

Meeting Agenda - Final

City Council Special Meeting

Wednesday, January 14, 2026

10:00 AM

**Dorothy Gilmore Therapeutic Recreation Center,
1600 Purdue Dr., Fayetteville, NC**

1.0 CALL TO ORDER

2.0 INVOCATION

3.0 PLEDGE OF ALLEGIANCE

4.0 APPROVAL OF AGENDA

5.0 OTHER ITEMS OF BUSINESS

5.01 [26-0045](#) Strategic Planning Overview

- Process
- History
- Action Plans

Recommendation: City Council accept the Strategic Plan Overview

6.0 ADJOURNMENT



Five Council Strategic Priorities



Ongoing commitment to a comprehensive approach to community safety



Continue the City's commitment to revitalization efforts and housing needs



Increase Parks and Recreation opportunities for youth engagement and interaction



Enhance economic growth throughout the City



Evaluate and expand transportation and other connectivity for residents



City of Fayetteville

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City Council Action Memo

File Number: 26-0045

Agenda Date: 1/14/2026

Version: 1

Status: Agenda Ready

In Control: City Council Special Meeting

File Type: Other Items of
Business

Agenda Number: 5.01

TO: Mayor and Members of City Council

THRU: Douglas J. Hewett, City Manager
Jeffery Yates, Assistant City Manager

FROM: Chris Lowery, Strategic & Performance Analytics Manager
Andy Brayboy, Senior Corporate Performance Analyst

DATE: January 14, 2026

RE:
Strategic Planning Overview - Process, History, Actions

COUNCIL DISTRICT(S):

All

Relationship To Strategic Plan:

The City of Fayetteville's strategic plan is a vital tool for guiding the City's growth and progress. It sets a clear direction for the future, ensuring vitality and sustainability while driving programmatic performance. As Fayetteville continues to thrive, the strategic plan articulates a long-term vision that informs priorities, fosters data-driven decision-making, and supports continuous improvement. This commitment to strategic planning and performance management strengthens the City, ensuring the delivery of excellent services and enhancing the quality of life for all residents.

Executive Summary:

The City of Fayetteville's Strategic Planning framework is designed to ensure long-term vision, disciplined execution, and transparent accountability. Grounded in the City's mission, vision, and core values, the Strategic Plan serves as the roadmap that connects Council direction to organizational performance, daily operations, and measurable outcomes.

At the February 11-12, 2025 Strategic Planning Retreat, City Council gathered to evaluate the City's current operating and fiscal landscape, celebrate recent accomplishments, and align on a focused set of priorities for FY 2026. The retreat, professionally facilitated by Fountainworks, provided Council with a comprehensive understanding of fiscal pressures, workforce challenges, infrastructure demands, and partnership opportunities, while also strengthening strategic and creative thinking around both short-term and long-term outcomes.

Using an investment portfolio framework and defined decision filters-including alignment with core City responsibilities, resource feasibility, and long-term impact-City Council refined and formally identified five strategic priorities for FY 2026. These priorities were adopted by Council in May 2025 and now serve as the foundation for organizational

planning, performance expectations, and resource discussions across the City.

Following Council adoption, the City Manager's Office directed departments to develop cross-functional Priority Action Plans aligned with each Council priority. These action plans translate strategic direction into executable initiatives and are supported by defined performance measures to track progress, outcomes, and accountability. The Office of Strategy and Performance Analytics coordinates this effort and provides structured, quarterly performance updates to City Council.

This Strategic Planning Overview outlines the City's planning philosophy, the FY26 retreat outcomes, the adopted Council priorities, and the associated Priority Action Plans and performance measures. Together, these components reinforce a disciplined approach to performance management, support informed decision-making, and ensure alignment between Council priorities, departmental execution, and resource allocation. Through this process, the City of Fayetteville continues to strengthen organizational alignment, advance key outcomes, and deliver high-quality services that support a strong quality of life for its residents.

Background:

The City of Fayetteville is committed to being a data-driven, results-focused organization guided by a comprehensive Strategic Plan and performance management framework. Effective policy and decision-making are supported through stakeholder engagement, transparency, and the use of performance data to inform priorities and outcomes.

As the City prepares for the upcoming Strategic Planning Retreat, this background information is provided to ensure all City Council members-particularly those newly seated-share a common understanding of the City's strategic planning approach and current framework. Establishing this shared baseline in advance allows retreat discussions to remain focused on future priorities, outcomes, and resource considerations.

Issues/Analysis:

None.

Budget Impact:

None

Options:

- 1) City Council accepts the Strategic Plan Overview
- 2) City Council rejects the Strategic Plan Overview and provides additional direction to the City Manager.

