



The Fayetteville City Council Strategic Planning Retreat

19 February 2021



Retreat Objectives

- Review the strategic planning process
- Agree on Critical Success Factors (CSF) for FY 2022 derived from City Council strategic discussion that may span across City Council Goals.
- Affirm City Council 5-year Goals and Strategic Objectives to effectively guide future policy development, services and resource allocation
- Provide Clarity around One Year Target for Action Plans (TFA)
- Evaluate success to advance our vision
- Agree on next steps

- Look into the camera when talking.
- Everyone use their video camera, so everyone can be seen and heard during the meeting.
- Click raise your hand/card to be recognized by the facilitator.
- Use your mute button when not speaking to silence background noises from pets, kids and others working at home.
- Let facilitator know if you need to step away.
- ELMO is back!!
- Any others??



We, the Mayor, City Council, Managers, Supervisors, and Employees serve with R.E.S.P.E.C.T. to safeguard and enhance the public trust in City government.

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

Core Values are the fundamental principles that guide how members of the organization conduct themselves while carrying out the mission in pursuit of the vision. Together, the values provide an ethical framework for decision-making and action.

CIP & TIP

Community Input
Staff Input

Strategic Planning
Retreat:
Council's Strategic
plan identifies the
priorities and focus
of work for this
year.

Strategic Plan
Development:
Finalize and
Budget based off
Targets for Action

Finalize and Adopt
Strategic Plan &
City Budget

Implement and
Report
Performance

December-
January

February
2021

March
2021

April-June
2021

July+
2021

Citizen
Survey

Café'
Conversation

SMT
Retreat

Strategic Planning Process:

Strategic Planning Retreat Overview

Definitions



Goal: an idea of the future or desired results that we envision, plan and commit to achieve



Strategic Objective: describes how we will accomplish our goals



Target for Action: execution plan for a Council Policy Item, new program initiative, a CIP project, or a specific program improvement effort

A stack of five smooth, dark grey stones is balanced on a beach at sunset. The stones are stacked from largest at the bottom to smallest at the top. The background is a blurred beach with many other smooth stones and a bright, low sun creating a bokeh effect. The word "Clarity" is written in white, sans-serif font across the middle of the image.

Clarity

- ***Strategic clarity*** is a product of **strategic** thinking. It comes from being clear about what the outcome should be.
- This ***clarity*** is a significant factor in workforce alignment, business relevance and performance.



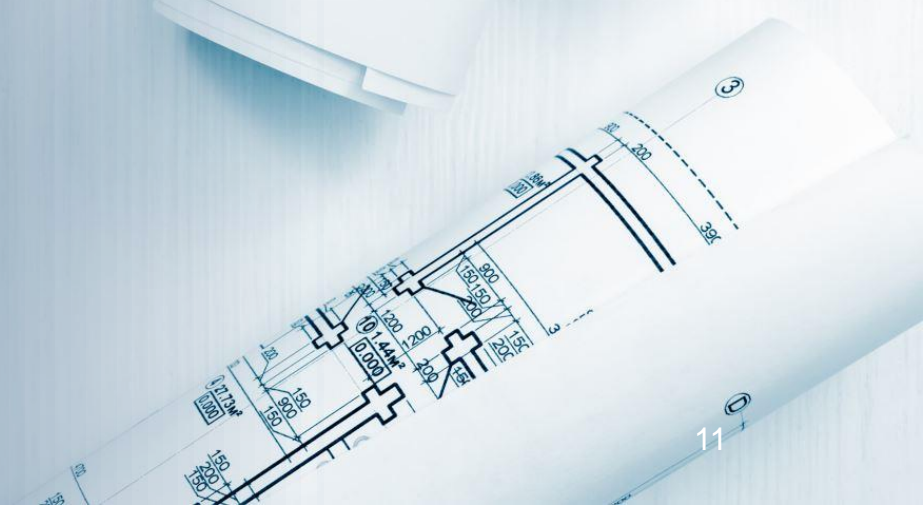
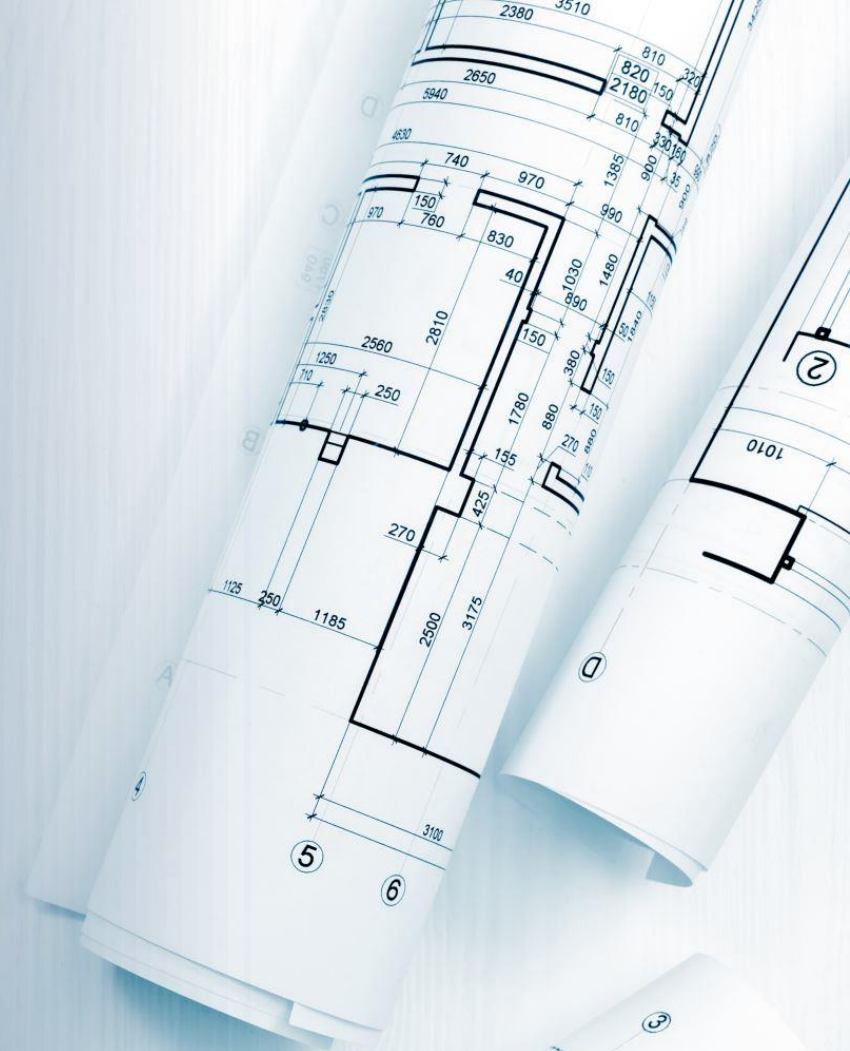
Council's Critical Success Factors For FY 2022



Critical Success Factor (CSF)

- Critical Success Factors (CSFs) come from your mission, goals, and strategic objectives.
- CSFs "drill down" into your targets for action (TFA) to get to the heart of what you need to achieve and how you will achieve it.
- CSFs, also known as Key Results Areas, are vital success.
- Identifying and communicating CSFs within the City helps to avoid wasting effort and resources on less important areas.

Ensure Affordable Housing

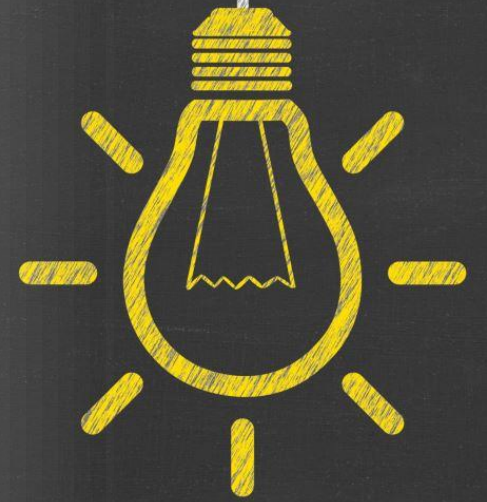


Re-vitalize the Neighborhoods & Community



Ensure a Safe and Secure Community

Provide Economic Development



Develop Our Infrastructure

Stormwater, Streets, Sidewalks



Address Homelessness



Deep Dive

Goals

Strategic Objectives

KPIs

Targets for Action



Goal 1

Safe and Secure Community



Goal 1: Safe and Secure Community



1.1 - Fully prepare for emergency and disaster response

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

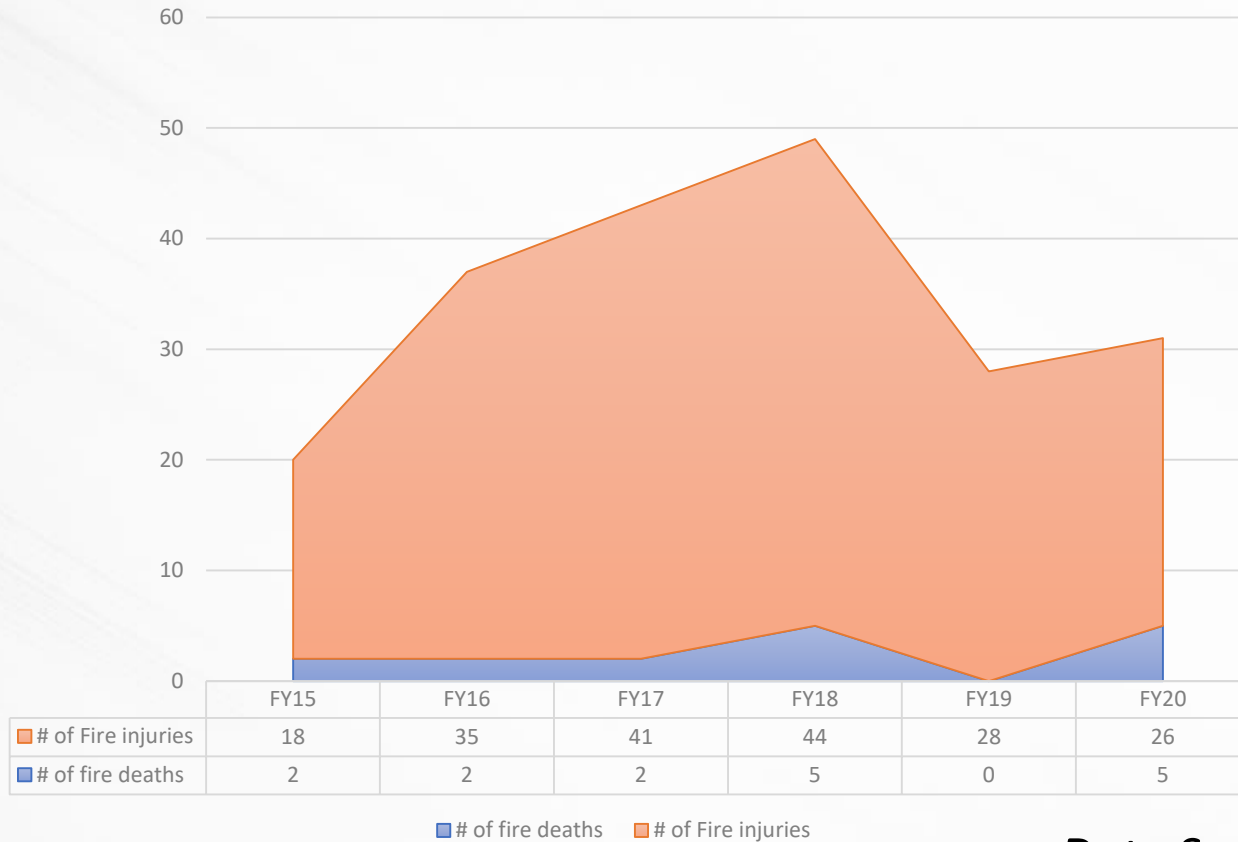
What success from this goal & objectives contributed to our mission *to provide high quality and sustainable public services for our communities to thrive and our businesses to grow?*



