

TOWN *of* WAKE FOREST
STRATEGIC PLAN



Updated by the Wake Forest Board of Commissioners ▲ FEBRUARY 2015

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.





As employees of the Town of Wake Forest, we are committed to being C.I.V.I.C. leaders.

C.I.V.I.C.

Community

Provide a high level of trust between our community and one another.

Innovation

Our work environment encourages innovative ideas and solutions, growth of self-esteem, and pride in our work and accomplishments.

Valued Employees

Each employee has a valuable contribution to the town.

Importance of Core Values

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.

Communication

Effective communication can be achieved through listening and understanding. We recognize that this is the cornerstone of a progressive and successful organization.

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 the Wake Forest Area Chamber of Commerce to develop video and other materials to showcase Wake Forest as a destination for businesses
- ▲ Schedule quarterly reports from the chamber on economic development efforts (such as business closings, openings, workforce training needs, business prospects)
- ▲ Increase overall awareness and understanding of the Futures Fund
- ▲ Develop a survey as part of the permitting process to find out why businesses come to Wake Forest
- ▲ Partner with the chamber to implement their economic development strategic plan

OBJECTIVE B:

Promote business in the Renaissance Area

- Make the Renaissance Area a cultural and entertainment destination
- Generate housing that is walkable and safe in the Renaissance Area
- Promote complimentary businesses in the Renaissance Area

STRATEGIES

- ▲ Continue marketing, branding and promotional plan for the Renaissance Area (promote arts/artists)
- ▲ Market downtown as a destination location (Renaissance Centre and Renaissance Area)
- ▲ Partner with other organizations and merchants to promote and provide activities in the Renaissance Area
- ▲ Partner with Wake Forest Downtown (WFD) to promote their plan of work
- ▲ Schedule WFD report to board (chamber semi-annual report)
- ▲ Continue property owner seminars at least once a year (promote second floor housing)
- ▲ Evaluate the existing grant program for property owners and businesses
- ▲ Explore the possibility of expanding Futures Fund and/or Downtown MSD fund to provide funding sources for Renaissance Area redevelopment
- ▲ Periodic review of the sense of safety in Renaissance Area
- ▲ Continue the streetscapes project beyond Phase 2
- ▲ Update the Renaissance Plan

OBJECTIVE C:

Promote housing that meets present and future workforce demands

STRATEGIES

- ▲ Conduct a housing demand analysis

**OBJECTIVE A:****STRATEGIES**

Update and implement plans already in place (*greenway, pedestrian, community, transportation, parks & recreation*)

- ▲ Update and re-evaluate the priority list and plans already in place
- ▲ Periodically report and acknowledge accomplishments from respective plans

OBJECTIVE B:**STRATEGIES**

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

- ▲ Inventory existing street, sidewalk and greenway systems to locate missing links and develop a priority list

OBJECTIVE C:**STRATEGIES**

Ensure citizens are well-informed about community activities (*town-sponsored or not*)

- ▲ Continue to develop and pursue initiatives to engage citizens through the website and other means of technology
- ▲ Equip advisory board members with the tools to be town ambassadors
- ▲ Ensure that each department monitor website to make sure their portion of the website is up-to-date and accurate

OBJECTIVE D:**STRATEGIES**

Build citizen participation in the community

- ▲ Educate citizens on volunteer opportunities (expand 411 videos to include advisory boards/commission)
- ▲ Research the potential to expand citizen academies

OBJECTIVE E:**STRATEGIES**

Enhance the sense of connection of all neighborhoods to the town

- ▲ Contact HOAs to promote Wake Forest community news
- ▲ Partner with the chamber to provide newcomer packets (e.g. electronic) to include downtown and town material
- ▲ Schedule annual meeting with HOA presidents to share information
- ▲ Continue Community Watch program

OBJECTIVE F:**STRATEGIES**

Enhance the sense of safety in the town

- ▲ Evaluate areas for better lighting
- ▲ Develop a plan to increase citizen contact with the police department
- ▲ Develop survey to determine the sense of safety
- ▲ Develop a plan to increase contact with businesses

OBJECTIVE G:

Promote the use of technology to enhance our community

STRATEGIES

- ▲ Encourage companies to provide fiber connect to the homes
- ▲ Cost analysis of town providing fiber to town-owned locations
- ▲ Investigate the feasibility of installing additional conduit in the ground for future connectivity (new developments)
- ▲ Develop a plan to provide additional digital communications in the RA
- ▲ Develop an educational plan on the capabilities of smart metering technology
- ▲ Prepare report on how to promote the use of technology

**OBJECTIVE A:**

Maintain continuity of operations

STRATEGIES

- ▲ Develop a survey to assess the commitment of probationary employees to the core values of the town
- ▲ Evaluate and enhance professional development in each department
 - Mentoring
 - Formal training (e.g., courses, certificates)
 - Employee involvement (e.g., cross-training)
- ▲ Develop a succession planning initiative for department directors
- ▲ Develop disaster recovery plans

OBJECTIVE B:

Be an employer of choice through benefits and working environment

STRATEGIES

- ▲ Benchmark annually the benefits of other organizations
- ▲ Redesign internal survey to capture work environment and schedule survey regularly (biannually)

OBJECTIVE C:

Develop a culture of excellent service both internally and externally

STRATEGIES

- ▲ Review current surveys to see if reflective of the values and levels of service desired—develop an implementation schedule and improvement plan
- ▲ Develop a plan to educate the employees on the core values (Core Value Awareness Day/Week)
- ▲ Enhance continuing education for supervisors and employees on how to document performance and discipline issues

**OBJECTIVE A:**

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

STRATEGIES

- ▲ Develop long-range financial plan (five-year forecast of revenues and expenditures)
- ▲ Update town's internal control policy (current policy adopted 2008)
- ▲ Utilize fiscal analysis benchmarking tool (NC State Treasurer)
- ▲ Improve transparency on website
- ▲ Review Customer Costs for Municipal Services report (maintained by City of Raleigh)

OBJECTIVE B:

Maximize return on town funds

STRATEGIES

- ▲ Update fund balance policy
- ▲ Maintain or improve town's bond rating
- ▲ Develop cash flow plan for town
- ▲ Update debt issuance plan
- ▲ Convert payroll from weekly to bi-weekly
- ▲ Assessment of future bond needs
- ▲ Update the fire impact fee
- ▲ Update the recreation impact fee
- ▲ Evaluate feasibility of refinancing of 2006 GO Bond (refunding)
- ▲ Establish fund reserve for asset repair and replacement