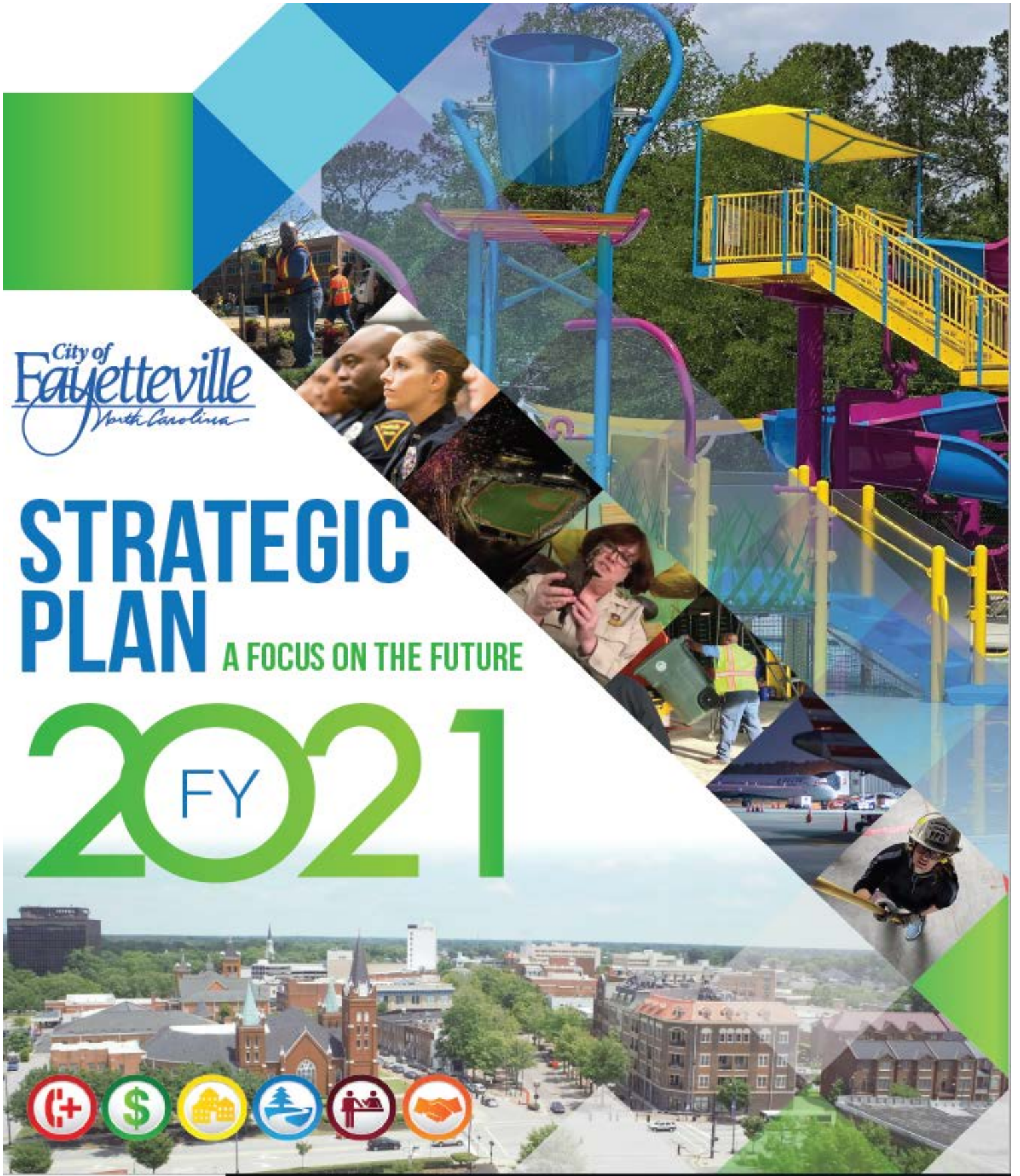


City of  
*Fayetteville*  
North Carolina

# STRATEGIC PLAN

A FOCUS ON THE FUTURE

# FY 2021



## Introduction

TO: Mayor and Members of City Council  
THRU: Dr. Telly Whitfield, Assistant City Manager  
FROM: Rebecca Jackson, Strategy and Performance Analytics Director  
DATE: June 22, 2020  
RE: The City of Fayetteville's Strategic Plan FY 2021

### Executive Summary:

As the City of Fayetteville continues to grow and thrive, the City Council looks to chart a course with a strategic plan which articulates a vision for our community's future that will ensure vitality and sustainability. The City of Fayetteville is guided by a comprehensive strategic planning process. 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. The City Council has developed a sustainable strategic planning model that assists Council, as representatives of the community, to plan for our community's future, to lead with vision and to ensure results. The City's 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. Fayetteville's model aligns City programs and spending with long-term goals, brings critical needs into focus and provides an organizational roadmap for success. The attached document confirms the main elements of the City Council's strategic plan that represent a commitment to serving the community: A Vision Statement for the City; The organizational Mission and Core Values, Five-year Goals defined by Strategic Objectives with Key Performance Indicators that support the long-term Vision; and a Strategic Operating Plan (SOP) which identifies Targets for Action (TFA) and Operational Plans (OPS) to advance progress toward the City Goals. TFA are either a Council policy item, a new program initiative, a new CIP project, or a specific new program improvement effort. TFA are well defined with an identified beginning and end. OPS are focused on ongoing current operational performance reporting. The SOP contains defined and measurable activities which have a significant community impact. These are the items which City Council and staff will focus on over the next fiscal year. The SOP specifies the resources committed to and time horizons. The City of Fayetteville is committed to transparency and accountability. As such, the City Manager's Office will deploy a results-focused implementation strategy and report progress on the SOP to City Council on a quarterly basis. Staff will also produce an annual scorecard to report KPI results.

### Background:

The City's strategic planning process is designed to build upon past successes, yet also accommodate proactive response to changing environments. The first phase of developing this strategic plan consisted of soliciting input from staff and citizens. The City of Fayetteville conducts employee and resident satisfaction surveys and focus-group events, such as Café Conversations, and incorporates the feedback into the strategic planning process. These efforts are used to help identify the strategic priorities of the staff and residents. In February 2020, the City Council held a two-day retreat. The purpose of the retreat was to refine the strategic plan and to identify a Strategic Operating Plan with one-year priorities for the City of Fayetteville by considering both current opportunities and future needs. The session included opportunities for participants to build upon ideas and interact in open conversation. Drawn from environmental scans, City Council determined the path our organization must follow in order to reach the community's Vision and worked to confirm five year Goals. During the first budget work session in May, Council worked to clarify FY 2021 strategic issues and the prioritized actions in a comprehensive SOP which guided the finalization of the FY 2021 budget.

## The City of Fayetteville's Strategic Planning Framework

City Council meets annually to refine the City's Strategic Plan. The framework's foundation is the City's Vision, Mission and Core Values.

The Council's strategic goals, objectives, key performance indicators, and action plans are referred to as the strategic operating plan (SOP) which is detailed below. At the core of the strategic operating plan is the City's mission to **“provide quality and sustainable public services for our community to thrive and businesses to grow”**.

**Strategic Operating Plan (SOP):** The strategic operating plan (SOP) is a tool used to develop and communicate the City's priorities for the upcoming fiscal year and the five-year planning period. Strategic priorities consist of six strategic goals that were established by the Council and senior staff. For each goal the Council has identified strategic objectives with key performance indicators (KPIs) to demonstrate the City's performance in achieving desired outcomes. Council identified and prioritized an action plan for the next fiscal year. The City uses a balanced scorecard to integrate strategic planning and resource allocation. To determine the financial capacity to fund the SOP, staff prepares the annual budget. Several assumptions are made relative to revenues and expenditures based on historical trends and future projections. The budget is also developed in accordance with the City Council's adopted Fund Balance Policy.

**Key Performance Indicators (KPI):** Most key performance indicators (KPIs) on the balanced scorecard (BSC) are considered “lag” performance measures that indicate performance levels at the end of the fiscal year.

**Action Plans: Targets for Action-(TFA) and key Operational Efforts (OPS):** Defined and measurable activities needed to accomplish our strategic objectives that involve a significant amount of financial and/or staff resources AND/OR have a significant community impact over the one to five-year period. These plans specify the resources committed to and time horizons for accomplishing the plans. Financial resources will be prioritized to address Council's strategic objectives and key priorities, thereby helping to ultimately achieve the goals on the balanced scorecard. TFA are Council identified strategic initiatives and are typically either a Council Policy Item, a new program initiative, a CIP project, or a specific program improvement effort. TFA are well defined with an identified beginning and end. OPS are current projects or current operational initiatives and are focused on ongoing current operational performance reporting.

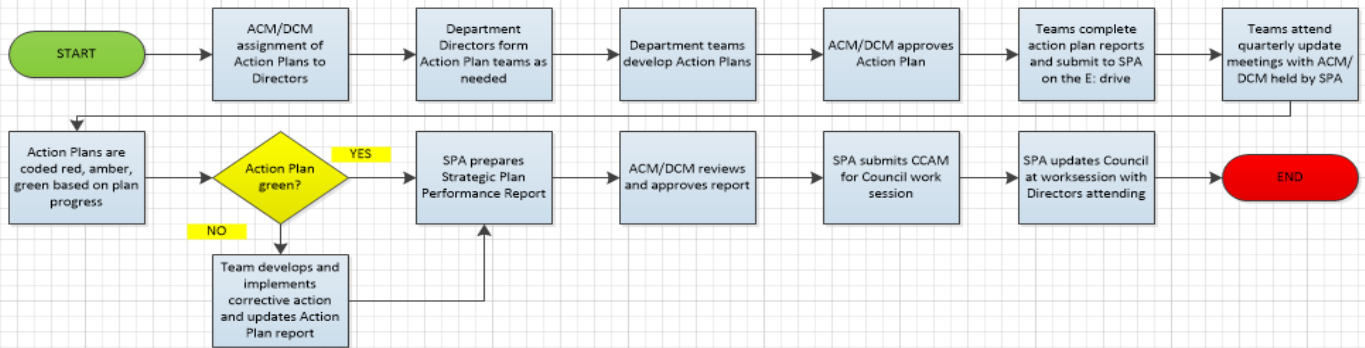
**Action Plan Accountability Reporting Process for TFA:** TFAs are assigned to DCM/ACM for deployment to staff “owners” to develop, execute, monitor, and maintain. Owners utilize a standardized process called the TFA Report to report progress. Progress of action plans is reported quarterly on the Strategic Plan Performance (TFA update dashboard report using red, yellow, and green indicators of progress). Details of action plans in the yellow and red zone are reported to Council.

