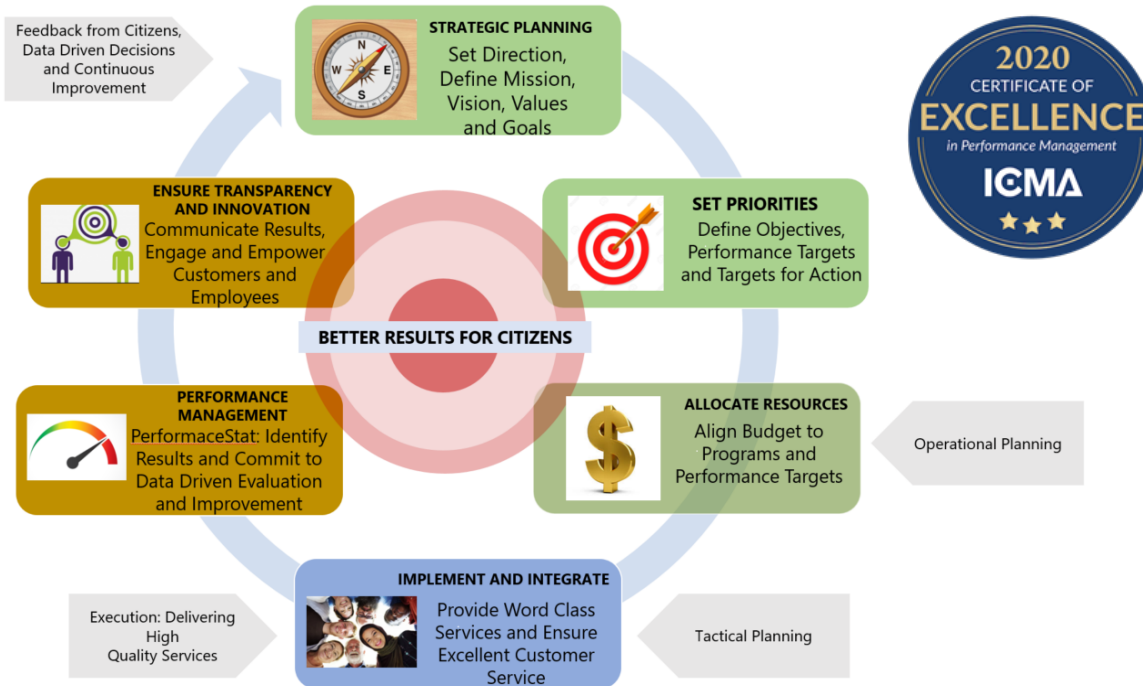


STRATEGIC ALIGNMENT



A Focus On The Future

City of Fayetteville North Carolina

FY 2021 STRATEGIC PLAN

VISION 2031

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**

- Responsibility
- Ethics
- Stewardship
- Professionalism
- Entrepreneurial Spirit
- Commitment
- Teamwork

to safeguard and enhance the public trust in City Government.



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!

Quality
Employee Engagement
Sustainable Solutions
Training

The City of Fayetteville was named **the most innovative city in the nation** by Living Cities and Governing Magazine for our commitment to performance results, excellent customer service, transparency and innovation.

To learn more, visit the City's Strategic Performance Analytics page to view performance reports, quality improvement projects, scorecards and surveys.



10/2020

For more information visit FayettevilleNC.gov/StrategicPlan

STRATEGIC PLAN

2026 GOALS, OBJECTIVES & FY 2021 TARGETS



GOAL I: SAFE AND SECURE COMMUNITY

Goal Objectives

- 1.1) To fully prepare for emergency and disaster response
- 1.2) To ensure traffic and pedestrian safety
- 1.3) To ensure low incidence of property and violent crime
- 1.4) To engage citizens in community watch and safety events

FY 21 Targets For Action

- Develop plan for a potential public safety bond process in FY 22
- Convene "Community Impact Team" approach for greater collaboration in high focus neighborhoods



GOAL II: RESPONSIVE CITY GOVERNMENT SUPPORTING A DIVERSE AND VIABLE ECONOMY

Goal Objectives

- 2.1) To ensure a diverse City tax base
- 2.2) To leverage partnerships for job creation and retention, with a focus on the local and regional workforce to increase per capita income
- 2.3) To sustain a favorable development climate to encourage business growth
- 2.4) To engage citizens in community watch and safety events

FY 21 Targets For Action

- Develop plan for Opportunity Zones
- Move forward plan for the redevelopment and business growth of Murchison Road



GOAL III: CITY INVESTMENT IN TODAY AND TOMORROW

Goal Objectives

- 3.1) To enhance City street connectivity, traffic flow and stormwater systems
- 3.2) To manage the City's future growth and strategic land use
- 3.3) To sustain a favorable development and business climate through timely and accurate construction review and building inspection services
- 3.4) To revitalize neighborhoods with effective code enforcement and violations abatement
- 3.5) To increase our smart city capacity

FY 21 Targets For Action

- Develop plan for infrastructure bonds
- Build smart city capacity



GOAL IV: DESIRABLE PLACE TO LIVE, WORK AND RECREATE

Goal Objectives

- 4.1) To maintain public transportation investments with high quality transit and airport services
- 4.2) To enhance diverse recreation, leisure and cultural opportunities
- 4.3) To improve mobility and connectivity through sidewalk, trail and bike lane investments
- 4.4) To provide a clean and beautiful community with increased green spaces
- 4.5) To ensure a place for people to live in great neighborhoods
- 4.6) Reduce poverty and homelessness

FY 21 Targets For Action

- Investigate dog parks as a part of the overall Parks and Recreation Master Plan
- Study Right of Way maintenance and litter abatement
- Implement residential and community revitalization efforts
- Focus on affordable housing
- Elevate the conversation on poverty (Tier I, Pathways for Prosperity)



GOAL V: FINANCIALLY SOUND CITY PROVIDING EXEMPLARY CITY SERVICES

Goal Objectives

- 5.1) To ensure strong financial management with fiduciary accountability and plan for future resource sustainability by aligning resources with City priorities
- 5.2) To identify and achieve efficiencies through innovation and technology utilization, by increasing data driven decisions and using business intelligence strategies
- 5.3) To promote an organizational climate that fosters an exceptional, diverse, engaged, and healthy workforce that delivers excellent services

FY 21 Targets For Action

- Become "Employer of Choice" via recruitment and retention strategies



GOAL VI: COLLABORATIVE CITIZEN & BUSINESS ENGAGEMENT

Goal Objectives

- 6.1) Ensure collaborative relationships with the business community, local governments, military, and stakeholders
- 6.2) Ensure trust and confidence in City government through transparency & high quality customer service
- 6.3) Inform and educate about local government by enhancing public outreach and increasing community dialog, collaboration and empowerment

FY 21 Targets For Action

- Develop a strategy to maximize a relationship with the military
- Conduct a Disparity Study
- Develop a strategy to educate & engage citizens

The City of Fayetteville is committed to High Performance

Goals are organizational, high level statements of what we want to achieve.

Objectives help define the goal and are focused on results with specific Key Performance Indicators (KPI) reported on the City of Fayetteville's Performance Scorecard.

Targets for Action are critical projects that move the needle on KPI.

