and projecting an approachable, open-minded attitude and respecting appropriate confidentiality, we ensure open, two-way communication.

## GOAL #1: ECONOMIC DEVELOPMENT

	STRATEGIES	NOTES										
<p><b>OBJECTIVE A:</b> Retain and foster businesses that create a diverse mixture of jobs</p>	<ol style="list-style-type: none"> <li>1) Partner with the Chamber to develop an entrepreneur program – Economic Development (2017)</li> <li>2) Develop a public/private partnership to develop a technology park – Economic Development (2018)</li> </ol>	<ul style="list-style-type: none"> <li>• Entrepreneur program will create a forum for business leaders and entrepreneurs to discuss and generate ideas.</li> <li>• Technology park could be a multiyear approach once land is in place (ED)</li> </ul>										
<p><b>OBJECTIVE B:</b> Promote business in the Renaissance Area</p>	<table border="1"> <thead> <tr> <th data-bbox="506 721 1402 834">STRATEGIES</th> <th data-bbox="1409 721 1976 834">NOTES</th> </tr> </thead> <tbody> <tr> <td data-bbox="506 839 1402 946"> <ol style="list-style-type: none"> <li>1) Install a parklet on White Street – Downtown Development (2018 - 2019)</li> </ol> </td> <td data-bbox="1409 839 1976 946"> <ul style="list-style-type: none"> <li>• Work with businesses for installation</li> </ul> </td> </tr> <tr> <td data-bbox="506 951 1402 1214"> <ol style="list-style-type: none"> <li>2) Convert Owen Avenue to a shared festival street- Downtown Development- (2017-2018)</li> </ol> </td> <td data-bbox="1409 951 1976 1214"> <ul style="list-style-type: none"> <li>• Phased approach – minimal to begin, permanent investments later.</li> <li>• Will be able to function as a shared festival street in 2017-2018. Streetscape improvements will take place in a future budget year based on approved budgets.</li> </ul> </td> </tr> <tr> <td data-bbox="506 1219 1402 1326"> <ol style="list-style-type: none"> <li>3) Light the railroad bridge and create an iconic &amp; memorable gateway to Downtown - Public Works (2019)</li> </ol> </td> <td data-bbox="1409 1219 1976 1326"></td> </tr> <tr> <td data-bbox="506 1331 1402 1433"> <ol style="list-style-type: none"> <li>4) Close part of Wait Avenue and consolidate the block- Community Development (2018)</li> </ol> </td> <td data-bbox="1409 1331 1976 1433"></td> </tr> </tbody> </table>	STRATEGIES	NOTES	<ol style="list-style-type: none"> <li>1) Install a parklet on White Street – Downtown Development (2018 - 2019)</li> </ol>	<ul style="list-style-type: none"> <li>• Work with businesses for installation</li> </ul>	<ol style="list-style-type: none"> <li>2) Convert Owen Avenue to a shared festival street- Downtown Development- (2017-2018)</li> </ol>	<ul style="list-style-type: none"> <li>• Phased approach – minimal to begin, permanent investments later.</li> <li>• Will be able to function as a shared festival street in 2017-2018. Streetscape improvements will take place in a future budget year based on approved budgets.</li> </ul>	<ol style="list-style-type: none"> <li>3) Light the railroad bridge and create an iconic &amp; memorable gateway to Downtown - Public Works (2019)</li> </ol>		<ol style="list-style-type: none"> <li>4) Close part of Wait Avenue and consolidate the block- Community Development (2018)</li> </ol>		
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	5) Implement a parking management program- Downtown Development/ Police Department (Ongoing)	<ul style="list-style-type: none"> <li>• Efforts as needed</li> </ul>
	6) Plan an interactive water feature- PRCR (2020)	<ul style="list-style-type: none"> <li>• Identify a site and design feature</li> </ul>
	7) Construct the Smith Creek greenway through downtown- Community Development (2025)	
	8) Build a playground-PRCR (2019)	<ul style="list-style-type: none"> <li>• Staff researching potential location. Funds will be requested in future budget</li> </ul>
	9) Improve Front Street intersection for pedestrians- Downtown Development (2018-2019)	<ul style="list-style-type: none"> <li>• Possible LAPP funding</li> <li>• Timeline will be conditional based on DOT/City of Raleigh completion of infrastructure improvements in that intersection</li> </ul>
	10) Enhance wayfinding and signage to direct visitors to and throughout downtown- Downtown Development (2018-2019)	<ul style="list-style-type: none"> <li>• Sign plan complete; DOT approval needed for completion of project</li> </ul>
	<b>STRATEGIES</b>	
OBJECTIVE C: Promote housing that meets the present and future workforce demands	1) Develop partnerships with non-profits to identify areas for affordable housing – Community Development (2018)	<ul style="list-style-type: none"> <li>• Town has been working with Habitat for Humanity identifying building sites for affordable housing. Caddell St. project will provide 6 building lots for Habitat.</li> </ul>

