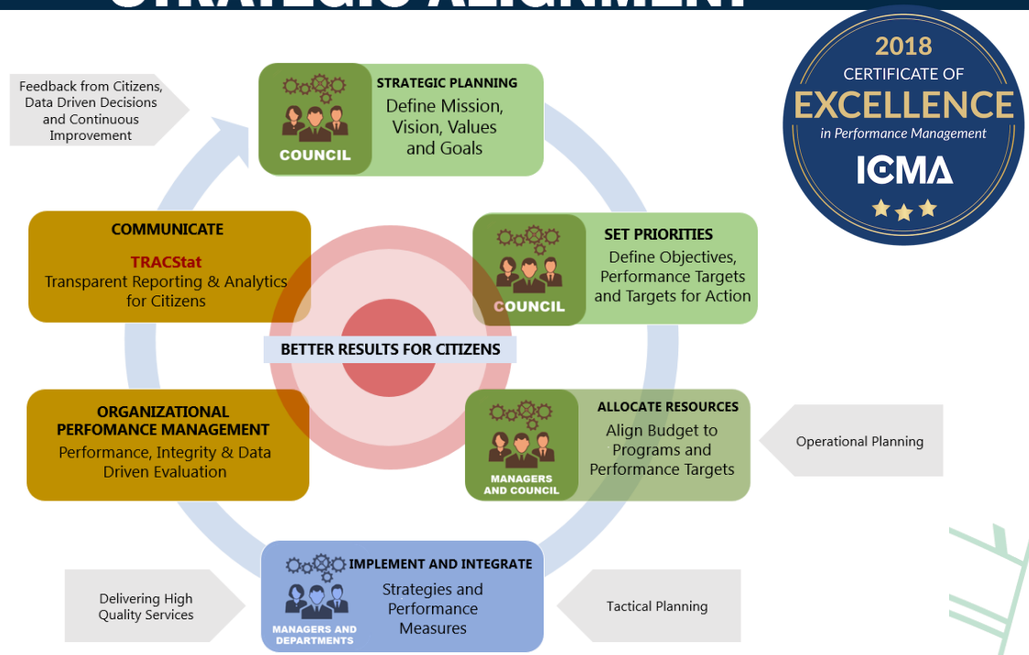
# STRATEGIC ALIGNMENT




2018 CERTIFICATE OF EXCELLENCE in Performance Management ICMA

# ORGANIZATIONAL PERFORMANCE MANAGEMENT

The **QuEST** program enables the City of Fayetteville to be an engaged leader in the community for innovation, effective change management, citizen empowerment and continuous improvement. To find out more, visit our website!

**Qu** ality
**E** mployee Engagement
**S** ustainable Solutions
**T** raining

4/2018

Fayetteville TRACStat

*Transparent Reporting and Analytics for Citizens*

TRACStat is your online resource for performance reporting. Find out how well the City is moving the needle on the City's Goals. TRACStat provides citizens the opportunity dive into performance metrics, compare budget dollars for departments and programs and receive updates on important City projects. ***Visit now!***

**http://tracstat.fayettevillenc.gov**

**For more information** visit FayettevilleNC.gov/StrategicPlan
or contact Strategic & Performance Analytics Director Rebecca Jackson at rajackson@ci.fay.nc.us

# A Focus On The Future

City of Fayetteville North Carolina

FY2020 Strategic Plan

# VISION 2030

An attractive, culturally diverse and inclusive city that is safe, prosperous, innovative and unified.

# MISSION

The City of Fayetteville provides quality and sustainable public services for our communities to thrive and businesses to grow.

# CORE VALUES

We, the Mayor, City Council, Managers, Supervisors and Employees **serve with**

City of Fayetteville North Carolina

**R**esponsibility
**E**thics
**S**tewardship
**P**rofessionalism
**E**ntrepreneurial Spirit
**C**ommitment
**T**eamwork

to safeguard and enhance the public trust in City Government.

