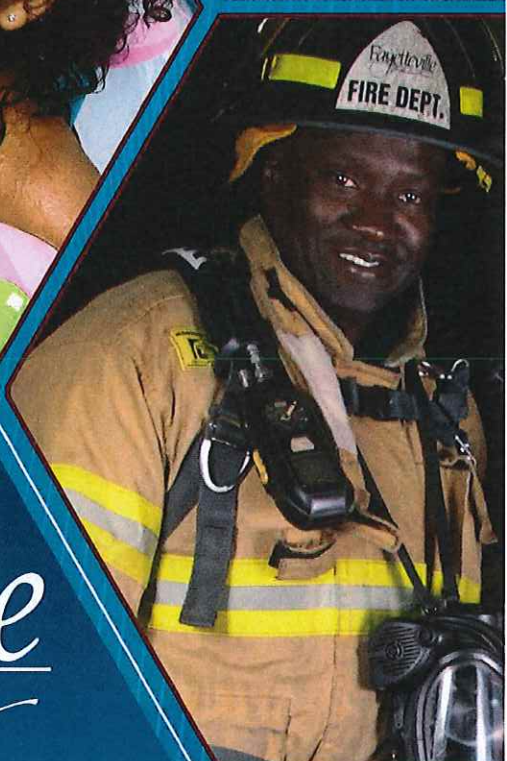


# charting the còurse



City of  
**Fayetteville**  
*North Carolina*

A Strategic Plan for Fayetteville's Future

2015-2016

# City Council Members



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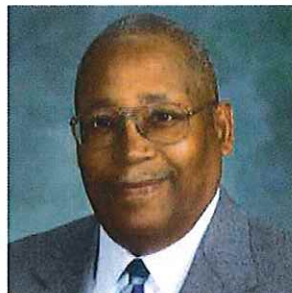
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City of  
**Fayetteville**  
North Carolina

# Life, Well Run!



**F**ayetteville is a highly diverse area representing more than 80 different cultures. Proximity to Fort Bragg and Pope Army Airfield contributes greatly to the City's economy and diversity. One of the most diverse cities in the United States of America, Fayetteville has many awards and impressive recognitions to its credit and has won three All-America City awards for collaborative community initiatives.

Our community offers thriving families opportunities to enrich their lives. We are home to the Dogwood Festival and International Folk Festival. With a rich heritage as a pre-revolutionary settlement, Fayetteville has numerous historic sites, seven museums, three colleges and universities, multiple entertainment venues, a historic downtown, and award-winning golf courses.



Immaculate parks and lively recreation centers offer residents the chance to experience the outdoors or work on their jump shot.

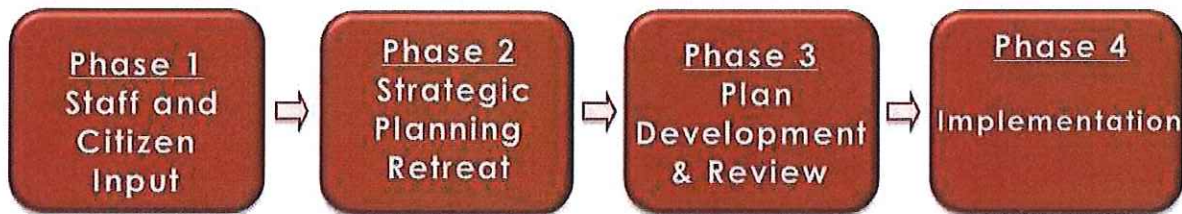
If you're looking to travel, Fayetteville Regional Airport and Interstate-95 give City residents many destination options, allowing you to drive or fly to the largest cities on the east coast in a matter of hours. Fayetteville is conveniently located within a two-hour drive from the beach and is only a four-hour drive to the mountains. Its central location affords residents opportunities for daytrips to the coast and weekend getaways to the Blue Ridge Mountains.