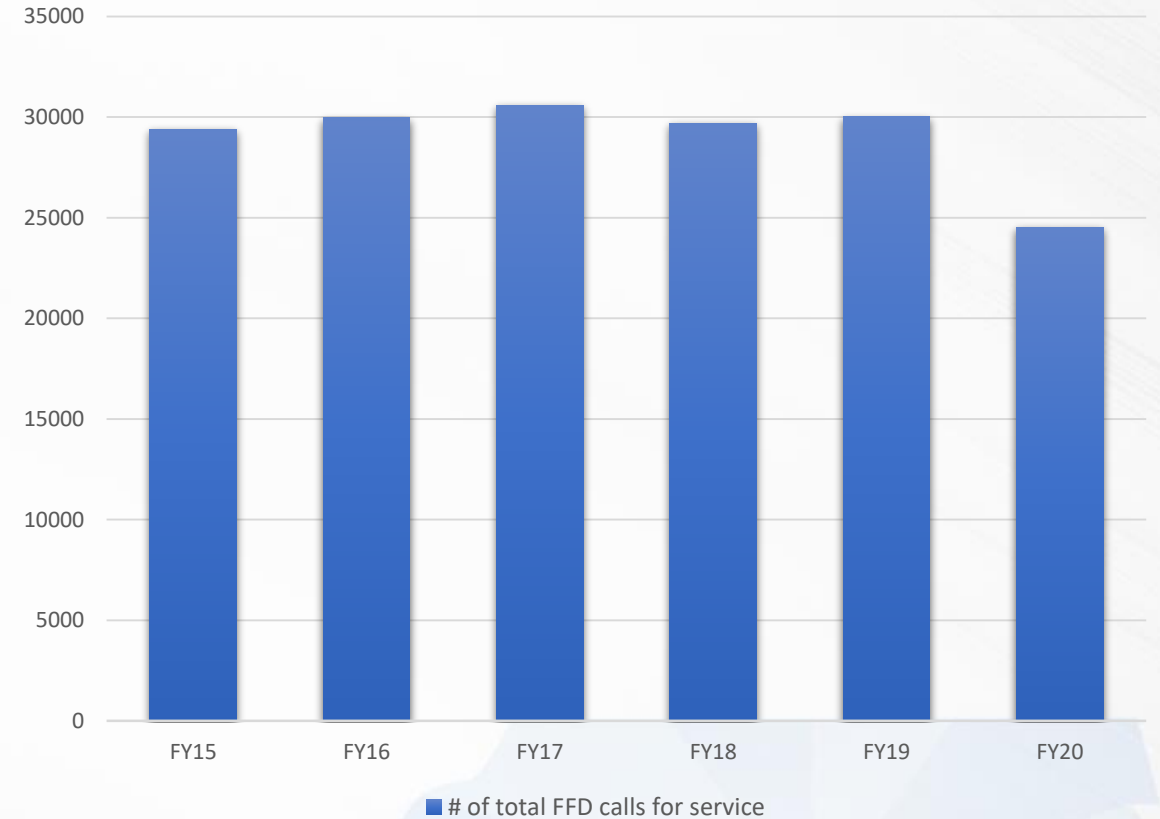
Goal 1 – Objective 1.1

Fully prepare for emergency and disaster response

of Fire Injuries & Deaths



of total FFD calls for service



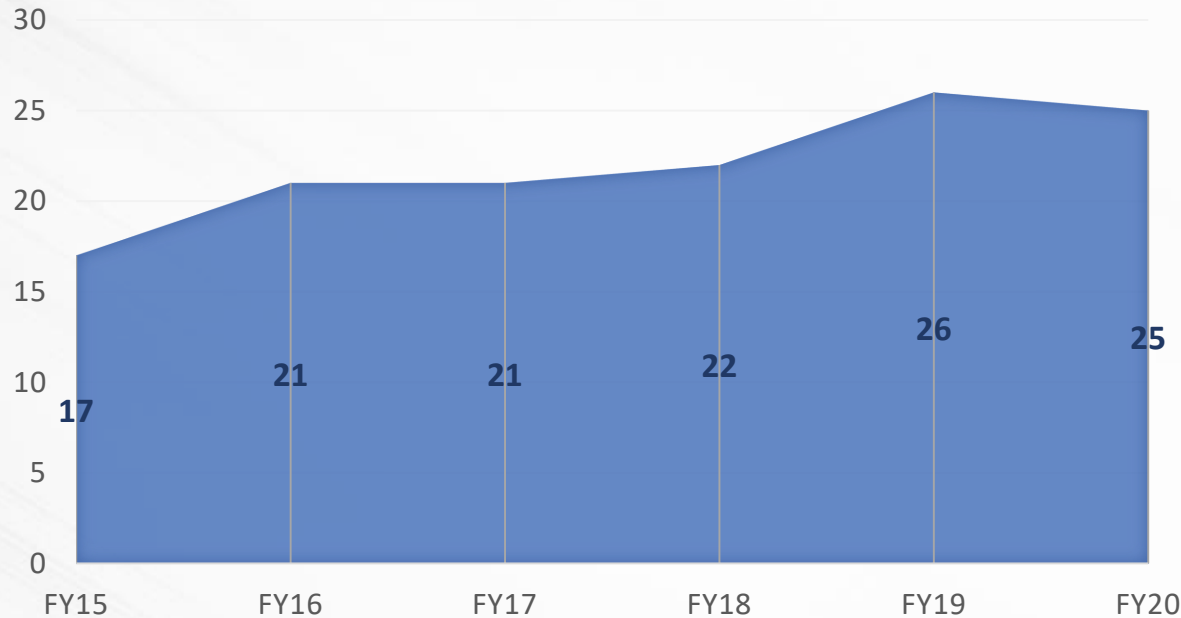
Data Snapshot

- There were 5 deaths from fire incidents in 2020
- There were 26 injuries from fire incidents in 2020
- There were 24,357 calls for service in 2020

Goal 1 – Objective 1.2

Ensure traffic and pedestrian safety

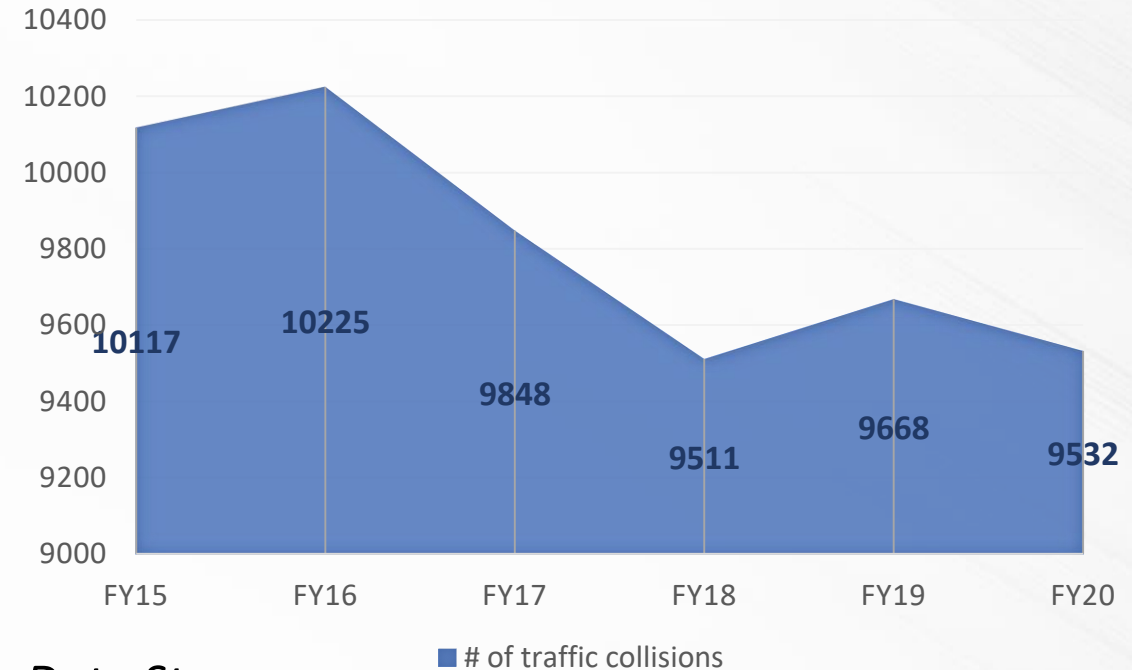
OF TRAFFIC FATALITIES



Data Story

- There has been a trending increase in the # of traffic fatalities over the past five years.
- 2020 had a total of 25 traffic fatalities, one less than 2019.

OF TRAFFIC COLLISIONS



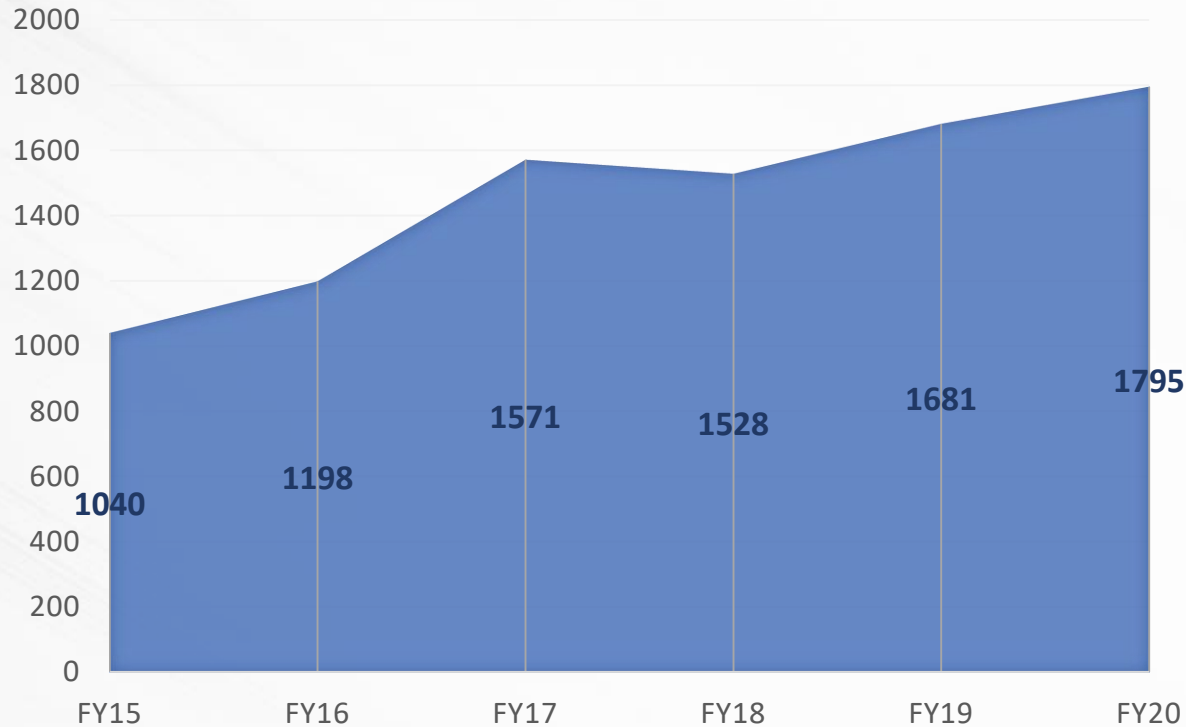
Data Story

- There has been a trending decrease of traffic collisions over the past five years.
- 2020 had a lower number with 9532 total collisions

Goal 1 – Objective 1.3

Ensure low incidence of property and violent crime

OF TOTAL VIOLENT CRIMES



Data Story

- There has been a trending increase in the # of violent crimes since 2015.

OF TOTAL PROPERTY CRIMES



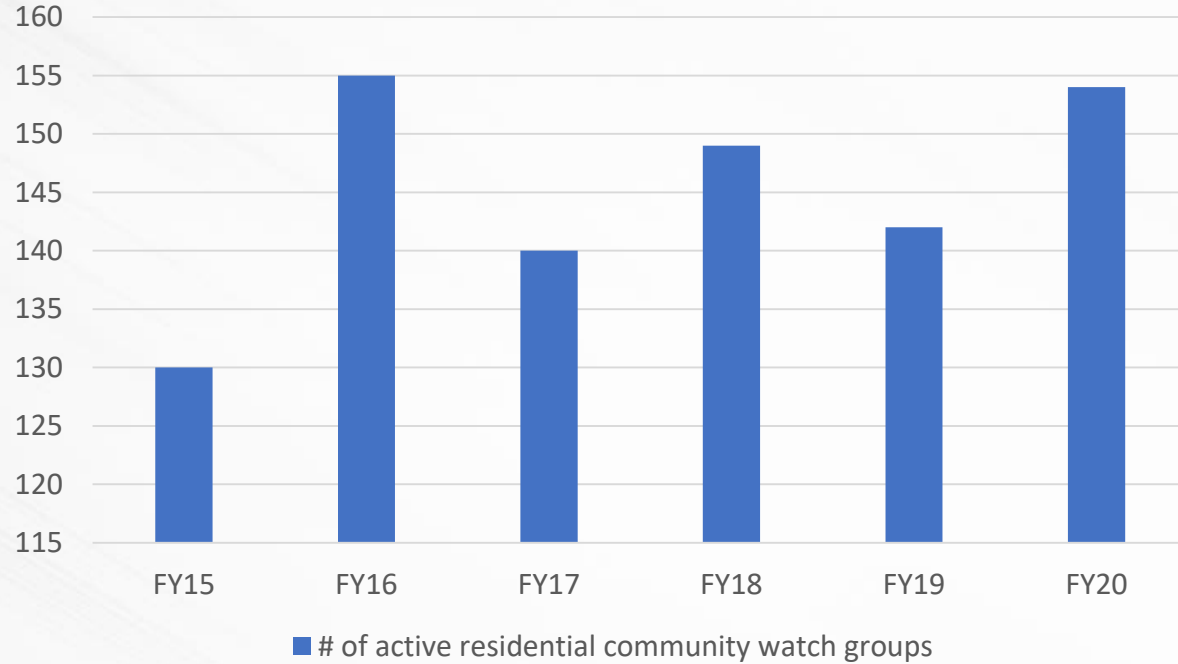
Data Story

- There has been a trending increase in property crimes in 2020.

