STRATEGIC ALIGNMENT

Feedback from Citizens, Data Driven Decisions and Continuous Improvement

STRATEGIC PLANNING
Define Mission, Vision, Values and Goals
COUNCIL

COMMUNICATE
TRACStat
Transparent Reporting & Analytics for Citizens

SET PRIORITIES
Define Objectives, Performance Targets and Targets for Action
COUNCIL

BETTER RESULTS FOR CITIZENS

ORGANIZATIONAL PERFOMANCE MANAGEMENT
Performance, Integrity & Data Driven Evaluation
MANAGERS AND COUNCIL

ALLOCATE RESOURCES
Align Budget to Programs and Performance Targets

Operational Planning

Delivering High Quality Services

IMPLEMENT AND INTEGRATE
Strategies and Performance Measures
MANAGERS AND DEPARTMENTS

Tactical Planning

ORGANIZATIONAL PERFORMANCE MANAGEMENT

The **QuEST** program enables the City of Fayetteville to be an engaged leader in the community for innovation, effective change management, citizen empowerment and continuous improvement.
To find out more, visit our website!

Qu ality
E valuation
S ustainability
T raining

Fayetteville TRACStat

Transparent Reporting and Analytics for Citizens
TRACStat is your online resource for performance reporting. Find out how well the City is moving the needle on the City's Goals. TRACStat provides citizens the opportunity dive into performance metrics, compare budget dollars for departments and programs and receive updates on important City projects. ***Visit now!***

http://tracstat.fayettevillenc.gov
4/2018

For more information visit FayettevilleNC.gov/StrategicPlan
or contact Strategic & Performance Analytics Director Rebecca Jackson at rajackson@ci.fay.nc.us

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FY 2019 STRATEGIC PLAN
A FOCUS ON THE FUTURE

City of Fayetteville, North Carolina

VISION 2029

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

MISSION

The City of Fayetteville provides quality and sustainable public services where citizens thrive and businesses grow.

CORE VALUES

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

City of Fayetteville North Carolina

Responsibility
Ethics
Stewardship
Professionalism
Entrepreneurial Spirit
Commitment
Teamwork

to safeguard and enhance the public trust in City Government.

GOAL I: Safe and Secure Community

- **Objective A:** To reduce the incidence and severity of crime and to improve public perception of safety through community engagement and interagency collaboration in crime/safety initiatives
- **Objective B:** To ensure traffic safety by striving to reduce preventable vehicle accidents and traffic related fatalities and injuries
- **Objective C:** To ensure disaster readiness and to increase disaster recovery and resiliency through effective preparation and interagency collaboration
- **Objective D:** To ensure high survivability rate and improve dollar loss ratios for fire, medical, hazardous incidents and other emergencies

FY 19 Targets for Action

- **NEW FY 19: Develop a unified street lighting plan**
- Develop a plan for the 911 Center and seek Council approval
- Deploy corridor cameras

GOAL II: Diverse and Viable Economy

- **Objective A:** To sustain a favorable development climate through continual improvement of internal process and by providing redevelopment tools to encourage business growth
- **Objective B:** To implement strategies that diversify the city's tax base and increase the industrial and commercial tax bases
- **Objective C:** To leverage partnerships for job creation and retention, with focus on local and regional workforce and increasing per capita income
- **Objective D:** To invest in community places, revitalizing downtown as a focal point and building opportunities to leverage the Cape Fear River

FY 19 Targets for Action

- **NEW FY 19: Develop an internship program**
- Ensure Project Homerun is on time and on budget
- Seek policy direction for Murchison Road and corridor redevelopment
- Execute approved plan to redevelop Centre City Business Park
- Develop a targeted tax incentives policy

GOAL III: High Quality Built Environment

- **Objective A:** 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 increasing occupancy of vacant retail and office space
- **Objective 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
- **Objective C:** To revitalize neighborhoods with effective zoning, code enforcement, and violations abatement
- **Objective D:** To develop and maintain city street and storm water systems to an established target level of effectiveness and quality improving connectivity
- **Objective E:** To develop and sustain access to connectivity that increases our smart city capacity

FY 19 Targets for Action

- **NEW FY 19: Develop Municipal Service District options for concentrated retail areas**
- Develop a comprehensive review of broadband capabilities in city to leverage City's fiber assets to improve speed, liability and coverage
- Complete Comprehensive Land Use Plan
- Review changes to the Unified Development Ordinance

GOAL IV: Desirable Place to Live, Work and Recreate

- **Objective A:** To enhance recreation, leisure and cultural opportunities for all to thrive that reflects diversity
- **Objective B:** To provide for a clean and beautiful community with increased green spaces
- **Objective C:** To improve mobility and connectivity by investing in traffic flow strategies, sidewalks, trails and bike lanes
- **Objective D:** To develop and maintain public transportation investments with high quality transit and airport services
- **Objective E:** To provide high quality affordable housing that revitalizes neighborhoods
- **Objective F:** To reduce poverty and homelessness

FY 19 Targets for Action

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

GOAL V: Sustainable Organizational Capacity

- **Objective A:** To ensure strong financial management with fiduciary accountability and plan for the future resource sustainability by aligning resources with City priorities
- **Objective B:** To promote an organizational climate that fosters an exceptional, diverse, engaged and healthy workforce that delivers excellent services
- **Objective C:** 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

FY 19 Targets for Action

- **NEW FY 19: Analyze and consider outsourcing of solid waste collection services**

GOAL VI: Citizen Engagement & Partnerships

- **Objective A:** To inform and educate about local government by enhancing public outreach and increasing community dialog, collaboration and empowerment
- **Objective B:** To increase trust and confidence in City government through high quality customer service
- **Objective C:** To expand collaborative relationships between government units, the local military and stakeholders.

FY 19 Targets for Action

- **NEW FY 19: Develop options for a young adult engagement program**
- Complete City Hall renovation including first floor on time and on budget
- RFP to rebrand City with community stakeholders