**Accountability Reporting Process for OPS items:** OPS items are assigned to the appropriate staff owners for tracking and reporting. OPS item updates will be provided to the Executive team on a monthly basis via the Rolling Action Item List (RAIL) template and will be discussed monthly among Senior Management Team members at the City's PerformanceStat presentations.

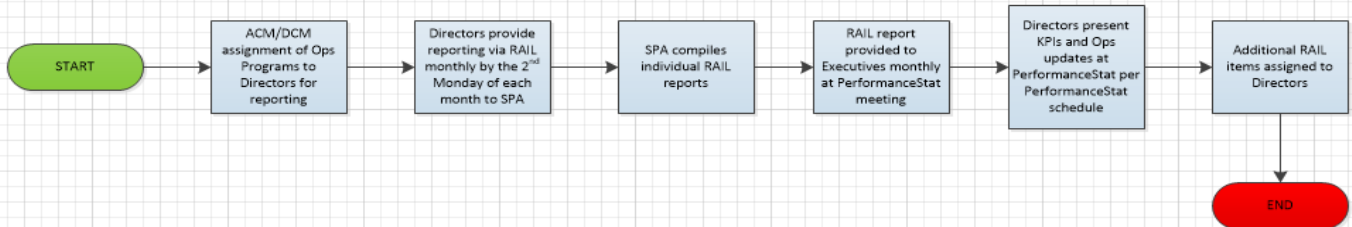
**Accountability Reporting Process for Key Performance Indicators (KPIs):** KPIs are metrics for which data should be collected by appropriate staff owners for tracking and reporting. KPIs will be reported to the Executive team and Council on an annual basis via the Annual Strategic KPI Scorecard. PerformanceStat is the City process for monitoring and tracking operational performance.

# Reporting and Accountability Process

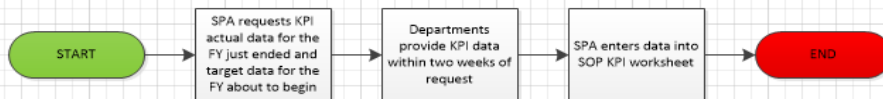
## City of Fayetteville Target for Action (TFA) Reporting



## City of Fayetteville Operational Program (Ops) Reporting



## City of Fayetteville Annual Strategic Plan Key Performance Indicator (KPI) Reporting



Standardized work instructions and deadlines are provided for each report on the report tab.

Training is provided at the start of each fiscal year and available throughout the year via Data Analytic Team lunch-n-learns. Individual or departmental training is provided at any time by contacting the Strategic Analytics Office.

Rebecca Jackson, Director: [rajackson@ci.fay.nc.us](mailto:rajackson@ci.fay.nc.us)

Chris McMillan, Senior Analyst: [CSMcMillan@ci.fay.nc.us](mailto:CSMcMillan@ci.fay.nc.us)

# charting the course

★ A Strategic Plan for Fayetteville's Future ★

## 2031 Vision



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



## Our 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

**Mayor & City Council**

Mayor Mitch Colvin,  
 Mayor Pro Tem Kathy Jensen,  
 Shakyla Ingram, Tisha Waddell,  
 D.J. Heise, Johnny Dawkins,  
 Christopher Davis, Larry Wright,  
 Courtney Banks-McLaughlin,  
 Yvonne Kingston

to safeguard the public trust in City Government.

## Goals 2026

1. Safe & Secure Community
2. Responsive City Government Supporting a Diverse and Viable Economy
3. City Investment in Today and Tomorrow
4. Desirable Place To Live, Work & Recreate
5. Financially Sound City Providing Exemplary City Services
6. Collaborative Citizen & Business Engagement

The City of Fayetteville is a high performing organization with a strong commitment to excellence, transparency, quality and innovation.

We create opportunities for employees and citizens to provide feedback and we incorporate their voices into our strategic planning and performance efforts. We are working to make FY 2021 an EPIC year!

E- Empowered Employees  
 P- Positive Results  
 I- Innovative Vision  
 C- Customer Focus

Visit the City's Strategy Performance Analytics webpage to view Strategic Performance Reports and find out how well the City is moving the needle on the City's Goals. Dive into our Key Performance Metrics and receive updates on the City's most critical projects.

# The City of Fayetteville FY 2021 Strategic Operating Plan (SOP)

TFA = Target for Action ---Council Policy Item, New Program Initiative or CIP Project, or a Program Improvement Effort. OPS = Operational Plan---Current Operation Performance Reporting

FY 2026 Goals	Obj. #	Strategic Objective	TFA/ OPS #	FY 2021 Target For Action	Category
<b>Goal 1: Safe and Secure Community.</b>	1.1	Fully prepare for emergency and disaster response	TFA 1.1.1	Develop plan for a potential Public Safety Bond process in FY 22	Council Policy Item
			OPS 1.1.2	Complete After Action Review and planning for FEMA / Disaster Recovery	Current Operations
	1.2	Ensure traffic and pedestrian safety			
	1.3	Ensure low incidents of property and violent crime			
	1.4	Engage citizens in community watch and safety events	TFA 1.4.1	Convene Community Impact Team	New Program Initiative
<b>Goal 2: Responsive City Government Supporting a Diverse and Viable Economy.</b>	2.1	Ensure a diverse City tax base	TFA 2.1.1	Develop plan for Opportunity Zones	Council Policy Item
	2.2	Invest in community places to ensure revitalization and increase quality of life	OPS 2.2.1	Hay Street mixed use building	Current Operations
			OPS 2.2.2	Stadium plaza	Current Operations
	2.3	Leverage partnerships for job creation and retention, with focus on local and regional workforce to increase per capita income	OPS 2.3.1	Build capacity for LSBE program	Current Operations
			OPS 2.3.2	MetroNet Economic Development Project	Current Operations
	2.4	Sustain a favorable development climate to encourage business growth	TFA 2.4.1	Move forward plan for the redevelopment and business growth of Murchison Road (Cat Site 1/Rowan, Bragg Blvd and gateway)	Council Policy Item

# The City of Fayetteville FY 2021 Strategic Operating Plan (SOP)

TFA = Target for Action ---Council Policy Item, New Program Initiative or CIP Project, or a Program Improvement Effort. OPS = Operational Plan---Current Operation Performance Reporting

FY 2026 Goals	Obj. #	Strategic Objective	TFA/ OPS #	FY 2021 Target For Action	Category
Goal 3: City Investment in Today and Tomorrow.	3.1	Enhance City street connectivity, traffic flow and stormwater systems	TFA 3.1.1	Develop plan for infrastructure bonds (sidewalks, streets)	Council Policy Item
			OPS 3.1.2	Complete Stormwater Master Plan	Current Operations
			OPS 3.1.3	Downtown Parking	Current Operations
			OPS 3.1.4	Stormwater Drainage Assistance program	Current Operations Performance
			OPS 3.1.5	Pavement condition improvements	Current Operations Performance
			OPS 3.1.6	Parking Garage security	Current Operations Performance
	3.2	Manage the City's future growth and strategic land use	OPS 3.2.1	Align and implement Comprehensive Land Use Plan	Current Operations
			OPS 3.2.2	Downtown Urban Plan (Downtown, Bragg/Murchison)	Current Operations
	3.3	Sustain a favorable development and business climate through timely and accurate construction review and building inspection services			
	3.4	Revitalize neighborhoods with effective code enforcement and violations abatement	OPS 3.4.1	Successful code enforcement	Current Operations
	3.5	Increase our smart city capacity	TFA 3.5.1	Build Smart City Capacity	Council Policy Item

# The City of Fayetteville FY 2021 Strategic Operating Plan (SOP)

TFA = Target for Action ---Council Policy Item, New Program Initiative or CIP Project, or a Program Improvement Effort. OPS = Operational Plan---Current Operation Performance Reporting

FY 2026 Goals	Obj. #	Strategic Objective	TFA/ OPS #	FY 2021 Target For Action	Category
Goal 4: Desirable Place to Live, Work and Recreate.	4.1	Maintain public transportation investments with high quality transit and airport services	OPS 4.1.1	Airport Terminal Projects	Current Operations
			OPS 4.1.2	Cashless Transit fare collection	Current Operations
	4.2	Enhance diverse recreation, leisure and cultural opportunities	TFA 4.2.1	Investigate dog parks as a part of the overall Parks and Recreation Master Plan	Council Policy Item
			OPS 4.2.2	MLK Park Master Plan	Current Operations
			OPS 4.2.3	Complete Parks Bonds- Multiuse Sports Complex, Skate Park, Tennis Center, Senior Centers East & West, Cape Fear River Park	Current Operations
	4.3	Improve mobility and connectivity through sidewalk, trail and bike lane investments			
	4.4	Provide a clean and beautiful community with increased green spaces	TFA 4.4.1	Study ROW maintenance/ Litter	Program Improvement Effort
			OPS 4.4.2	Tree preservation fund strategy	Current Operations
			OPS 4.4.3	Solid Waste ordinance amendment	Current Operations
			OPS 4.4.4	Recycling contract and frequency	Current Operations
	4.5	Ensure a place for people to live in great neighborhoods	TFA 4.5.1	Implement residential and community revitalization efforts (Good Neighbor Next Door Program, Business improvement grants)	Council Policy Item
			TFA 4.5.2	Focus on affordable housing	Council Policy Item
	4.6	Reduce poverty and homelessness	TFA 4.6.1	Elevate the conversation on poverty	Council Policy Item
			OPS 4.6.2	Homeless Day Center/CDBG-DR project	Current Operations



# The City of Fayetteville FY 2021 Strategic Operating Plan (SOP)

TFA = Target for Action ---Council Policy Item, New Program Initiative or CIP Project, or a Program Improvement Effort. OPS = Operational Plan---Current Operation Performance Reporting