## Strategic Planning Process

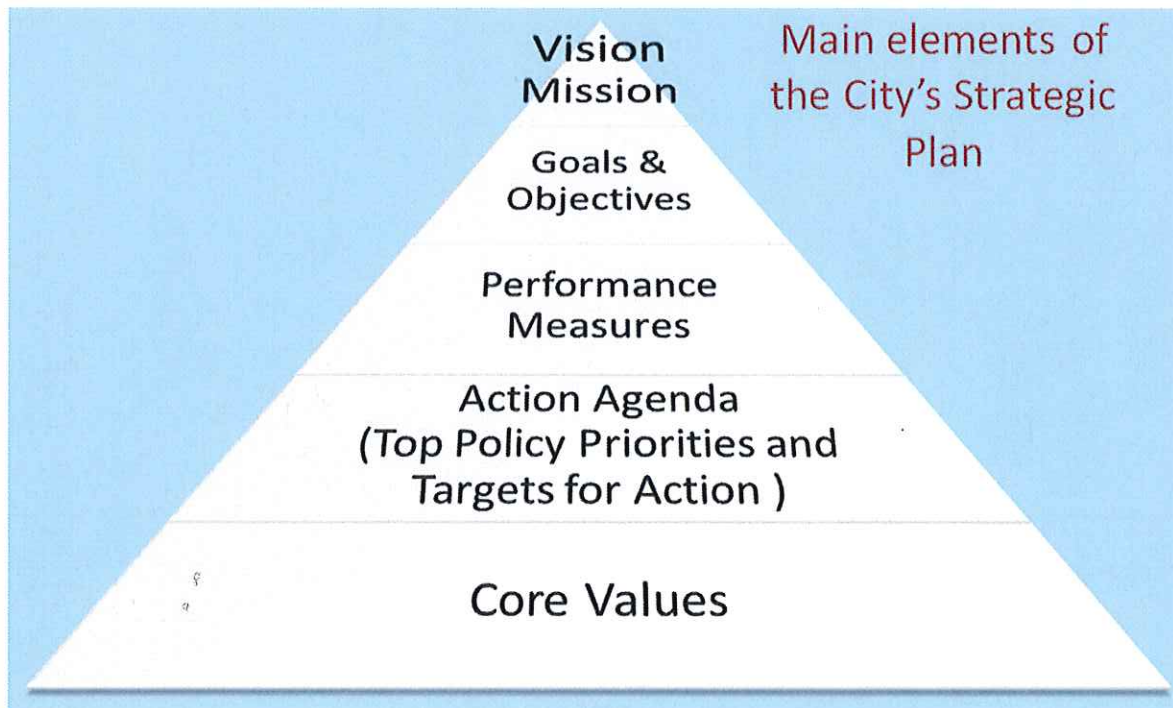
As the City of Fayetteville continues to grow and thrive, the City Council looks to chart a course with a strategic plan which articulates a vision for our community's future that will ensure vitality and sustainability. The City is guided by a comprehensive strategic planning process. City Council meets 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 strategic planning process consists of four key phases, starting with gathering input from the Senior Management Team (department directors) and citizens, followed by a City Council retreat. The input from these first two phases is used in the development of the strategic plan itself. The final phase of the plan is implementation.



## Strategic Plan Framework

The main elements of the City's strategic plan represent a commitment to serving the community: the **Vision** for the community; the organizational **Mission; Core Values; Five-Year Goals** that support the long-term vision for the City; **Performance Measures** that identify annual targets; and the **Action Agenda** which outlines annual Top Policy Priorities and respective action items, or Targets for Action (TFA), to advance progress toward the goals.



## Citizen and Staff Input

### Citizen Survey

During early 2013, a **Citizen Satisfaction Survey** of a randomly selected sample of City residents was conducted. Key findings from the survey were as follows:



- Residents have a positive perception of the City
- Areas with highest satisfaction: Fire Services, recycling and solid waste collection and customer service
- Areas with the lowest satisfaction rating: Code enforcement issues, transportation concerns and infrastructure needs
- Combining importance and satisfaction ratings, top citizen priorities: Police services, traffic flow concerns, improvements in street maintenance and greater access to public pools.

### Community Café Conversations

Finally, the City held two Community Café Conversations in January and February, 2015 attended by over 100 residents. The residents identified the following priorities:

- HIGHEST PRIORITY: Diversify the economy and spur job growth
- Police involvement in the community: Crime reduction, youth programs and violence prevention programs
- Recreational activities and green space
- Resources for homeless population, reduce poverty, unemployment and affordable housing
- Safe transportation infrastructure: Streets, walkability, trails, sidewalks and bus shelters
- Focus on community beautification
- Need to focus on all of city.



### Staff Input

Senior Management Team identified top priorities and goals for the City.

- Continue progress with public safety
- City economic development
- Sustainable organizational capacity
- Strategically invest in City programs and services
- More attractions for families and young people
- Collaborative governance and more public involvement
- A higher quality of life
- Organization of excellence: focused on results.

During the fall 2014, the City conducted an Employee Opinion Survey to obtain information to assist in decision making.

The top and bottom ranking areas were:

Top	Bottom
Customer Service	Communication
Supervision	Pay
Overall Job Satisfaction	Handling Poor Performance
Innovation	Appreciation

## Strategic Plan Development, Execution and Reporting

In February 2015, City Council met in a one day planning retreat. The session included opportunities for Council to build upon ideas and interact in open conversation. Council worked to develop the one year action plan and identified six top policy priorities.