## GOAL #2: SAFE & CONNECTED COMMUNITY

		STRATEGIES	NOTES
<b>OBJECTIVE A:</b> Update & implement plans already in place (Greenway, Pedestrian, Community, Transportation, Parks & Recreation)	1)	Update Comprehensive Transportation Plan- Community Development (2018)	<ul style="list-style-type: none"> <li>Plan revision and re-evaluate the priority list</li> </ul>
	2)	Update Northeast Area Plan- Community Development (2018)	<ul style="list-style-type: none"> <li>Re-evaluate the priority list</li> </ul>
	3)	Update Community Plan- Community Development (2019)	<ul style="list-style-type: none"> <li>Plan revision and re-evaluate the priority list</li> </ul>
	4)	Periodically report and acknowledge accomplishments from respective plans - (Ongoing)	<ul style="list-style-type: none"> <li>Work with our web developer to develop a project tracking system.</li> </ul>
	5)	Parks Recreation & Cultural Resources achieve Commission for Accreditation of Parks and Recreation Agencies (CAPRA) – PRCR (2018)	<ul style="list-style-type: none"> <li>Self-assessment on schedule, CAPRA team agency visit June 2018. Accreditation Sept. 2018 NRPA Annual Conference.</li> </ul>
	6)	Wake Forest Police Department achieve Commission on Accreditation for Law Enforcement Agencies (CALEA) –PD (2017)	<ul style="list-style-type: none"> <li>On-site assessor review scheduled for December 2017</li> </ul>
	7)	Downtown Development achieve National Main Street Accreditation – Downtown Development (Ongoing)	<ul style="list-style-type: none"> <li>2017 Accreditation Status achieved</li> </ul>
		STRATEGIES	NOTES
<b>OBJECTIVE B:</b> Identify locations where there are missing connections and develop plans when reasonable to remedy them.	1)	Review and evaluate identified areas in previous Plans and address annually for upcoming budget cycle - Community Development and Public Works (Ongoing)	<ul style="list-style-type: none"> <li>Dependent upon funding sources</li> </ul>

		STRATEGIES	NOTES
OBJECTIVE C: Build citizen participation in the community	1)	Educate citizens on volunteer opportunities (expand 411 videos to include advisory boards/commission) - Communications (Ongoing)	
	2)	Create a virtual citizen academies- Communications and Department Directors (Ongoing)	
		STRATEGIES	NOTES
OBJECTIVE D: Enhance the sense of safety in the town	1)	Continue to evaluate areas for LED lighting and convert all Wake Forest Power street lights to LED - Public Works (2022)	<ul style="list-style-type: none"> <li>Phased in over budget years</li> </ul>
	2)	Continue to introduce initiatives that strengthen citizens and business-police relations – PD (Ongoing)	<ul style="list-style-type: none"> <li>Coffee with a cop, National Night Out to be held in October, Holding Police Explorer events, Interaction with citizens at downtown events, Operation Safe Sale, Turkey Drive, D.A.R.E. Carnival and Shop with a cop</li> </ul>
	3)	Develop survey to determine the sense of safety- PD (2018)	<ul style="list-style-type: none"> <li>PD will work with Communications and IT to develop the survey</li> </ul>
	4)	Develop a plan to increase contact with businesses – PD (Ongoing)	<ul style="list-style-type: none"> <li>Chief goes out and meets new downtown business owners</li> <li>Foot patrols through the downtown business district and other business locations throughout Town</li> </ul>
	5)	Continue to expand Community Watch program- PD (Ongoing)	<ul style="list-style-type: none"> <li>Community Watch program – 46 neighborhoods</li> </ul>

OBJECTIVE E: Promote the use of technology to enhance and inform our community	STRATEGIES	NOTES
	1) Encourage companies to provide fiber connect to the homes and connect all town facilities to fiber - Administrative Services (Ongoing)	<ul style="list-style-type: none"> <li>• CTC Fiber Network Feasibility Analysis will be presented to the BOC during the October 2017 work session</li> </ul>
	2) Incorporate the website dashboard to monitor and track performance management system – develop dashboard and quarterly reporting mechanism for results tracking.- Administrative Services/Community Development (2019)	<ul style="list-style-type: none"> <li>• Performance management system implemented with FY 17-18 Budget</li> </ul>
	3) Promote all new infrastructure within the Town to install fiber during construction - Administrative Services/Community Development (Ongoing)	

