

Wake County Strategic Plan Update

January 9, 2025

Jason Horton, Strategic Initiatives Director





Vision

Passionate. Proactive. Purposeful.

Mission

Wake County provides excellent public service through collaborative, inclusive and sustainable solutions that prioritize the well-being of our community.

Wake County Strategic Plan

Vision: Passionate. Proactive. Purposeful.

Mission: Wake County provides excellent public service through collaborative, inclusive and sustainable solutions that prioritize the well-being of our community.

Community Health & Wellbeing	Growth, Land Use and Environment	Inclusive Prosperity	Lifelong Learning	Safer Community Together
<ul style="list-style-type: none">• Affordable housing• Homelessness• Healthcare and behavioral health services• Benefits and assistance• Veterans and veterans' families	<ul style="list-style-type: none">• Growth and development• Public transit• Preservation of green space (including farms)• Clean water• Clean energy	<ul style="list-style-type: none">• Low barriers to employment (including broadband, childcare, transportation, etc.)• Employment opportunities• High quality of life	<ul style="list-style-type: none">• Ready to learn• Access to quality educational opportunities• Education-based support services• Education-based facilities	<ul style="list-style-type: none">• Appropriate and timely emergency response• Recovery support networks and services• Reduce violent crime

Foundations for Service

- Maintain AAA bond ratings
- Employee satisfaction
- High-quality, fair and equitable services
- Engaging residents and gathering public input

Focus Area

Community Health and Wellbeing

Goal

Create and preserve 2,500 affordable housing units by 2029.

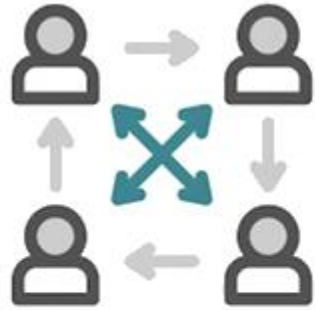
Strategic Initiative

Example: Enhance homeowner rehabilitation programming to reduce cost burden for lower-income, long-time residents

3 - 5 Years

1 - 3 Years

Our Approach to Strategic Planning



Engagement



Outcomes



Focus



Alignment



Strategic Plan Focus Teams

Engagement

Community Health and Wellbeing

Jose Cabanas, *County Manager's Office*
Shelia Donaldson, *Health & Human Svcs*
Denise Foreman, *Behavioral Health*
Andrew Godfrey, *EMS*
Stephanie Harris, *Budget & Mgmt Svcs*
Duane Holder, *County Manager's Office*
Morgan Mansa, *Housing & Comm. Revit.*
Sydney Mierop, *Cooperative Extension*
Tonya Minggia, *WC Sheriff's Office*
Siobhan Norris, *Housing & Comm. Revit.*
Tina Payton, *Health & Human Svcs*
Kathryn Thompson, *Health & Human Svcs*

Growth, Land Use & Environment

Alicia Arnold, *Housing & Comm. Revit.*
Tim Ashby, *Facilities Design & Construction*
Nancy Daly, *Environmental Services*
Teresa Furr, *Soil & Water Conservation Dist*
Stephanie Harris, *Budget & Mgmt Svcs*
Ashley Jacobs, *County Manager's Office*
Michael James, *County Manager's Office*
Evan Kane, *Health & Human Svcs*
Caroline Loop, *Environmental Services*
Tim Maloney, *Community Services*
Mike McLamb, *Community Services*
Matt Roylance, *Community Services*
Eric Staehle, *Facilities Design & Construction*
Kevin Witchger, *General Services Admin.*

Inclusive Prosperity

Linda Bauer, *Health & Human Svcs*
Barbara Brothers, *CAWD*
Ann Burlingame, *Community Services*
Christal Carmichael, *ODEI*
Denise Foreman, *Behavioral Health*
Michael Haley, *WC Economic Development*
Trevor Hyde, *Cooperative Extension*
Michael James, *County Manager's Office*
Kiernan McGorty, *Budget & Mgmt Svcs*
Sandra Oliver, *Information Technology*
Dauline Singletary, *Health & Human Svcs*



Strategic Plan Focus Teams

Engagement

Lifelong Learning

Lindsey Davis, *Budget & Mgmt Srvs*
Emily Lucas, *County Manager's Office*
Albert McMillian, *Health & Human Srvs*
Scott Powell, *Budget & Mgmt Srvs*
Katherine Williams, *Cooperative Extension*
Michelle Winings, *Health & Human Srvs*
Michelle Venditto, *Budget & Mgmt Srvs*
Katrina Vernon, *Community Services*