These policy areas will define the actions that Council and staff will focus on during the fiscal year. Targets for Action (TFA) will be finalized after the annual budget is adopted. City staff will work to execute the plan and report progress to City Council and the community throughout the fiscal year. The City's strategic planning model aligns programs and spending with long-term goals. It is an organizational roadmap that also provides transparency and accountability for results.

### City Council FY 2016 Top Policy Priorities

- **Economic Development Plan and Crime/Police Department** tied for the City's first priority
- **Parks and Recreation Facilities**
- **Customer Service**
- **Homeless Solution**
- **Comprehensive Land Use Plan**



### Align the Organization for Success

Begin with the end in mind



# The City's Performance Management Program

Objectives, key performance measures and performance targets were identified for each goal and serve as a foundation for performance evaluation, assessment and reporting. The **PRIDE** program enables the City of Fayetteville to be an **ENGAGED LEADER** in the community for innovation, effective change management, and continuous improvement strategies through evidence based decisions, accountability, and transparency.

## P.R.I.D.E.

**P**erformance

**R**esults

**I**ntegration

**D**ata driven

**E**valuation

The purpose of the PRIDE team is to ensure the plan is used as a roadmap for organizational efforts. There are a number of specific responsibilities that are essential to success.

### The City Manager's Office

- Institutionalize and promote the strategic planning process
- Transition to organizational performance management and promote collaboration
- Guide decision making based on data
- Establish data collection protocols and schedule and oversee data analysis and reporting
- Develop internal and external communication plan for the Strategic Plan and organizational performance program.

### Goal Champions

- Serve as point of contact for information and reporting progress associated with all aspects of assigned goal and ensure progress is being made and milestones are met.

### Data Analytic Team

- Provide support and guidance with development of performance management metrics
- Recommend standards, benchmarks, and best practices to be used in the development of performance management metrics for purposes of uniformity in reporting
- Perform periodic audits of performance management metrics for completeness and accuracy.



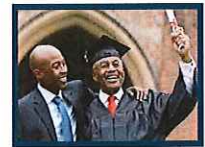
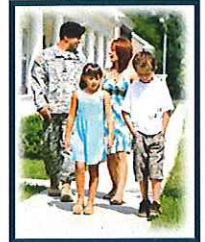
## The 2025 Vision

The City of Fayetteville is a great place to live with a choice of desirable, safe neighborhoods, a regional shopping destination, leisure opportunities for all and beauty by design.

Our City has a vibrant downtown and major corridors, the Cape Fear River to enjoy, diverse cultures with a rich heritage, a strong local economy and beneficial military presence.

Our City has unity of purpose and partners with engaged residents who have confidence in their local government.

This creates a sustainable community with opportunities for individuals and families to thrive.



### What does this mean for our residents?

<ul style="list-style-type: none"> <li>• An attractive clean and safe community with gathering places for residents to meet</li> </ul>	<ul style="list-style-type: none"> <li>• Preservation of historic neighborhoods and architecture, history and heritage</li> </ul>
<ul style="list-style-type: none"> <li>• Community of neighborhoods that are well planned, thriving and connected by bike lanes, sidewalks and trails</li> </ul>	<ul style="list-style-type: none"> <li>• Leisure activities, festivals and cultural venues with choice entertainment for all generations and that reflects our diverse community</li> </ul>
<ul style="list-style-type: none"> <li>• Quality affordable housing for all</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient traffic flow with little congestion</li> </ul>
<ul style="list-style-type: none"> <li>• Accessible transit throughout the City</li> </ul>	<ul style="list-style-type: none"> <li>• Preservation of trees and natural resources</li> </ul>
<ul style="list-style-type: none"> <li>• Growing population with young professionals and families moving here</li> </ul>	<ul style="list-style-type: none"> <li>• Thriving downtown linked to the Cape Fear River and Fayetteville State University</li> </ul>
<ul style="list-style-type: none"> <li>• High paying skill opportunities available with a diverse and growing tax base</li> </ul>	<ul style="list-style-type: none"> <li>• Redeveloped corridors with attractive buildings occupied by successful businesses</li> </ul>
<ul style="list-style-type: none"> <li>• Strong military presence and heritage and home to defense support industry</li> </ul>	<ul style="list-style-type: none"> <li>• High quality hotels with space for conferences and community events</li> </ul>
<ul style="list-style-type: none"> <li>• A variety of quality restaurants and retail that enhance Fayetteville as a regional shopping destination</li> </ul>	<ul style="list-style-type: none"> <li>• Transparent government with civic awareness and informed citizenry working together to solve problems</li> </ul>





## Mission Statement

The City government provides municipal services that enhance the quality of life and make Fayetteville a better place for all.