### GOAL #3: ORGANIZATIONAL CULTURE THAT EMBRACES/REFLECTS OUR CORE VALUES

		STRATEGIES	NOTES
<b>OBJECTIVE A:</b> Maintain continuity of operations		1) Provide for continuing professional development of staff - set defined mandates for career advancement or promotion that include requirements regarding experience, training, certifications, and education –HR and Department Heads (Ongoing)	
		2) Develop a strategy for replacing staff for upcoming key retirements- HR (Ongoing)	
		STRATEGIES	NOTES
<b>OBJECTIVE B:</b> Be an employer of choice through benefits and working environment		1) Benchmark annually the benefits of other organizations – HR (Annually)	<ul style="list-style-type: none"> <li>• Completed annually through participation in the Hill, Chesson and Woody Municipality Benchmarking and Costs Survey</li> <li>• Additionally the Town’s Insurance Broker (Gallagher Insurance) provided the Town with a Benefits Strategy and Benchmarking Report. We use these tools to assist with strategic planning for our benefit offerings.</li> <li>• Use NCLM and Capital Association Benchmark Survey</li> <li>• Broker also provides benchmark information</li> </ul>



	2) Maintain a competitive market based compensation system that ensures Internal and external equity, recognizes performance and sustained contributions to the organization, and provides opportunities for growth- HR (Annually)	<ul style="list-style-type: none"><li>• One-third of the positions are studied each year</li></ul>
	3) Redesign internal survey to capture work environment- HR (2017)	<ul style="list-style-type: none"><li>• Performed bi-annually</li></ul>
	4) Develop a virtual training program for employees – HR (2019)	<ul style="list-style-type: none"><li>• New hire video, P-card use, timesheets, MS Outlook, etc.</li></ul>

## GOAL #4: FISCAL STRENGTH

OBJECTIVE A: Maintain public trust in the sustainability of the Town's financial system	STRATEGIES	NOTES
	1) Improve transparency on website- Administrative Services- (Ongoing)	<ul style="list-style-type: none"> <li>Website redesigned.</li> <li>Approved budget includes funds for financial dashboard.</li> </ul>
	2) Apply for Popular Annual Financial Reporting Award (PAFR) for Citizen's Financial Report- Administrative Services (2017)	<ul style="list-style-type: none"> <li>Staff presented first citizen's financial report for June 30, 2016 to Board at the January 2017 retreat – staff has gathered feedback on report in preparation for 2017 submission to GFOA</li> <li>After June 30. 2017 year end audit</li> </ul>
	STRATEGIES	
OBJECTIVE B: Maximize return on Town funds.	1) Maintain or improve Town's bond rating - Administrative Services (Ongoing)	<ul style="list-style-type: none"> <li>S&amp;P reaffirmed AAA rating March 2015</li> <li>Moody's reaffirmed Aa1 rating in March 2015</li> <li>Evaluate feasibility of obtaining a rating from Fitch</li> </ul>
	2) Develop cash flow plan for Town and monitor forecast to improve investment strategy with rising interest rates to increase investment earnings- Administrative Services (Ongoing)	<ul style="list-style-type: none"> <li>Constantly being analyzed against interest rates</li> <li>Expand investment options with capital market opportunities with other financial institutions</li> </ul>
	3) Update debt issuance plan and update debt model accordingly- Administrative Services (Ongoing)	<ul style="list-style-type: none"> <li>Evaluate periodically in conjunction with Bond project schedules, debt market, CIP and budget</li> </ul>

		<ul style="list-style-type: none"> <li>Funds included in FY 17-18 Budget to have Davenport &amp; Company, financial advisors update debt model (originally prepared in 2013).</li> </ul>
	<p>4) Assessment of the next bond needs and prepare for 2019 referendum- Administrative Services (Ongoing)</p>	<ul style="list-style-type: none"> <li>Part of CIP process</li> </ul>
	<p>5) Update the Recreation Impact Fee- Administrative Services/PRCR (2018)</p>	
	<p>6) Evaluate different OPEB (Other Post-Employment Benefits) strategies and determine funding solution –Administrative Services (2018)</p>	<ul style="list-style-type: none"> <li>Staff meeting with firms to consider funding options along with the State's trust fund</li> </ul>
	<p>7) Evaluate feasibility of refinancing 2009 GO Bonds-Administrative Services (2018)</p>	<ul style="list-style-type: none"> <li>Staff has reviewed initial analysis prepared by financial advisors. Will revisit with next bond sale (from 2014 referendum) sometime after January 2018</li> </ul>
	<p>8) Evaluate feasibility of town transitioning to self-insured for healthcare – Administrative Services/HR (2020)</p>	<ul style="list-style-type: none"> <li>Assess the risk vs. cost savings of being fully insured vs. self-insured</li> </ul>
	<p>9) Conduct a technology assessment of existing internal technology infrastructure- Administrative Services (2018)</p>	<ul style="list-style-type: none"> <li>Review existing resources to determine what changes and/or enhancements need to be made to increase our efficiency and productivity.</li> </ul>