Goal 1 – Objective 1.4

Engage citizens in community watch and safety events

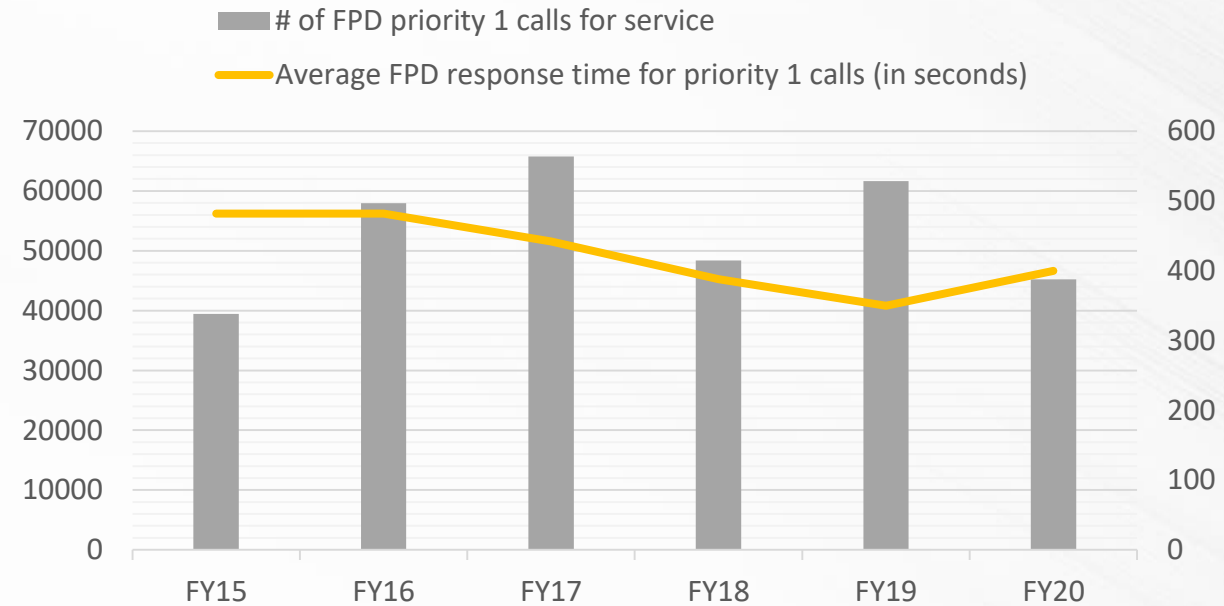
Residential Community Watch Groups



Data Story

- There is an increase from 2019 to 2020 in public safety events
- There are over 154 active community watch groups.

FPD Priority 1 Calls



Data Story

- The yellow line represents the FPD response time in seconds
- The goal time is 480 seconds (8 min)
- 2020 had a lower number of priority 1 calls with 45,221 total

Goal 1: Safe and Secure Community



1.1 - Fully prepare for emergency and disaster response

1.2 - Ensure traffic and pedestrian safety

1.3 - Ensure low incidents of property and violent crime (CSF- safe & secure)

1.4 - Engage citizens in community watch and safety events

TFA 1.1.1

Develop plan for a potential Public Safety Bond process in FY22

Complete

TFA 1.4.1

Community Impact Team

CONTINUING

Target for Action

Clarity on Council Expectations



Let's clarify success:
What must be
achieved?



Are there additional tasks that
should be added?



Are there additional partners or
collaborators that relationships
should be built with to ensure
success of this TFA?

Goal 2


**Responsive City
Government
Supporting a Diverse
and Viable Economy**



Goal 2: Responsive City Government supporting a diverse and viable economy

2.1 - Ensure a diverse City tax base

2.2 – Invest in community places to ensure revitalization and increase quality of life

A circular icon with a green border and a white background, containing a green dollar sign (\$).

2.3 - Leverage partnerships for job creation and retention, focus on local and regional workforce to increase per capita income

2.4 – sustain a favorable development climate to encourage business growth

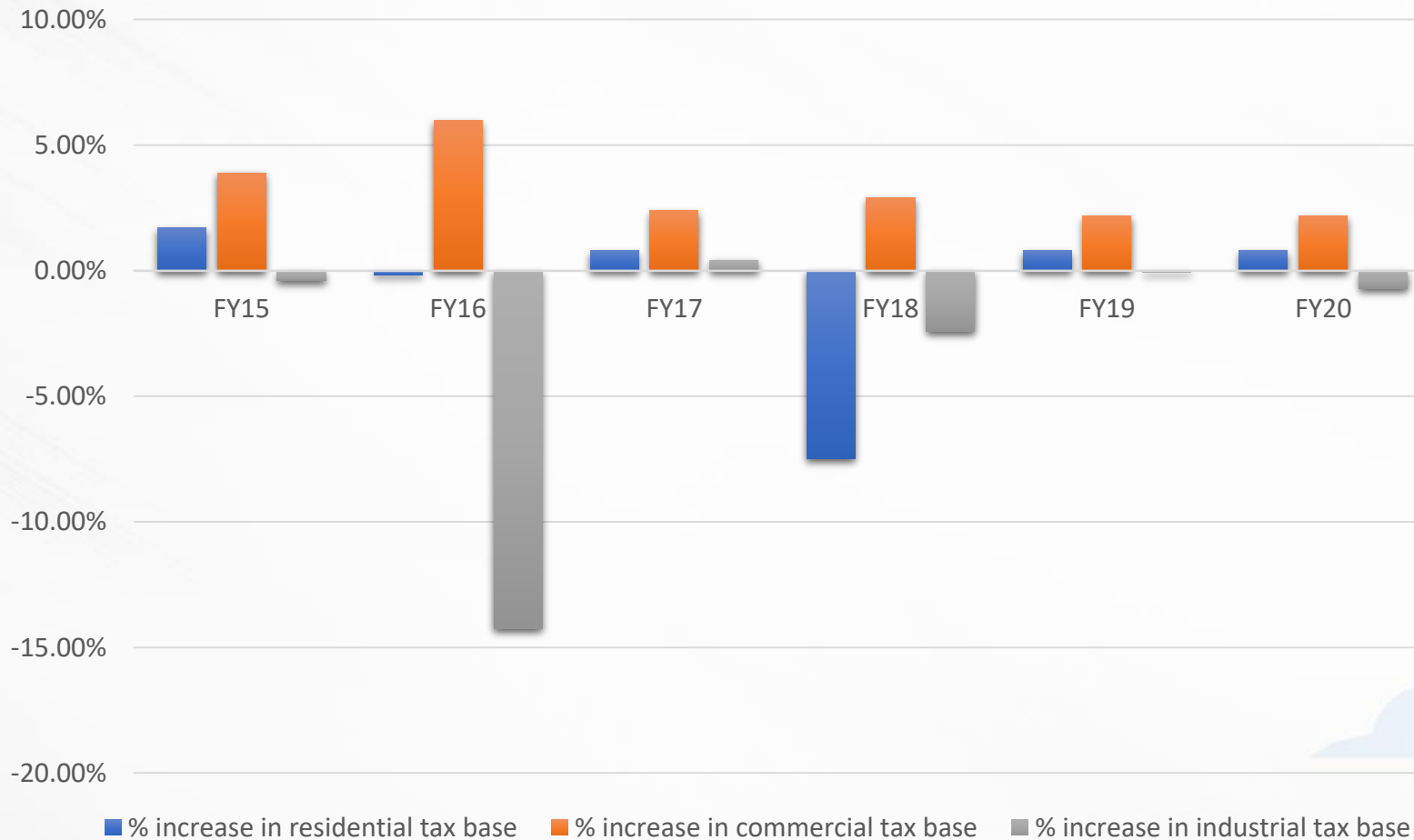
What success from this goal & objectives contributed to our mission *to provide high quality and sustainable public services for our communities to thrive and our businesses to grow?*



Goal 2 – Objective 2.1

Ensure a diverse City Tax Base

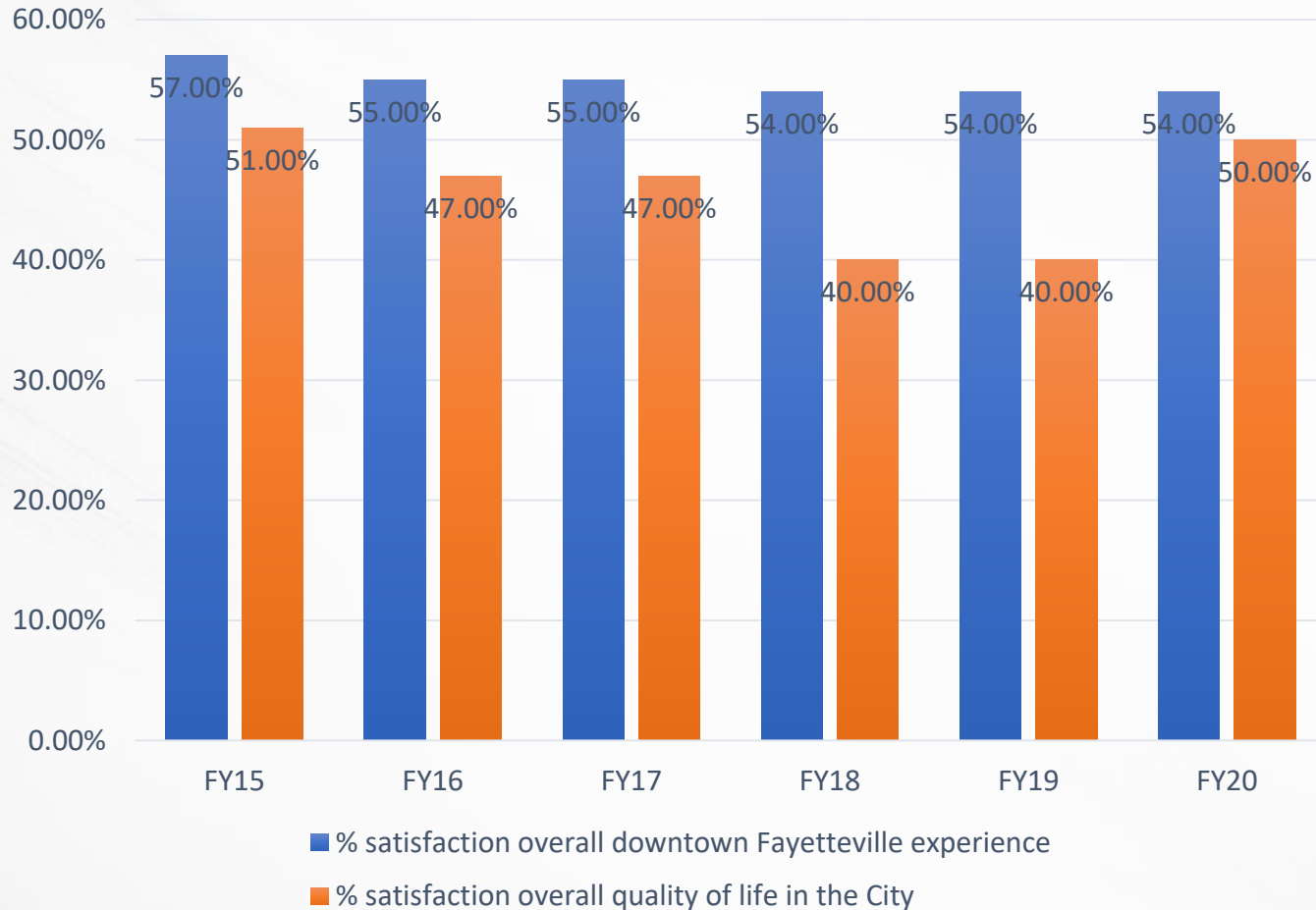
% Tax Base by Year and Type



What does the data Say?