FY 2026 Goals	Obj. #	Strategic Objective	TFA/ OPS #	FY 2021 Target For Action	Category
Goal 5: Financially sound City Providing Exemplary City Services.	5.1	Ensure strong financial management with fiduciary accountability and plan for the future resource sustainability by aligning resources with City priorities	OPS 5.1.1	Plan for ERP Transformation	Current Operations
	5.2	Identify and achieve efficiencies through innovation and technology utilization, by increasing data driven decisions and using business intelligence strategies	OPS 5.2.1	High Performing Organization	Current Operations
			OPS 5.2.2	Fleet Maintenance	Current Operations
			OPS 5.2.3	IT Enterprise Project management	Current Operations
			OPS 5.2.4	Project Management initiative	Current Operations
			OPS 5.2.5	City Hall first floor renovations	Current Operations
			OPS 5.2.6	Domain migration	Current Operations
	5.3	Promote an organizational climate that fosters an exceptional, diverse, engaged, and healthy workforce that delivers excellent services	TFA 5.3.1	Become "Employer of Choice" via recruitment and retention strategies	Council Policy Item
			OPS 5.3.2	Build capacity for Internships at the City	Current Operations
			OPS 5.3.3	COVID-19 return to work	Current Operations

# The City of Fayetteville FY 2021 Strategic Operating Plan (SOP)

TFA = Target for Action ---Council Policy Item, New Program Initiative or CIP Project, or a Program Improvement Effort. OPS = Operational Plan---Current Operation Performance Reporting

FY 2026 Goals	Obj. #	Strategic Objective	TFA/ OPS #	FY 2021 Target For Action	Category
Goal 6: Collaborative Citizen & Business Engagement.	6.1	Ensure collaborative relationships with the business community, local governments, military, and stakeholders	TFA 6.1.1	Develop a strategy to maximize a relationship with the military	Program Improvement Effort
			TFA 6.1.2	Conduct Disparity Study	New Program Initiative
			OPS 6.1.3	Monitor performance of an advisory board for business & improving the business climate in the City	Current Operations
			OPS 6.1.4	Review Council processes & protocols	Current Operations
			OPS 6.1.5	Federal and State legislative agenda	Current Operations
			OPS 6.1.6	ADA plan	Current Operations
			OPS 6.1.7	Diversity, equity, and inclusion	Current Operations
			OPS 6.1.8	Market House public engagement	Current Operations
	6.2	Ensure trust and confidence in City government through transparency & high quality customer service	OPS 6.2.1	1Fay Call Center improvements	Current Operations
	6.3	Inform and educate about local government by enhancing public outreach and increasing community dialog, collaboration and empowerment	TFA 6.3.1	Develop a strategy to educate & engage citizens	Program Improvement Effort

# The City of Fayetteville FY 2021 Strategic Operating Plan

## TFA Dashboard 2Q Performance Report

FY 2026 Goals	Obj. #	Strategic Objective	TFA #	FY 2021 Target For Action	Staff Owner(s)	Current Quarter Update	Scheduled Completion Date	Status
Goal 1: Safe and Secure Community.	1.1	Fully prepare for emergency and disaster response	TFA 1.1.1	Develop plan for a potential public safety bond process in FY 22	Chief Hill/Chief Hawkins/ CFO Toland	Reviewed project list from the Schrader report and reached out to Construction to validate costs. Projects entered into CIP. Bond process calendar prepared.	11/9/2021	IN PROGRESS
	1.4	Engage citizens in community watch and safety events	TFA 1.4.1	Convene "Community Impact Team" approach for greater collaboration in high focus neighborhoods	ECD Assistant Director Cauley	The specific task for this fiscal year is to convene "Community Impact Teams" as an approach for greater collaboration in high focus neighborhoods. Economic and Community Development is developing a plan for twice annual block parties that would bring information and resources related to City services to high focus neighborhoods, when it is safe to do so (COVID). We are also looking to develop with our partners, a neighborhood selection and evaluation strategy. Project was briefed to Senior Leadership Team and moving forward.	6/30/2021	IN PROGRESS

# The City of Fayetteville FY 2021 Strategic Operating Plan

## TFA Dashboard 2Q Performance Report

FY 2026 Goals	Obj. #	Strategic Objective	TFA #	FY 2021 Target For Action	Staff Owner(s)	Current Quarter Update	Scheduled Completion Date	Status
Goal 2: Responsive City Government Supporting a Diverse and Viable Economy.	2.1	Ensure a diverse City tax base	TFA 2.1.1	Develop plan for Opportunity Zones	ECD Assistant Director Cauley	FCEDC partnered with the City to develop a presentation that was presented in January of 2020. An investor day was planned but was postponed due to COVID.	6/30/2021	IN PROGRESS
	2.4	Sustain a favorable development climate to encourage business growth	TFA 2.4.1	Move forward plan for the redevelopment and business growth of Murchison Road (Cat Site 1/Rowan St/ Bragg Blvd gateway)	ACM Whitfield	This TFA includes funding from multiple projects including Cat Site 1, NVCP Phase II, municipal agreements with NCDOT, Tree Preservation Fund, ECD Community Beautification program, Downtown Master Plan/Murchison Road Corridor Plan and two park bonds projects - Senior Center East and the Tennis Center. Many of these elements are being worked concurrently and expected delivery will occur over the next 3-4 years. Estimated investment of \$20+M.	6/30/2021	IN PROGRESS
Goal 3: City Investment in Today and Tomorrow.	3.1	Enhance City street connectivity, traffic flow and stormwater systems	TFA 3.1.1	Develop plan for infrastructure bonds (sidewalks, streets)	Pub. Services Dir. Thomas-Ambat	FY 21 project list and project estimates are being reviewed at this time. Intersecting with CIP process which will be brought to Council in Feb.	11/9/2021	IN PROGRESS
	3.5	Increase our smart city capacity	TFA 3.5.1	Build Smart City Capacity	CIO Dwayne Campbell	Continued discussions with broadband providers with completion anticipated in January after preliminary pole attachment agreement reached with PWC. Continue technology enhancement for citizen engagement for 24 hour City Hall. Completed Zoom room implementation.	6/30/2021	IN PROGRESS

# The City of Fayetteville FY 2021 Strategic Operating Plan

## TFA Dashboard 2Q Performance Report

FY 2026 Goals	Obj. #	Strategic Objective	TFA #	FY 2021 Target For Action	Staff Owner(s)	Current Quarter Update	Scheduled Completion Date	Status
<b>Goal 4: Desirable Place to Live, Work and Recreate.</b>	4.2	Enhance diverse recreation, leisure and cultural opportunities	TFA 4.2.1	Investigate dog parks as a part of the overall Parks and Recreation Master Plan	PRM Director Gibson	Parks and Recreation Master Plan was adopted by City Council this fiscal year. PRM staff have identified parcels for potential dog park locations. Sites have been submitted to CMO and approved for presentation to Council Jan. 25	6/30/2022	IN PROGRESS
	4.4	Provide a clean and beautiful community with increased green spaces	TFA 4.4.1	Study ROW maintenance and litter abatement	PRM Director Gibson	Additional litter crew personnel has been hired and is on the job. PRM litter crews collectively pick up 5 to 6 tons of litter per week currently. Additional data and maps established to assist in efficient	6/30/2021	IN PROGRESS
	4.5	Ensure a place for people to live in great neighborhoods	TFA 4.5.1	Implement residential and community revitalization efforts (Good Neighbor Next Door Program, Business improvement grants)	ECD Assistant Director Cauley	Good Neighbor Program was adopted by City Council and is currently being marketed to Officers in Partnership with Chief of Police. For the investment in the Commercial Corridor - \$90,000 of the intital \$100,000 is spent or awarded. Regularly recurring outreach is conducted to business owners within each redevelopment area.	6/30/2021	IN PROGRESS
			TFA 4.5.2	Focus on affordable housing	ECD Assistant Director Cauley	The City is partnering with the Mid-Carolina Council of Government and Triangle J Council of Government to develop a comprehensive housing plan. The Councils of Government are conducting extensive outreach and the Pathways for Prosperity - Affordable Housing task force is developing a steering committee.	3/31/2021	IN PROGRESS
	4.6	Reduce poverty and homelessness	TFA 4.6.1	Elevate the conversation on poverty (Tier I, Pathways for Prosperity)	ECD Assistant Director Cauley	City Council allocated \$80,000 for Communities in Schools (CIS) for FY21. CIS is currently hiring for a Student Support Specialist at Luther Nick Gerald's School.  City Council allocated \$10,000 for the Re-Entry Council and carried forward \$10,000 from the prior year.	6/30/2021	IN PROGRESS

# The City of Fayetteville FY 2021 Strategic Operating Plan

## TFA Dashboard 2Q Performance Report

FY 2026 Goals	Obj. #	Strategic Objective	TFA #	FY 2021 Target For Action	Staff Owner(s)	Current Quarter Update	Scheduled Completion Date	Status
<b>Goal 5: Financially sound City Providing Exemplary City Services.</b>	5.3	Promote an organizational climate that fosters an exceptional, diverse, engaged, and healthy workforce that delivers excellent services	TFA 5.3.1	Become "Employer of Choice" via recruitment and retention strategies	HRD Director Clipp	HRD Director developed an Employer of Choice strategy to deliver to City Council at the January 4, 2021 Work Session. Moving forward, all considerations of HRD policies and processes will derive from the document's eight pillars (recognition, comprehensive benefits, competitive compensation, consistent employee feedback, investment in training/development, exposure to leadership and meaning work opportunities).	9/30/2023	<b>IN PROGRESS</b>
<b>Goal 6: Collaborative Citizen &amp; Business Engagement.</b>	6.1	Ensure collaborative relationships with the business community, local governments, military, and stakeholders	TFA 6.1.1	Develop a strategy to maximize a relationship with the military	Corp Comm Dir. Arata	Planned and conducted virtual Veterans Day ceremony with City group Veteran photo. Filmed special Missing Man table tribute using 10 Veterans in video. Mayor presented Key to City to Deputy Garrison Commander Justin Mitchell. Attend monthly Community Information Exchanges with Fort Bragg's Garrison Command / Morale, Welfare, Recreation directorate. Received conditional approval for \$66,000 grant from Military Affairs Commission for two digital information kiosks.	Ongoing effort - no completion date	<b>IN PROGRESS</b>
			TFA 6.1.2	Conduct Disparity Study	CFO Toland	Worked with Harvard government performance lab to craft an RFP which will be used to solicit bids from vendors. The RFP has been presented to the Council Diversity, Equity and Inclusion Internal committee for review and is now closed.	6/30/2022	<b>IN PROGRESS</b>
	6.3	Inform and educate about local government by enhancing public outreach and increasing community dialog, collaboration and empowerment	TFA 6.3.1	Develop a strategy to educate & engage citizens	Corp Comm Dir. Arata	Currently in process of inventory of previous outward facing citizen engagement methods / frequency, to help determine where we were at, before deciding how to move forward. Assumption made that face to face interactions will resume at some point and in some capacity. However, that will likely be limited in numbers so remote outreach needs to be a part of this plan.	6/28/2021	<b>IN PROGRESS</b>