Recommended Action:

City Council accept the Strategic Plan Overview

Attachments:

Strategic Planning Overview - Process, History, Actions



Strategic Planning Process and Overview

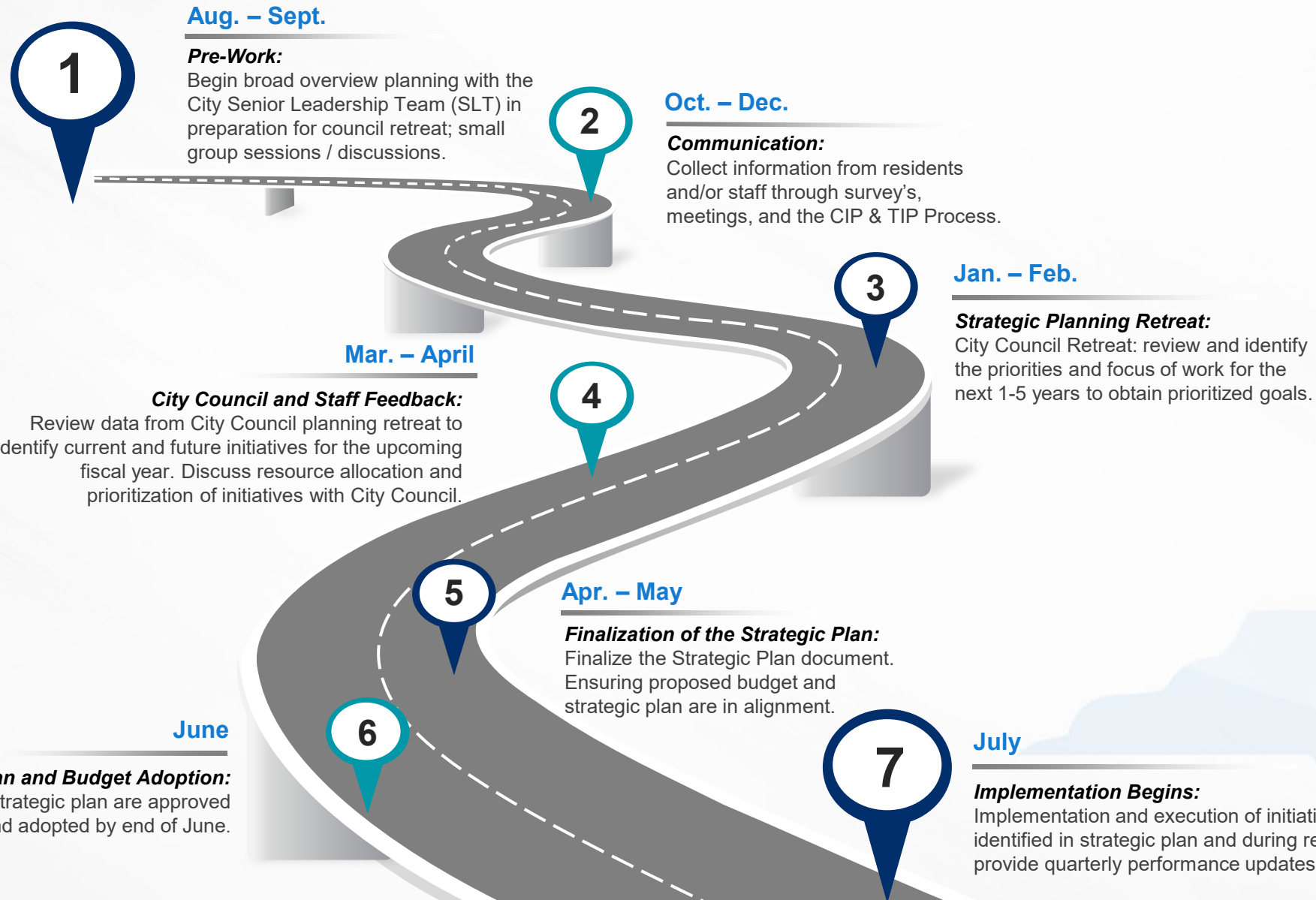
*Chris Lowery – Strategic & Performance Analytics Manager
Andy Brayboy – Senior Corporate Performance Analyst*



- Before thinking **HOW**, think **WHY**.
 - **WHY**: WHY we exist – or our goals, purpose, mission, and vision as an organization.
 - **HOW**: HOW we achieve – or our process, objectives, even our core values, spelled as “**R-E-S-P-E-C-T**”.
 - **WHAT**: WHAT we do (or want to do) – or the five Council priorities, daily operations, capital projects, our outcomes, and the long-term vision established in the strategic plan.



ROADMAP TO SUCCESS!





Long-term strategy provides direction, identifies outcomes and is the basis for performance analysis.