- Residential tax base had a consistent level of less than a 1% annual increase
- Commercial tax base had a consistent 2-3% increase annually
- Industrial tax base had a consistent decrease of 1% annually

Resident Satisfaction of quality of life in the City



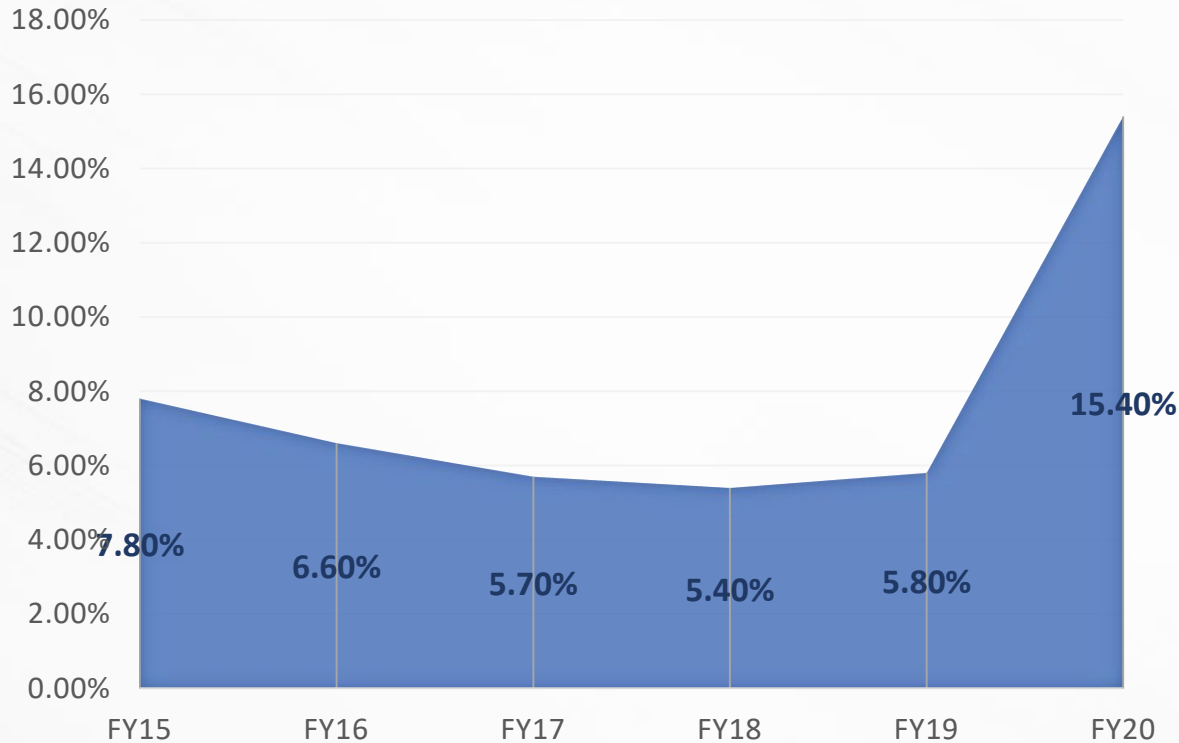
What does the data Say?

- Half of Fayetteville's residents are satisfied with the downtown experience
- 50% of Survey Respondents are satisfied with the overall quality of life in the city.

Goal 2 – Objective 2.3

Leverage partnerships for job creation, with focus workforce to increase per capita income

UNEMPLOYMENT RATE



What does the data Say?

- COVID-19 had an impact on the unemployment rate of Fayetteville Residents
- Fayetteville’s Median Household Income is \$45,024. The national average median household income was \$68,703 in 2019



MEDIAN HOUSEHOLD INCOME

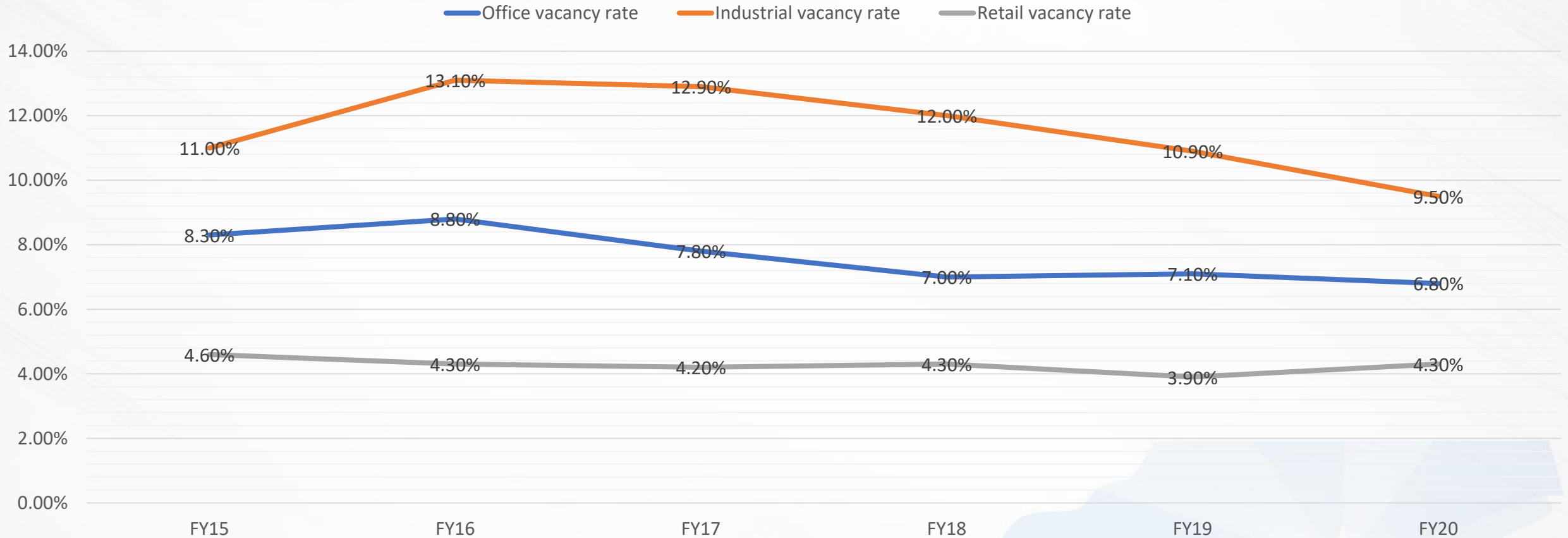
\$45,024

Date Source:US Census

Goal 2 – Objective 2.4

Sustain a favorable development climate to encourage business growth

Structure Vacancy % by Type




What does the data Say?

- There has been a decrease in industrial vacancies
- There has been a decrease in Office Vacancies
- There has been a small increase in retail vacancies

Goal 2: Responsive City Government supporting a diverse and viable economy

2.1 - Ensure a diverse City tax base

2.2 – Invest in community places to ensure revitalization and increase quality of life (CSF- revitalization)



2.3 - Leverage partnerships for job creation and retention, focus on local and regional workforce to increase per capita income (CSF- economic development)

2.4 – Sustain a favorable development climate to encourage business growth (CSF- economic development)

TFA 2.1.1

• *Develop plan for Opportunity Zones*

Complete

TFA 2.4.1

• *Redevelopment plan for Murchison Road, CAT Site 1, Rowan/Bragg gateway*

CONTINUING

Target for Action

Clarity on Council Expectations



Let's clarify success:
What must be
achieved?



Are there additional tasks that
should be added?

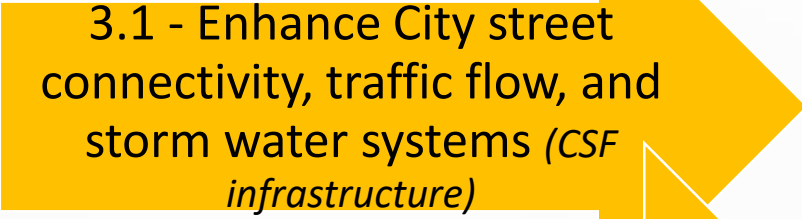


Are there additional partners or
collaborators that relationships
should be built with to ensure
success of this TFA?

Goal 3

**City investment in
today and tomorrow**

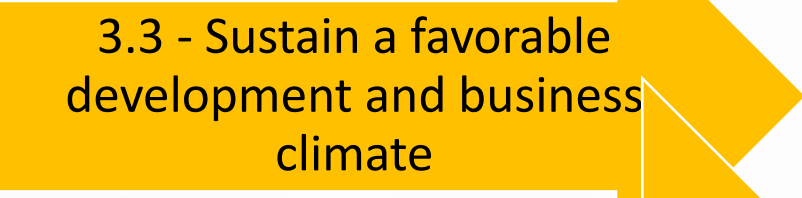




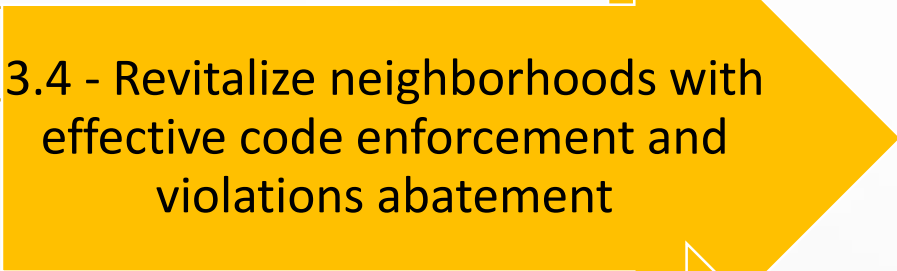
3.1 - Enhance City street connectivity, traffic flow, and storm water systems (*CSF infrastructure*)



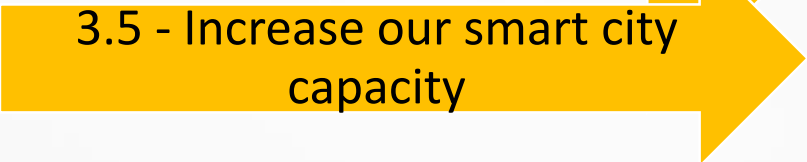
3.2 - Manage the City's future growth and strategic land use




3.3 - Sustain a favorable development and business climate



3.4 - Revitalize neighborhoods with effective code enforcement and violations abatement



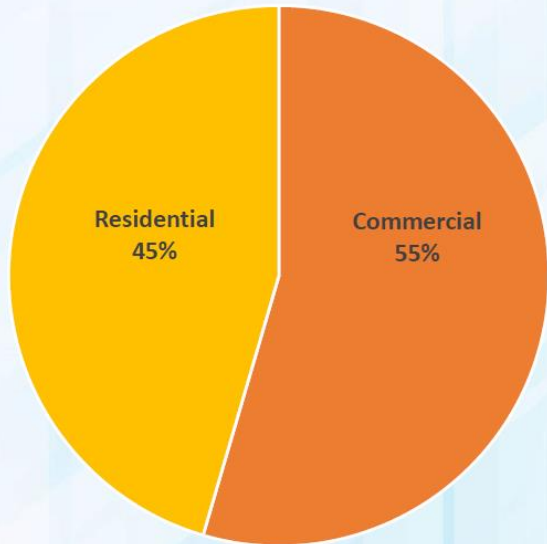
3.5 - Increase our smart city capacity



What success from this goal & objectives contributed to our mission to *provide high quality and sustainable public services for our communities to thrive and our businesses to grow?*