## The City of Fayetteville Target For Action (TFA) Team Report

<b>Submission Date</b>	12/18/2020	<b>Overall Project Quarterly Update</b>	<b>TFA Talking Points: History, background and why TFA is important</b>
<b>Target for Action</b>	TFA 1.1.1 Develop plan for a potential public safety bond process in FY 22	Reviewed project list from the Schrader report and reached out to Construction to validate costs. Projects entered into CIP. Bond process calendar prepared.	Approximately \$81.2M of capital public safety needs have been identified. The recommended projects address gaps in service delivery, service efficiency, safety of employees, safety of the public and non-compliance with established regulatory standards. The projects include the following: Relocation of Fayetteville PSAP/911 center, relocation of Police Training Facility, Construction of Fire Station #16, replacement of Fire Station #9, relocation of Fire Station #2 and renovation of fire stations #3,#6, #7 and #11. It also includes potential addition of fire station #18 commensurate with development of North Fayetteville satellite annexation.
<b>Strategic Goal, Objective &amp; KPI Scorecard</b>	Goal 1: Safe and Secure Community. Objective 1.1: Fully prepare for emergency and disaster response KPI: % satisfaction with preparedness for natural and man-made disasters		
<b>TFA Scope</b>	Begin process and information campaign describing the service enhancements/value resulting from a multi-million dollar Public Safety Bond referendum aimed at improving City Police and Fire Department infrastructure.		
<b>Department</b>	Fire/Police/Finance		
<b>TFA Owner</b>	Fire Chief Mike Hill, Chief of Police Gina Hawkins, Chief Financial Officer Jay Toland		
<b>Budget notes:</b>	8 hours staff time each for Police Chief, Fire Chief and CFO Corp Comm staff time 10 hrs. per week over 4 month period	<b>IN PROGRESS</b>	Overall TFA Status/Barriers to Completion Staff Recommends Council consider including resources for an educational campaign similar to Parks Bond initiative to move forward with production.
<b>Scheduled Completion Date</b>	11/9/2021		

CMO TFA Action Plan				TFA Q1 Update		TFA Q2 Update		TFA Q3 Update		TFA Q4 Update	
Item #	Major Tasks/Deliverables/Milestones and Council Meeting dates	Person(s) Responsible	Deadline (Q1, Q2, Q3, Q4)	Status Update	Q1 % of Task Completed	Status Update	Q2 % of Task Completed	Status Update	Q3 % of Task Completed	Status Update	Q4 % of Task Completed
1	Define Project List	Chief Hill/Chief Hawkins	Q2	Reviewed project list from the Schrader report.	75%	Project list defined and entered into CIP Portal	100%				
2	Estimate Project Cost	Chief Hill/Chief Hawkins	Q2	Reached out to Construction division to validate cost estimates in Schrader report.	75%	Project cost vetted by Construction Division and updated in CIP Portal	100%				
3	Develop Bond Process Calendar	CFO Toland	Q2	in progress	0%	Calendar prepared by CFO	100%				
4	Develop and produce educational media	Chief Hill/Chief Hawkins/Kevin Arata	Q3	Not Started	0%	Not Started	0%				
5	Initiate educational campaign	Chief Hill/Chief Hawkins/Kevin Arata	Q4	Not Started	0%	Not Started	0%				
6											
7											
8											
9											
10											

## The City of Fayetteville Target For Action (TFA) Team Report

<b>Submission Date</b>	12/18/2020	<b>Overall Project Quarterly Update</b>	<b>TFA Talking Points: History, background and why TFA is important</b>
<b>Target for Action</b>	1.4.1 Convene "Community Impact Team" approach to greater collaboration in high focus neighborhoods.	<p>The specific task for this fiscal year is to convene "Community Impact Teams" as an approach for greater collaboration in high focus neighborhoods. Economic and Community Development is developing a plan for twice annual block parties that would bring information and resources related to City services to high focus neighborhoods, when it is safe to do so (COVID). We are also looking to develop with our partners, a neighborhood selection and evaluation strategy. Project was briefed to Senior Leadership Team and moving forward.</p>	<p>The City has done neighborhood "walk downs" in the past. The City has also taken role of lead collaborator to move forward targeted areas utilizing a comprehensive approach involving Community policing strategies, Community Watch Groups, area businesses, faith based organizations, neighborhood leaders, Code Enforcement, Solid Waste, Community Development and many others. This strategy will build on that effort and current operational efforts throughout the City. Multiple Departments coming together to provide focus and resources on target communities.</p>
<b>Strategic Goal, Objective &amp; KPI Scorecard</b>	Goal 1: Safe and Secure Community. Objective 1.4: To engage citizens in community watch and safety events KPI: % satisfaction with City efforts to prevent crime		
<b>TFA Scope</b>	Develop comprehensive strategy to leverage and sustain interdepartmental resources in specific neighborhood. Implement strategy. Report strategy performance results.		
<b>Department</b>	Economic and Community Development - Community Investments		
<b>TFA Owner</b>	Christopher Cauley - Acting ECD Director		
<b>Budget notes:</b>	No direct project budget. Staff resources for planning and development efforts, 5% of ECD Director's annual salary.	<b>IN PROGRESS</b>	<p><b>Overall TFA Status/Barriers to Completion</b></p> <p>Staff recommends use of our ESRI GIS platform to develop a cross functional tool with criteria which will be used to both select focus neighborhoods and continuously evaluate progress. We are working toward that plan. GIS resources are limited and may slow progress in third quarter. Will work to address this through partnering with SPA Office and Fayetteville State University students, similar to previous successful internships.</p>
<b>Scheduled Completion Date</b>	6/30/2021		

CMO TFA Action Plan				TFA Q1 Update		TFA Q2 Update		TFA Q3 Update		TFA Q4 Update	
Item #	Major Tasks/Deliverables/Milestones and Council Meeting dates	Person(s) Responsible	Deadline (Q1, Q2, Q3, Q4)	Status Update	Q1 % of Task Completed	Status Update	Q2 % of Task Completed	Status Update	Q3 % of Task Completed	Status Update	Q4 % of Task Completed
1	Review other City efforts for alignment	Chris Cauley	Q1	Staff has identified opportunities for collaboration among various efforts.	100%	See Previous	100%				
2	Meeting with Senior Management Team	Chris Cauley	Q2	Presentation of Idea to Senior Management Team	25%	Presentation of Idea to Senior Management Team	100%				
3	Create a selection criteria for neighborhoods	Chris Cauley	Q3	A selection criteria for neighborhoods that also tracks the impact is needed to be developed	0%	A selection criteria for neighborhoods that also tracks the impact is needed to be developed	0%				
4	Create a collaborative approach	Chris Cauley	Q3	A review of efforts needs to be conducted to determine the most effective approach	0%	A review of efforts needs to be conducted to determine the most effective approach	0%				
5	Formulate budget request (if required)	Chris Cauley & Brook Redding	Q3	The review will yield any gaps in resources	0%	The review will yield any gaps in resources	0%				
6	Implement collaborative approach	Chris Cauley & Brook Redding	Q4	Early implementation can begin prior to new budget resources	0%	Early implementation can begin prior to new budget resources	0%				
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## The City of Fayetteville Target For Action (TFA) Team Report

<b>Submission Date</b>	12/18/2020	<b>Overall Project Quarterly Update</b>	<b>TFA Talking Points: History, background and why TFA is important</b>
<b>Target for Action</b>	2.1.1 Develop plan for Opportunity Zones	<p>FCEDC partnered with the City to develop a presentation that was presented in January of 2020. An investor day was planned but was postponed due to COVID.</p>	<p>Established by H.R.1 – The Tax Cuts and Jobs Act of 2017, the Opportunity Zones program encourages qualified investors to engage in long-term investments in low-income communities throughout the country. Designed to spur investment in communities and further economic development, the Opportunity Zones program provides tax incentives for qualified investors to re-invest their unrealized capital gains into Opportunity Funds. Investments made by qualified entities known as Opportunity Funds into certified Opportunity Zones will receive three key federal tax incentives to encourage investment in low-income communities including: Temporary tax deferral for capital gains reinvested in an Opportunity Fund; Step-up in basis for capital gains reinvested in an Opportunity Fund; and Permanent exclusion from taxable income of long-term capital gains. Federal certification of the state's Opportunity Zones was published on May 18, 2018. The NC Opportunity Zones Program is designed to encourage job creation, economic activity, housing and other community investments throughout North Carolina. More information on the program can be on the NC Department of Commerce's website. The City of Fayetteville has 9 census tracts identified as Opportunity Zones.</p>
<b>Strategic Goal, Objective &amp; KPI Scorecard</b>	<p>Goal 2: Responsive City Government Supporting a Diverse and Viable Economy</p> <p>Objective 2.1: Ensure a diverse City tax base</p> <p>KPI: % satisfaction in the overall strength of the City's economy</p>		
<b>TFA Scope</b>	Develop plans in alliance with investors and federal grant funding. Brief Council for decision. Implement approved Council strategy.		
<b>Department</b>	Economic and Community Development - Community Investments		
<b>TFA Owner</b>	Christopher Cauley - Acting ECD Director		
<b>Budget notes:</b>	No direct project budget. Project will utilize planning and development efforts and approximately 5% of ECD Director's annual salary.		
<b>Scheduled Completion Date</b>	6/30/2021	IN PROGRESS	<p>The program encourages qualified investors to engage in long-term investments in low-income communities, program, providing tax incentives for qualified investors to re-invest their unrealized capital gains into Opportunity Funds. Additionally outreach and marketing to potential investors is necessary. Most likely additional funds will be required to develop a OZ marketing tool managed by FCEDC.</p>

