

Strategic Plan

Targets for Action
A 15 Year Review



Strategic Targets for Action

The City of Fayetteville's Strategic Plan represents a commitment to serving the community and a design for the future. The City's Strategic Plan, sets direction, guides decision making and resource allocation, and enables Fayetteville to be a leader in providing excellent municipal services. The Strategic Plan is a critical component of a larger system of planning for our organization's success, which includes the annual budget process, resident input, capital and technology prioritization and financial planning.

City Council meets annually to refine the items that comprise the City's Strategic Plan and to ensure that it is reflective of the changing needs of our growing community. This process helps us better articulate why the programs we offer exist, what value they offer to residents, how they benefit the community, what price we pay for them, and what objectives they are achieving. Included in the plan is a one year action agenda. These Targets for Action (TFA) are the steps that will be taken to achieve each of the goal areas.

FY 2006

- Common Development Standards: City/County
- Stormwater Management Phase II: County Wide
- City/PWC Relationship and Communications
- City Customer Service Enhancements
- 2030 Comprehensive Plan
- City/PWC Fleet Consolidation
- Defense Technology Innovation Center
- City/PWC Information Technology Consolidation
- Comprehensive City Corporate Communications Plan Development
- Volunteer Action Center Development
- Military Business Park
- River Park Land Acquisition and Development
- Litter Removal/Clean Up Strategy
- Downtown Development Projects: 300 Block of Hay Street, Capitol Entertainment & Cool Spring Housing
- Bond Issue Development and Direction
- Cape Fear River Trail Development: Phase II and Funding
- Downtown Parking Plan
- Air Quality Non-Attainment City Policy, Impact Analysis and Action Plan
- Fields Road Park and Recreation Center Planning Development
- Soil Streets Funding and Project Priority

FY 2007

- Military Business Park: Site Land Assembly and Business Attraction
- City's Economic Development Policy, Structure and Performance: Evaluation and Direction
- Air Quality Non-Attainment City Policy, Impact and Action Plan (Short term/Long Term)
- Development Standards Review and Revision
- 2030 Comprehensive Plan: Development
- Police Starting Plan for Authorized Positions with the Timeline
- Stormwater Management (Phase II) Countywide
- Fire Station 19: Planning (North Fayetteville)
- City-PWC Next Consolidations Direction and Actions: Information Technology, Legal, Finance, Marketing, Human Resources
- Phase V Annexation Service Plan and Funding Strategy
- City Plan for Responding to BRAC – Services Programs and Revenue
- Employee Compensation Plan (with PWC) Decision and Implementation
- Election Process Evaluation and Recommendations: Term Limit, At-Large
- Hope VI Application and Grant Funding
- Downtown Parking Direction
- Multi-Modal Transportation Facilities Study (Phase I)

FY 2008

- Stormwater Management (Phase II)
- Panhandling Strategy and Actions
- Economic Development Incentive: Policy Direction
- Hope VI Grant
- University Link to Downtown
- Zoning Ordinance and Subdivision Regulation: Review
- Consolidated City-County Transportation Study
- Military Business Park: Development
- Corridor Study & Overlay Ordinance: Policy & Funding
- Municipal Influence Area (MIA)
- Downtown Parking Report & Action
- Condos/Townhouses Solid Waste Reimbursement
- City's Economic Development Policy (CCBC Contract)
- Inspection Coordination: Evaluation & Improvements
- Performance-Based Evaluation & Compensation
- Street Safety: Action Plan
- Marketing - "Telling the City's Positive Story: Action Plan
- BRAC Strategy: Actions
- Air Quality Non-Attainment: Trans. System, Biodiesel
- City/County Parks & Recreation: Funding Source
- 2030 Comprehensive Plan
- City-Cumberland County Consolidation Study: Completion
- Public Safety Radio System
- Fort Bragg Annexation

Strategic Targets for Action

FY 2009

- Northwest Gateway Project
- Murchison Road Corridor Plan Implementation
- Sidewalk Policy and Funding
- North Carolina State Veterans' Park
- BRAC Opportunities
- Sign Ordinance
- Workforce Development: City's Role and Plan
- Funding Plan for Parks and Recreation Master Plan
- Downtown Parking: Actions
- Diverse Tax Base Strategy & Actions
- UDO: Mixed Use Development
- Neighborhood Speeding Strategy
- Community Watch Expansion: Development
- "Telling the City's Story": Action Plan
- Hope VI Project
- Fire Training Facility: Direction and Funding
- Consolidated Market Program (with PWC)
- Performance Based Compensation System Development
- Transit System Improvements: Implementation

