

FY25 Strategic Plan – Recommended –

City of Fayetteville, NC

May 13th, 2024
FayettevilleNC.gov

Office of Strategic & Performance Analytics (SPA)

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City Council



MISSION

The City of Fayetteville provides quality and sustainable public services for our communities to thrive and businesses to grow.

VISION

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



Message from the City Manager



Strategic Planning Process & Accomplishments



Stakeholder Input | Resident Survey



Strategic Framework



Council's FY25 Strategic Priorities & Action Plans



Next Steps & Conclusion



FORWARD TOGETHER



Underscoring the importance of adopting a forward-thinking perspective to address the priorities outlined by both our City Council and our residents, these priorities serve as the cornerstone of our work, and it is imperative that we approach them with innovation, creativity, and collaboration.

- **Strategic planning priorities:**

- A comprehensive approach to violence reduction and mental health response.
 - Revitalizing neighborhoods, emphasizing affordable housing needs.
 - Youth engagement and interaction.
 - Enhanced economic growth opportunities.
 - Articulate/define who we are as a City & authentically tell our story.
- Working with optimism, determination, and commitment to our action plans.
 - Striving to achieve a prosperous and vibrant future for the City of Fayetteville.

Thank you for your dedication and contribution to our strategic planning endeavors.



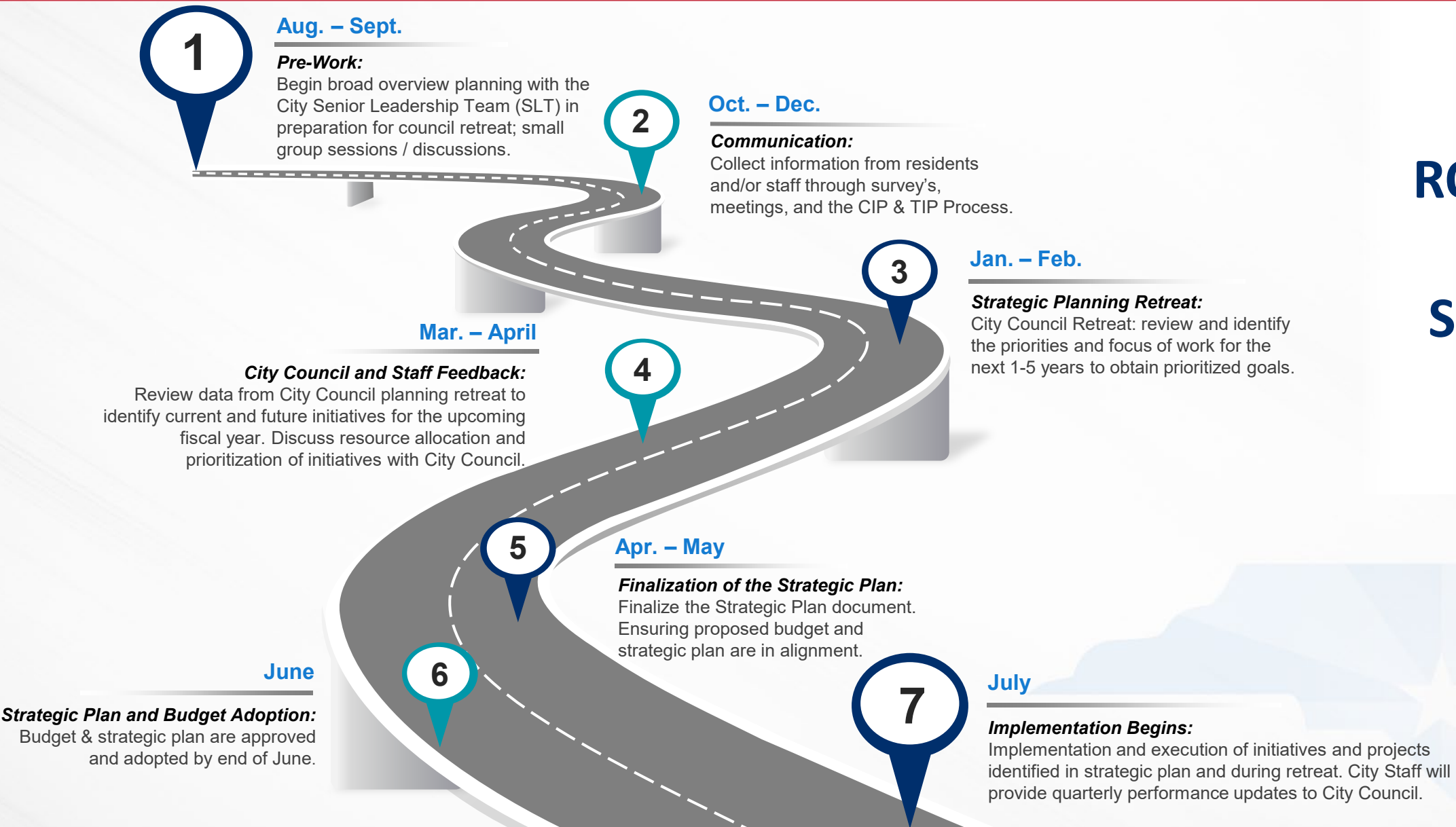
Strategic and Performance Measurement Program Results:

