

# The City of Fayetteville Strategic Plan 2030

## Committed to High Performance



Performance Report on Fayetteville City Council's Strategic Plan  
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## 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

### Focus on Results!

- ◇ Goals are organizational, high level statements of what we want to achieve.
- ◇ Objectives help define the goal and are focused on results. Areas of short term focus and priority are highlighted in green.
- ◇ Key Performance Indicators help us track our progress.
- ◇ Targets for Action are critical projects that move the needle on KPIs.



## 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 20 Targets for Action

- ⇒ Redevelopment and business growth of the Murchison Road corridor
- ⇒ Job creation and retention for the local workforce through an internship program



## 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 20 Targets for Action

- ⇒ Developing Smart City capacity, specifically through pursuing the installation of broadband across the City
- ⇒ Working to develop a quality stormwater program
- ⇒ Managing the City's future growth through a comprehensive land use plan



## 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 20 Targets for Action

- ⇒ Improving connectivity by assessing the feasibility of railroad crossing safety at at-grade crossings
- ⇒ Advancing community revitalization efforts, to include residential and commercial properties
- ⇒ Elevating the conversation about how to combat poverty across the City



## 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



### Want to dive into data?

Results for Key Performance Indicators for each of the strategic objectives are reported publicly online through TRACStat

<http://tracstat.fayettevillenc.gov>

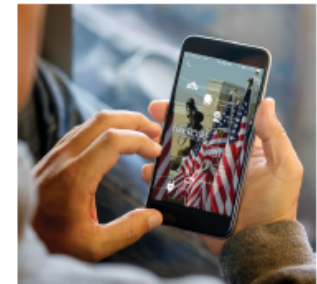


















## GOAL VI: Citizen Engagement & Partnerships

- **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 20 Targets for Action

- ⇒ Collaboration and empowerment by developing a Young Adult Engagement Program



Goal	FY 2020 TFA Comprehensive Action Plan	Policy	\$\$	Mng.	Status	Update
	1- Redevelopment and business growth of the Murchison Road Corridor (T1)	✓	✓			UDA in draft; FSU partnership
	2- Job creation and retention for the local workforce through an internship program (T2)			✓		COMPLETED; internship operational with growth plan
	3- Developing Smart City capacity, specifically through pursuing the installation of broadband access (T3)			✓		Partnerships; TIP; Strategy and KPI
	4- Working to develop a quality stormwater program (T3)	✓	✓			Drainage Assistance Program approved
	5- Managing the City's future growth through a comprehensive land use plan (T1)	✓				Future Land Use Map
	6- Improving connectivity by assessing the feasibility of railroad crossing safety at at-grade crossings	✓	✓			UNPROGRAMMED
	7- Advancing community revitalization efforts, to include residential and commercial properties (T1)	✓	✓			\$500K (\$400K res. & \$100K comm.)
	8- Elevating the conversation about how to combat poverty across the City (T1)	✓				Affordable Housing LOA w P4P; Tier I
	9- Collaboration and empowerment by developing a young adult engagement program (T2)			✓		Millennial Council established

# Target For Action: Redevelopment and business growth of the Murchison Road Corridor

Project Lead(s): Gerald Newton



## Current Status

Go!  
(on schedule)

### Project Description

**SCOPE:** The City of Fayetteville project team will review all prior and current planning efforts for the Murchison Road corridor with deliberate focus on specific locations and elements. The team will then develop and present a consolidated feasible phased (short term and long term) action plan to City Council by April 2020, which will address the following: Commercial and residential redevelopment options, corridor enhancement options, and stakeholder collaboration options.

**PROJECT RESOURCES:** This project will be lead by Development Services with a cross-collaborative approach and a team of City staff from other departments such as Economic & Community Development, Parks & Recreation, Public Services, Police, Transit, and Budget and in coordination with partners such as FSU, UDA, FC ECD.

**OUTCOME/KPI:** Sustainable businesses; Attractive corridor; Safe place to live, work and recreate; Collaboration with Fayetteville State University.