# STRATEGIC PLAN

# 2025 GOALS, OBJECTIVES & FY 2020 TARGETS

## GOAL I: Safe and Secure Community

- **Objective A: To reduce the incidence and severity of crime and to improve public perception of safety through community engagement and interagency collaboration in crime/safety initiatives**
- **Objective B:** To ensure traffic safety by striving to reduce preventable vehicle accidents and traffic related fatalities and injuries
- **Objective C:** To ensure disaster readiness and to increase disaster recovery and resiliency through effective preparation and interagency collaboration
- **Objective D:** To ensure high survivability rate and improve dollar loss ratios for fire, medical, hazardous incidents and other emergencies

Focus on Results!

- ◊ Goals are organizational, high level statements of what we want to achieve.
- ◊ Objectives help define the goal and are focused on results. Areas of short term focus and priority are highlighted in green.
- ◊ Key Performance Indicators help us track our progress.
- ◊ Targets for Action are critical projects that move the needle on KPIs.

## GOAL II: Diverse and Viable Economy

- **Objective A:** To sustain a favorable development climate through continual improvement of internal process and by providing redevelopment tools to encourage business growth
- **Objective B: To implement strategies that diversify the city's tax base and increase the industrial and commercial tax bases**
- **Objective C: To leverage partnerships for job creation and retention, with focus on local and regional workforce and increasing per capita income**
- **Objective D:** To invest in community places, revitalizing downtown as a focal point and building opportunities to leverage the Cape Fear River

### FY 20 Targets for Action

⇒ Redevelopment and business growth of the Murchison Road corridor

⇒ Job creation and retention for the local workforce through an internship program

## GOAL III: High Quality Built Environment

- **Objective A:** To manage the City's future growth and support strategic land use policy by supporting quality development and decreasing the oversupply of commercial land and under developed buildings and increasing occupancy of vacant retail and office space
- **Objective B:** To provide timely and accurate construction review and building inspection services in an effort to sustain a favorable development climate and support the business environment
- **Objective C:** To revitalize neighborhoods with effective zoning, code enforcement, and violations abatement
- **Objective D: To develop and maintain city street and storm water systems to an established target level of effectiveness and quality improving connectivity**
- **Objective E:** To develop and sustain access to connectivity that increases our smart city capacity

### FY 20 Targets for Action

⇒ Developing Smart City capacity, specifically through pursuing the installation of broadband across the City

⇒ Working to develop a quality stormwater program

⇒ Managing the City's future growth through a comprehensive land use plan

## GOAL IV: Desirable Place to Live, Work and Recreate

- **Objective A:** To enhance recreation, leisure and cultural opportunities for all to thrive that reflects diversity
- **Objective B:** To provide for a clean and beautiful community with increased green spaces
- **Objective C: To improve mobility and connectivity by investing in traffic flow strategies, sidewalks, trails and bike lanes**
- **Objective D:** To develop and maintain public transportation investments with high quality transit and airport services
- **Objective E: To provide high quality affordable housing that revitalizes neighborhoods**
- **Objective F: To reduce poverty and homelessness**

### FY 20 Targets for Action

⇒ Improving connectivity by assessing the feasibility of railroad crossing safety at at-grade crossings

⇒ Advancing community revitalization efforts, to include residential and commercial properties

⇒ Elevating the conversation about how to combat poverty across the City

## GOAL V: Sustainable Organizational Capacity

- **Objective A:** To ensure strong financial management with fiduciary accountability and plan for the future resource sustainability by aligning resources with City priorities
- **Objective B:** To promote an organizational climate that fosters an exceptional, diverse, engaged and healthy workforce that delivers excellent services
- **Objective C: To identify and achieve efficiencies through innovation and technology utilization, by increasing data-driven decisions and using business intelligence strategies, including performance management, process mapping, evaluation and improvement**

Fayetteville TRACStat

*Want to dive into data?*

Results for Key Performance Indicators for each of the strategic objectives are reported publically online through TRACStat

http://tracstat.fayettevillenc.gov

## GOAL VI: Citizen Engagement & Partnerships

- **Objective A: To inform and educate about local government by enhancing public outreach and increasing community dialog, collaboration and empowerment**
- **Objective B:** To increase trust and confidence in City government through high quality customer service
- **Objective C: To expand collaborative relationships between government units, the local military and stakeholders.**

### FY 20 Targets for Action

⇒ Collaboration and empowerment by developing a Young Adult Engagement Program