- Fayetteville: Four-time recipient of the All-American City award, showcasing resilience and innovation.
- Fayetteville: Recognized as the nation's most innovative city by Living Cities and Governing.
- Twelve stormwater CIP projects underway for enhanced infrastructure.
- Day Resource Center opened to support residents in need.
- Bill Crisp Senior Center opened, enriching experiences for seniors.
- \$2.9M in grants awarded to 60 small businesses for economic growth.
- Completed Airport terminal renovation for improved services.
- Voter-approved \$97M Fayetteville Forward Bonds initiated for transformative projects.
- Construction began on new Tennis Center at Mazarick Park.
- Project Bronco installed 4,826 feet of sidewalk for improved accessibility.
- \$4.3M in state grants allocated for pedestrian and roadway safety projects.
- Downtown Social District implemented to foster vibrant community experiences.
- Fayetteville: Five-time recipient of ICMA Certificates of Excellence, underscoring the unwavering commitment to performance and service delivery.
- Fayetteville City Council accepts public Annual Performance Scorecards and Quarterly Reports.
- Enhanced decision-making through improved KPIs.
- Utilized data for citywide Financial Landscape Analysis.





ROADMAP TO SUCCESS!



RESIDENT SURVEY HIGHLIGHTS

SATISFACTION WITH MAJOR CATEGORIES OF CITY SERVICES

- Overall quality of **City employee customer services** rates **17% above** the national average.
- Overall quality of **Solid Waste services** rates **15% above** the national average.
- Overall quality of **Parks & Rec. facilities & programs** rates **13% above** the national average.
- Overall quality of **Fire protection & rescue services** rates **10% above** the national average.
- Overall quality of **Public Transit System (FAST)** rates **1% above** the national average.
- Overall effectiveness of **communication with the public** rates **1% above** the national average.
- Overall quality of **police protection** rates **'on par with'** with the national average.

PERCEPTIONS OF THE CITY OF FAYETTEVILLE

- **64% are very satisfied or satisfied** with the overall quality of life in your neighborhood.
- **52% are very satisfied or satisfied** with the overall police relationship with your community.
- **51% are very satisfied or satisfied** with the overall availability of sports venues in Fayetteville.
- **50% are very satisfied or satisfied** with the overall quality of services provided by the City of Fayetteville.