CMO TFA Action Plan				TFA Q1 Update		TFA Q2 Update		TFA Q3 Update		TFA Q4 Update	
Item #	Major Tasks/Deliverables/Milestones and Council Meeting dates	Person(s) Responsible	Deadline (Q1, Q2, Q3, Q4)	Status Update	Q1 % of Task Completed	Status Update	Q2 % of Task Completed	Status Update	Q3 % of Task Completed	Status Update	Q4 % of Task Completed
1	Partner with FCEDC to determine next steps	Chris Cauley	Q1	Met with FCEDC to be brought up to speed	100%	See previous	100%				
2	Evaluate other community approaches	Chris Cauley and FCEDC	Q2	We have listened to a national company that has partnered with other Cities	20%	The City and FCEDC are exploring the impacts of the election on opportunity zones	80%				
3	Present community approaches to CMO	Chris Cauley and FCEDC	Q2		0%	Continue research and evaluation prior to recommending	0%				
4	Present recommendation to Council	Chris Cauley and FCEDC	Q3		0%	Continue research and evaluation prior to recommending	0%				
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## The City of Fayetteville Target For Action (TFA) Team Report

<b>Submission Date</b>	12/18/2020	<b>Overall Project Quarterly Update</b>	<b>TFA Talking Points: History, background and why TFA is important</b>
<b>Target for Action</b>	2.4.1 Move forward plan for the redevelopment and business growth of Murchison Road (Cat Site 1/Rowan St/ Bragg Blvd gateway)	<p>This TFA includes funding from multiple projects including Cat Site 1, NVCP Phase II, municipal agreements with NCDOT, Tree Preservation Fund, ECD Community Beautification program, Downtown Master Plan/Murchison Road Corridor Plan and two park bonds projects - Senior Center East and the Tennis Center. Many of these elements are being worked concurrently and expected delivery will occur over the next 3-4 years. Estimated investment of \$20+M.</p>	<p>The City of Fayetteville has an opportunity to develop increased connectivity to/from the downtown area and neighboring amenities. The acquisition of available properties that will be useful for connection purposes will serve the City well. Areas of interest are those from Mazarick Park to MLK Park, from MLK Park to the future site of the Senior Center East, from the future Senior Center East to North Carolina Veterans Park Phase II.</p>
<b>Strategic Goal, Objective &amp; KPI Scorecard</b>	<p>Goal 2 : Responsive City Government Supporting a Diverse and Viable Economy</p> <p>Objective 2.3: To sustain a favorable development climate to encourage business growth</p> <p>KPI: % satisfaction with overall quality of businesses, services, and retail in Fayetteville</p>		
<b>TFA Scope</b>	Purchase available and useful properties. Expand Veterans Park. Obtain investors for redevelopment. Develop connectivity from MLK to Mazarick Park. Complete Tennis center and Senior Center East. Use tree fund resources for corridor beautification. Engage FSU as partner.		
<b>Department</b>	CMO is lead to bring together multiple department strategies		
<b>TFA Owner</b>	Dr. Whitfield, Assistant City Manager		
<b>Budget notes:</b>	The funding from PRM-related projects totals \$12,642,470. That includes two bond projects (Tennis Center @ Mazarick - \$6,000,000, Senior Center East - \$5,500,000) and North Carolina Veterans Park Phase II (\$1,142,470)	<b>Overall TFA Status/Barriers to Completion</b>	
<b>Scheduled Completion Date</b>	6/30/2021	<div style="background-color: #90EE90; padding: 10px; display: inline-block; font-weight: bold; font-size: 1.2em;">IN PROGRESS</div> <p>None identified by team.</p>	

CMO TFA Action Plan				TFA Q1 Update		TFA Q2 Update		TFA Q3 Update		TFA Q4 Update	
Item #	Major Tasks/Deliverables/Milestones and Council Meeting dates	Person(s) Responsible	Deadline (Q1, Q2, Q3, Q4)	Status Update	Q1 % of Task Completed	Status Update	Q2 % of Task Completed	Status Update	Q3 % of Task Completed	Status Update	Q4 % of Task Completed
1	Purchased and demolished old Amen Auto building	M. Gibson	Q1	Preparing to leverage NCDOT enhancement and Tree Preservation Fund resources for landscape area	75%	Purchased and demolished V-Point Grocery in continued effort to clean up the corridor.	100%				
2	Work with RATIO design to finalize schematic design for NCVP	M. Gibson	Q1	In progress	75%	Schematic design in progress; Coordinating with NCDOT to incorporate design with RATIO's design; Finalizing architectural services agreement	100%				
3	Council approval for the NCVP Phase II schematic design	M. Gibson	Q2	on schedule	75%	on schedule	75%				
4	Open bids for NCVP Phase II, construction	M. Gibson	Q2		0%		0%				
5	Council approval for Tennis Center schematic	M. Gibson	Q2	In Progress - on October 26 Meeting agenda	50%	Council approved design on 10/26/20; Continued coordination with USTA; Advertising RFQ for civil site design closes on 1/7/21.	75%				
6	Work with SFLA to develop a schematic design for Senior Center East	M Gibson	Q3	on schedule	50%	Moving forward with schematic design of 16,943 sf structure. City is following FSU in the construction of their Wellness Center, the construction dates of the Senior Center East will be shift out a few months.	75%				
7	Trail Master Plan from Mazarick Park to Downtown	M. Gibson	Q3	on schedule	25%	Center Parks and Trails Master Plan presented to Council on 12/7/20 and set for Council approval on 1/11/21	25%				
8	Beautification Grant for enhancements for low to moderate income areas.	M. Gibson/ T Freeman/C Cauley	Q3	CMO/PRM/DevSrvs/ECD partnered to integrate \$25K Tree Fund Neighborhood Matching Grant pilot with existing Community Beautification Program to provide low and mod income property owners additional options to increase residential pride, encourage active resident participation, and to strengthen community identity. Program opened in summer.	25%	COVID has impacted the gathering of community groups but ECD has fielded interest from four groups, one of which was along Murchison Road.	25%				
9	Rowan St Bridge Lighting	S Thomas-Ambut	Q4	For enhanced safety and aesthetics in a downtown gateway, City will move forward with the decorative light poles for the Rowan St. Bridge street lights over the standard fiberglass poles.	0%	The Design for the enhanced lighting has gone to NCDOT for approval. This is a 3 to 6 month process depending on if NCDOT requires PWC to make revisions to the design and resubmit. Once design is approved, PWC will need to procure poles for the project. This is a 4 month process. Once the materials are here, PWC has 6 weeks to finish project. That would put us into the last quarter of calendar year 2021 for delivery at the earliest. The engineer's estimated cost differential for the installation of the concrete poles vs. standard fiberglass is \$88,200. It will be funded out of remaining municipal agreement funding.	25%				
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## The City of Fayetteville Target For Action (TFA) Team Report

<b>Submission Date</b>	12/18/2020	<b>Overall Project Quarterly Update</b>	<b>TFA Talking Points: History, background and why TFA is important</b>		
<b>Target for Action</b>	3.1.1 Develop plan for infrastructure bonds (sidewalks, streets)	FY 21 project list and project estimates are being reviewed at this time. Intersecting with CIP process which will be brought to Council in Feb.	Deteriorating Public Infrastructure that could positively be impacted with an infusion of funds. Proposed sidewalks are from the pedestrian plan. Proposed streets are those rated very poor and poor in general. Expect to release RFQ for pavement Dec 2020. Expect to select vendor Jan/Feb 2021. Expect to determine cost for new Street Survey with new vendor Feb/March 2021.		
<b>Strategic Goal, Objective &amp; KPI Scorecard</b>	Goal 3: City Investment in Today and Tomorrow. Objective 3.1: Enhance City street connectivity, traffic flow and stormwater systems KPI: % satisfaction with overall quality of street maintenance and repair				
<b>TFA Scope</b>	Identify potential sidewalk, intersections and street segments. Determine bond amounts. Present and receive approval to move forward from Council. Establish a creative, informative educational campaign that will identify need and benefit to community. Begin planning in 3rd Q FY 21 for future bond packet proposal.				
<b>Department</b>	Public Services/Corporate Communications/Finance				
<b>TFA Owner</b>	Public Services Director, Sheila Thomas Ambat,				
<b>Budget notes:</b>	Project utilizing staff capacity from public services, Corporate Communication, Strategy and Performance Office.	<b>Overall TFA Status/Barriers to Completion</b>			
<b>Scheduled Completion Date</b>	11/9/2021	<b>IN PROGRESS</b>		There has been no budget appropriated to this target for action.	

CMO TFA Action Plan				TFA Q1 Update		TFA Q2 Update		TFA Q3 Update		TFA Q4 Update	
Item #	Major Tasks/Deliverables/Milestones and Council Meeting dates	Person(s) Responsible	Deadline (Q1, Q2, Q3, Q4)	Status Update	Q1 % of Task Completed	Status Update	Q2 % of Task Completed	Status Update	Q3 % of Task Completed	Status Update	Q4 % of Task Completed
1	Define Projects List	Director Thomas-Ambat	Q2	Reviewing Project List from FY 21 initiative	50%	Reviewed and update Sidewalk and Intersection Project List and LF of Street Repaving based on Worst First	60%				
2	Estimate Project Cost	Director Thomas-Ambat	Q2	Reviewing Project Estimates from FY 21 initiative	50%	Reviewed cost for Item 1 including Program Management and/or City Staff needs cost	60%				
3	Develop Bond Process Calendar	CFO Toland	Q3	Not Started	0%	Not Started	0%				
4	Develop and Produce Education Media	Thomas-Ambat/Arata	Q3	Not Started	0%	Not Started	0%				
5	Initiate Education Campaign	Thomas-Ambat/Arata	Q4	Not Started	0%	Not Started	0%				
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## The City of Fayetteville Target For Action (TFA) Team Report

<b>Submission Date</b>	12/18/2020	<b>Overall Project Quarterly Update</b>	<b>TFA Talking Points: History, background and why TFA is important</b>
<b>Target for Action</b>	3.5.1Build Smart City Capacity	<p>Continued discussions with broadband providers with completion anticipated in January after preliminary pole attachment agreement reached with PWC. Continue technology enhancement for citizen engagement for 24 hour City Hall. Completed Zoom room implementation.</p>	<p>SMART City covers smart city strategies and implementation actions to achieve improved livability, sustainability and resiliency in a world that is increasingly digital, mobile, connected and urban. A smart city effort can foster increased innovation, citizen involvement and collaboration with public, private and academic partners in the city and regionally. Further, it contributes to achieving the City Council Vision for the community.</p>
<b>Strategic Goal, Objective &amp; KPI Scorecard</b>	Goal 3: City Investment in Today and Tomorrow. Objective 3.5: Increase our Smart City Capacity KPI: % satisfaction overall rating of the City as a smart city using technology to optimize services		
<b>TFA Scope</b>	SMART City strategies include Zoom and parking kiosk implementation, Wi-Fi, Website, GIS and community broadband upgrades.		
<b>Department</b>	Information Technology - Smart City Initiative		
<b>TFA Owner</b>	CIO - Dwayne Campbell		
<b>Budget notes:</b>	\$170,000 for Infrastructure and equipment for deliverables listed below including \$40,000 for Implementation of Zoom Rooms. Estimated staff resources for the action plan= 12 FTE @ 10hrs/per week for 48 weeks		<b>Overall TFA Status/Barriers to Completion</b>
<b>Scheduled Completion Date</b>	6/30/2021	<b>IN PROGRESS</b>	None identified by team.