The City Government is financially sound and provides a full range of quality municipal services that are valued by our customers and delivered by a dedicated workforce in a cost effective manner focused on customer service.

The City strives for well-designed and well-maintained infrastructure and facilities.

The City engages its residents and is recognized as a state and regional leader.



## Core Values

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

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

to safeguard and enhance the public trust in City Government.



City of  
**Fayetteville**  
North Carolina

# Serving with R.E.S.P.E.C.T. means....

## SERVE:

- Listening to customer needs and looking for creative ways to deliver service
- Giving more than what our customer expects
- Evaluating the outcome for our customer satisfaction
- Delivering service in a courteous, responsive and enthusiastic manner.

## RESPONSIBILITY:

- Taking personal responsibility for your behavior, actions and decisions
- Defining clear performance expectations and taking responsibility for the process and the final outcome
- Taking the initiative, anticipating potential problems and taking appropriate action
- As a supervisor or leader, taking responsibility for your team's performance and holding self and others

## ETHICS:

- Behaving consistently in an honest manner and giving 100% effort
- Communicating in an honest, truthful manner and delivering on your commitments
- Acting in an ethical and equitable manner and avoiding any perception of impropriety
- Using the public trust to guide your actions.

## STEWARDSHIP:

- Placing the public interest above personal interest
- Managing work activities and daily schedules to maximize use of resources and provide services that add value to the quality of lives of our residents.
- Looking for ways to leverage City resources, maximize efficiencies and expand revenue
- Taking proactive measures to protect City assets.

## PROFESSIONALISM:

- Helping to develop the knowledge and skills of others through coaching and mentoring
- Presenting a positive image for the City in your appearance and work space
- Participating in professional or trade associations to enhance our ability to serve
- Continuously learning about trends and best practices and maintaining professional and technical competence.

## ENTREPRENEURIAL SPIRIT:

- Challenging the status quo and willingness to develop and implement process improvements
- Using technology to enhance productivity
- Using innovative methods to provide service or resolve problems
- Willingness to take a reasonable risk which may have positive return to the City.

## COMMITMENT:

- A personal commitment to the City's mission
- Willing to adapt to our changing community and operating environment
- Working with the community by listening to their needs and involving them appropriately
- Promoting understanding among residents and employees of what is important to the City.

## TEAMWORK:

- Working together to accomplish the City's mission and build a sense of unity
- Knowing and fulfilling your role and responsibilities to help your team achieve its goals
- Cooperating and collaborating to define goals, to complete tasks to communicate and to resolve conflicts.
- Willing to pitch in and go beyond your defined role.



## The City's Goals 2020

City Council identified six goals that we hope to achieve in five years. These strategic goals focus on outcome based objectives. They are the path that we must take to achieve the community's vision.



The City of Fayetteville will be a safe and secure community



The City of Fayetteville will be a highly desirable place to live, work and recreate with thriving neighborhoods and a high quality of life for all residents



The City of Fayetteville will have a strong, diverse and viable local economy



The City of Fayetteville will have unity of purpose in its leadership, and sustainable capacity within the organization



The City of Fayetteville will be designed to include vibrant focal points, unique neighborhoods, and high quality, effective infrastructure



The City of Fayetteville will develop and maintain strong and active community connections