RESIDENT SURVEY PRIORITIES	ACTION PLAN
OVERALL MAINTENANCE OF CITY STREETS	<ul style="list-style-type: none"> • Continue to utilize best available data from recent pavement condition survey and PAVER software to prioritize streets and recommend the right treatment at the right time based on PCI score. • Continue to incorporate scheduled preventative treatments, such as Slurry Seal and Microsurfacing, to extend the life cycle of existing streets. • Continue to provide prompt customer service by responding to service requests for potholes, roadway repairs, and asphalt maintenance within one business day. • Expend \$14.5M in Public Infrastructure General Obligation Bond funding by 2026 to accelerate street resurfacing.
OVERALL QUALITY OF POLICE PROTECTION	<ul style="list-style-type: none"> • Continue Implementing and promoting community policing programs that emphasize building positive relationships between police officers and residents to build positive relationships and decrease juvenile delinquency. • Increase transparency by regularly sharing information about police activities, policies, and outcomes with the community. • Increase police visibility in neighborhoods to deter crime and reassure residents of their safety. • Provide ongoing training for officers in areas such as de-escalation techniques, conflict resolution, and effective communication to improve interactions with community members. • Establish partnerships with local service providers and non-profit organizations to expand the range of support available to crime victims and their families. • Develop proactive communication strategies to highlight positive police-community interactions and success stories. Use social media, press releases, and community newsletters to showcase the department's efforts and achievements.

RESIDENT SURVEY PRIORITIES	ACTION PLAN
OVERALL ENFORCEMENT OF CODES & ORDINANCES	<ul style="list-style-type: none"> • Analyze data to identify the top three most common code violations and prioritize enforcement efforts to address these issues comprehensively. • Launch targeted public awareness campaigns to educate property owners about their responsibilities regarding junk and debris cleanup and the removal of abandoned vehicles. • Distribute informational materials, such as brochures or flyers, outlining local ordinances, enforcement procedures, and available resources for property owners to access assistance.
OVERALL EFFECTIVENESS OF COMMUNICATION WITH THE PUBLIC	<ul style="list-style-type: none"> • Strengthening Relationships and Reputation: <ul style="list-style-type: none"> ➢ Enhance social media presence and engagement, adapting to resident preferences. ➢ Cultivate relationships with local reporters for amplified City efforts. • Building Trust and Addressing Misinformation: <ul style="list-style-type: none"> ➢ Combat misinformation from various sources and promptly correct inaccuracies. • Enhancing Accessibility and Communication Efficiency: <ul style="list-style-type: none"> ➢ Simplify online content and streamline communication processes. ➢ Improve in-person and telephone support for residents. • Preparing and Empowering City Representatives: <ul style="list-style-type: none"> ➢ Provide ongoing education and awareness resources. ➢ Equip representatives with effective communication tools and foster support for city goals.

Goal	Objective	KPI ¹	Stakeholders Collaborators Partners
GOAL 1: Safe & secure community	1.1: To fully prepare for emergency and disaster response.	<ul style="list-style-type: none"> • Fire Department’s Average Actual Dollar Loss/Save Ratio Percentage. • 90th percentile for Fire Department first unit emergency response travel time (in seconds). • # of total Fire Department calls for service. • % satisfaction with overall quality of fire protection and rescue services. • # of traffic collisions within the city. • Total # of Part I Crimes. • Average Police Department response time for priority 1 calls (in seconds). • % satisfaction with how quickly police respond to emergencies. • # of active residential community watch groups. • % satisfaction with overall police relationship with your community. • % satisfaction with police efforts to prevent crime. 	<ul style="list-style-type: none"> • Residents • Businesses • Faith Based Organizations • Non-profits • Community Watch Groups • Department of Justice • Emergency Medical Services Response • Cumberland County Emergency Management
	1.2: To ensure traffic and pedestrian safety.		
	1.3: To ensure low incidence of property and violent crime.		
	1.4: To engage citizens in community watch and safety events.		

¹ City Council does not formally adopt performance measures. As part of ongoing evaluation, staff may revise measures as appropriate