CMO TFA Action Plan				TFA Q1 Update		TFA Q2 Update		TFA Q3 Update		TFA Q4 Update	
Item #	Major Tasks/Deliverables/Milestones and Council Meeting dates	Person(s) Responsible	Deadline (Q1, Q2, Q3, Q4)	Status Update	Q1 % of Task Completed	Status Update	Q2 % of Task Completed	Status Update	Q3 % of Task Completed	Status Update	Q4 % of Task Completed
1	Enhance Business Continuity Resilience by replicating primary City Hall services at a harden State operated data facility.	ITS	Q3	Secured harden facility; ordered and received equipment; implementation planning phase with vendor	30%	Actions underway to complete vendor's Statement of Work prior to 3rd Qtr. implementation	40%				
2	Installation of Wi-Fi service	ITS	Q4	Planned for all Recreation Centers. Wi-Fi service expansion to park locations.	50%	Additional expansion at Smith Rec Center, Skate Park and College Lakes Rec Center. Conducting analysis to determine Wi-Fi for Ball fields and Parks.	50%				
3	Continue partnership with FCEDC to increase broadband capacity within City limits.	CMO/IT	Q4	Working through FCEDC partnership	25%	Chapter 24 Ordinance amendment approved by City Council to aid in broadband access.	75%				
4	Virtual Assistant	IT	Q4	Continue technology planning to create and implement a 24/7 City Hall.	25%	Continue technology planning to create and implement a 24/7 City Hall.	50%				
5	Website enhancements	IT BESS	Q1	Enhance accessibility, quality assurance, search engine optimization, and website performance	25%	Won the NAGW 2020 Pinnacle Sponsors Award.	50%				
6	Transit Operational Dashboard	BESS/GIS	Q4	Established reporting design & workflow for Transit operational information.	40%	Conducted review of refined reporting required for department needs.	50%				
7	Implement Geospatial Event Server, Collector, & Tracker for AVL Project initial pilot projects: Street Sweeping & Pothole Repair workflows.	BESS/GIS	Q4	Reviewed available capabilities & identified geospatial gaps.	2%	Completed discussions & evaluated best practices for time-space geospatial information workflows to support pilot projects for Public Services AVL CW integrated project.	5%				
8	Implement a Zoom rooms solution	IT	Q2	Equipment ordered and partial receipt of equipment; Secured vendor	25%	Completed Zoom room installation in conference rooms: EE Smith, Dogwood, Winslow, Lafayette, St. Avold, & Ginsburg Portable Station	100%				
9	Geospatial Technology - Enabled the placement of downtown parking kiosks.	BESS/GIS	Q2	Mapping completed for kiosks	100%	Negotiating Master Operating Agreement with provider for Citywide deployment of fiber network	75%				
10	Parks and Recreation litter pickup using Collector.	BESS/GIS	Q3	Assisted with maps and collector setup for litter pickup .Provided data collection method and mapping effort.	100%						

## The City of Fayetteville Target For Action (TFA) Team Report

<b>Submission Date</b>	12/18/2020	<b>Overall Project Quarterly Update</b>	<b>TFA Talking Points: History, background and why TFA is important</b>
<b>Target for Action</b>	4.2.1 Investigate dog parks as a part of the overall Parks and Recreation Master Plan	Parks and Recreation Master Plan was adopted by City Council this fiscal year. PRM staff have identified parcels for potential dog park locations. Sites have been submitted to CMO and approved for presentation to Council Jan. 25	Fayetteville-Cumberland Parks & Recreation currently has only 1 dog park in its inventory of facilities. The current facility is located along 301 on the eastern side of the City. Additional facilities are needed in order to meet the need and demand of citizens. Council has appropriated \$50,000 for the first year of the project, with the intent to expend those funds on land should a purchase be required. This effort is in conjunction with the adoption of the Parks and Recreation Master Plan. The Master Plan was developed with citizen input and was adopted by City Council. It is a guiding document for the City's Parks and Recreation programs, services and infrastructure investments over the next 10 years.
<b>Strategic Goal, Objective &amp; KPI Scorecard</b>	Goal 4: Desirable Place to Live, Work, and Recreate Objective 4.2: To enhance diverse recreation, leisure, and cultural opportunities. KPI: % satisfaction with the overall quality of Parks and Recreation programs and services		
<b>TFA Scope</b>	Investigate dog parks as part of the Parks and Recreation Master Plan. Implement Council approved CIP investment.		
<b>Department</b>	PRM; Parks		
<b>TFA Owner</b>	Michael Gibson, Director		
<b>Budget notes:</b>	FY21 funding of \$50,000 initially designated for land acquisition. If locations selected by PRM (and approved by CMO) are approved by Council, budgeted funds will be used for site development and construction instead of land acquisition.		
<b>Scheduled Completion Date</b>	6/30/2022	<b>Overall TFA Status/Barriers to Completion</b>	
		<b>IN PROGRESS</b>	None identified by team.

CMO TFA Action Plan				TFA Q1 Update		TFA Q2 Update		TFA Q3 Update		TFA Q4 Update	
Item #	Major Tasks/Deliverables/Milestones and Council Meeting dates	Person(s) Responsible	Deadline (Q1, Q2, Q3, Q4)	Status Update	Q1 % of Task Completed	Status Update	Q2 % of Task Completed	Status Update	Q3 % of Task Completed	Status Update	Q4 % of Task Completed
1	Identify locations for potential development	M. Gibson	Q1	Complete	100%						
2	Provide information to City Managers Office for approval of selected location(s)	M. Gibson	Q2	In progress	50%	Complete: Approval received from CMO in late November	100%				
3	Provide information to Council for approval of selected location(s)	M. Gibson	Q2	In progress	25%	CCAM initially anticipated for December, now scheduled Jan 25. Two locations are being considered.	75%				
4	Acquire land for selected location(s), if necessary	M. Gibson	Q3		0%	Planning in progress. Land acquisition need to be confirmed by Council; CMO approved use of property already owned.	10%				
5	Following approval of selected location(s), initiate design process	M. Gibson	Q3		0%		0%				
6	Complete design process, identify vendors, acquire equipment	M. Gibson	Q4		0%		0%				
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## The City of Fayetteville Target For Action (TFA) Team Report

<b>Submission Date</b>	12/18/2020	<b>Overall Project Quarterly Update</b>	<b>TFA Talking Points: History, background and why TFA is important</b>
<b>Target for Action</b>	4.4.1 Study ROW maintenance and litter abatement	Additional litter crew personnel has been hired and is on the job. PRM litter crews collectively pick up 5 to 6 tons of litter per week currently. Additional data and maps established to assist in efficient operations.	Major thoroughfares within the City would benefit from additional litter crew pickups throughout each week. The addition of new crew members and equipment will assist with providing a clean appearance throughout the City.
<b>Strategic Goal, Objective &amp; KPI Scorecard</b>	Goal 4: Desirable Place to Live, Work, and Recreate Objective 4.4: To provide a clean and beautiful community with increased green spaces. KPI: % satisfaction with overall image and appearance of the City		
<b>TFA Scope</b>	Enhance litter collection on major corridors by adding a fourth litter		
<b>Department</b>	PRM; Parks		
<b>TFA Owner</b>	Michael Gibson, Director		
<b>Budget notes:</b>	\$118,000 for the additional litter crews was approved for staffing and equipment.		
<b>Scheduled Completion Date</b>	6/30/2021	<b>IN PROGRESS</b>	<b>Overall TFA Status/Barriers to Completion</b>
			Future crews will be supported with four wheelers to maximize efficiency (time and area) in collection over being on-foot.