# Strategic Plan Goal Alignment: Performance Measures, City Council Top Policy Priorities & TFA

## 5-Year Goal: Safe and Secure Community

Objectives	Performance Metrics	Targets for Action (6)
<p><b>Objective 1:</b> To reduce the incidents and severity of crime and to improve public perception of safety through community engagement and collaboration in crime and safety initiatives</p>	<ul style="list-style-type: none"> <li>▪ # of violent crimes</li> <li>▪ # of property crimes</li> <li>▪ % of citizens very satisfied or satisfied with the frequency that police officers patrol their neighborhoods</li> <li>▪ Violent crime clearance rate</li> <li>▪ Property crime clearance rate</li> <li>▪ # of priority 1 calls for service</li> <li>▪ Average response time for priority 1 calls</li> <li>▪ % of citizens very satisfied or satisfied with how quickly police respond to emergencies*</li> <li>▪ Sworn vacancy rate</li> <li>▪ # of active residential community watch groups</li> <li>▪ % of citizens very satisfied or satisfied with Police efforts to prevent crime</li> <li>▪ % of citizens with an overall feeling of safety in Fayetteville</li> <li>▪ Internal Investigation data</li> </ul>	<p>✓ TFA- Top Policy Priority: Crime/Police Department</p> <p>Action plan:</p> <ul style="list-style-type: none"> <li>• Continue to build and maintain high police staffing levels</li> <li>• Sector Lieutenant model</li> <li>• Focus on youth intervention</li> <li>• Study human trafficking and prostitution issue and solution</li> <li>• Crime Information Center’s predictive analytics program</li> <li>• Police citizen engagement strategy</li> <li>• Body cameras</li> <li>• Crime Lab- Track improvement</li> <li>• Improving deteriorating neighborhoods strategy</li> </ul>
<p><b>Objective 2:</b> To ensure traffic safety by striving to reduce preventable vehicle accidents and traffic related fatalities and injuries</p>	<ul style="list-style-type: none"> <li>▪ # of traffic crashes</li> <li>▪ # of traffic fatalities</li> <li>▪ % of citizens very satisfied or satisfied with enforcement of local traffic laws</li> </ul>	<p>✓ TFA- CARS program</p> <p>✓ TFA- Implement Red Light Camera Program</p>
<p><b>Objective 3:</b> To ensure disaster readiness and to increase disaster recovery and resiliency through effective preparation and interagency collaboration</p>	<ul style="list-style-type: none"> <li>▪ % of the departmental emergency plans tested annually</li> <li>▪ % of eligible employees trained on NIMS</li> </ul>	<p>✓ TFA- Prepare Joint E911 Center Study</p>

Safe and Secure Community Objectives (cont.)	Performance Metrics	Targets for Action
<p><b>Objective 4:</b> To ensure high survivability rate and improve dollar loss ratios for fire, medical hazardous incidents</p>	<ul style="list-style-type: none"> <li>▪ # of fire inspections completed</li> <li>▪ # of cooking fires (#1 cause of residential fires)</li> <li>▪ # of smoke detectors installed</li> <li>▪ Average dollar loss/save ratio</li> <li>▪ % of citizens very satisfied or satisfied with City efforts to prevent fires</li> <li>▪ # of calls for service responded to per year</li> <li>▪ # of actual fires (all)</li> <li>▪ % of calls where fire was confined to the room of origin</li> <li>▪ 90% Percentile Response Time</li> <li>▪ % compliance with Standard of Coverage and the Center for Public Safety Excellence</li> </ul>	<ul style="list-style-type: none"> <li>✓ TFA- Fire infrastructure (Station 12) and replacement equipment</li> <li>✓ TFA- Initiate a step plan for Fire Department</li> </ul>

## Strategic Plan Goal Alignment: Performance Measures, City Council Top Policy Priorities & TFA

### 5-Year Goal: Diverse and Viable Economy

Objectives	Performance Metrics	Targets for Action (8)
<p><b><u>Objective 1:</u></b> To sustain a favorable development climate through continual improvement of internal processes and by providing redevelopment tools to encourage business growth</p>	<ul style="list-style-type: none"> <li>▪ Total tax base (Ad valorem tax base)</li> </ul>	<p>✓ <b>TFA- Top Policy Priority: Economic Development Plan</b> Action Plan:</p> <ul style="list-style-type: none"> <li>• Develop an Economic Development Strategic Plan</li> </ul> <p>✓ TFA- Establish one stop shop for business assistance</p>
<p><b><u>Objective 2:</u></b> To implement strategies that diversify the City's tax base and increase the industrial and commercial tax bases</p>	<ul style="list-style-type: none"> <li>▪ # of loan applications &amp; grants received through Community Development programs</li> <li>▪ # of clients assisted by Community Development programs</li> </ul>	<p>✓ TFA- Industrial and technology recruitment partnership</p> <p>✓ TFA- Establish a redevelopment project fund</p>
<p><b><u>Objective 3:</u></b> To leverage partnerships for job creation and retention, with focus on local and regional workforce and increasing per capita income</p>	<ul style="list-style-type: none"> <li>▪ Unemployment rate</li> <li>▪ Median household income</li> <li>▪ # of jobs created</li> </ul>	<p>✓ TFA- Promote Neighborhood Resource Centers</p> <p>✓ Other Goal Highlight- Develop local small disadvantage business enterprise/HUB policy and program</p>
<p><b><u>Objective 4:</u></b> To invest in community places, revitalizing downtown as a focal point and building opportunities to leverage the Cape Fear River</p>	<ul style="list-style-type: none"> <li>▪ # of new commercial or retail enterprise located in the City</li> </ul>	<p>✓ TFA- Riverfront Redevelopment Plan</p> <p>✓ TFA- North Murchison Road Redevelopment</p> <p>✓ TFA- Research pros/cons and process to annex Shaw Heights</p> <p>✓ Other Goal Highlight- Cat. Site 1- RFP and feasibility study</p>