Goal	Objective	KPI	Stakeholders Collaborators Partners
GOAL 2: Responsive city government supporting a diverse & viable economy	2.1: To ensure a diverse City tax base.	<ul style="list-style-type: none"> • % increase in tax base (Residential, commercial, industrial). • # of jobs created by ECD programs. • % vacancy rate in city (Office, Industrial, Retail). • % satisfaction with overall quality of businesses, services, and retail in Fayetteville. • % satisfaction with overall availability of employment opportunities in Fayetteville. • % satisfaction with overall strength of Fayetteville's economy. • % satisfaction with overall downtown Fayetteville experience. • % satisfaction with overall quality of life in the City. • % satisfaction with overall appearance of major corridors. 	<ul style="list-style-type: none"> • Residents • Businesses • Faith Based Organizations • Non-profits • Fayetteville and Cumberland Economic Development Corporation Center for Economic Empowerment and Development • Public Works Commission • Fayetteville Technically Community College • Fayetteville State University • Greater Fayetteville Chamber of Commerce
	2.2: To invest in community places to ensure revitalization and increase quality of life.		
	2.3: To leverage partnerships for job creation and retention, with a focus on the local and regional workforce to increase per capita income.		
	2.4: To sustain a favorable development climate to encourage business growth.		
GOAL 3: City investment in today & tomorrow	3.1: To enhance City street connectivity, traffic flow and stormwater systems.	<ul style="list-style-type: none"> • \$ value of completed stormwater projects. • Miles of Streets Resurfaced. • % of streets rated with an excellent or good pavement condition rating. • % of traffic signal intersection equipment meeting NCDOT standards of inspection biannually. • \$ value of residential permits issued (Residential / Commercial). • # of building trades inspections (Residential / Commercial). • % of building trades inspections completed within the established deadline. • % of construction plan reviews completed within the established deadline. • # of code enforcement violation cases opened by type. • % of code enforcement cases opened proactively. • % uptime of network connected devices and applications. • % of departments with IT strategic plans with smart city focus. • % of city properties with Wi-Fi Access. • % of residents indicating they have internet access. • % satisfaction with overall preparedness to manage development and growth • % satisfaction with overall enforcement of codes and ordinances. 	<ul style="list-style-type: none"> • Residents • Businesses • Faith Based Organizations • Non-profits • Fayetteville Regional Association of Realtors • Homeowners Associations • Council of Government, • Developers • Community Watch Groups • Internet / Broadband providers • Community College School System
	3.2: To manage the City's future growth and strategic land use.		
	3.3: To sustain a favorable development and business climate through timely and accurate construction review and building inspection.		
	3.4: To revitalize neighborhoods with effective code enforcement and violations abatement.		
	3.5: To increase our smart city capacity.		

Goal	Objective	KPI	Stakeholders Collaborators Partners
<p>GOAL 4: Desirable place to live, work, & recreate</p>	4.1: To maintain public transportation investments with high quality transit and airport services.	<ul style="list-style-type: none"> • Average load factor percentage for airport. • # of enplaned/deplaned passengers for airport. • # of fixed route transit passengers. • # of FASTTRAC! Passengers. • % of bus stops with shelter and/or benches. 	<ul style="list-style-type: none"> • Residents • Businesses • Faith Based Organizations • Non-profits • Greater Fayetteville United • Millennial Council • Sustainable Sandhills • Fayetteville Beautiful • Cumberland County Landfill and Solid Waste • Community Watch Groups • Fayetteville State University • Fayetteville Metropolitan Housing Authority • Habitat for Humanity • Kingdom Community Development Corporation • Pathways for Prosperity • Continuum of Care
	4.2: To enhance diverse recreation, leisure and cultural opportunities.	<ul style="list-style-type: none"> • # of recreation participants. • # of athletic program participants. • Acres of publicly accessible open space. • # of linear feet of sidewalk installed. • % increase in green space. 	
	4.3: To improve mobility and connectivity through sidewalk, trail, and bike lane investments.	<ul style="list-style-type: none"> • # of curb lane miles swept. • Diversion rate for recycling as a percentage. • % of successful collections for solid waste. • # of residential waste collection points serviced. • # of tons' yard waste collected. • # of illegal dump sites identified and mitigated. 	
	4.4: To provide a clean and beautiful community with increased green spaces.	<ul style="list-style-type: none"> • Litter index. • # of affordable housing units provided via ECD funding. • % of affordable housing to total city housing inventory. • Point-in-Time (PIT) homeless count. • # of beds available for the homeless. • % of residents living in poverty. 	
	4.5: To ensure a place for people to live in great neighborhoods.	<ul style="list-style-type: none"> • % satisfaction with the condition and usability of the airport. • % satisfaction with the availability of public transportation (Transit). • % satisfaction overall quality of Parks and Recreation programs and services. • % satisfaction with overall diversity of city recreation opportunities. • % satisfaction with overall condition of sidewalks. • % satisfaction with overall yard waste collection. • % satisfaction with overall quality of solid waste services. • % satisfaction with overall affordability of housing in Fayetteville. • % satisfaction with overall quality of life in your neighborhood. 	
	4.6: To reduce poverty and homelessness.		