CMO TFA Action Plan				TFA Q1 Update		TFA Q2 Update		TFA Q3 Update		TFA Q4 Update	
Item #	Major Tasks/Deliverables/Milestones and Council Meeting dates	Person(s) Responsible	Deadline (Q1, Q2, Q3, Q4)	Status Update	Q1 % of Task Completed	Status Update	Q2 % of Task Completed	Status Update	Q3 % of Task Completed	Status Update	Q4 % of Task Completed
1	Recruit, hire, and train additional staff members	David Matthews	Q1	Complete	100%	Complete	100%				
2	Order new equipment	David Matthews	Q1	Pending approval from Budget Dept. for change in equip. requested.	50%	Complete	100%				
	Deploy new crew	David Matthews	Q1	Complete	100%	Complete	100%				
4	Deploy new equipment	David Matthews	Q3								
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## The City of Fayetteville Target For Action (TFA) Team Report

<b>Submission Date</b>	12/18/2020	<b>Overall Project Quarterly Update</b>	<b>TFA Talking Points: History, background and why TFA is important</b>
<b>Target for Action</b>	4.5.1 Implement residential and community revitalization efforts	<p>Good Neighbor Program was adopted by City Council and is currently being marketed to Officers in Partnership with Chief of Police. For the investment in the Commercial Corridor - \$90,000 of the initial \$100,000 is spent or awarded. Regularly recurring outreach is conducted to business owners within each redevelopment area.</p>	<p>This item follows the advancement of the Good "Good Neighbor Next Door" program. The council agreed to fund \$400,000 toward the first year of the program, or \$20,000 each to 20 Fayetteville police officers to help them buy homes in areas the city is trying to revitalize. City Council also funded \$200,000 to be invested in the commercial corridor program to spur revitalization.</p>
<b>Strategic Goal, Objective &amp; KPI Scorecard</b>	<p>Goal 4: Desirable Place to Live, Work and Recreate. Objective 4.5: To ensure a place for people to live in great neighborhoods. KPI: % satisfaction with the overall quality of life in your neighborhood</p>		
<b>TFA Scope</b>	Identify what drives high quality of life for vital communities. Seek additional funding from partners to expand programs. Implement Council approved action plan.		
<b>Department</b>	Economic and Community Development - All Programs		
<b>TFA Owner</b>	Christopher Cauley - Acting ECD Director		
<b>Budget notes:</b>	\$400,000 allocation from General Fund (+\$50,000 donation) for Good Neighbor Program and \$200,00 for the Commercial Corridor Program		
<b>Scheduled Completion Date</b>	6/30/2021	<b>IN PROGRESS</b>	<p><b>Overall TFA Status/Barriers to Completion</b></p> <p>Implementation of the Good Neighbor Program is individual officer dependent. Commercial Corridor implementation has slowed due to COVID.</p>

CMO TFA Action Plan				TFA Q1 Update		TFA Q2 Update		TFA Q3 Update		TFA Q4 Update	
Item #	Major Tasks/Deliverables/Milestones and Council Meeting dates	Person(s) Responsible	Deadline (Q1, Q2, Q3, Q4)	Status Update	Q1 % of Task Completed	Status Update	Q2 % of Task Completed	Status Update	Q3 % of Task Completed	Status Update	Q4 % of Task Completed
1	Market Corridor Program	Chris Cauley	Q1	Marketing Program at least once per month	100%	Marketing Program at least once per month	100%				
2	Market Good Neighbor Program	Chris Cauley	Q1	Developing presentation and marketing materials	50%	Developing presentation and marketing materials	75%				
3	Expend an additional \$100k	Chris Cauley	Q4	Expend an additional \$100k	0%	Expend an additional \$100k	0%				
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## The City of Fayetteville Target For Action (TFA) Team Report

<b>Submission Date</b>	12/18/2020	<b>Overall Project Quarterly Update</b>	<b>TFA Talking Points: History, background and why TFA is important</b>
<b>Target for Action</b>	4.5.2 Focus on affordable housing	<p>The City is partnering with the Mid-Carolina Council of Government and Triangle J Council of Government to develop a comprehensive housing plan. The Councils of Government are conducting extensive outreach and the Pathways for Prosperity - Affordable Housing task force is developing a steering committee.</p>	<p>As a voluntary coalition of local governments, Mid-Carolina Council of Governments (MCCOG) provides technical assistance to local governments and to administer programs that benefit citizens. The City of Fayetteville's Community Development Department is contracting with them to conduct the housing study. Currently ECD administration programs designed to improve the housing situation for Fayetteville residents with low to moderate income: Blight Removal Program, Housing Rehabilitation Program, Emergency Home Repair Program, Target Area Revitalization Program (TARP).</p>
<b>Strategic Goal, Objective &amp; KPI Scorecard</b>	<p>Goal 4: Desirable Place to Live, Work and Recreate. Objective 4.5: To ensure a place for people to live in great neighborhoods. KPI: % satisfaction with the overall affordability of housing in the City</p>		
<b>TFA Scope</b>	Develop a comprehensive plan for affordable housing and seek Council approval.		
<b>Department</b>	Economic and Community Development - Housing		
<b>TFA Owner</b>	Christopher Cauley - Acting ECD Director		
<b>Budget notes:</b>	Allocated amount for contracted services to facilitate a partnership with the City, Mid-Carolina and Triangle J Councils of Government.		
<b>Scheduled Completion Date</b>	3/31/2021	<b>IN PROGRESS</b>	<b>Overall TFA Status/Barriers to Completion</b>
			None identified.

CMO TFA Action Plan				TFA Q1 Update		TFA Q2 Update		TFA Q3 Update		TFA Q4 Update	
Item #	Major Tasks/Deliverables/Milestones and Council Meeting dates	Person(s) Responsible	Deadline (Q1, Q2, Q3, Q4)	Status Update	Q1 % of Task Completed	Status Update	Q2 % of Task Completed	Status Update	Q3 % of Task Completed	Status Update	Q4 % of Task Completed
1	Contract with MCCOG	Chris Cauley	Q1	Contract complete	100%	Contract complete	100%				
2	Partner with MCCOG to present to Council	Chris Cauley	Q2	Planning for Nov. 2 Work Session	20%	Nov. 2 Work Session completed	100%				
3	Community Stakeholder Steering Committee formed	Chris Cauley	Q3	Community Stakeholder Steering Committee formed	0%	Community Stakeholder Steering Committee formed	50%				
4	Community Engagement Session	Chris Cauley	Q3	Online Panel discussions with Q&A	0%	Online Panel discussions with Q&A	10%				
5	Draft Report Delivery	Chris Cauley	Q3	Draft Report Delivery	0%	Draft Report Delivery	0%				
6	Brief Council for adoption	Chris Cauley	Q4		0%		0%				
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## The City of Fayetteville Target For Action (TFA) Team Report

<b>Submission Date</b>	12/18/2020	<b>Overall Project Quarterly Update</b>	<b>TFA Talking Points: History, background and why TFA is important</b>
<b>Target for Action</b>	4.6.1 Elevate the conversation on poverty	<p>City Council allocated \$80,000 for Communities in Schools (CIS) for FY21. CIS is currently hiring for a Student Support Specialist at Luther Nick Gerald's School.</p> <p>City Council allocated \$10,000 for the Re-Entry Council and carried forward \$10,000 from the prior year.</p>	<p>ECD staff continues to be a part of several working groups with Pathways for Prosperity. A report released in 2014 by the University of North Carolina's Center for Urban &amp; Regional Studies classified six census tracts in Fayetteville as economically distressed. To reach that designation, poverty and unemployment rates in the census tracts had to be at least 50 percent higher than the state average, and annual per capita income at least a third lower. The six Fayetteville tracts meeting the designation. In May 2015, Harvard University released a study ranking Fayetteville DEAD LAST out of the country's 100 largest economic centers in earnings potential for children growing up in poverty. In December of 2015, The Fayetteville Observer showcased a special report called "Poverty's Price" that consisted of a seven part series on poverty in our community and its effects. Pathways for Prosperity is working to bridge the gap.</p>
<b>Strategic Goal, Objective &amp; KPI Scorecard</b>	Goal 4: Desirable Place to Live, Work and Recreate. Objective 4.6: Reduce poverty and homelessness. KPI: % of residents living in poverty		
<b>TFA Scope</b>	Community Planning to address poverty, look for alignment (e.g., affordable housing and homelessness); Engage Council.		
<b>Department</b>	Economic and Community Development - All Programs		
<b>TFA Owner</b>	Christopher Cauley - Acting ECD Director		
<b>Budget notes:</b> Allocated funding for a partnership with Communities in Schools to staff a Student Support Specialist. Allocated Funding for Re-Entry Council. Project also utilizes approximately 50 hours of staff time to develop, execute, and monitor contracts.		<b>IN PROGRESS</b>	None identified.
<b>Scheduled Completion Date</b>	6/30/2021	<b>Overall TFA Status/Barriers to Completion</b>	

CMO TFA Action Plan				TFA Q1 Update		TFA Q2 Update		TFA Q3 Update		TFA Q4 Update	
Item #	Major Tasks/Deliverables/Milestones and Council Meeting dates	Person(s) Responsible	Deadline (Q1, Q2, Q3, Q4)	Status Update	Q1 % of Task Completed	Status Update	Q2 % of Task Completed	Status Update	Q3 % of Task Completed	Status Update	Q4 % of Task Completed
1	Receive guidance from P4P	Chris Cauley	Q1	Discussed immediately after Council authorized	100%	Receive guidance from P4P	100%				
2	Develop Scope with CIS	Chris Cauley	Q1	Scope is developed	100%	Develop Scope with CIS	100%				
3	Develop Contract with Re-entry Council	Chris Cauley	Q1	Contract Developed	100%	Develop Contract with Re-entry Council	100%				
4	Present CIS to Council	Chris Cauley	Q2	Planned for 10/26/2020	20%	Present CIS to Council	100%				
5	Execute Contract with Re-Entry Council	Chris Cauley	Q2	Routing now	75%	Execute Contract with Re-Entry Council	75%				
6	Execute Contract with CIS	Chris Cauley	Q2	After council meeting	0%	Execute Contract with CIS	100%				
7	Fully expend Re-Entry Funds	Chris Cauley	Q3 and Q4	Fully expend Re-Entry Funds	0%	Fully expend Re-Entry Funds	0%				
8	Fully expend CIS Funds	Chris Cauley	Q3 and Q4	Fully expend CIS Funds	0%	Fully expend CIS Funds	0%				
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## The City of Fayetteville Target For Action (TFA) Team Report

<b>Submission Date</b>	12/18/2020	<b>Overall Project Quarterly Update</b>	<b>TFA Talking Points: History, background and why TFA is important</b>
<b>Target for Action</b>	5.3.1 Become "Employer of Choice" through recruitment and retention strategies.	<p>HRD Director developed an Employer of Choice strategy to deliver to City Council at the January 4, 2021 Work Session. Moving forward, all considerations of HRD policies and processes will derive from the document's eight pillars (recognition, comprehensive benefits, competitive compensation, consistent employee feedback, investment in training/development, exposure to leadership and meaning work opportunities).</p>	<p>The City Council has expressed interest in becoming an Employer of Choice. Our vision is to attract and retain a skilled and diverse workforce by offering competitive and comprehensive compensation and benefits; opportunities for personal development and training; a safe work environment; and clearly defined expectations allowing employees to provide high quality services and engage in meaningful work. An Employer of Choice means that "your company/organization is a great place of work, people desire to work for you; people choose to stay with you even when they are courted by other employers." MBA Skool Team</p>
<b>Strategic Goal, Objective &amp; KPI Scorecard</b>	<p>Goal 5: Financially sound City Providing Exemplary City Services.</p> <p>Objective 5.2: To promote an organizational climate that fosters an exceptional, diverse, engaged, and healthy workforce that delivers excellent services.</p> <p>KPI: Mean response of employees who plan to stay with the City.</p>		
<b>TFA Scope</b>	Conduct pay study to determine market rate from peers and develop recruitment/retention strategies for min pay implementation plan. Present findings to Council for decision.		
<b>Department</b>	Human Resource Development		
<b>TFA Owner</b>	Jerry Clipp, HRD Director		
<b>Budget notes:</b>	Total budget to implement the new step plans was approximately \$1.9m to move from the old base salary to the new base salary.	<b>IN PROGRESS</b>	None identified.
<b>Scheduled Completion Date</b>	9/30/2023		