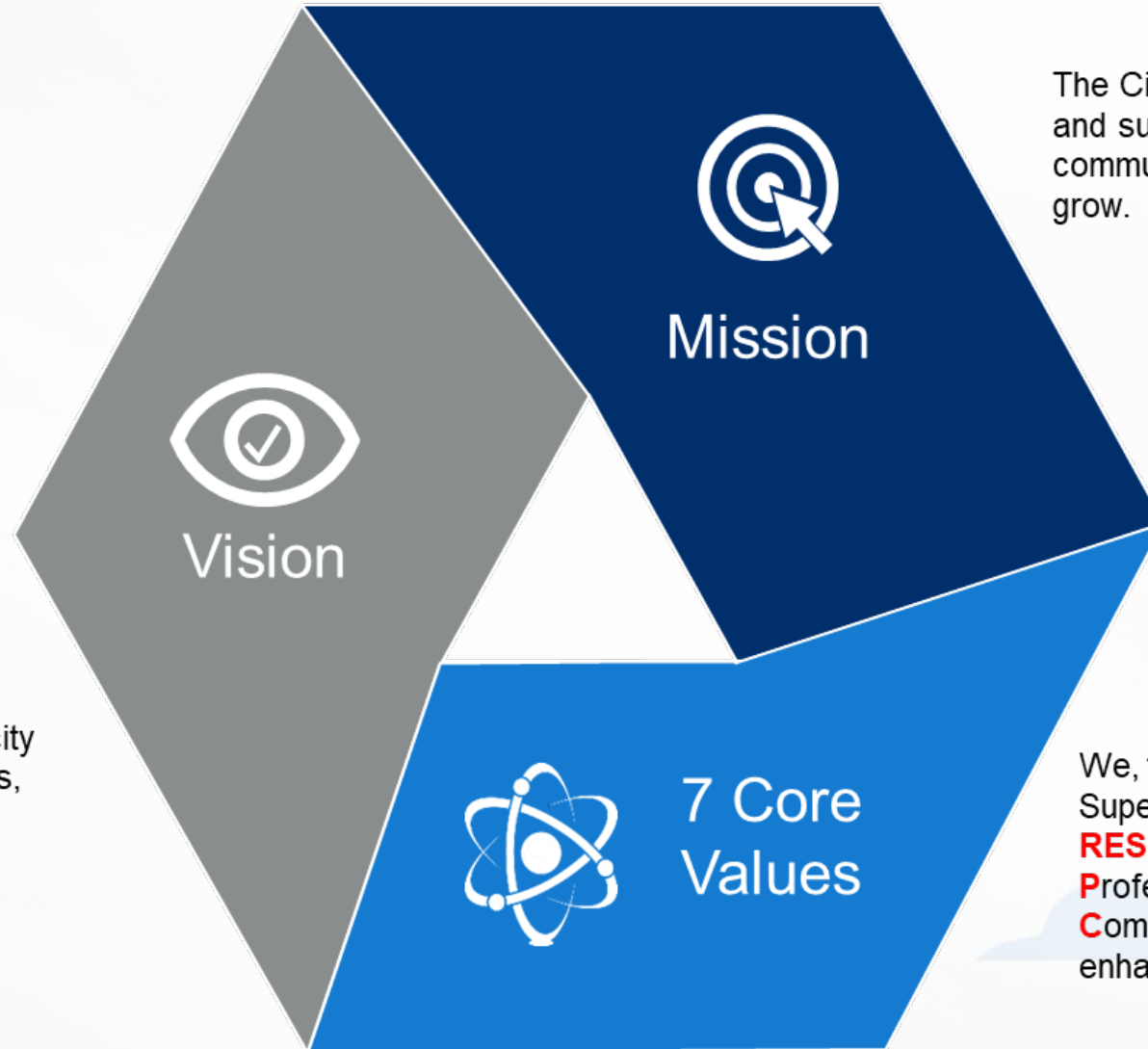
Vision: What do we want Fayetteville to be like for future generations?

Mission: What is our purpose for existence?

Core Values: What are our beliefs and attitudes that guide behavior and how are relationship with others?

Strategy: What needs to be done first?

Performance: How will we track our progress?