Goal	Objective	KPI	Stakeholders Collaborators Partners
GOAL 5: Financially sound city providing exemplary city services	5.1: To ensure strong financial management with fiduciary accountability and plan for future resource sustainability by aligning resources with City priorities.	<ul style="list-style-type: none"> • # of financial compliance findings reported in prior year annual audit. • % of fleet orders that require re-work. • PO Timeliness. • % of projects on time. • % unassigned fund balance. • General obligation bond rating. • Retention Rate. • Mean response of employees satisfied with their job. • Days Away, Restricted, or Transferred (DART) score. • % satisfaction with overall quality of services provided by the City. 	<ul style="list-style-type: none"> • Residents • Businesses • Faith Based Organizations • Non-profits • City of Fayetteville’s Boards and Commission members
	5.2: To identify and achieve efficiencies through innovation and technology utilization, by increasing data driven decisions and using business intelligence strategies.		
	5.3: To promote an organizational climate that fosters an exceptional, diverse, engaged, and healthy workforce that delivers excellent services.		
GOAL 6: Collaborative citizen & business engagement base	6.1: To ensure collaborative relationships with the business community, local governments, military, and stakeholders.	<ul style="list-style-type: none"> • % of city contracts award to Local Small Disadvantaged Business Enterprises (LSDBE). • # and type of FayFixIT Tickets. • # and type of call center interactions. • # of public records requests. • Average wait time per call for the 1FAY call center. • # of followers on Facebook. • # of unique website visits. • # of Boards and Commission Members. • % satisfaction level of public involvement in local decisions. • % of residents who felt the city is moving in the right direction. • % satisfaction with overall customer service. • % satisfaction with the availability of Information about city programs and services. • % satisfaction with overall effectiveness of communication with the public. 	<ul style="list-style-type: none"> • Residents • Businesses • Faith Based Organizations • Non-profits • Fort Liberty • Military Host Cities Coalition • Regional Land Use Advisory Commission (RULAC) What Works Cities (Harvard Government Performance Lab) • City of Fayetteville’s Boards and Commission members
	6.2: To ensure trust and confidence in City government through transparency and high-quality customer service.		
	6.3: To inform and educate about local government by enhancing public outreach and increasing community dialog, collaboration and empowerment.		

COUNCIL'S FY25 PRIORITY 1:



ALIGNS TO GOAL 1

Integrate a comprehensive approach to violence reduction and mental health response.

ACTIONS

- Conduct a comprehensive assessment to identify overlapping, ancillary, and community services, along with service gaps, while exploring the potential for off-hour coverage.
- Secure funding and recruit a Mental Health Liaison to enhance mental health support services.
- Cultivate external relationships with community partners to strengthen collaboration and resource-sharing.
- Develop the Office of Community Services (OCS) based on industry Best Practices and peer-reviewed methodologies, establishing clear roles and responsibilities.
- Perform data analysis to:
 - Prioritize the implementation of functions.
 - Define stakeholder roles.
 - Establish cost and staffing models.
 - Develop a reporting and analysis framework based on existing data and models.
 - Assess the impact on broader community issues such as code enforcement, economic opportunities, and education.

Measures of Success

- Clear OCS role definitions to ensure effective implementation and coordination.
- Adherence to established best practices from comparable initiatives.
- Reduced crime rates as an outcome of our integrated violence and mental health strategy.