CMO TFA Action Plan				TFA Q1 Update		TFA Q2 Update		TFA Q3 Update		TFA Q4 Update	
Item #	Major Tasks/Deliverables/Milestones and Council Meeting dates	Person(s) Responsible	Deadline (Q1, Q2, Q3, Q4)	Status Update	Q1 % of Task Completed	Status Update	Q2 % of Task Completed	Status Update	Q3 % of Task Completed	Status Update	Q4 % of Task Completed
1	Conduct pay study with peer groups.	M. Taylor	Q1	The Public Safety study was completed.	100%	complete	100%				
2	Develop recruitment/retention strategies for min pay implementation.	E. Hoggard/M. Taylor	Q1	Recommendations presented to City Council (May 2020) and adopted (June 2020.)	100%	complete	100%				
3	Develop and present Employer of Choice strategy to City Council.	J. Clipp	Q2			Agenda item removed from 12/7/2020 meeting. Rescheduled for 1/4/2021 work session.	95%				
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## The City of Fayetteville Target For Action (TFA) Team Report

<b>Submission Date</b>	12/18/2020	<b>Overall Project Quarterly Update</b>	<b>TFA Talking Points: History, background and why TFA is important</b>
<b>Target for Action</b>	6.1.1 Develop a strategy to maximize a relationship with the military	<p>Planned and conducted virtual Veterans Day ceremony with City group Veteran photo. Filmed special Missing Man table tribute using 10 Veterans in video. Mayor presented Key to City to Deputy Garrison Commander Justin Mitchell. Attend monthly Community Information Exchanges with Fort Bragg's Garrison Command / Morale, Welfare, Recreation directorate.</p> <p>Received conditional approval for \$66,000 grant from Military Affairs Commission for two digital information kiosks.</p>	<p>Despite COVID, we continue to work toward improving our interactions / relationship with Fort Bragg, as evidenced from our above interactions during the last quarter, even with COVID restrictions. We will continue to find opportunities to engage and partner with Fort Bragg in the coming months.</p>
<b>Strategic Goal, Objective &amp; KPI Scorecard</b>	Goal 6: Collaborative Citizen & Business Engagement Objective 6.1: Ensure collaborative relationship with the business community, local governments, military, and stakeholders. KPI: % satisfaction with the level of public involvement in local decisions		
<b>TFA Scope</b>	This scope of this TFA is to improve our relationship with Fort Bragg. In		
<b>Department</b>	City Manager's office		
<b>TFA Owner</b>	Corporate Communications Director Kevin Arata.		
<b>Budget notes:</b>	Staff allocated time	<b>Overall TFA Status/Barriers to Completion</b>	
<b>Scheduled Completion Date</b>	Ongoing effort - no completion date	IN PROGRESS	None identified.

CMO TFA Action Plan				TFA Q1 Update		TFA Q2 Update		TFA Q3 Update		TFA Q4 Update	
Item #	Major Tasks/Deliverables/Milestones and Council Meeting dates	Person(s) Responsible	Deadline (Q1, Q2, Q3, Q4)	Status Update	Q1 % of Task Completed	Status Update	Q2 % of Task Completed	Status Update	Q3 % of Task Completed	Status Update	Q4 % of Task Completed
1	Outreach to Ft. Bragg	Angel WL and Kevin Arata	Q4	Attended 82nd Airborne Division virtual Change of Command, routinely participate in monthly virtual Community Information Exchanges, submitted a request for the NC Military Affairs Commission grant for	20%	Planned and conducted virtual Veterans Day ceremony with NC Secretary of Military Affairs Larry Hall, Fort Bragg Garrison Commander and Mayor on Nov. 5 at Segra Stadium. Broadcast on FayTV and pushed on	40%				
2	Coordination with County, FCEDC, The Arts Council, CVB, Cool Spring DTD)	Arata	Q4		25%	Continued work with these organizations on regional branding effort. Launched brand on 1 Dec.	50%				
3	Coordination w/ NC Dpt of Military and Veterans Affairs	Arata	Q4		0%	Coordinated Veterans Day event at Segra Stadium w/ Secretary Hall, Garrison	100%				
4	Develop a proposal for a military liaison new initiative	Arata	Q3		0%		0%				
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## The City of Fayetteville Target For Action (TFA) Team Report

<b>Submission Date</b>	12/18/2020	<b>Overall Project Quarterly Update</b>	<b>TFA Talking Points: History, background and why TFA is important</b>
<b>Target for Action</b>	6.1.2 Conduct a Disparity Study	<p>Worked with Harvard government performance lab to craft an RFP which will be used to solicit bids from vendors. The RFP has been presented to the Council Diversity, Equity and Inclusion Internal committee for review and is now closed.</p>	<p>A Disparity Study determines whether a government entity, either in the past or currently, engages in exclusionary practices in the solicitation and award of contracts to minority, and women-owned, and disadvantaged business enterprises (MWDBEs) The study is necessitated as a legal requirement on jurisdictions to establish a "compelling interest" to support the establishment of a minority and women business program. The Finance Department would like to commission a disparity study to review City policies and practices related to contracting for construction, professional services and goods, and other services contracts.</p>
<b>Strategic Goal, Objective &amp; KPI Scorecard</b>	<p>Goal 6: Collaborative Citizen &amp; Business Engagement</p> <p>Objective 6.1: Ensure collaborative relationships with the business community, local governments, military, and stakeholders</p> <p>KPI: % satisfaction with the level of public involvement in local decisions</p>		
<b>TFA Scope</b>	<p>The Disparity study will analyze the availability of diverse businesses, the City of Fayetteville's spending with diverse businesses and policies and procedures impacting how the City of Fayetteville engages in public contracting. Develop RFP, conduct study and provide information to create business climate to support diversity in economic growth .</p>		
<b>Department</b>	Finance - Purchasing		
<b>TFA Owner</b>	Chief Financial Officer Jay Toland		
<b>Budget notes:</b>	\$300,000 for contract.	<b>Overall TFA Status/Barriers to Completion</b>	
<b>Scheduled Completion Date</b>	6/30/2022	IN PROGRESS	None identified.

CMO TFA Action Plan				TFA Q1 Update		TFA Q2 Update		TFA Q3 Update		TFA Q4 Update	
Item #	Major Tasks/Deliverables/Milestones and Council Meeting dates	Person(s) Responsible	Deadline (Q1, Q2, Q3, Q4)	Status Update	Q1 % of Task Completed	Status Update	Q2 % of Task Completed	Status Update	Q3 % of Task Completed	Status Update	Q4 % of Task Completed
1	RFP	Kimberly Toon	Q2	Craft RFP	95%	RFP completed and bid closed	100%				
2	RFP Received	Kimberly Toon	Q3	Review bids and select a qualified vendor	0%						
3	Contract Awarded	Kimberly Toon	Q3								
4	Study Begins	Kimberly Toon	Q4								
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## The City of Fayetteville Target For Action (TFA) Team Report

<b>Submission Date</b>	12/18/2020	<b>Overall Project Quarterly Update</b>	<b>TFA Talking Points: History, background and why TFA is important</b>	
<b>Target for Action</b>	6.3.1 Develop a strategy to educate and engage citizens	<p>Currently in process of inventory of previous outward facing citizen engagement methods / frequency, to help determine where we were at, before deciding how to move forward. Assumption made that face to face interactions will resume at some point and in some capacity. However, that will likely be limited in numbers so remote outreach needs to be a part of this plan.</p>	<p>Local governments often have a more significant impact on the lives of their residents and voters than state or even the Federal government. With the ability to impact people's day-to-day lives and quality of life, it is essential for citizens to be engaged members of the public dialogue and decision-making process. Civic engagement encompasses the process of local leaders and residents working together to improve a community and the lives of its members.</p>	
<b>Strategic Goal, Objective &amp; KPI Scorecard</b>	<p>Goal 6: Collaborative Citizen &amp; Business Engagement                  Objective 6.3: Inform and educate about local government by enhancing public outreach and increasing community dialogue, collaboration and empowerment.                  KPI: % satisfaction with the overall effectiveness of communication with the public</p>			<p><b>IN PROGRESS</b></p>
<b>TFA Scope</b>	Develop a strategy & implementation plan to educate and engage			
<b>Department</b>	Corporate Communications			
<b>TFA Owner</b>	Corporate Communications Director / Kevin Arata			
Budget notes: Zen City contract \$36 K				
<b>Scheduled Completion Date</b>	6/28/2021			

CMO TFA Action Plan				TFA Q1 Update		TFA Q2 Update		TFA Q3 Update		TFA Q4 Update	
Item #	Major Tasks/Deliverables/Milestones and Council Meeting dates	Person(s) Responsible	Deadline (Q1, Q2, Q3, Q4)	Status Update	Q1 % of Task Completed	Status Update	Q2 % of Task Completed	Status Update	Q3 % of Task Completed	Status Update	Q4 % of Task Completed
1	Polling departments for their current engagements	Arata	Q1	Discussion withj SLT	50%		75%				
2	Zoom of council mtgs, work sessions, other relevant mtgs	Arata and team	Q1/2		ongoing		ongoing				
3	Create virtual Citizens' Academy model on Facebook	Johnson	Q2	Testing	25%	Virtual Citizens Academy - Fire	100%				
4	Zen City implementation	Arata	Q4			Staff demonstrations and procurement. Planning for implementation	50%				
5	Develop Strategic Communication Plan	Arata	Q2			Consultant selection	25%				
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