3.3 Sustain a favorable development and business climate

Permit Type FY 2020

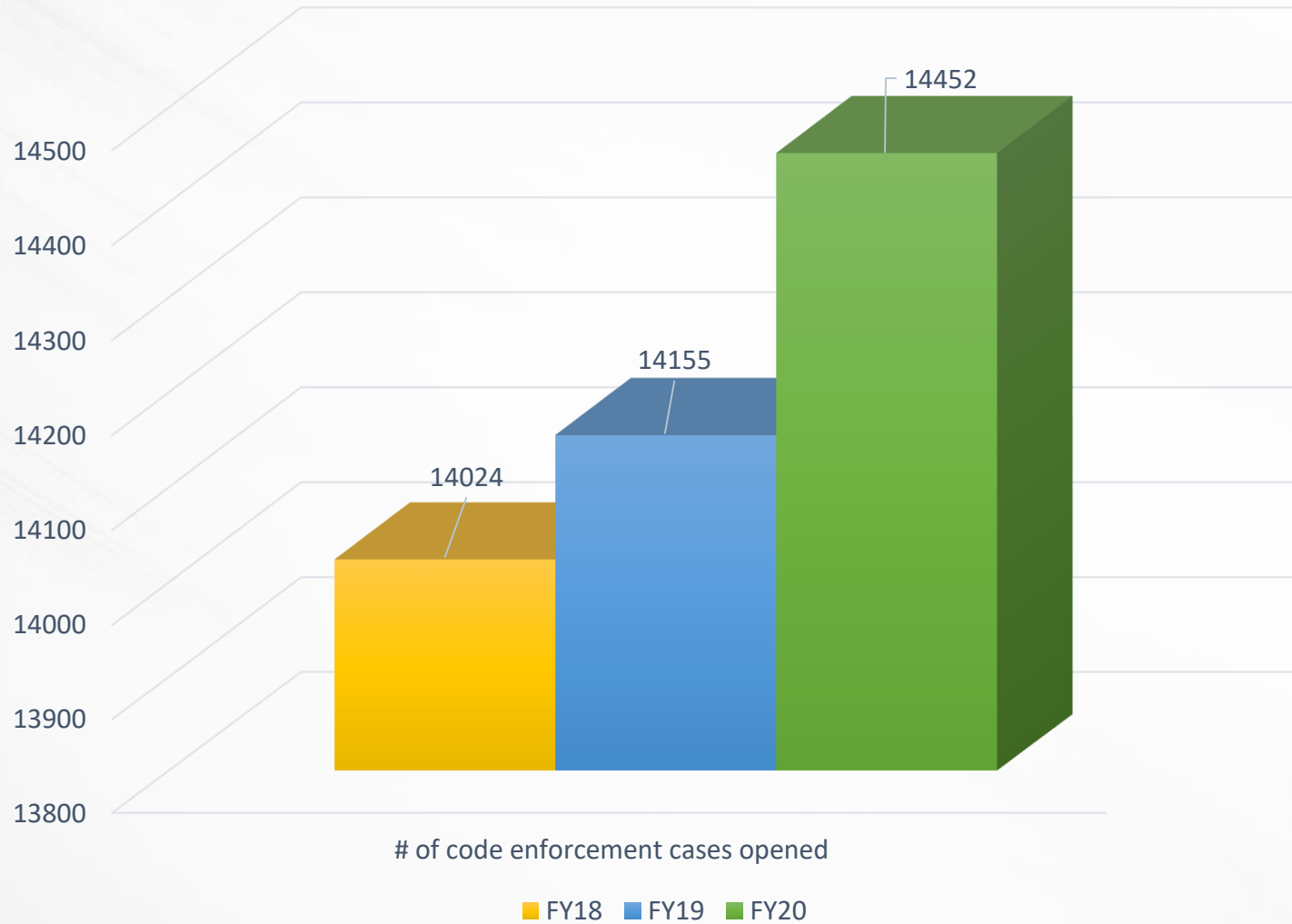


		2019	2020	Increase
Single Family Residential New	Number	238	246	3.36%
	Value	\$55,922,693.12	\$59,137,091.81	5.75%
Single Family Residential Reno	Number	108	227	110.19%
	Value	\$2,630,532.45	\$2,639,777.82	0.35%
Multifamily New	Number	22	15	-31.82%
	Value	\$22,735,999.78	\$18,877,000	-16.97%
Multifamily Reno	Number	72	63	-12.50%
	Value	\$1,107,559	\$895,198	-19.17%
Commercial New (includes MF)	Number	84	109	29.76%
	Value	\$72,897,700.78	\$90,800,275.29	24.56%
Commercial Reno (includes MF)	Number	485	328	-32.37%
	Value	\$25,509,334	\$48,751,700	91.11%
Total		\$180,803,819.13	\$221,101,042.92	22.29%

Goal 3 – Objective 3.4

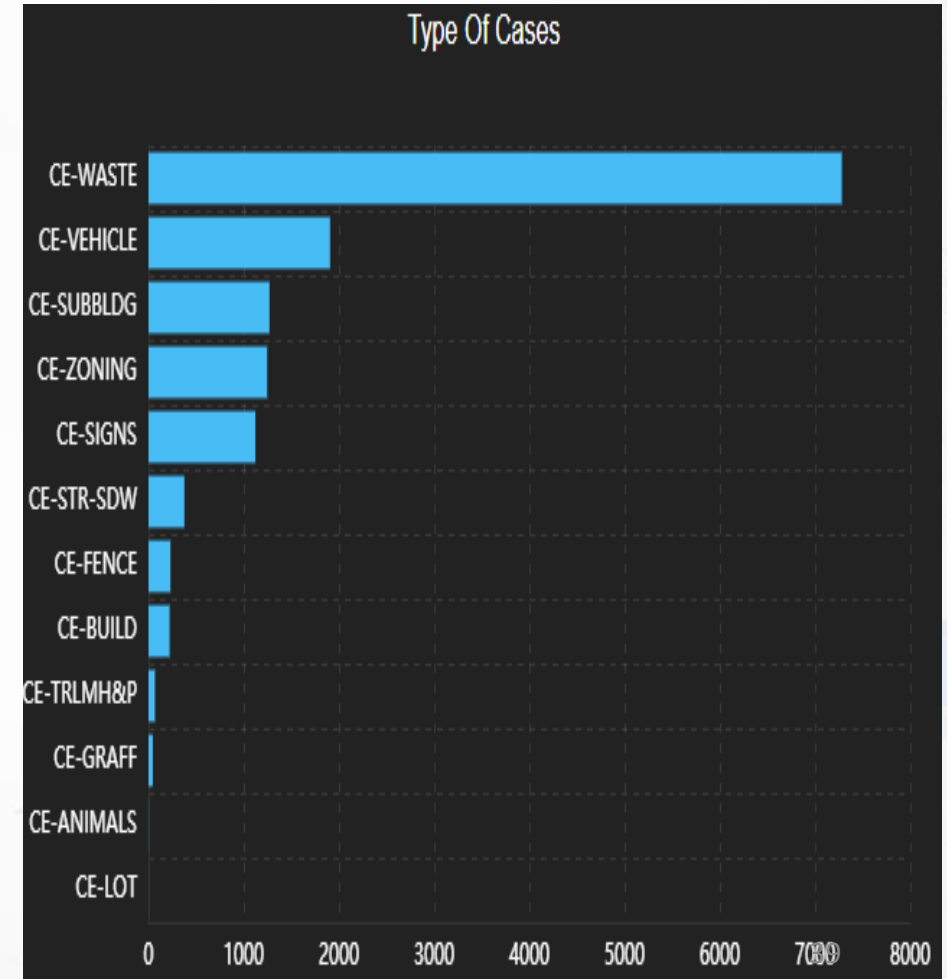
Revitalize neighborhoods with effective code enforcement and violations abatement

of Opened Code Enforcement Cases



What does the data say?

- The highest reported Code Enforcement Issue in 2020-2021 is Waste Related



Goal 3: City Investment in Today and Tomorrow

3.1 - Enhance City street connectivity, traffic flow, and storm water systems (CSF infrastructure)

3.2 - Manage the City's future growth and strategic land use (CSF infrastructure)

3.3 - Sustain a favorable development and business climate (CSF economic development)

3.4 - Revitalize neighborhoods with effective code enforcement and violations abatement (CSF revitalization)

3.5 - Increase our smart city capacity (CSF infrastructure)

TFA 3.1.1

• **Develop plan for infrastructure bonds**

Complete

TFA 3.5.1

• **Build Smart City Capacity**

CONTINUING



Target for Action

Clarity on Council Expectations



Let's clarify success:
What must be
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Are there additional tasks that
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Goal 4

Desirable place to
live, work and
recreate



Goal 4: Desirable place to live, work, and recreate

4.1 - Maintain public transportation investments with transit and airport services

4.2 - Enhance recreation, leisure, and cultural opportunities

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

4.5 - Ensure a place for people to live in great neighborhoods

4.6 - Reduce poverty and homelessness

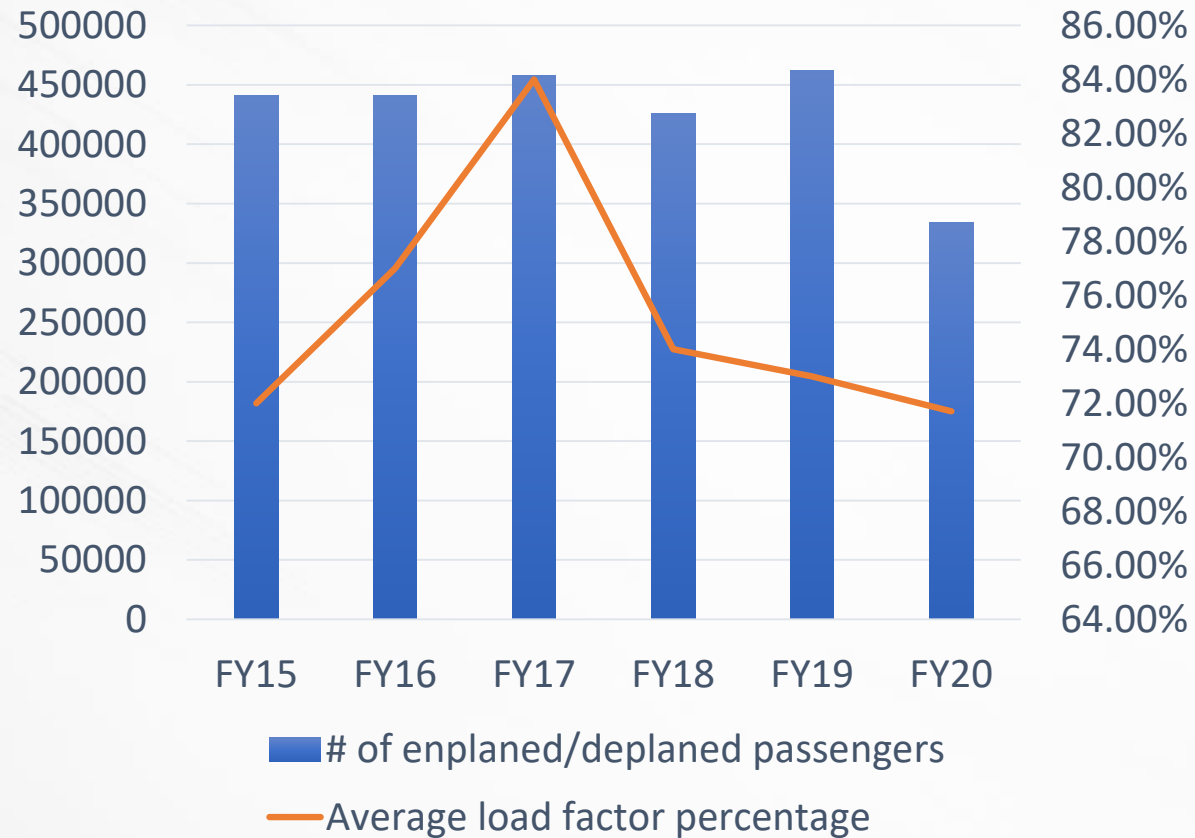


What success from this goal & objectives contributed to our mission *to provide high quality and sustainable public services for our communities to thrive and our businesses to grow?*

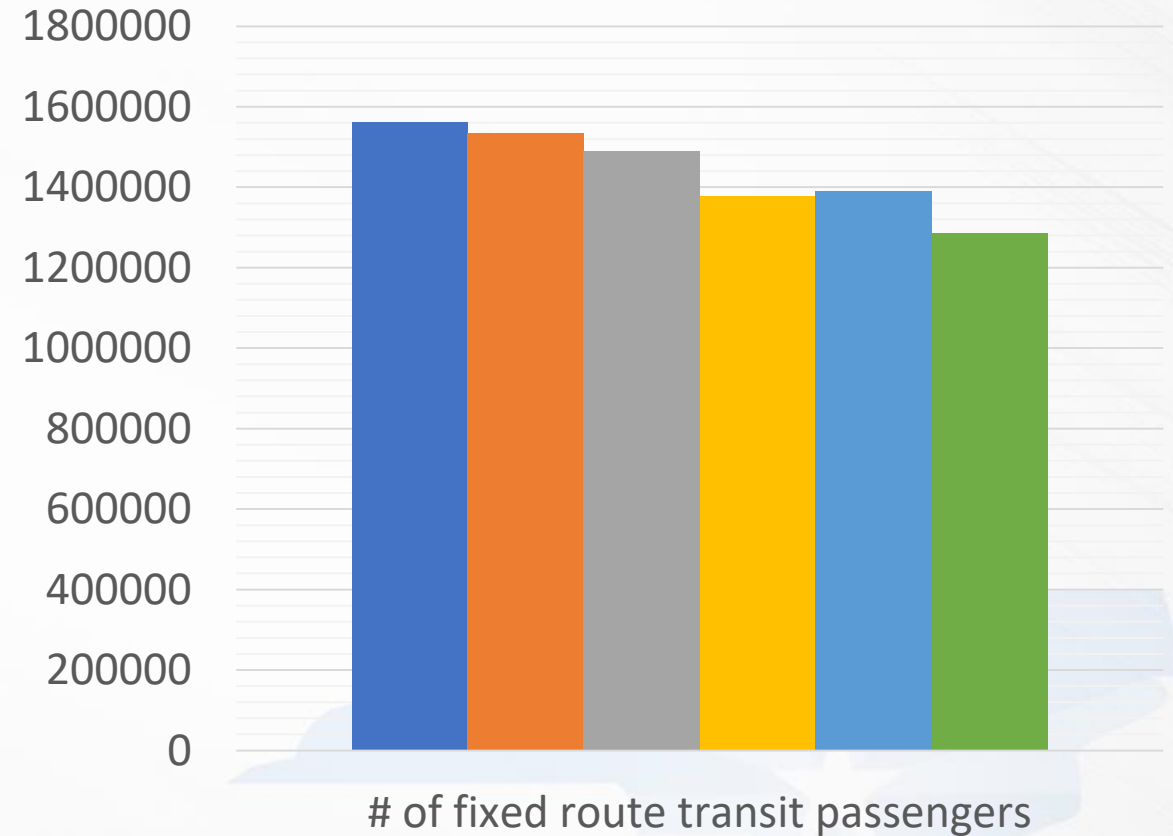
Goal 4 – Objective 4.1

Maintain public transportation investments with high quality transit and airport services