Communication & Engagement Plan

- | | |
|-----------------------------------|---------------------------------------|
| • City website | • Community and Stakeholder surveys |
| • Social media | • Internal departmental communication |
| • Collaboration with stakeholders | • Community outreach |

Performance Measures (KPI's)

- | | |
|--|--|
| <ul style="list-style-type: none"> • % decrease in reported incidents of violent crime compared to baseline data • # of collaborative initiatives with community partners • % Stakeholder satisfaction rating | <ul style="list-style-type: none"> • Improvement in public perception of safety and mental health support services • % increase of individuals accessing mental health services through liaison. • Average response time of mental health liaisons or crisis intervention teams to mental health crises |
|--|--|

COUNCIL'S FY25 PRIORITY 2:

Continue the City's commitment to revitalization efforts, emphasizing affordable housing needs.



ALIGNS TO GOAL 4

ACTIONS

- Utilize available funding to increase housing opportunities for residents.
- Promote and advertise the Homebuyer Assistance Program to encourage increased homeownership.
- Create and utilize development finance tools to support key development projects that aid in revitalization.
- Continue to promote existing programs including commercial exterior improvements, gap financing, & technical assistance to stimulate economic growth and facilitate business expansion.
- Continue efforts aimed at neighborhood revitalization contained within City Council adopted plans.
- Designated Blighted areas for revitalization.
- Demolitions by land use (zoning).
- Continue to partner with local nonprofits to enhance quality of life and economic mobility.

Measures of Success

- Increased revitalization across the city.
- Additional investment after City investment (post-grant).
- Consolidation of revitalization plans.

Communication & Engagement Plan

- City website
- Social media
- Newspaper
- Internal departmental communication
- State-wide conferences
- Community outreach

Performance Measures (KPI's)

- % of reduction in Point-in-Time Count, annually
- # of beds available for homeless residents
- # of unduplicated homeless residents receiving support services
- # of grants/loans offered to support the development and expansion of small businesses
- # of jobs created through community development programs
- # of jobs retained through community development programs
- # of emergency repairs
- # of affordable single-family homes
- # of affordable multi-family units produced
- # of community workshops, engagements, classes, etc.
- # of blighted structures demolished
- # of demolitions/dangerous structures converted for revitalization efforts
- % referrals of dangerous structures
- % of funding allocated for demolition, utilized for demolition

COUNCIL'S FY25 PRIORITY 3:

Increase Parks and Recreation opportunities for youth engagement and interaction.



ALIGNS TO GOAL 4

ACTIONS

- Sustain a partnership for the Orange St. school project, potentially offering over 40 hours weekly and approximately 2,080 hours annually of service provision.
- Help develop diverse programming tailored for youth to foster skill-building and community engagement.
- Promote and Fund a Junior Officials' Program to cultivate leadership skills among young participants.
- Establish partnerships to develop a Farm-to-Table educational program to promote awareness of sustainable food practices and healthy eating habits.
- Provide STEM opportunities through partnerships to empower youth with skills in science, technology, engineering, and mathematics.
- Develop initiatives to utilize the future International Farmers Market to celebrate cultural diversity, education attainment through farm-to-table education and support local farmers and producers.

Measures of Success

- Increased access to, and total number of programming hours available for, youth activities.
- Decreased overall youth crime rate.

Communication & Engagement Plan

- Marketing & Communications Department
- FCPR magazine
- Social Media
- Internal departmental communication
- Participant Surveys (satisfaction and future programming)

Performance Measures (KPI's)

- # of total participants for Orange St. school project
- # of repeat participants
- % Participant retention rate
- # of new programming opportunities
- # participants in junior officials training
- # of hours available for youth engagement and interactions
- # of granting opportunities applied for
- \$ values of granting opportunities applied for
- \$ values of grants received

COUNCIL'S FY25 PRIORITY 4:

Use City-owned property to enhance economic growth opportunities throughout the City.



ALIGNS TO GOAL 5

ACTIONS

- Create a comprehensive database of surplus real properties for inventory management and tracking purposes.
- Utilize GIS mapping to analyze and potentially merge properties to form larger lots, enhancing development opportunities and attractiveness.
- Evaluate the current tax and/or market values of all properties to inform strategic decision-making.
- Develop and maintain an online surplus real property list to streamline the sale process and increase transparency.
- Identify unbuildable and/or land locked lots to optimize resource allocation and prioritize viable development projects.
- Identify and adhere to Council guidelines for real property sale and ensure compliance with regulations and City policies.