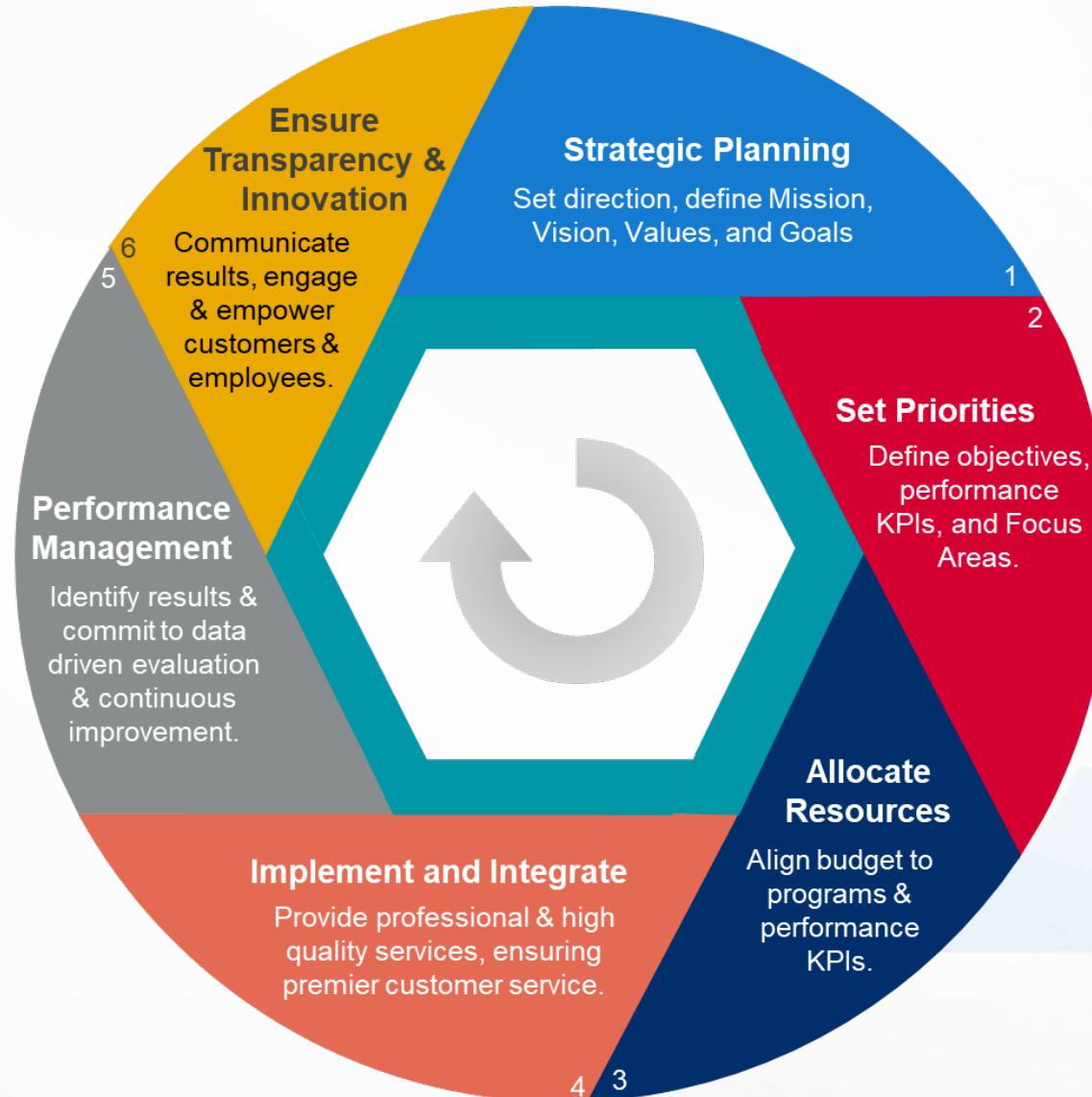


An attractive, culturally diverse and inclusive city that is safe, prosperous, innovative and unified.

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

We, the Mayor, City Council, Managers, Supervisors and Employees serve with **RESPECT**: **R**esponsibility, **E**thics, **S**tewardship, **P**rofessionalism, **E**ntrepreneurial Spirit, **C**ommitment, and **T**eamwork to safeguard and enhance the public trust in City Government.

Aligning the Organization for Success



City Council identified six (6) goals that support the long-term vision for the City:



Safe & Secure
Community



Diverse & Viable
Economy



City Investment in
Today & Tomorrow



Desirable Place to
Live, Work and
Recreate



Financially Sound City
Providing Exemplary City
Services



Collaborative Citizen &
Business Engagement

Goal 1: Safe & Secure Community

- *Objective 1.1:* Fully prepare for emergency and disaster response.
- *Objective 1.2:* Ensure traffic and pedestrian safety.
- *Objective 1.3:* Ensure low incidents of property and violent crime.
- *Objective 1.4:* Engage citizens in community watch and safety events

Goal 2: Responsive City Government Supporting a Diverse and Viable Economy.

- *Objective 2.1:* Ensure a diverse City tax base.
- *Objective 2.2:* Community Revitalization- Invest in community places to ensure revitalization and increase quality of life.
- *Objective 2.3:* Leverage partnerships for job creation and retention, with focus on local and regional workforce to increase per capita income.
- *Objective 2.4:* Economic Development: Sustain a favorable development climate to encourage business growth.

Goal 3: City Investment in Today & Tomorrow

- *Objective 3.1:* Infrastructure- Enhance City street connectivity, traffic flow and storm water systems.
- *Objective 3.2:* Manage the City's future growth and strategic land use.
- *Objective 3.3:* Sustain a favorable development and business climate through timely and accurate construction review and building inspection services.
- *Objective 3.4:* Revitalize neighborhoods with effective code enforcement and violations abatement.
- *Objective 3.5:* Infrastructure- Increase our smart city capacity

Goal 4: Desirable Place to Live, Work and Recreate

- *Objective 4.1:* Maintain public transportation investments with high quality transit and airport services.
- *Objective 4.2:* Community Revitalization- Enhance diverse recreation, leisure and cultural opportunities.
- *Objective 4.3:* Infrastructure: Improve mobility and connectivity through sidewalk, trail and bike lane investments.
- *Objective 4.4:* Provide a clean and beautiful community with increased green spaces.
- *Objective 4.5:* Neighborhood Vitality- Ensure a place for people to live in great neighborhoods.
- *Objective 4.6:* Affordable Housing- Reduce poverty and homelessness.