## Strategic Plan Goal Alignment: Performance Measures, City Council Top Policy Priorities & TFA

### 5-Year Goal: High Quality Built Environment

Objectives	Performance Metrics	Targets for Action (5)
<p><b>Objective 1:</b> To manage the City's future growth and support strategic land use policy by supporting quality development and decreasing the oversupply of commercial land and under developed buildings and increases occupancy of vacant retail and office spaces</p>	<ul style="list-style-type: none"> <li>▪ # of current planning (not long-term) cases</li> <li>▪ % of staff recommendations accepted by City Council</li> <li>▪ % of citizens very satisfied or satisfied with overall preparedness to manage development and growth</li> </ul>	<ul style="list-style-type: none"> <li>✓ TFA- Top Policy Priority: Comprehensive Land Use Plan</li> </ul>
<p><b>Objective 2:</b> To provide timely and accurate construction review and building inspection services in an effort to sustain a favorable development climate and support the business environment</p>	<ul style="list-style-type: none"> <li>▪ Total # of permits issued</li> <li>▪ Total permit fees collected</li> <li>▪ # of total building inspections</li> <li>▪ # site plans reviewed</li> </ul>	<ul style="list-style-type: none"> <li>✓ TFA- Customer improvements for Inspections &amp; Permitting / Refine Fayworx</li> </ul>
<p><b>Objective 3:</b> To revitalize neighborhoods with effective zoning , code enforcement and violations abatement</p>	<ul style="list-style-type: none"> <li>▪ # of demolition cases</li> <li>▪ # of code violation cases</li> <li>▪ % of citizens satisfied with the overall enforcement of codes and ordinances</li> </ul>	<ul style="list-style-type: none"> <li>✓ TFA- RAMP</li> </ul>

High Quality Built Environment Objectives (cont.)	Performance Metrics	Targets for Action
<p><b>Objective 4:</b> To develop and maintain City street and stormwater systems to an established target level of effectiveness and quality improving connectivity</p>	<ul style="list-style-type: none"> <li>▪ % of City streets rated 85 or better (Peer benchmark is 85%)</li> <li>▪ # of miles maintained (Total inside City limits)</li> <li>▪ # of miles resurfaced</li> <li>▪ Resurfacing cycle</li> <li>▪ Linear miles of new sidewalk constructed</li> <li>▪ % of citizens very satisfied or satisfied with the overall maintenance of City streets</li> <li>▪ % of construction projects completed within 85% -115% of contract budget</li> <li>▪ % of plan reviews completed in 20 days or less (Peer benchmark is 80%)</li> <li>▪ % of properties acquired within schedule</li> <li>▪ % of citizens very satisfied or satisfied with cleanliness of stormwater drains and creeks in neighborhoods</li> <li>▪ % of citizens very satisfied or satisfied with drainage of City streets*</li> <li>▪ % of traffic signal equipment inspected twice annually</li> <li>▪ % of signalized intersections requiring emergency repair</li> <li>▪ % of citizens very satisfied or satisfied with the overall flow of traffic in the City</li> </ul>	<ul style="list-style-type: none"> <li>✓ TFA- Street resurfacing</li> <li>✓ TFA- Stormwater drainage improvements</li> </ul>



