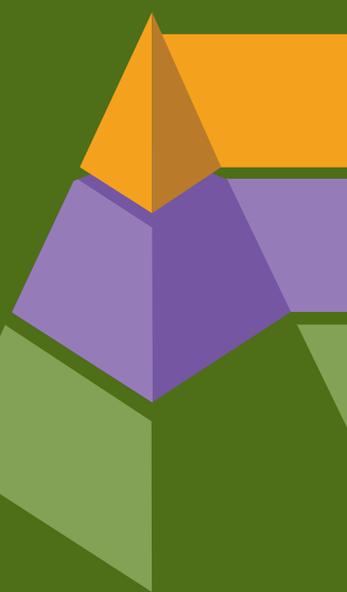


TOWN *of* WAKE FOREST

STRATEGIC PLAN



TOWN *of*
WAKE FOREST

A decorative graphic on the left side of the page, consisting of a 3D pyramid shape with three visible faces: a top face in orange, a left face in purple, and a right face in light green. The pyramid is positioned on the left edge, with its base extending towards the center of the page.

Updated by the Wake Forest Board of Commissioners ▲ JANUARY 2018

As we look to the future, Wake Forest must plan for how it will continue providing services in a manner that efficiently meets the needs of our growing and ever-changing community.

The Wake Forest Strategic Plan charts our course for the next five years towards providing an excellent and sustainable quality of life for our citizens.





MISSION STATEMENT

The Town of Wake Forest is committed to improving the quality of life in our community by preserving our character, fostering economic opportunities, strengthening our neighborhoods, delivering superior services and embracing the diversity of our citizens.

VISION

A vibrant and diverse community that provides superior public services and an exceptional quality of life.

We embrace the Town's core values of **CARING, COMMITMENT, INTEGRITY** and **INNOVATION**.



OBJECTIVE A:

Retain and foster businesses that create a diverse mixture of jobs

STRATEGIES

- ▲ Partner with various organizations to develop an entrepreneur program
- ▲ Develop a public/private partnership to develop a technology park



OBJECTIVE B:

Promote business in the Renaissance Area

STRATEGIES

- ▲ Install a parklet on White Street
- ▲ Convert Owen Avenue to a shared festival street
- ▲ Light the railroad bridge and create an iconic and memorable gateway to downtown
- ▲ Close part of Wait Avenue and consolidate the block
- ▲ Implement a parking management program
- ▲ Plan an interactive water feature
- ▲ Construct the Smith Creek greenway through downtown
- ▲ Build a playground
- ▲ Improve Front Street intersection for pedestrians
- ▲ Enhance wayfinding and signage to direct visitors to and throughout downtown

OBJECTIVE C:

Promote housing that meets present and future workforce demands

STRATEGIES

- ▲ Develop partnerships with non-profits to identify areas for affordable housing

**OBJECTIVE A:**

Update and implement plans already in place

STRATEGIES

- ▲ Update the Comprehensive Transportation Plan
- ▲ Update the Northeast Area Plan
- ▲ Update the Community Plan
- ▲ Periodically report and acknowledge accomplishments from respective plans
- ▲ Parks, Recreation & Cultural Resources Department achieve accreditation from the Commission for Accreditation of Parks & Recreation Agencies
- ▲ Wake Forest Police Department achieve accreditation from the Commission on Accreditation for Law Enforcement Agencies
- ▲ Downtown Development achieve National Main Street Accreditation

OBJECTIVE B:

Identify locations with missing connections and develop plans when reasonable to remedy them

STRATEGIES

- ▲ Review and evaluate identified areas in previous plans and address annually for upcoming budget cycle

OBJECTIVE C:

Build citizen participation in the community

STRATEGIES

- ▲ Educate citizens on volunteer opportunities (expand Wake Forest 411 videos to include advisory boards/commission)
- ▲ Create virtual citizen academies

OBJECTIVE D:

Enhance the sense of safety in the town

STRATEGIES

- ▲ Continue to evaluate areas for LED lighting and convert all Wake Forest Power street lights to LED
- ▲ Continue to introduce initiatives that strengthen citizens and business-police relations
- ▲ Develop survey to determine the sense of safety
- ▲ Develop a plan to increase contact with businesses
- ▲ Continue to expand Community Watch program

OBJECTIVE E:

Promote the use of technology to enhance and inform our community

STRATEGIES

- ▲ Encourage companies to provide fiber connect to the homes and connect all Town facilities to fiber
- ▲ Incorporate the website dashboard to monitor and track performance management system – develop dashboard and quarterly reporting mechanism for results tracking
- ▲ Promote all new infrastructure within the town to install fiber during construction

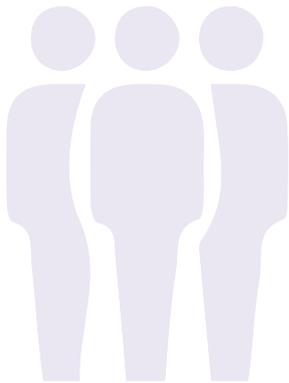


**OBJECTIVE A:****Maintain continuity of operations****STRATEGIES**

- ▲ Provide for continuing professional development of staff – set defined mandates for career advancement or promotion that include requirements regarding experience, training, certifications and education
- ▲ Develop a strategy for replacing staff for upcoming key retirements

OBJECTIVE B:**Be an employer of choice through benefits and working environment****STRATEGIES**

- ▲ Benchmark annually the benefits of other organizations
- ▲ 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
- ▲ Redesign internal survey to capture work environment
- ▲ Develop a virtual training program for employees



*While always respecting the value of each individual
and departmental goal,
we recognize the importance of the common good
of our community and organization.*



OBJECTIVE A:

Maintain public trust in the sustainability of the Town's financial system

STRATEGIES

- ▲ Improve transparency on website
- ▲ Apply for Popular Annual Financial Reporting Award (PAFR) for Citizen's Financial Report



OBJECTIVE B:

Maximize return on Town funds

STRATEGIES

- ▲ Maintain or improve Town's bond rating
- ▲ Develop cash flow plan for Town and monitor forecast to improve investment strategy with rising interest rates to increase investment earnings
- ▲ Update debt issuance plan and update debt model accordingly
- ▲ Assessment of the next bond needs and prepare for 2019 referendum
- ▲ Update the Recreation Impact Fee
- ▲ Evaluate different OPEB (Other Post-Employment Benefits) strategies and determine funding solution
- ▲ Evaluate feasibility of refinancing 2009 GO Bonds
- ▲ Evaluate feasibility of Town transitioning to self-insured for healthcare
- ▲ Conduct a technology assessment of existing internal technology infrastructure



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