Goal 5: Financially-sound City Providing Exemplary City Services.

- *Objective 5.1:* Ensure strong financial management with fiduciary accountability and plan for future resource sustainability by aligning resources with City priorities.
- *Objective 5.2:* Identify and achieve efficiencies through innovation and technology utilization, by increasing data driven decisions and using business intelligence strategies.
- *Objective 5.3:* Promote an organizational climate that fosters an exceptional, diverse, engaged, and healthy workforce that delivers excellent services.

Goal 6: Collaborative Citizen & Business Engagement.

- *Objective 6.1:* Ensure collaborative relationships with the business community, local governments, military, and stakeholders.
- *Objective 6.2:* Ensure trust and confidence in City government through transparency & high-quality customer service.
- *Objective 6.3:* Inform and educate about local government by enhancing public outreach and increasing community dialogue, collaboration and empowerment.



Why Council Gathered

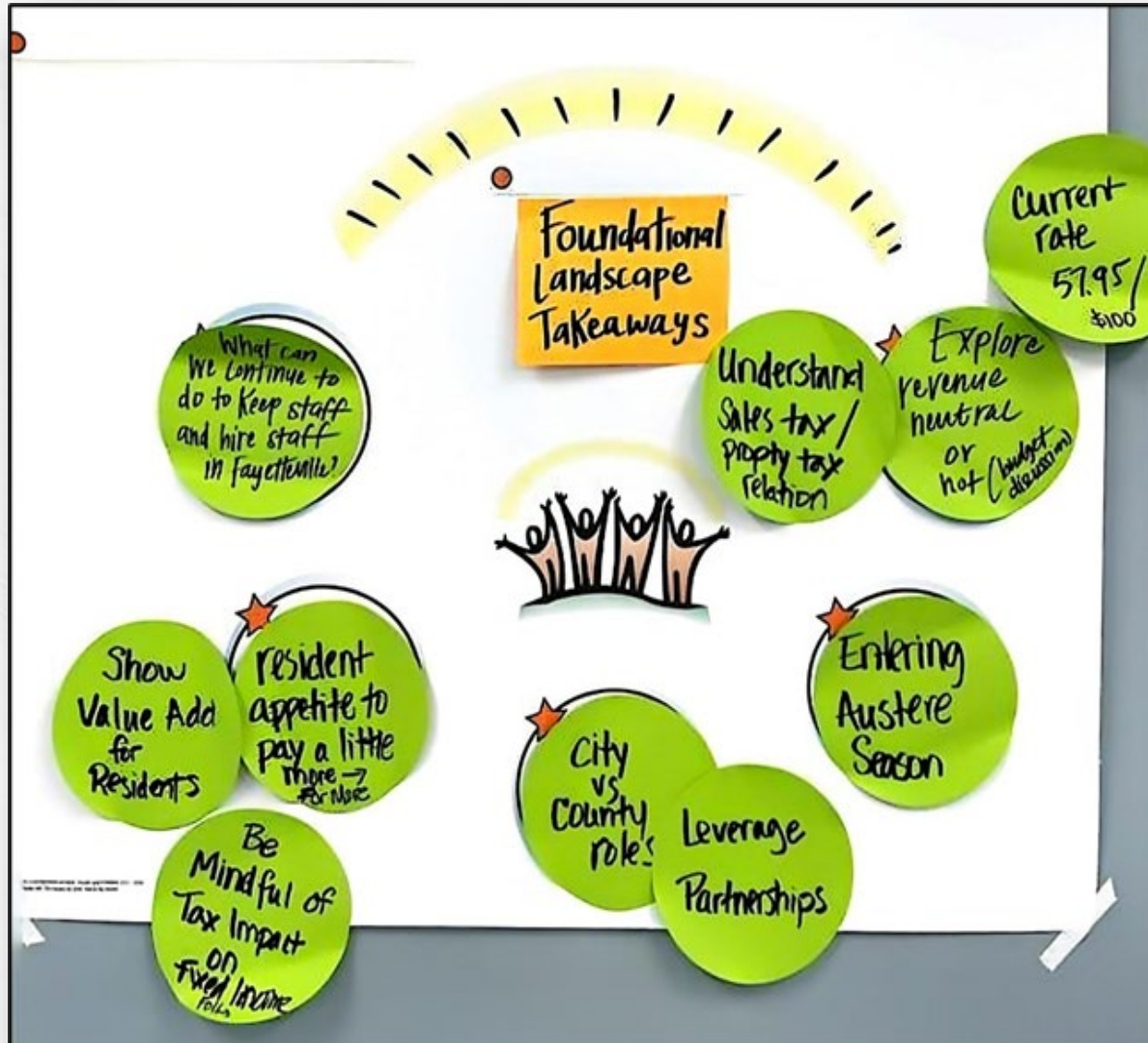
Retreat Details

- February 11–12, 2025
- Dorothy Gilmore Therapeutic Recreation Center
- Professionally facilitated by Fountainworks