Airport Ridership



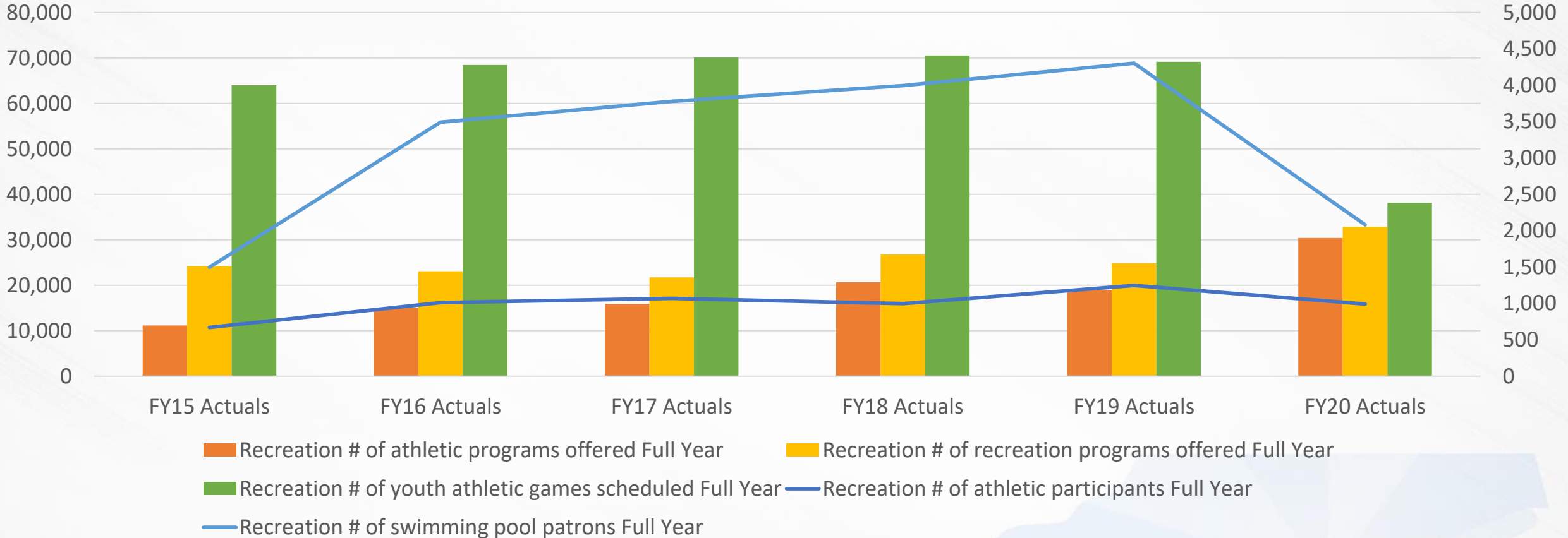
Legend: ■ FY15 ■ FY16 ■ FY17 ■ FY18 ■ FY19 ■ FY20



Goal 4 – Objective 4.2

Enhance diverse recreation, leisure and cultural opportunities

Parks and Recreation Programs & Participants



Date Sources: Departmental Submission to Performance Scorecard

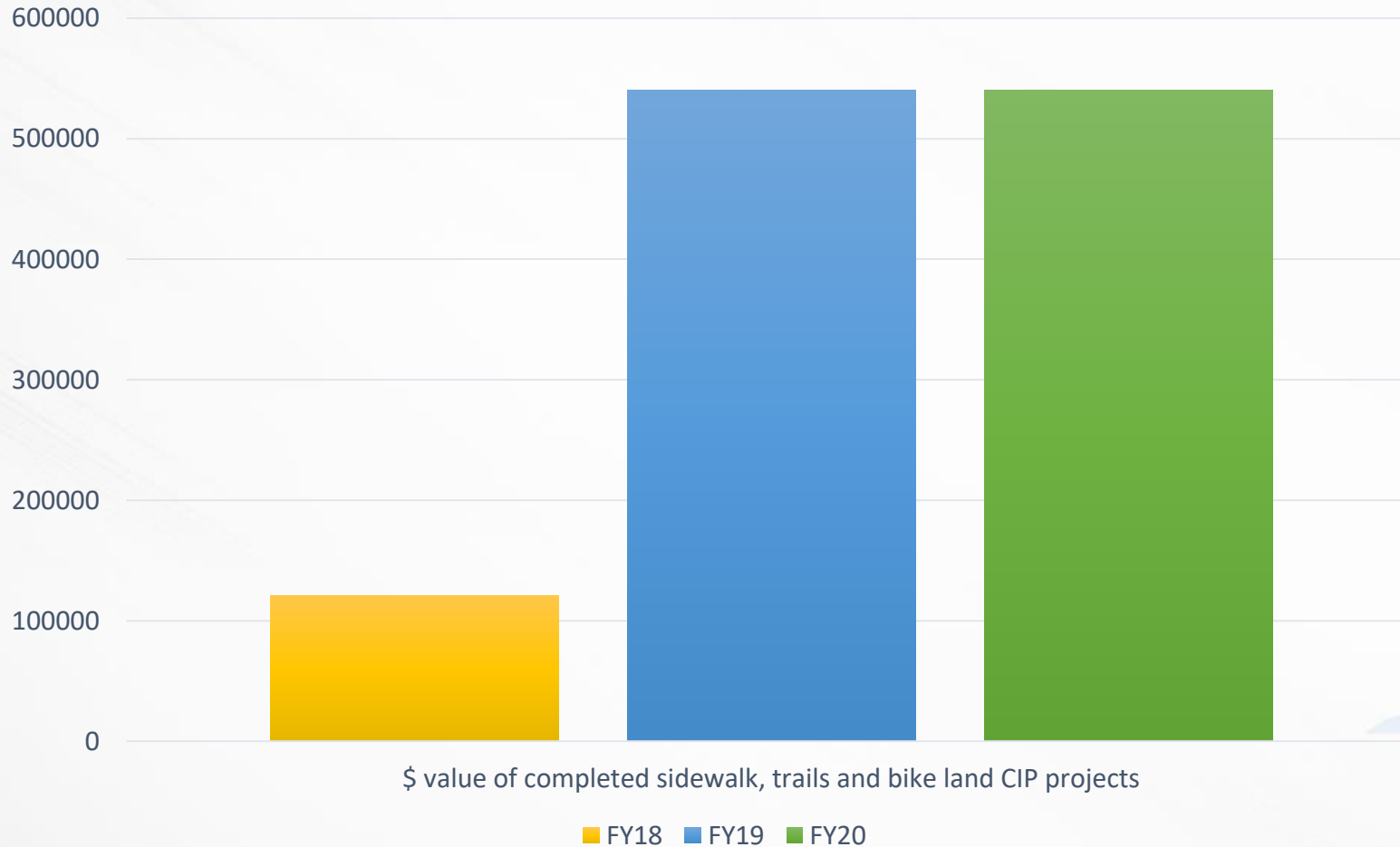
What does the data Say?

- Parks and Recreation has consistently increased the number of programs available
- Prior to Covid-19, there was also a consistent increase in participants of P&R Programs

Goal 4 – Objective 4.3

Improve mobility and connectivity through sidewalk, trail and bike lane investments

Value of Completed Sidewalk, Trails, Bike/land CIP Projects



Sidewalks, Right of Way, Trail Facts

- 1,095,374 ft. or approximately 207 miles of sidewalk in the City Limits
- 2256 curb ramps in the City Limits

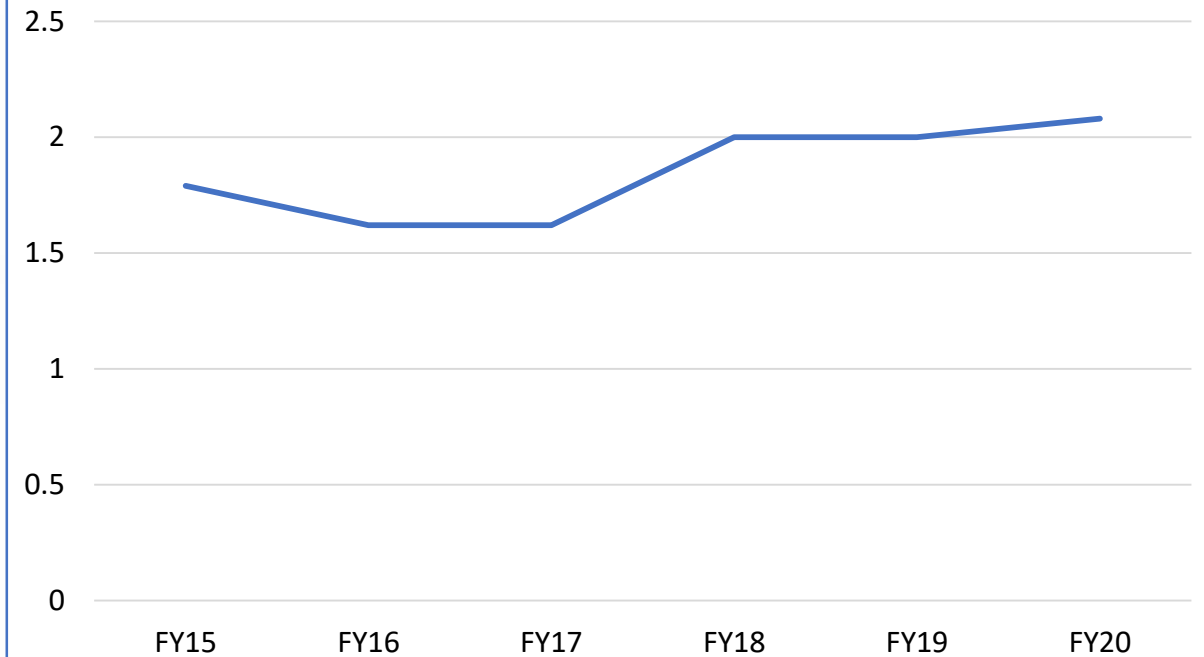
Goal 4 – Objective 4.4

Provide a clean and beautiful community with increased green spaces

of collection points serviced



Litter index



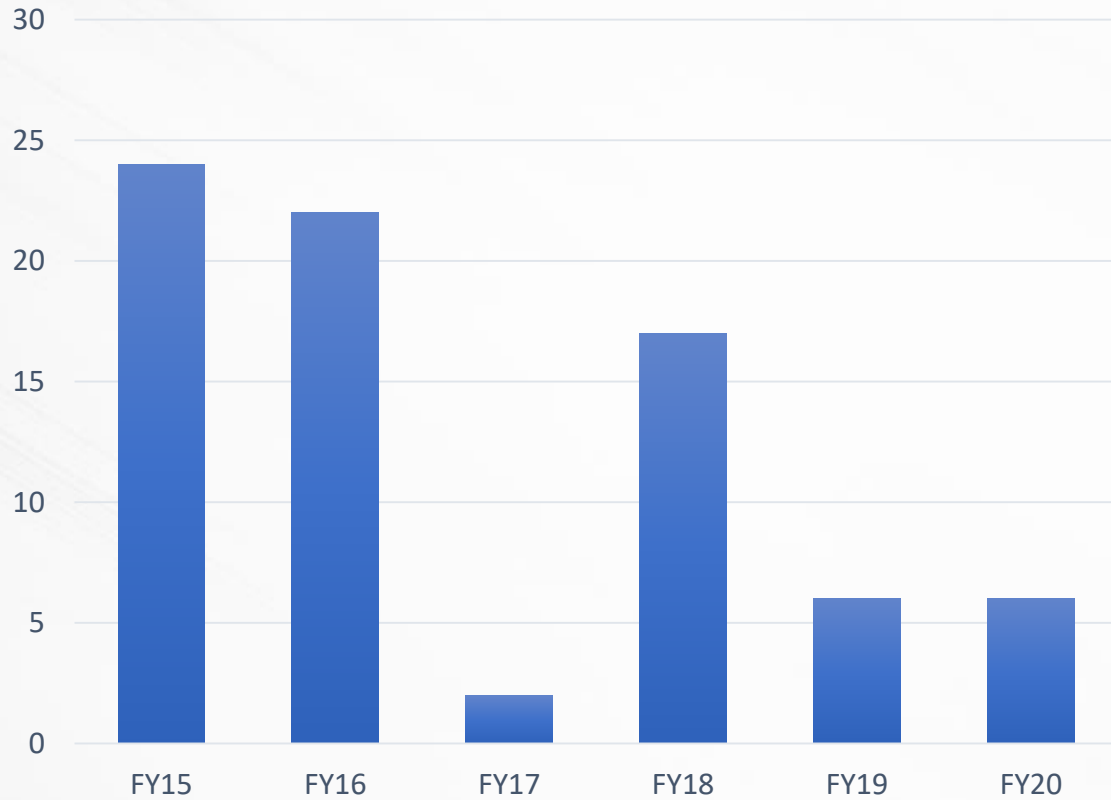
Date Sources: Public ServicesPerformanceStat

- Reverse litter campaign launching next week- “Five for Friday”
- Rapid Team trained and ready for deployment
- Partnership with the Sustainable Sandhills Litter Campaign launching March 1