FY 2010

- Unified Development Ordinance
- Murchison Road Corridor Redevelopment
- Parks and Recreation Services
- Annexation Policy
- Workforce Development
- Recycling Program for Multi-Family and Commercial
- County Jail Capacity
- Air Quality Non-Attainment
- Emergency Medical Transport Performance Report
- Tree Preservation Ordinance
- Building Demolition
- Property Revaluation and Tax Rate
- Legislative Agenda and Lobbying Strategy
- Crime Reduction Strategy and Report
- FAST Improvements
- Community Report Card
- Community Watch Expansion
- Economic Development
- Reclaiming Neighborhoods Strategy
- Non-Stop Air Service to Washington, D.C.
- Telling the City's Positive Story
- Northwest Gateway Project

FY 2011

- Multi-Family and Commercial Recycling Program
- Unified Development Ordinance
- Police Staffing
- Downtown Parking Structure
- Bragg Boulevard Corridor
- Development of Consolidated 911 Communication Center
- Hospital Area Development Standards
- Ramsey Street Corridor Development
- Budget and Service Levels Tax Rate Evaluation
- Parks & Recreation Master Plan Bond Referendum Planning
- Rental Registration and Probationary Rental Occupancy Permit
- Sign Ordinance
- Non-Stop Air Service to Washington, D.C.
- Multi-Modal Center Development
- Fire Station 19 Development
- HOPE VI Redevelopment Plan
- Tree Preservation Ordinance
- Murchison Road Corridor Development
- Sidewalk Policy and Plan
- Youth Council Development
- Military Business Park Development
- Downtown Development Plan Review

Strategic Targets for Action

FY 2012

- Park Bond Referendum
- Police Substations Study
- FAST Improvements: Evening Service
- City Funding of Non-Profit Organizations
- Sewer Hook-Up Acceleration
- Building Demolition Program
- Economic Development Contract with the Chamber of Commerce
- Sign Ordinance
- Street Lighting Ordinance
- Comprehensive Classification and Compensation
- Solid Waste Contracting for Services
- Fayetteville Beautiful: City Endorsement & Resources
- Bragg Boulevard Corridor Development (Hay Street to I-295)
- Non-Stop Air Service to Washington, D.C.
- Reclaiming Neighborhoods Next Project
- HOPE VI Business Park Development
- City Communications Strategy
- Limited English Proficiency and Strategy
- “Old Days Inn” Site Development
- Multi-Modal Center: Land Assembly and Design
- Prince Charles Hotel: City Options and Direction

FY 2013

- Bragg Boulevard Corridor Development Plan
- Comprehensive Classification and Compensation
- City Manager: Selection
- Park Bond Referendum
- FAST Improvements
- Police Substations
- City-PWC Service Consolidation
- Sales Tax Distribution
- Alternative Revenue Sources
- City-Owned Properties, Buildings and Facilities and Potential Disposal
- PWC Service to Non-City Residents
- “Old Days Inn” Site Development
- Commercial Recycling
- Murchison Road Corridor Development
- Prince Charles Hotel
- Police Staffing (PERF Recommendations)
- Growth Plan for Municipal Influence Area (MIA)
- Rental Action Management Plan (RAMP): Implementation
- Community Wellness Plan: Reclaiming Neighborhoods
- Communications Plan
- City Customer Service Feedback Mechanism
- City Buildings and Facilities Maintenance Plan
- Speed Limits: Review

FY 2014

- Increase law enforcement community engagement and collaboration
- Enhance gang reduction and prevention strategy
- Develop traffic safety improvement strategy
- Implement local business initiatives.
- Increase street maintenance funding; shorten time for resurfacing
- Improve gateways
- Revisit funding plan for Parks and Recreation; smaller or phased package
- Develop traffic flow improvement strategy
- City Council recognition of employees
- Study PWC efficiencies/consolidation opportunities
- Identify efficiencies through IT to increase effectiveness
- Develop and deliver ongoing coordinated information campaign
- Develop partnerships

Strategic Targets for Action

FY 2015

- Develop post arrest outcome study
- Continue implementation of Sector Lieutenant Model
- Develop community engagement initiatives
- Implement Gang Reduction Strategy (EKG)
- Continue CARS program to increase traffic safety
- Plan and develop Citywide effort to improve deteriorating neighborhoods
- Develop recommendations to create crime predictive analytics program
- Continue work of Community Crime Summit
- Study Red Light & Speed Camera Program