Measures of Success

- All city assets returned to tax rolls.
- An identified total dollar amount or current value of assets.

Communication & Engagement Plan

- City website
- Social media
- Newspaper
- Internal departmental communication

Performance Measures (KPI's)

- Total # of properties returned to City tax rolls
- \$ value of each listed property
- # of total acreage of each listed property
- # Average lot size
- \$ value of amount sold (tax value)
- % of unbuildable / land locked lots

COUNCIL'S FY25 PRIORITY 5:

Articulate/define who we are as a City to tell our story in Fayetteville and beyond.



ALIGNS TO GOAL 6

ACTIONS

- Work in collaboration with DistiNCtly Fayetteville, The Arts Council, Cool Spring Downtown District, and other community partners to:
 - Enhance Fayetteville's local and national brand image
 - To attract potential businesses for economic development
 - To attract potential residents to live in Fayetteville
 - Market travel and tourism related events.
 - Seek funding solutions to market the city to audiences outside our region.
- Design a long-term, relationship-focused neighborhood engagement strategy
- Strategically differentiate and distinguish Fayetteville brand from other North Carolina cities.
- Manage, expand and enhance the use of owned and paid communication platforms.
- Administer City channels to deliver timely messages about City services, initiatives and programs.
- Use storytelling techniques to share Fayetteville's story – identifying and highlighting Fayetteville's signature stories.
- Conduct a brand audit for Fayetteville –, messaging and perception.
- Foster a sense of community through information, messages and platforms where we engage with audiences

Measures of Success

- Resident perception more closely aligns with current data.
- Increase in resident survey ratings for efficient City communication to public.

Communication & Engagement Plan

- Scope: Citywide, regional and statewide
- Target Audience: residents (current and potential), businesses, tourists, and potential investors in our community
- Collaborations: joint effort with key partners (primary & secondary)
- Marketing channels: social media, web, email marketing, FayTV, print & digital publications.

Performance Measures (KPI's)

- Positive Media Placement: Earn positive media placement in local, regional and/or national media.
 - PRSA (Public Relations Society of America) best practices.
- Social media: Increase # of each benchmark: (subscribers, members/followers, reach/impressions) 5% growth
- Managers Weekly Update/Report: Increase subscription numbers by 5%, maintain at least a 32% open rates, maintain at least a 16% click-through rates
- Perception surveys: Conduct pulse check survey to adjust communication objectives for the city and city services

Implementation Phase:

- Execute action plan tasks according to set timeline and milestones.
- Assign responsibilities, allocate resources, and establish clear communication channels for smooth execution.

Monitoring and Evaluation:

- Establish mechanisms to monitor progress and evaluate effectiveness.
- Regularly track KPIs and conduct periodic reviews to assess objectives and adjust, as needed.

Reporting and Communication:

- Provide regular updates on implementation progress to stakeholders, including quarterly performance reports to City Council and an annual performance scorecard.
- Communicate successes, challenges, and changes to the action plan transparently, addressing stakeholder concerns promptly.

Adaptation and Adjustment:

- Remain flexible and responsive to changing circumstances affecting the strategic plan.
- Adjust the action plan to address emerging priorities, challenges, and stakeholder feedback.

Celebrating Achievements:

- Recognize and celebrate milestones and successes attained during plan implementation.
- Highlight achievements to boost morale and motivation among stakeholders and the community.

Continuous Improvement:

- Actively seek opportunities for improvement and innovation throughout the implementation process.
- Learn from both successes and failures to refine strategies and approaches for future initiatives.

CITY COUNCIL

The City of Fayetteville is committed to strategic excellence and data-driven decision-making in our planning endeavors. Strategic planning is not merely a process but a cornerstone of the City's operations. Our efforts are characterized by meticulous analysis, thoughtful consideration, and a keen focus on achieving our collective goals.

Central to our strategic initiatives is the visionary leadership of our esteemed City Council. Their guidance and foresight propel us towards actions that are not only impactful but also innovative. Each decision made is a testament to their dedication to the betterment of our community and the realization of our shared vision for Fayetteville.