Purpose of the 2025 Council Retreat

- Celebrate recent City accomplishments
- Strengthen Council's strategic and creative thinking
- Understand the City's current operating and fiscal landscape
- Understand short-term and long-term outcomes
- Align on a focused set of FY26 strategic priorities





Foundational Landscape Takeaways

- Review of current budget and fiscal pressures
- Workforce recruitment and retention challenges
- Infrastructure demands and system stressors
- City vs. County roles and partnership opportunities
- Awareness of potential “austere” fiscal conditions



STRENGTHS

- Effective staff that do more with less
- Great residents who are engaged
- Our location and connectivity
- Key community and institutional partners

WEAKNESSES

- Keeping the status quo
- Outdated City policies
- Our budget/revenue situation
- Lack of housing and poverty in community
- Completed highways and walkable areas
- Tier 1 community

OPPORTUNITIES

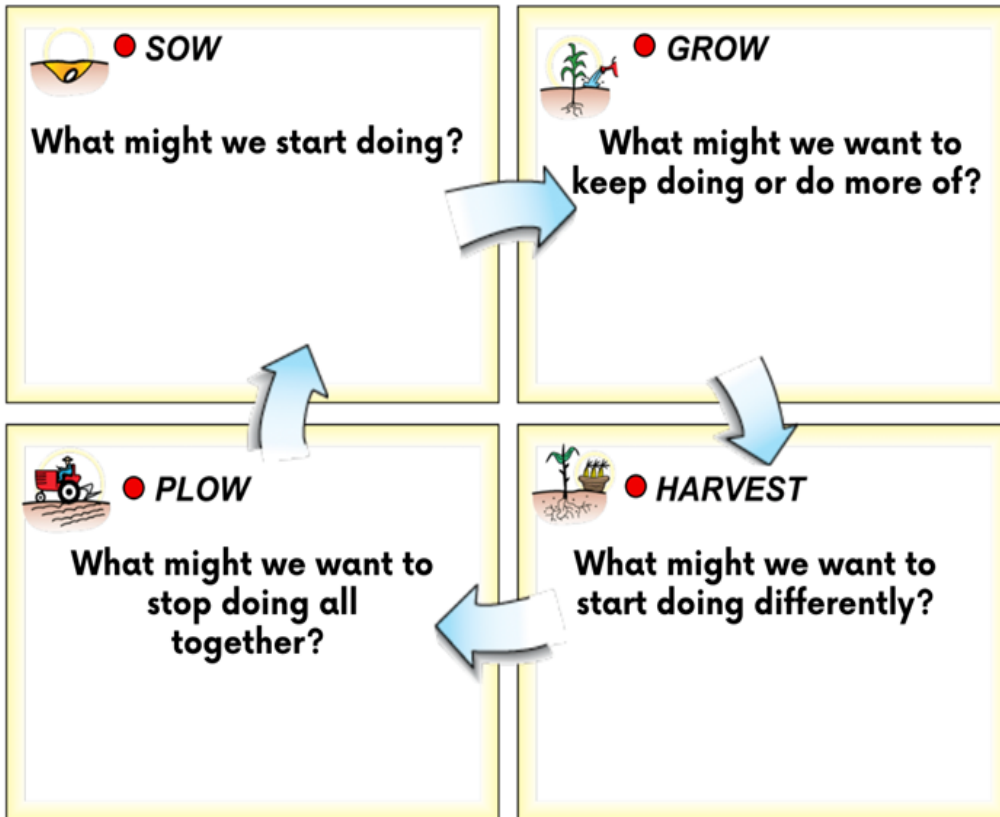
- We can collaborate more with stakeholders/partners
- The City can be a catalyst
- Infrastructure opportunities (such as 1-685)
- Tax allocation
- We can be bold & look forward

THREATS

- Economy and poverty in the community
- Our tax base
- Public safety, policing, and violence,
- Things we can't control

INVESTMENT PORTFOLIO

2025



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How Council Narrowed the Focus:

- Used an “Investment Portfolio” framework
- Applied decision filters:
 - Alignment with the strategic plan
 - Core City responsibility
 - Resource impact and feasibility
 - Multi-year or legacy importance
- Grouped, refined, and voted on priorities (sticky dot vote)

City Council FY25 Strategic Priorities

Priority 1

Ongoing commitment to a comprehensive approach to community safety.

Priority 2

Enhance economic growth throughout the City.

Priority 3

Continue the City's commitment to revitalization efforts and housing needs.

Priority 4

Evaluate and expand transportation and other connectivity for residents.

Priority 5

Increase Parks and Recreation opportunities for youth engagement and interaction.



COUNCIL'S FY26 PRIORITY 1:

Ongoing commitment to a comprehensive approach to community safety.