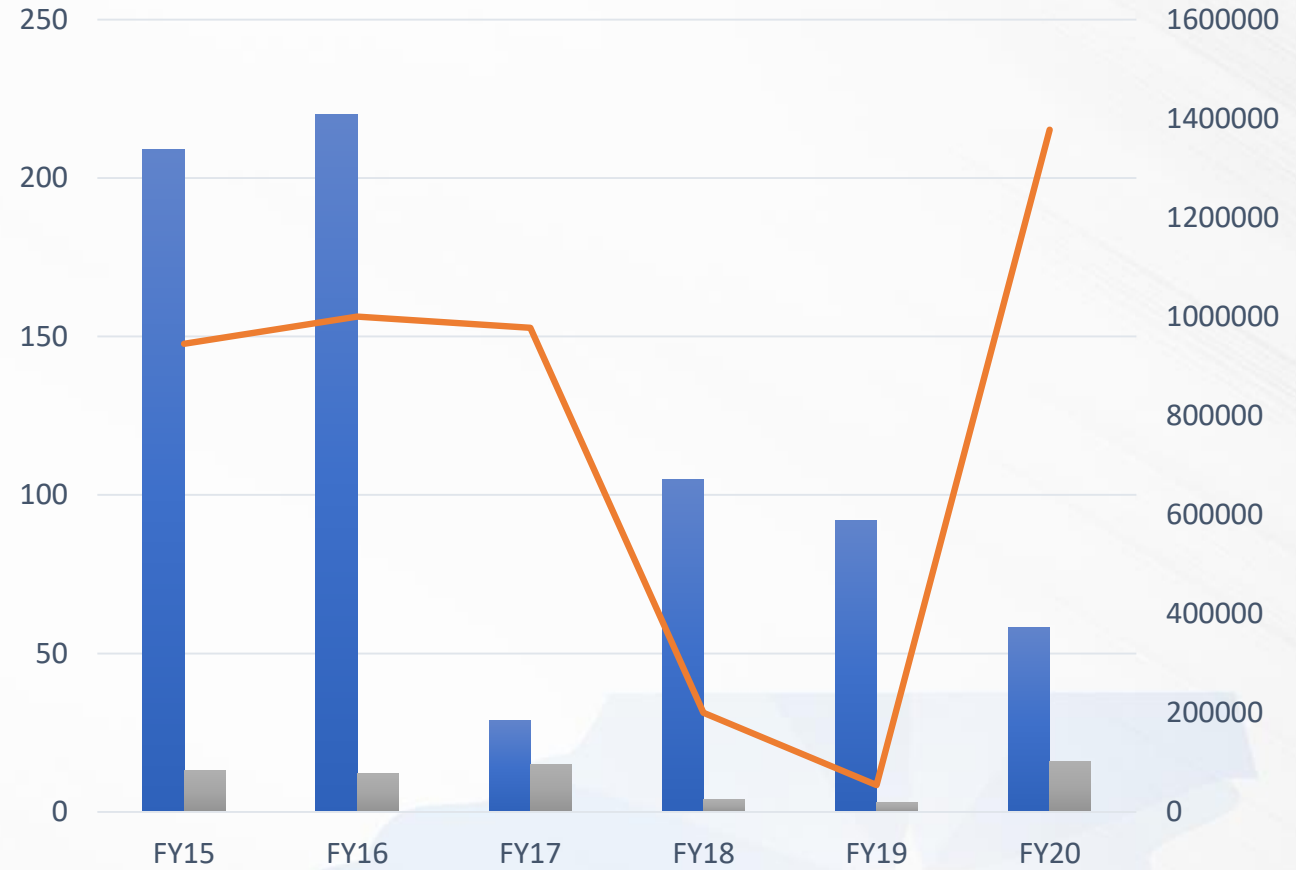
Goal 4 – Objective 4.5

Ensure a place for people to live in great neighborhoods

of Blighted Structures Demolished via ECD Funding



Affordable Housing



- # of participants completing homebuyer education via ECD
- # of affordable housing units provided via ECD funding
- \$ amount invested in ECD affordable housing program

Goal 4 – Objective 4.6

Reduce poverty and homelessness

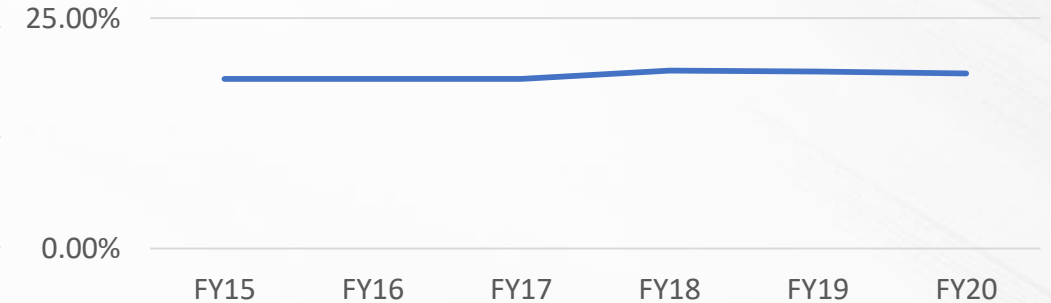

Homeless Point in Time count



■ PIT count — # of beds available for the homeless

Date Source: Department Submission

% residents living in poverty

POVERTY RATE
19.3%

- Fayetteville's Poverty Rate is 19.3%. The national average is 10.5%

Age and Sex

30.0 +/- 0.3

Median age in Fayetteville city, North Carolina

38.1 +/- 0.1

Median age in the United States

Table: DP05

Table Survey/Program: 2019 American Community Survey
5-Year Estimates

Types of Disabilities in Fayetteville city, North Carolina

Hearing difficulty - 4.5%



Vision difficulty - 3.7%



Cognitive difficulty - 8.3%



Ambulatory difficulty - 10.1%



Self-care difficulty - 3.8%



Independent living difficulty - 7.3%



0 2 4 6 8 10 12

Date Source: US Census

Disability

17.5% +/- 0.6%

Disabled population in Fayetteville city, North Carolina

12.6% +/- 0.1%

Disabled population in the United States

Goal 4: Desirable place to live, work, and recreate

4.1 - Maintain public transportation investments with transit and airport services

TFA 4.2.1

• Investigate dog parks as part of the P&R Master Plan

Complete

4.2 - Enhance recreation, leisure, and cultural opportunities

TFA 4.4.1

• Study ROW maintenance / Litter

Complete

4.3 - Improve mobility and connectivity through sidewalk, trail and bike lane investments (*CSF infrastructure*)

TFA 4.5.1

• Build Smart City Capacity

CONTINUING

4.4 - Provide a clean and beautiful community with increased green spaces

TFA 4.5.2

• Focus on Affordable Housing

CONTINUING

4.5 - Ensure a place for people to live in great neighborhoods (*CSF revitalization*)

4.6 - Reduce poverty and homelessness (*CSF homelessness, affordable housing*)

TFA 4.6.1

• Elevate the conversation on poverty

CONTINUING



Target for Action

Clarity on Council Expectations



Let's clarify success:
What must be
achieved?



Are there additional tasks that
should be added?




Are there additional partners or
collaborators that relationships
should be built with to ensure
success of this TFA?

Goal 5

**Financially sound
city providing
exemplary city
services**



5.1 - Ensure strong financial management and accountability by aligning resources with City priorities



5.2 - Achieve efficiencies through innovation and technology, by increasing data driven decisions

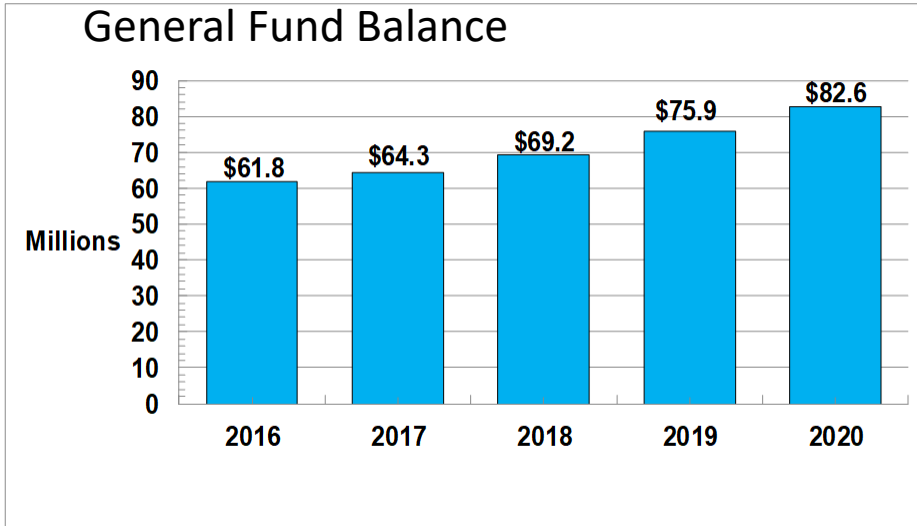
5.3 - Promote and organizational climate that fosters an exceptional, diverse, engaged, and healthy workforce that delivers excellent services

What success from this goal & objectives contributed to our mission *to provide high quality and sustainable public services for our communities to thrive and our businesses to grow?*



Goal 5 – Objective 5.1

Ensure strong financial management with fiduciary accountability and plan for the future resource sustainability by aligning resources with City priorities



- Received the Certificate of Achievement for Excellence in Financial Reporting for the FY 2019 Comprehensive Annual Financial Report (CAFR) and Clean Audit
- Standard and Poor’s Rating Services affirmed the City’s AA+ General Obligation credit rating and Moody’s Investors Service has assigned a Aa1 rating
- City’s Tax Rate Maintained.

Analysis of Debt of NC Municipalities

Municipalities (Population 100,000 and Over)	Legal Debt Limit (8% of Assessed Value)	Total Outstanding G.O.B and I.P Debt (Excluding Enterprise)	Outstanding Debt as a % of Legal Debt Limit
Cary	\$ 2,158,857	\$ 124,916	5.79%
Durham	2,402,736	239,338	9.96%
Fayetteville	1,120,091	31,786	2.84%
Greensboro	2,235,072	291,650	13.05%
High Point	778,048	60,716	7.80%
Wilmington	1,220,678	98,015	8.03%
Winston-Salem	1,790,733	251,015	14.02%

5.2 - Achieve efficiencies through innovation and technology, by increasing data driven decisions



- Earned Certificate of Excellence in Performance Management from the International City/County Managers Association
- Conducted Council strategy sessions, to focus the organization on results and accountability.
- City Council adopted High Performance and Open Data Resolution
- Completed selection process of a new Enterprise Resource Planning system and project underway.

5.1 - Ensure strong financial management and accountability by aligning resources with City priorities

5.2 - Achieve efficiencies through innovation and technology, by increasing data driven decisions

5.3 - Promote and 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

CONTINUING

Target for Action

Clarity on Council Expectations



Let's clarify success:
What must be
achieved?



Are there additional tasks that
should be added?



Are there additional partners or
collaborators that relationships
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success of this TFA?

Goal 6

**Collaborative citizen
and business
engagement**



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

6.3 Inform and educate about local government by enhancing public outreach and increasing community dialog, collaboration and empowerment