Safer Community Together

Jose Cabanas, *County Manager's Office*
Jason Compton, *WC Sheriff's Office*
Lucas Cunningham, *Bureau of Forensic S.*
Ryan Davidson, *General Services Admin.*
Scott Earp, *WC Sheriff's Office*
Denise Foreman, *Behavioral Health*
Jonathan Glenn, *County Manager's Office*
Marco Marcotte, *ODEI*
Jenelle Mayer, *Health & Human Srvs*
Kiernan McGorty, *Budget & Mgmt Srvs*
Darshan Patel, *Fire & Emerg. Mgmt.*
Nicole Singletary, *Health & Human Srvs*
Jon Studnek, *EMS*
Malinda Todd, *CAWD*
Joe Vindigni, *Fire & Emerg. Mgmt.*

Foundations of Service

Emerson Barker, *Environmental Services*
Mike Bass, *Information Technology*
Ben Canada, *County Manager's Office*
Tanika Bryant, *Human Resources*
Mark Hamlett, *General Services Admin.*
Mary Hutchings, *Internal Audit*
Kim Lorbacher, *Finance*
Kiernan McGorty, *Budget & Mgmt Srvs*
Lauren Nelson, *Board of Elections*
Danya Perry, *ODEI*
David Rutherford, *Facilities Design & Cnst.*
Toni Womack, *County Clerks Office*

Develop a recommended set of initiatives to accomplish each strategic plan goal.

Focus Teams' Pathway to Initiatives



Timeline for Initiative Development

Aug – Sep 2024 | Identify Focus Team Members

Sep 2024 | Kickoff Meetings

Sep - Nov 2024 | Brainstorm and Drafted Initiatives

Dec 2024 | Focus Team Recommendations

Dec 2024 – Jan 2025 | Reviews by the County Manager's Office and Board of Commissioners



Community Health and Wellbeing



Growth, Land Use and Environment



Inclusive Prosperity



Lifelong Learning



Safer Community Together



Foundations of Service

6



24



104

Focus Areas

Strategic Plan
Goals

Recommended
Initiatives by Focus
Teams and the
County Manager's
Office

DRAFT



Growth, Land Use and Environment

DRAFT

- Goal 1: Between 2024 and 2029, 97% of **growth and development** will be directed toward cities and towns that provide municipal services, transportation, and utilities.
 - Review and update **small area land use plans** as part of implementing PLANWake, the county's comprehensive land use plan.
 - Advocate and promote **high-density development in municipalities** to foster efficient land use, sustainable growth, and increase affordable housing.
 - Revise and update the **Wake County Transportation Plan** to enhance the network of highways, roads, sidewalks, crosswalks, and bike lanes, creating a more connected, accessible, and user-friendly transportation system.
 - Collaborate with municipalities, Wake County Economic Development, and other stakeholders to identify strategic areas and develop **integrated utility infrastructure plans**—encompassing power, natural gas, water, sewer, and broadband—that meet current and future needs.



Inclusive Prosperity

DRAFT

- Goal 2: By 2029, four out of five residents asked will say they have **employment opportunities** that are available and right for their needs.
 - Improve **service navigation for entrepreneurs and small business owners** by streamlining access to local resources and fostering connections to expand business opportunities.
 - Empower BIPOC (Black, Indigenous, and people of color) community organizations by **easing access to local markets** and funding opportunities that enable growth and scalability.
 - Encourage local businesses to provide **living wages and employee benefits**.
 - Assess and determine the future direction of a pilot program that supports community **small businesses'** growth, development, and resilience through targeted assistance, partnerships, and resources.

Key Observations from Focus Teams

Active collaboration is happening!

Alignment with existing plans and priorities

Opportunities for Leadership
(Convene, Partner, & Advocate)

Campaigns and Service Navigation
(We're already doing a lot!)

Strategic Plan Initiatives

Integration with Department Business Plans

- Through the end of January, the County Manager's Office continues to review department business plans and will review strategic plan initiatives from each focus team.
- Budget and Management Services will continue to guide departments on resource requests for the budget process.