# Strategic Plan Goal Alignment: Performance Measures, City Council Top Policy Priorities & TFA

## 5-Year Goal: Desirable Place to Live, Work and Recreate

Objectives	Performance Measures	Targets for Action (11)
<p><b>Objective 1:</b> To enhance recreation, leisure and cultural opportunities for all to thrive that reflects our diversity</p>	<ul style="list-style-type: none"> <li>▪ # of recreation programs offered and # of recreation participants registered</li> <li>▪ # of athletic programs offered and # of athletic participants</li> <li>▪ % of citizens very satisfied or satisfied with the overall quality of Parks and Recreation facilities and programs</li> <li>▪ % of recreation centers achieving Level 1 standard</li> <li>▪ % of athletic fields achieving Level 1 standard</li> <li>▪ % of citizens very satisfied or satisfied with the overall quality and condition of City Parks and Recreation facilities</li> </ul>	<p>✓ <b>TFA- Top Policy Priority: Plan for Parks and Recreation capital projects funding</b></p> <p>Action Plan:</p> <ul style="list-style-type: none"> <li>• College Lakes Aquatics Center</li> <li>• Plan for Bond Referendum</li> </ul>
<p><b>Objective 2:</b> To provide for a clean and beautiful community with increased green spaces</p>	<ul style="list-style-type: none"> <li>▪ # of tons of refuse collected annually</li> <li>▪ # of tons of refuse collected per 1,000 collection points</li> <li>▪ % of surveyed citizens that are very satisfied or satisfied with solid waste collection services</li> <li>▪ # of tons of yard waste collected annually</li> <li>▪ % of surveyed citizens that are very satisfied or satisfied with yard waste collection services</li> <li>▪ # of tons of bulky items collected</li> <li>▪ % of surveyed citizens that are very satisfied or satisfied with bulky item collection services</li> <li>▪ # of recycling tons collected per year</li> <li>▪ Diversion rate (# of tons recycled as % of total tons of refuse and recyclables)</li> <li>▪ % of surveyed citizens very satisfied or satisfied with recycling services</li> <li>▪ Litter index rating # of recreation programs offered</li> </ul>	<p>✓ TFA- Improve City gateways</p> <p>✓ TFA- Promote and clean and beautiful City</p> <p>✓ TFA- Complete Cape Fear River Trail</p>

Desirable Place to Live, Work and Recreate Objectives (continued)	Performance Measures	Targets for Action
<p><b>Objective 3:</b> To improve mobility and connectivity by investing in traffic flow strategies, sidewalk, trails and bike lanes</p>	<ul style="list-style-type: none"> <li>▪ # of miles of city sidewalks</li> <li>▪ # of miles of city trails</li> </ul>	<ul style="list-style-type: none"> <li>✓ TFA- Pedestrian Safety Initiatives (Sidewalks, trails, bicycle)</li> </ul>
<p><b>Objective 4:</b> To develop and maintain public transportation investments with high quality transit and airport services</p>	<ul style="list-style-type: none"> <li>▪ # of passengers (Fixed Route)</li> <li>▪ Average daily fixed route ridership</li> <li>▪ # of valid customer complaints related to on-time performance</li> <li>▪ % of routes which operate within zero to five minutes of published schedules at least 75% of the time</li> <li>▪ # of total FASTTRAC! passengers</li> <li>▪ Average FASTTRAC! passengers per revenue hour</li> <li>▪ Average daily FASTTRAC! ridership</li> <li>▪ % of citizens very satisfied or satisfied with the overall quality of the public transportation system (FAST)</li> <li>▪ # of enplaned and deplaned passengers</li> <li>▪ # of Airport Operations (take offs and landings)</li> <li>▪ % of citizens very satisfied or satisfied with condition and usability of the Fayetteville Regional Airport</li> </ul>	<ul style="list-style-type: none"> <li>✓ TFA- Transit improvements: Construct MMC; scheduling, security &amp; real time passenger information</li> <li>✓ TFA- Airport Terminal renovations</li> </ul>
<p><b>Objective 5:</b> To provide high quality affordable housing that revitalizes neighborhoods</p>	<ul style="list-style-type: none"> <li>▪ # of single family affordable housing units constructed in partnership with Community Housing Development Organizations</li> <li>▪ # of participants completing homebuyer education and counseling classes</li> <li>▪ # of units fully rehabilitated</li> <li>▪ # of units that were provided emergency repairs</li> <li>▪ # of homeless</li> </ul>	<ul style="list-style-type: none"> <li>✓ TFA- Affordable Housing Fund</li> <li>✓ TFA- Grove View Terrace Infill housing rehab</li> </ul>
<p><b>Objective 6:</b> To reduce homelessness</p>		<ul style="list-style-type: none"> <li>✓ TFA- Top Policy Priority: Develop Homelessness Solution</li> <li>✓ TFA- Revise Panhandling Ordinance</li> </ul>