- Complete 10 year transit development plan
- Implement approved recommendations for traffic flow improvement
- Continue Pedestrian Safety Initiative (Sidewalks, bicycle lanes/ non-motorized transportation)



- Continue Redevelopment Plan implementation (Murchison Rd. Catalyst Site 1)
- Study redevelopment of North Murchison Rd.
- Establish Economic Development Task Force with the Alliance
- Promote Neighborhood Resource Centers for job training opportunities



- Implement performance management & benchmarking
- Continue coordination with Ft. Bragg & County examining shared services opportunities
- Implement federal advocacy program in partnership with the Chamber and County
- Continue best practices implementation effort with PWC
- Continue space needs analysis (Including Police and Fire facilities)



- Complete full implementation of Citiworks
- Continue to protect RAMP and fully implement program
- Continue working with NCDOT for gateway corridor improvements and landscaping
- Incorporate and launch See ClickFix to address code issues, disorder, and trash.
- Continue to pursue infill housing opportunities for low to moderate income families to include further expansion in the HOPE VI areas
- Continue working with Continuum of Care to seek housing solutions



- Develop state legislative affairs program with resources
- Complete communication plan and begin implementation of approved enhancements



Strategic Targets for Action

FY 2016

- Crime/Police Department
- Continue CARS Program
- Implement Red Light Camera Program
- Prepare Joint E911 Center Study
- Fire Infrastructure (Station 12) and replacement equipment
- Initiate a step plan for Fire Department



- Study and plan for Parks & Recreation capital projects funding
- Develop homelessness solution
- Improve City Gateways
- Promote clean and beautiful City
- Complete Linear Park & Cape Fear River Trail
- Pedestrian Safety Initiatives (sidewalks, trails, bicycle)
- Transit improvements: Construct MMC; scheduling, security & real time passenger information
- Complete Airport Terminal renovations
- Affordable Housing Fund
- Grove View Terrace Infill Housing Rehab
- Revise panhandling ordinance



- Develop an Economic Development Strategic Plan
- Establish one stop shop for business assistance
- Industrial and technology recruitment partnership
- Establish a redevelopment project fund
- Promote Neighborhood Resource Centers
- Riverfront Redevelopment Plan
- North Murchison Road Redevelopment
- Research pros/cons and process to annex Shaw Heights



- City Council term lengths
- Develop Citywide action plan for employee opinion survey
- Citizen Driven Performance Reporting
- Citizen Survey
- Total Quality Management and Process Improvement Framework
- Modernizing City finance and human resources technology platform



- Complete Comprehensive Land Use Plan
- Customer Service Improvements for Inspections Permitting
- Continue RAMP
- Street resurfacing
- Stormwater drainage improvements



- Citywide focus on customer service
- Develop and launch new City website
- Complete communication plan
- City Hall renovations
- State lobbying effort
- Federal Partnership; Advocacy collaborative projects
- Continue to explore Fort Bragg shared service opportunities



Strategic Targets for Action

FY 2017

- COPS collaborative reform
- Complete Central District Office
- One Family Program
- Expand Corridor Cameras
- Initiate Cadet Program
- Expand Red light camera program
- Additional traffic calming infrastructure for safety in neighborhoods
- Move forward joint 911 center
- Build fire station 12 and complete renovations for Temporary Fire Station 16



- Capital plan for Parks and Recreation (Bond)
- Public art task force report and public art policy
- Study and plan to add private crews for vegetative management services during the summer months
- Deploy additional litter pick up crews
- Litter campaign and bus stop maintenance
- Optimize loose leaf collection services
- Execute plan for gateway corridors
- Complete the approved Pedestrian Master Plan
- Seek alternative funding source for the approved Bicycle Master Plan
- Build sidewalk on Ray Avenue (Festival Park) to Hay Street
- Execute approved Transit Improvement Plan
- Develop a revitalization strategy in coordination with all City departments, focused on two neighborhoods
- Homeless Solution



- Develop preliminary annexation strategies for Shaw Heights
- Develop preliminary land acquisition strategies for Shaw Heights
- Complete Feasibility Study
- Complete Murchison Road and Bragg Blvd Corridor Studies
- Complete Centre City Development
- Partner with the Fayetteville Cumberland Economic Development Corporation to execute Garner Report
- Position the City to market/recruit businesses effectively
- Increase local small business growth and participation in contracts
- Create policy that governs selection and administration of economic development partners
- Execute agreements with support agencies
- Prince Charles Development