ALIGNS TO GOAL 1

ACTIONS

- Address compensation compression issues in FPD and FFD through proposed compensation study (dependent on budget approval).
- Introduction of new Police Chief and OCS director.
- Incorporate Pedestrian Safety Plan and related projects into FY26 Budget, based on funding sources.
- Evaluate feasibility of assigning FPD officers to Park Patrol.
- Evaluate the feasibility of assigning FPD officers to Transit operations.
- Ensure full compliance with our NPDES Permit and enforcement of applicable Ordinances.
- Execute Proactive Maintenance Aligned with the City's Stormwater Management Plan.
- Leverage grant funding to support infrastructure projects aimed at mitigating stormwater and flooding.
- Open WAY2REAL Community Center.
- Sustain funding for NCHRC, community partners, and FPD diversion program.
- Administer Micro Grants (Rounds 7 and 8).
- Implement OCS Street Engagement program and community outreach in partnership with OCS.
- Conduct E-911 co-response study through OCS.
- Decision on moving forward with 911 consolidation.
- Restart and retool Resident Academy.
- Present Gun Violence Study, ShotSpotter study, and "Safe Streets for All" draft report to Council for discussion.
- Provide \$3.4M Homeless Housing Council update.
- Conduct "Community Partner Grant Training Sessions" through ECD.
- Expand Community Violence Interrupters (CVI) strategy.
- Update community safety initiatives based on FY26 Budget decisions.

Performance Measures (KPI's)¹

- % of NPDES compliance tasks completed
- # of microgrants awarded
- \$ of microgrant awarded
- # of Resident Academy attendees
- # of CVI outreach events or interventions conducted
- \$ Grant Funds Secured for Stormwater and Infrastructure Projects
- # of community outreach events held by OCS
- # of grant training sessions conducted
- % of homeless housing funds expended

COUNCIL'S FY26 PRIORITY 2:

Enhance economic growth throughout the City.



ALIGNS TO GOAL 2

ACTIONS

- Enhance small business programming through partnerships with Carolina Small Business Development Fund, retail, and community-based lenders.
- Create and implement marketing plan for development finance incentives, focusing on opportunity zones.
- Secure funding to sustain job skills training and workforce development, maintain relationships with educational institutions and non-profits, and participate in NextGen workforce plan with external consultants (Workforce Development).
- Identify root causes of generational poverty and develop programs to enhance economic mobility.
- Coordinate collaborative efforts across City departments, aligning ongoing work and conducting risk analysis (verify scope).
- Municipal tax collection office – feasibility and implementation review.
- Work with FCEDC to develop a Defense Innovation Program.
- Update Council policy on economic development, strengthening FCEDC and ECD partnership.
- Evaluate support opportunities for Fayetteville/Cumberland County Sports Commission (FCSC), through Distinctly Fayetteville.
- Assess Tier 1 status: analyze requirements to exit Tier 1, maximize available benefits, implement and evaluate Tier 1 Plan if necessary, and plan long-term strategies.
- Aligning economic growth with transportation strategies and infrastructure (roads, stormwater), utilizing Master GIS Connectivity Overlay Map (from Priority 4).
- Explore Public/Private/Partnerships (P3) opportunities through ECD.
- Identify revenue-generating opportunities at Fayetteville Airport, including corporate hangar development, and update Airport Master Plan with Airport Layout Plan Narrative and the feasibility of an International Arrivals Facility.

Performance Measures (KPI's)¹

- # of small businesses supported through City-partner programs
- # of job training participants placed in employment
- # of cross-departmental economic development initiatives aligned
- # of job training participants placed in employment
- \$ amount of workforce development funding secured
- % of revenue-generating opportunities advanced at Airport
- # of new P3 projects initiated or under evaluation
- \$ amount of private investment leveraged in Opportunity Zones
- # of outreach or promotional events held focused on Opportunity Zones
- # of inquiries or proposals received for Opportunity Zone incentives

COUNCIL'S FY26 PRIORITY 3:

Continue the City's commitment to revitalization efforts and housing needs.



ALIGNS TO GOAL 2 & 3

ACTIONS

- Allocate funding to expand housing opportunities, including the allocation of ~\$1M to homeowner rehab partners and support for single-family home (SFH) developers.
- Promote Homebuyer Assistance Program, commercial exterior improvement, gap financing, and technical assistance programs to boost homeownership, economic growth, and business expansion.
- Develop and utilize finance tools to support key revitalization projects.
- Implement neighborhood revitalization efforts in accordance with City Council plans including:
 - designating blighted areas,
 - demolishing deteriorated structures, and
 - expanding the neighborhood sign program with new initiatives.
- Partner with local nonprofits to improve quality of life and economic mobility.
- Explore MetroNET Wi-Fi deployment in low-income areas.
- Issue RFQ for the CAO to handle lien collection.
- Expand Home Buyer HERO program.
- Implement "focused" code enforcement plan, targeting specific code sections, with input/recommendations from Development Services, CAO, City Council, and residents.
- Engage stakeholders/community and present ECD Annual Action Plan (AAP) to Council.
- Discuss and present density ordinance (UDO) options with Council, including related density conversations.
- Release RFP for multi-family housing (MFH) development.
- Resubmit application for Choice Neighborhood Initiative.
- Identify 1-2 properties for receivership.