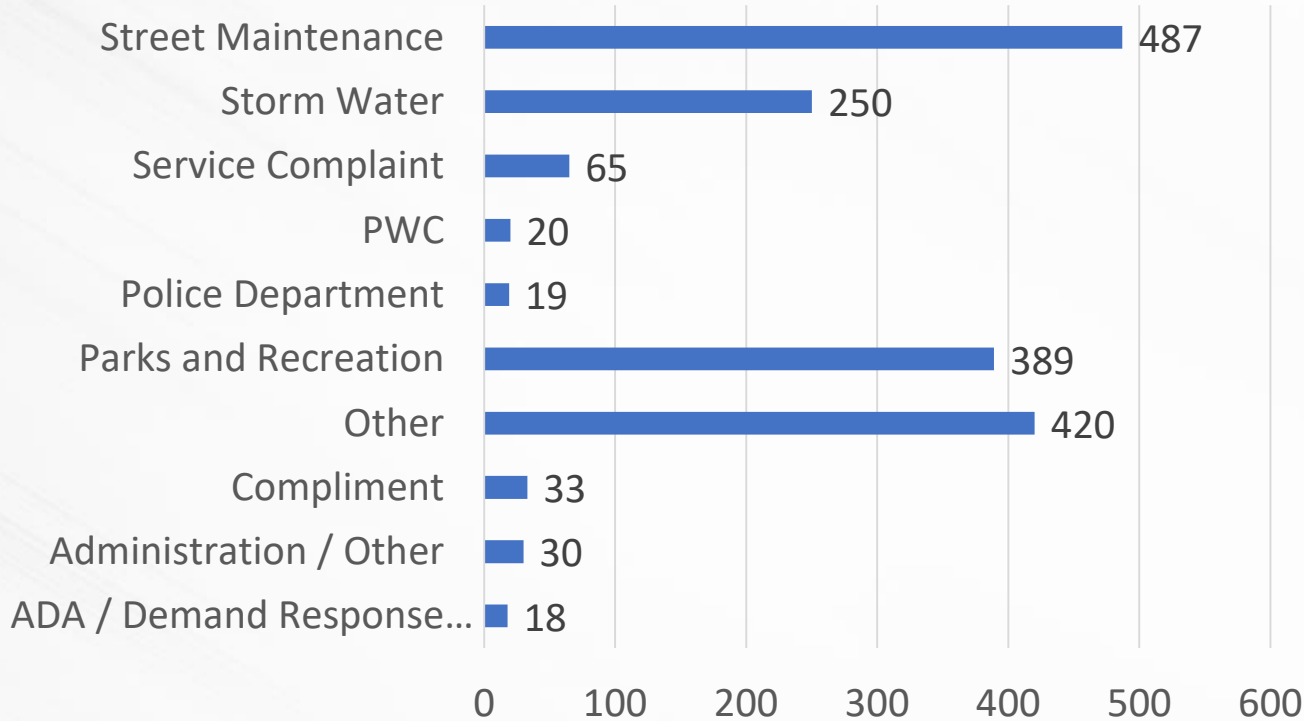
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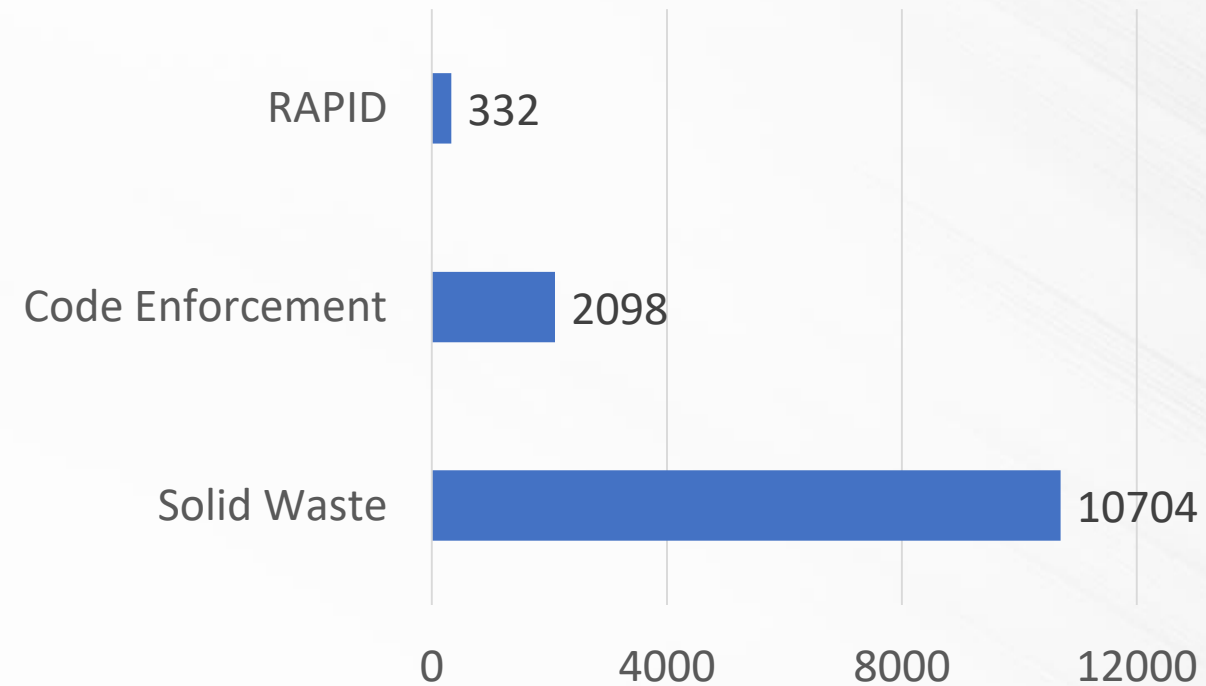
Goal 6 – Objective 6.2

Ensure trust and confidence in City government through transparency & high quality customer service

of Requests by Department in FayFixIT



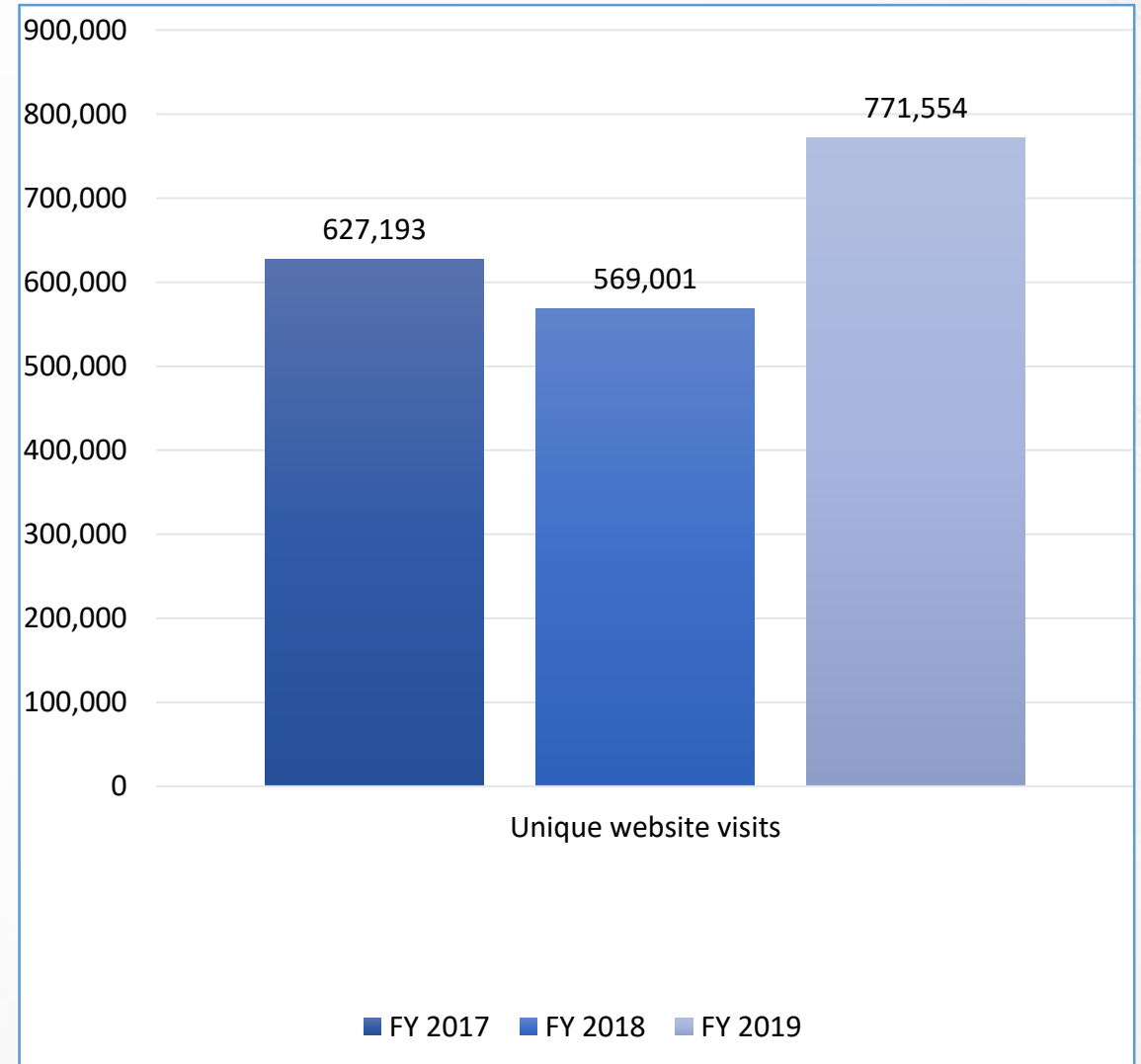
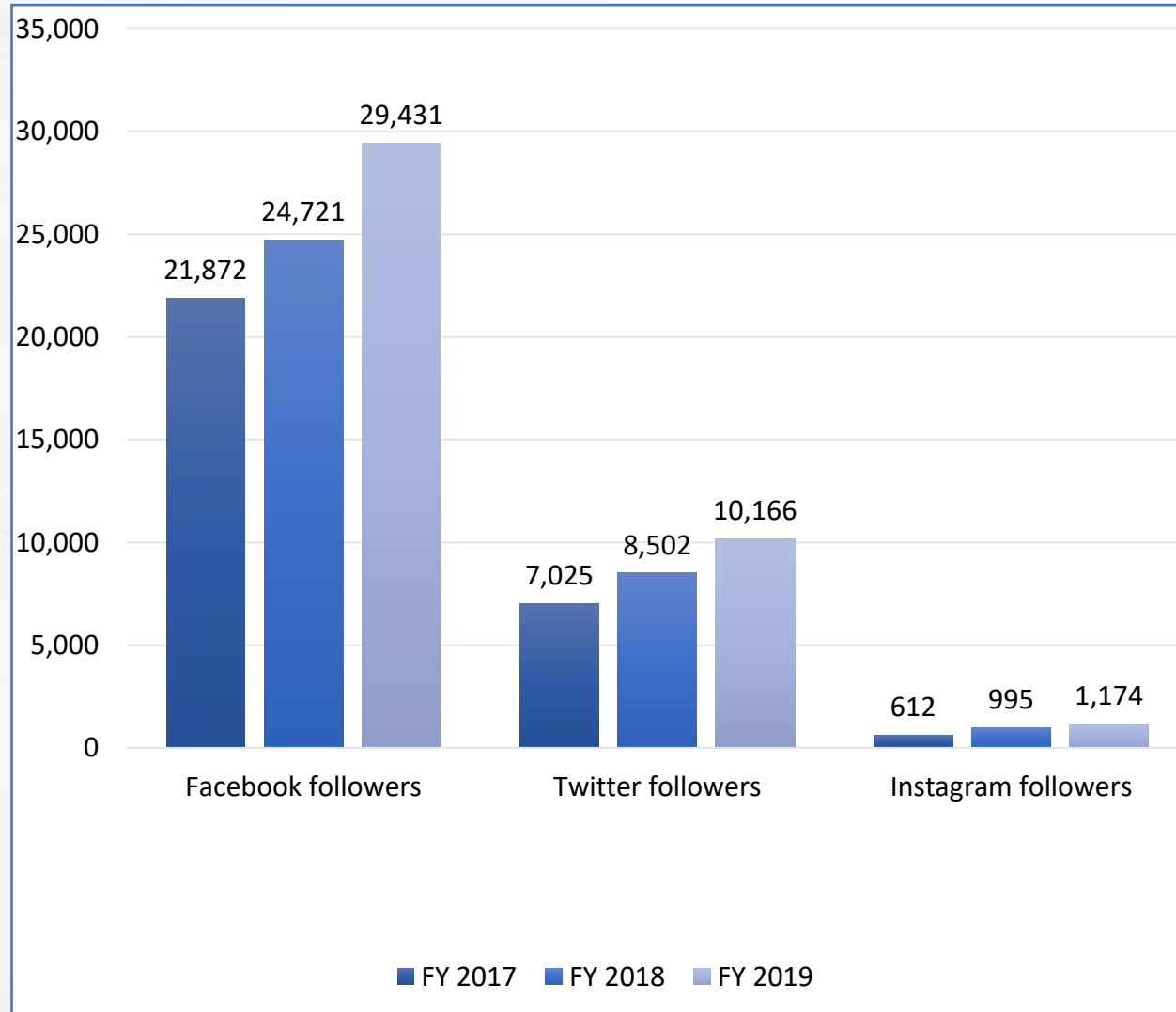
of Requests by Department in FayFixIT



- Solid waste receives the most tickets by FAR
- There were **14,865 service requests** in FayFixIT in 2020
- Fayetteville is in the top 10 cities for application use, that use See Click Fix (FayFixIT), with over 200,000 residents

Goal 6 – Objective 6.3

Inform and educate about local government by enhancing public outreach and increasing community dialog, collaboration and empowerment



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

CONTINUING



6.2 Ensure trust and confidence in City government through transparency

TFA 6.1.2

- Conduct Disparity Study

CONTINUING

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 and engage citizens

CONTINUING

Target for Action

Clarity on Council Expectations



Let's clarify success:
What must be
achieved?



Are there additional tasks that
should be added?



Are there additional partners or
collaborators that relationships
should be built with to ensure
success of this TFA?



Additional Council Insights

City of
Fayetteville
North Carolina



Vision

Based on our plan, are we building our *vision of an attractive, culturally diverse, and inclusive city that is safe, prosperous, innovative, and unified?*

An organization's ***Vision*** is aspirational in nature. It defines what the organization wants to be or to achieve. It is an idealized description of the desired future state of the community.

Prioritization of One Year Action Plan





Wrap-up and Next Steps

City of
Fayetteville
North Carolina



1. Ensure Affordable Housing
2. Re-vitalize Neighborhoods & the Community
3. Ensure a Safe and Secure Community
4. Provide Economic Development
5. Develop our Infrastructure
6. Address Homelessness