Multi-year forecast accompanying Strategic and Business Planning

- Progress toward the 24 Strategic Plan goals
- Balancing core service delivery, quality of life and sustainability in County and education partner funding
- Impact of revaluation tax bill; County and municipal tax increases
- Challenges in affordability in housing and daily expenses
- Labor cost and commodity cost escalations
- Capital planning; Opening and replacement of facilities

Facilities with add'l operating costs

Detention Center Annex Re-opening, FY2027- ~120 FTE + operating costs

Expand Hammond Road Detention Center, FY2029- FTE + operating costs

New Morgue, FY2029- Unknown; FTE and operating costs

Replacement Animal Center, FY2027- operating costs

HHS master plan – replacements and expanded, FY2026-2031- operating costs

EMS master plan – new, replacements and expanded, FY2026-32- FTE and operating costs

Libraries – new, replacements and expanded, FY2026-32- FTE and operating costs

Parks and Open Space – FY2026-32- FTE and operating costs

Forecast: Revenue projection matches debt model

- Revenues are projected to grow ~2% annually for an approximate total of \$150M cumulatively between FY26 and FY28
- Natural revenue growth projected to provide ~\$50M in new revenue per year
- Property tax revenue assumes the only tax increase is associated with Fall 2024 Libraries GO bond
- Sales tax growth assumes sustained moderate growth

Forecast: Expenditure projection scenarios

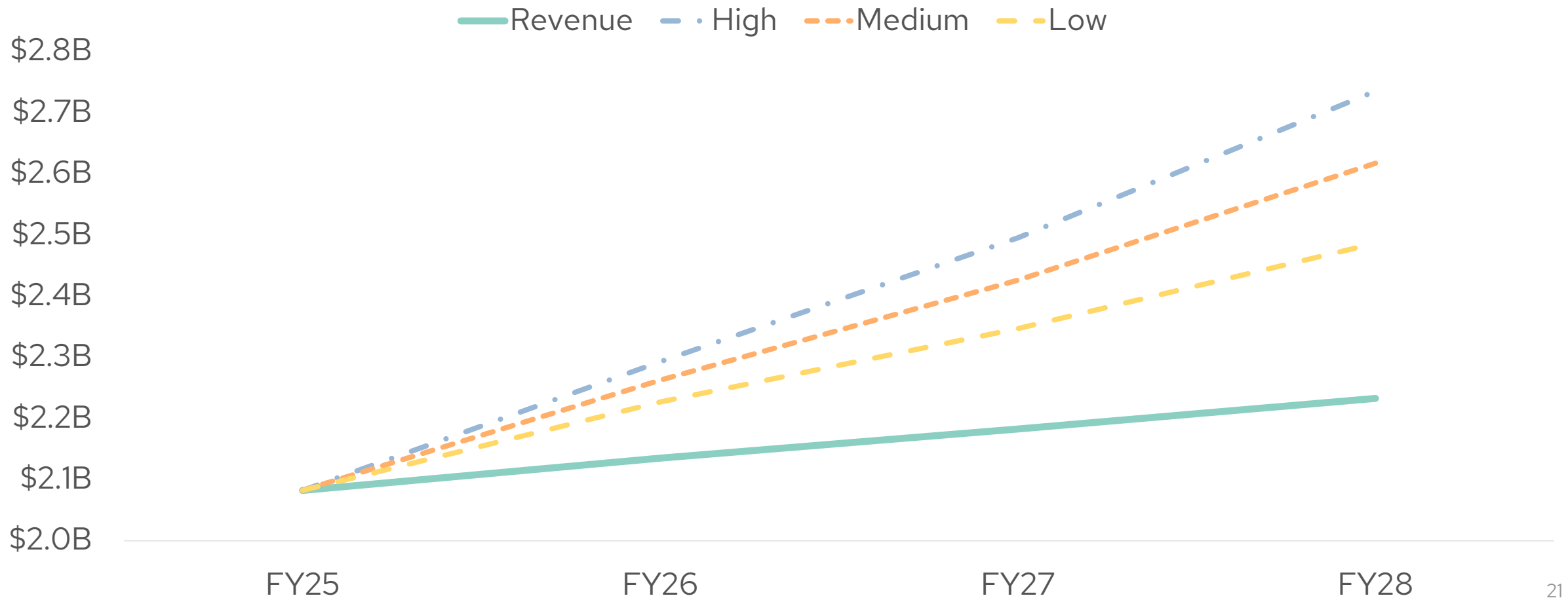
FY22	FY23	FY24	FY25
7%	10%	9%	11%

- Low Growth Model (Most restrained)
 - Future projected growth is slower than recent trends back to FY21
 - Personnel and Operating 5%; Contracts 3%; Total 4.3%
- Medium Growth Model (Historical trends)
 - Future projected growth similar to recent trends back to FY21
 - Personnel 10%; Operating 8%; Contracts 6%; Total 8%
- High Growth Model (Least restrained)
 - Future projected growth is faster than recent trends back to FY21
 - Personnel 14%; Operating 11%; Contracts 9%; Total 11.3%