Performance Measures (KPI's)¹

- | | |
|--|--|
| • \$ allocated to homeowner rehab programs | • # of blighted areas formally designated |
| • # of homeowners receiving rehab assistance | • # of deteriorated structures / blight demolished |
| • # of new single-family home (SFH) units proposed or approved | • \$ of general fund used for demolition |
| • # of new multi-family housing (MFH) units proposed or approved | • % of general fund \$ allocated for demolition used |
| • # of households assisted through Homebuyer Assistance Program | • # of properties served through expanded HERO program |
| • # of commercial properties improved through exterior grants | • # of properties identified for receivership |

COUNCIL'S FY26 PRIORITY 4:

Evaluate and expand transportation and other connectivity for residents.



ALIGNS TO GOAL 4

ACTIONS

- Implement Transit Title 6 Study - Fare/Equity Service Analysis recommendation at Council's discretion.
- Develop SOP/Best Practice for how departments manage/input/update data for Master Connectivity Overlay Map (GIS).
- Market transportation connectivity options (MarComm).
- Identify and confirm all City connectivity plans necessary for Master Connectivity Overlay Map (GIS).
- Public/private/partnerships (PPP) in conjunction with Council's recent \$400K Air Service Development Incentive.
- Increase transit frequency for Council approved routes.
- Explore and Develop Master Connectivity Overlay Map (GIS) with real time data:
 - Transit routes,
 - Trails,
 - Bike lanes,
 - Multi-Use lanes,
 - Sidewalks.
- Evaluate Master Connectivity Overlay Map for congruence, efficacy and interdepartmental collaborative opportunities (Yearend).
- Consult and partner with FAST and public services on targeted neighborhood revitalization.

Performance Measures (KPI's)¹

- # of Title VI recommendations implemented
- # of outreach campaigns promoting transportation options
- % of City transportation and connectivity plans incorporated into GIS Master Overlay Map
- # of public-private partnerships (PPP) initiated around air service or transit.
- # of targeted revitalization projects coordinated with FAST and Public Services
- # of transit routes with increased frequency
- % increase in ridership on routes with enhanced frequency
- # of new connectivity plans created or revised across departments
- Transit service reliability rate (% of on-time trips)

COUNCIL'S FY26 PRIORITY 5:

Increase Parks and Recreation opportunities for youth engagement and interaction.



ALIGNS TO GOAL 4

ACTIONS

- Finalize and adopt FCPR interlocal agreement with Cumberland County, including meetings to amend/update terms and funding (FCPR).
- Expand youth engagement program to foster skill-building, leadership, and community engagement through partnerships with Parks & Rec and ECD, supporting programs like:
 - ACE Academy (Airport)
 - PALs program (FPD)
 - Junior Officials Program (FCPR)
 - ICON intern program (HRD)
 - Fayetteville-Cumberland Youth Council (FCPR)
 - Counselor in Training program (FCPR)
- Explore partnership opportunities with Parks & Rec and ECD to expand youth engagement activities, such as Orange St. school STEM programming – empowering youth with skills in science, technology, engineering, and mathematics (STEM).
- Develop and support activities and programming for youth engagement through OCS, including:
 - Youth Engagement under the Community Safety Curfew Initiative
 - Youth Violence Prevention and Program Development
 - Youth Programming Landscape Analysis
 - Youth Program Communications Hub
- Complete Parks & Rec infrastructure projects, including:
 - Tennis Center
 - Mable C. Smith recreation center
- Complete groundbreakings for:
 - McArthur Road
 - Cape Fear River
 - Veterans Park II

Performance Measures (KPI's)¹

- # of active youth engagement programs supported citywide
- # of youth participants enrolled across ACE, PALs, Junior Officials, FCYC, and CIT programs
- % increase in youth program enrollment from previous year
- # of departments actively partnering to support youth engagement programs
- # of students served through Orange St. STEM or similar school-based initiatives
- # of youth-focused public-private or nonprofit partnerships formed
- # of Parks & Rec infrastructure projects completed
- # of groundbreaking events conducted
- # of interns placed through the ICON program
- % of Parks & Rec facilities rated as “good” or “excellent” by users

- Council's KPI Performance Scorecard
- Council's Strategic Priorities Performance
- Council Agenda Request Tracker (CART)



- **Begin Council meetings with Fountainworks**
- **Conduct FY27 Strategic Planning Retreat (February)**
- **Monitor and report FY26 third-quarter performance to Council (April)**
- **Senior Leadership Team develops Priority Action Plans identifying current and future initiatives**
- **City Council reviews, prioritizes, and allocates resources for initiatives**
- **Return the Strategic Plan to Council for adoption (May–June)**





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