- Identify City-owned surplus land and dispose
- Fire Command staff compensation adjustment



- Continue the comprehensive land use plan update
- Adopt the Cape Fear River Plan
- Improve quality of service for permitting and inspections
- Execute street resurfacing program
- Participate with NCDOT for the design of an upgrade to the City wide computerized traffic signal system
- Develop a plan of action that will accelerate stormwater projects by 25%
- Develop comprehensive review of broadband capabilities in city to leverage City's fiber assets to improve speed, liability and coverage



- Develop plan to move forward an RFP to rebrand the City in concert with community stakeholders
- Foster an organization-wide customer service culture and philosophy with a focus on the call center and employee training
- City Hall first floor renovations
- Develop and implement an intergovernmental affairs program
- Hold local government/stakeholder retreat to discuss strategies for critical community issues and create taskforce(s) to address individual issues



Strategic Targets for Action

FY 2018

- COPS collaborative reform
- Complete study for Joint 911 Center and seek Council approval
- Hurricane Matthew recovery
- Build Fire Station 12



- Capital plan for Parks and Recreation (Bond)
- Complete Parks and Recreation Capital Bond Project
- Complete pedestrian master plan and seek Council approval
- Adoption of Fayetteville Beautiful by Fayetteville Cumberland Parks and Recreation
- Complete Cape Fear River Trail through Part C
- Airport Terminal Renovations
- Develop target area revitalization strategy
- Conduct a comprehensive housing study
- Conduct an anti-poverty summit
- Develop Homelessness Solution: Execute approved IA with County



- Establish a revolving loan pool for small business
- Execute approved plan to redevelop Centre Business Park
- Develop a targeted tax incentives policy
- Develop a Shaw Heights annexation implementation plan
- Develop both an LSDBE and HUB program
- Project Homerun redevelopment
- Policy direction for Murchison Road and other corridor redevelopment



- Conduct a vehicle maintenance cost benefit analysis
- Improve performance management and reporting



- Complete Comprehensive Land Use Plan
- Improve the timeliness and quality of building trades inspections
- Review changes to the Unified Development Ordinance
- Complete study and develop a plan of action that will accelerate stormwater projects by 25%
- Develop comprehensive review of broadband capabilities in city to leverage City's fiber assets to improve speed, reliability and coverage



- Develop plan to move forward an RFP to rebrand the City in concert with community stakeholders
- Develop RFP to rebrand City with community stakeholders
- Complete City Hall renovation including first floor
- Develop and execute Ombudsman program for improved customer service



Strategic Targets for Action

FY 2019

- Develop a unified street lighting plan
- Develop a plan for the 911 Center and seek Council approval
- Deploy corridor cameras



- Ensure Parks and Recreation Capital Bond projects are on time and on budget
- Ensure Airport Terminal Renovation project is on time and on budget
- Continue Hurricane Matthew recovery efforts through CDBG DR and HMPG programs



- Develop an internship program
- Ensure Project Homerun is on time and on budget
- Seek policy direction for Murchison Road and corridor redevelopment
- Execute approved plan to redevelop Centre City Business Park
- Develop a targeted tax incentives policy



- Analyze and consider outsourcing of solid waste collection services



- Develop Municipal Service District options for concentrated retail areas
- Develop a comprehensive review of broadband capabilities in city to leverage City's fiber assets to improve speed, liability and coverage
- Complete Comprehensive Land Use Plan
- Review changes to the Unified Development Ordinance








- Collaboration and empowerment by developing a young adult engagement program
- Develop options for a young adult engagement program
- Complete City Hall renovation including first floor on time and on budget
- RFP to rebrand City with community stakeholders



Strategic Targets for Action

FY 2020

<ul style="list-style-type: none"> • None 		<ul style="list-style-type: none"> • 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 	
<ul style="list-style-type: none"> • Redevelopment and business growth of the Murchison Road Corridor • Job creation and retention for the local workforce through a internship program 		<ul style="list-style-type: none"> • None 	
<ul style="list-style-type: none"> • Developing Smart City capacity, specifically through pursuing the installation of broadband access • Working to develop a quality stormwater program • Managing the City's future growth through a comprehensive land use plan 		<ul style="list-style-type: none"> • Collaboration and empowerment by developing a young adult engagement program 	