**Avg. Year over Year
% Increase FY14-FY20 = 7%**

**Smaller budget amounts,
Smaller absolute \$
increases**

Forecast: Projected expenditures exceed revenues

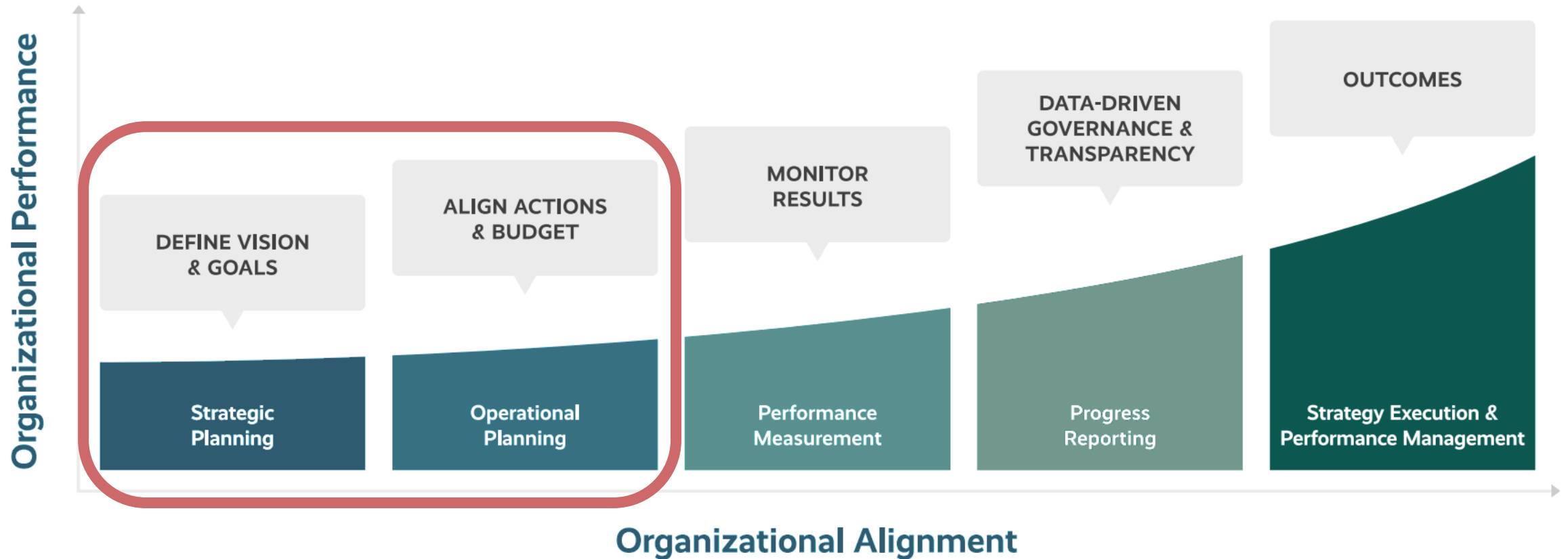


Strategic and Business Planning supporting budget consideration

- Departments business plans and initiatives are under facilitated review with CMO and BMS through end of January
- Strategic Plan initiatives identified in focus teams will be aligned and assigned into departmental business plans
- CMO will lead and direct budget resource increases or realignments

From Vision to Reality

Current Focus is on the Transition from Strategic Planning to Operational Planning



Moving Forward

The Strategic Plan is a Living Document

- Early 2025 | Integrate Strategic Plan Initiatives with Department Business Plans
- March 2025 | Community Survey, Final Results
- March 2025 | Wake County Strategic Plan Updates
**Includes any potential revisions to goals/targets*
- August 2025 | Updates on Strategic Plan Implementation





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