### Current Update

- This TFA follows ongoing efforts. A cross collaborative team was formed.
- UDA consultant completed and folded in to the downtown study.
- Working process of rezoning FSU campus (and other locations)
- Enhanced code enforcement on going and preparing code enforcement action map of corridor, to include demolitions.
- Collaboration opportunity with Fayetteville State University was presented to Council in the 1<sup>st</sup> Qrt and is currently in the development stage. Staff is seeking direction and funding from Council.
- Collaborative citywide investments include: Good Neighbor Grant, Opportunity Zones, Cat I Site environmental, extension of trail system, examination of power pole removals, NC DOT work, community neighborhood award program, MLK park funding, tennis center, high speed internet initiative, Build a Better Block (partner FAMPO).

### TFA Action Plan

Step	Description/ Milestone	Target Date	Actual Date
1	Form a cross collaborative team to develop action plan for Council consideration	3/31/2019	3/31/19
2	Staff will review all previous studies and incorporate other studies underway to provide recommendations for City Council consideration (UDA)	11/30/2019	Planned for January
3	Present findings with consolidated, feasible, and phased action plan with short and long-term options addressing redevelopment, corridor enhancements, and stakeholder collaboration	4/30/2020	
4	Implement Council approved actions as presented and resourced	06/30/2020	

### Key Talking Points and History

- Murchison Road corridor includes some of the City's most historic neighborhoods and Fayetteville State University, a historically black university sits in the heart of the corridor.
- Murchison Road corridor has lagged behind other parts of Fayetteville in terms of economic growth.
- There are multiple previously conducted planning studies that need to be vetted for relevancy and consolidated into a feasible action plan to increase vitality, sustainability and future growth for the area.
  - 2006 NCDOT Feasibility Study to widen Murchison Road.
  - 2008 Corridor study
  - 2010 -2015 Redevelopment plan implementation efforts for Catalyst Site I with land acquisition
  - 2017 Red Rock Global study and feasibility for Baseball Stadium.

# Target For Action: Job creation and retention for the local workforce through an internship program

Project Lead(s): Barbara Hill



Stop

Slow

Go

## Current Status

Go!  
(on schedule)

## Project Description

- **SCOPE:** The City of Fayetteville project team will support the Cumberland County ICON program for the upcoming summer internship cycle to the fullest extent funded by the City Council. The cycle will commence on June 3, 2019 and will end on July 12, 2019. The program will be marketed to the community in collaboration with the team members and partners. The City of Fayetteville team will also analyze all internships that currently are offered through the City, to include ICON, VA internship, higher learning institutions, and collaborative partnerships to more fully understand the holistic community impact this organization has produced via internship opportunities. The team will bring a consolidated citywide report on outcomes to City Council by Dec. 31, 2019.
- **PROJECT RESOURCES:** This project will be lead by the Human Resources Department and a team of City staff from other departments such as Fire, Police, City Manager's Office, and Finance.
- **OUTCOME/KPI:** Program creates a gateway to future jobs for young adults including jobs associated with the City of Fayetteville.

## Current Update

- A cross collaborative team has been formed to support the TFA and effectively plan for placement of interns. The team utilized a work breakdown structure to develop an approach and action plan for the coming year. Private Sector and partners commitment has been established. Application submissions were received by March 29 deadline. Resume booklet completed and distributed to committed hiring organizations. City staff supported participant workshop (April 6 and 13).
- 51 interns were hired.
- This project is complete. Internship program is operational.

## TFA Action Plan

Step	Description/ Milestone	Target Date	Actual Date
1	Form a cross collaborative team to develop action plan for Council consideration	3/31/2019	3/31/19
2	Private Sector and partners commitment has been established.	3/31/19	3/31/19
3	Application submissions received by March 29 deadline. Resume booklet completed and distributed to committed hiring organizations City staff supported participant workshop (April 6 and 13)	4/13/2019	4/13/2019
4	Job fair and placement	5/31/19	5/31/2019
5	Internship ends	7/12/19	

## Key Talking Points and History

- Cumberland County Schools approached Council about sponsoring a youth internship program in May 2016.
- Partnership began between the City, PWC and CC Schools.
- Council approved \$25,000 in 2016 to fund 4 week summer program.
- Program, initially referred to as STEM is now ICON, Innovative Career Opportunities Now.
- Program has operated for 3 years and has grown from 14 students in 2016 to 23 students in 2017 to 38 students in 2018- almost tripling in size in 3 years. In FY 19 the City budgeted \$51,000 which includes \$25,000 in CDBG funds.
- Partners include the City, PWC, CC School System, Cumberland County, and NC Works. In addition to the ICON program many City departments work collaboratively with local agencies to place interns in meaningful positions to help develop professional growth within the City.