## Strategic Plan Goal Alignment: Performance Measures, City Council Top Policy Priorities & TFA

### 5-Year Goal: Sustainable Organizational Capacity

Objectives	Performance Metrics	Targets for Action (6)
<p><b>Objective 1:</b> To ensure strong financial management with fiduciary accountability and plan for the future resource sustainability by aligning resources with City priorities</p>	<ul style="list-style-type: none"> <li>▪ % of citizens very satisfied or satisfied with the overall quality of services provided by the City of Fayetteville</li> <li>▪ % of citizens that heard about the City's Strategic Plan</li> <li>▪ % of performance reports approved by City Council</li> <li>▪ % of litigation resulting in a favorable disposition during the fiscal year of either a dismissal or a settlement</li> <li>▪ General Obligation bond ratings</li> </ul>	<ul style="list-style-type: none"> <li>✓ TFA- City Council term lengths</li> <li>✓ Other Goal Highlight- Create City Purchasing Department</li> </ul>
<p><b>Objective 2:</b> To promote an organizational climate that fosters an exceptional, diverse, engaged, and healthy workforce that delivers excellent services</p>	<ul style="list-style-type: none"> <li>▪ % of employees that understand how their job supports the City's mission and goals</li> <li>▪ Retention Rate</li> <li>▪ # of applications received per year</li> <li>▪ # of positions filled per year</li> <li>▪ Average city-wide fill time (from posting date to new hire start date)</li> <li>▪ % change in annual health plan renewal cost</li> <li>▪ % of employees that are satisfied with their pay</li> <li>▪ % of employees that feel performance is fairly evaluated and delivered in a timely manner</li> <li>▪ Days Away, Restricted or Transfer (DART Score)</li> </ul>	<ul style="list-style-type: none"> <li>✓ TFA- Develop citywide action plan for employee opinion survey</li> </ul>
<p><b>Objective 3:</b> To identify and achieve efficiencies through innovation and technology utilization, by increasing data-driven decisions and using business intelligence strategies, including performance management, process mapping, evaluation, and improvement</p>	<ul style="list-style-type: none"> <li>▪ % of positive responses in customer survey for Business Intelligence, Innovation and Solutions</li> <li>▪ # of network devices supported</li> <li>▪ % of system availability</li> </ul>	<ul style="list-style-type: none"> <li>✓ TFA- Citizen Driven Performance Reporting</li> <li>✓ TFA- Citizen Survey</li> <li>✓ TFA- Total Quality Management and Process Improvement Framework</li> <li>✓ TFA- Modernizing City finance and human resources technology platform</li> </ul>

# Strategic Plan Goal Alignment: Performance Measures, City Council Top Policy Priorities & TFA

## 5-Year Goal: Citizen Engagement & Partnerships

Objectives	Performance Metrics	Targets for Action (8)
<p><b>Objective 1:</b> To inform and educate about local government by enhancing public outreach and increasing community dialog, collaboration and empowerment</p>	<ul style="list-style-type: none"> <li>▪ % of citizens very satisfied or satisfied with the overall effectiveness of communication with the public</li> <li>▪ % of citizens very satisfied or satisfied with availability of information about City programs and services</li> <li>▪ % of citizens indicating they receive information about the City via FayTV7</li> <li>▪ # of FayTV7 on-demand Youtube views per year</li> <li>▪ # of Twitter followers</li> <li>▪ # of Fayetteville Outfront subscribers</li> <li>▪ # of Facebook likes</li> <li>▪ # of unique visitors to City's website Cityoffayetteville.org</li> <li>▪ % employees satisfied with communications within the City</li> <li>▪ Total Human Relations outreach participants</li> <li>▪ % of Community Services program educational event participants indicating a very satisfied or satisfied on performance in areas trained.</li> <li>▪ % of citizens very satisfied or satisfied with the level of public involvement in local decisions</li> <li>▪ % of citizens that rate the City as an excellent or good partner with its citizens</li> </ul>	<ul style="list-style-type: none"> <li>✓ TFA- Develop citywide citizen engagement strategy</li> <li>✓ TFA- Develop and launch new City website</li> <li>✓ TFA- Complete communication plan</li> <li>✓ Other Goal Highlight- Market House Seal Study</li> </ul>
<p><b>Objective 2:</b> To increase trust and confidence in City government through high quality customer service</p>	<ul style="list-style-type: none"> <li>▪ % increase in phone audit score for Call Center (customer satisfaction rating)</li> <li>▪ % of citizens that are very satisfied or satisfied with the courtesy of employees</li> <li>▪ % of citizens that are very satisfied or satisfied with the resolution to their issue/concern</li> </ul>	<ul style="list-style-type: none"> <li>✓ TFA- Top Policy Priority: Citywide focus on customer service</li> <li>✓ TFA- City Hall Renovations</li> </ul>
<p><b>Objective 3:</b> To develop and maintain collaborative relationships between government units, the local military and stakeholders</p>	<ul style="list-style-type: none"> <li>▪ % of minutes prepared and presented for Council approval within one month</li> <li>▪ % of meetings noticed at least 48 hours in advance</li> <li>▪ # of boards and commissions seats</li> <li>▪ % of vacant boards and commissions seats filled during semi-annual appointments</li> </ul>	<ul style="list-style-type: none"> <li>✓ TFA- State lobbying effort</li> <li>✓ TFA- Federal Partnership: Advocacy &amp; collaborative projects</li> <li>✓ TFA- Continue to explore Fort Bragg shared service opportunities</li> </ul>

# City of Fayetteville North Carolina



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