Our planning initiatives are not developed in isolation but are a culmination of various inputs. They stem from the Council's long-term vision, as well as valuable insights gathered from the biennial Resident Survey. Additionally, our expert staff members contribute their expertise, ensuring that our strategies are grounded in practicality and feasibility. We also rely on comparable data from other municipalities to inform our approach, fostering a culture of continuous improvement and learning.

As we embark on this journey of strategic planning, it is abundantly clear that our strategic plan provides the solid foundation upon which our city's growth and prosperity will be built. It serves as a roadmap, guiding our actions and investments to create a future that is vibrant, inclusive, and sustainable for all residents of Fayetteville.

MISSION
The City of Fayetteville provides quality and sustainable public services for our communities to thrive and businesses to grow.

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

City Council



PERFORMANCE HIGHLIGHTS ACCOMPLISHMENTS

Strategic Plan and Performance Measurement Program Results:

Fayetteville: Four-time recipient of the All-American City award, recognizing resilience and innovation.

Fayetteville: Recognized as the nation's most innovative city by Leadership and Governing, acknowledging our relentless pursuit of groundbreaking solutions and transformative initiatives.

Five stormwater CIP projects are underway for enhanced infrastructure, fortifying our city against environmental challenges while promoting sustainability.

Resource Center opened to support residents in need.

Crisp Senior Center opened, enriching experiences for seniors.

\$1M in grants awarded to 60 small businesses for economic growth, catalyzing growth, and prosperity.

Completed Airport terminal renovation, ensuring modern facilities and efficient services for travelers and enhancing our city's connectivity.

Voter-approved \$97M Fayetteville Forward Bonds initiated for transformative projects, to propel our city into a thriving future, marked by progress and prosperity.

Construction began on the new Tennis Center at Mazarick Park, fostering a healthy and active community.

Project Bronco installed 4,826 feet of sidewalk for improved accessibility.

\$4.3M in state grants allocated for pedestrian and roadway safety projects.

Downtown Social District implemented to foster vibrant community experiences and economic growth in the heart of our city.

Fayetteville: Four-time recipient of ICMA Certificates of Excellence, underscoring the unwavering commitment to performance and service delivery.

Enhanced decision-making through improved KPIs, ensuring efficient resource allocation and impactful outcomes.

Fayetteville City Council accepts public Annual Performance Scorecards and Quarterly Reports, promoting accountability and engagement.

Utilized data for citywide Financial Landscape Analysis, to lead us towards fiscal sustainability and prosperity for generations to come.




STRATEGIC FRAMEWORK – GOALS, PRIORITIES & ACTION PLANS

GOAL I: The City of Fayetteville will be a safe and secure community.

- Objective 1.1: To fully prepare for emergency and disaster response.
- Objective 1.2: To ensure traffic and pedestrian safety.
- Objective 1.3: To ensure low incidence of property and violent crimes in community watch and safety.

GOAL I – Performance Measures¹

- Fire Department's Average Actual Dollar Loss/Save Ratio
- 90th percentile for Fire Department first unit emergency response travel time (in seconds).
- # of total Fire Department calls for service.
- % satisfaction with overall quality of fire protection and rescue services.
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- Total # of Part I Crimes.
- Average Police Department response time for priority 1 calls (in seconds).
- % satisfaction with how quickly police respond to emergencies.
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GOAL III – Performance Measures

- Value of completed stormwater projects.
- Miles of Streets Resurfaced.
- % of streets rated with an excellent or good pavement condition rating.
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- Value of residential permits issued (Residential / Commercial).
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- % uptime of network connected devices and applications.
- % of departments with IT strategic plans with smart city focus.
- % of city properties with Wi-Fi Access.
- % of residents indicating they have internet access.

STAKEHOLDER INPUT – RESIDENT SURVEY RESULTS

SATISFACTION WITH MAJOR CATEGORIES OF CITY SERVICES

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City Council

Strategic Framework – Goals, Priorities & Action Plans

Performance Highlights Accomplishments

Stakeholder Input – Resident Survey Results

City Council

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FayettevilleNC.gov