# Target For Action: Developing Smart City capacity, specifically through pursuing the installation of broadband access

Project Lead(s): Dwayne Campbell



## Project Description

**SCOPE:** The City of Fayetteville project team will complete the following Smart City initiatives to include expanding Wi-Fi access to ball fields and splash pads, upgrading the GIS environment and redesigning the open data portal, redesigning the city website, and completing citywide surveillance camera installation. Completion is anticipated by June 2020. The City team will also emphasize collaboration with PWC, FCEDC, Spectrum and Segra as recommendations come forward to the City Manager.

**PROJECT RESOURCES:** Led by the IT department with a cross-collaborative approach and a team of City staff from other departments such as Strategy and Performance Analytics, Corporate Communications, Parks and Recreation, and the City Manager's Office.

**OUTCOME/KPI:** High level goal of becoming a Top 50 Smart City in the country (staff working to identify criteria and gaps); Citizens with free access.

## Current Update

- 911 Radio Tower, Parking Deck, Skate Park broadband initiatives in progress.
- Disaster Recovery Infrastructure– Upgrade disaster recovery infrastructure to a hardened facility to create nimble, smart data infrastructure.
- GIS upgrade complete: open data portal redesign remains in progress.
- Camera installation in progress. 89 cameras on line. Physical cameras need to be replaced to meet Federal guidelines (License Plate Reader).
- Fiber assessment conducted in collaboration with PWC (fiber ring layout). Partnering w/ Segra leveraging Broadband capabilities.
- Developing smart city criteria, strategy and KPI's.
- IDT Plan Review and Fayworx permitting portal brought online.

## Key Talking Points and History

- Broadband- Fiber assessment was conducted with PWC and Segra. The layout was shared with Fayetteville Cumberland Economic Development Corporation (FCEDC) in an effort to show where we have broadband capabilities to proposed economic development opportunities.
- SMART City Digital Environment- FY 2016 TRACStat, open data portal, FayFixIt It, Office 365 and Zoom video conferencing.
- Wi-Fi- City embarked on wireless initiative for free Wi-Fi for citizens at every City recreation facility and Fayetteville Regional Airport. Partnered with Spectrum to expand Wi-Fi at the FAST Transit Center. Cellular Wi-Fi now allows for greater efficiencies such as inspectors and code enforcement officers to complete status in field, Police transfers of video, FAST ridership data, and variety of vehicle tracking applications.
- 24/7 City Hall- Ongoing initiative to enhance citizen engagement and transparency.



Stop

Slow

Go

## Current Status

Go!  
(on schedule)

Step	Description/ Milestone	TFA Action Plan	Target Date	Actual Date
1	Form a cross collaborative team to develop action plan for Council consideration		3/31/2019	3/31/19
2	TIP collaboration with departments. Smart City strategy - present to City Manager		12/31/2019	12/31/2019
3	Upgrade GIS environment		12/31/2019	6/21/2019
4	Complete citywide surveillance camera installation		6/30/2020	
5	Expand Wi-Fi access to ball fields and splash pads		6/30/2020	
6	Website redesign		6/30/2020	
7	Engage Eastern Foundry as a strategic partner for innovation opportunity for companies looking to get started in our community		6/30/2020	
8	Partner with FCEDC and PWC to increase # of wireless partners		6/30/2020	

# Target For Action: Developing Smart City capacity, specifically through pursuing the installation of broadband access

Project Lead(s): Dwayne Campbell



## TFA Action Plan (cont.)

Step	Description/ Milestone	Target Date	Actual Date
9	Segra Fiber from City Hall to 911 Radio Tower	3/31/2019	12/30/20
10	Migration to Office 365	12/30/20	
11	Migration to Zoom Conferencing Platform	3/30/20	
12	Downtown Parking App	6/30/20	
13	Cape Fear River Trail App	6/30/20	
14	Develop web-based Flight Information display into the new Airport website	3/30/20	
15	Develop ChatBots for City Services (Employee, Citizen Request)	6/30/20	
16	Disaster Recovery Infrastructure upgrade	12/30/20	
17	Replacing legacy ERP	12/30/21	

# Target For Action: Working to develop a quality stormwater program

Project Lead(s): Sheila Thomas-Ambat



Stop

Slow

Go

## Current Status

Go!  
(on schedule)

### Project Description

- **SCOPE:** The City of Fayetteville will design a multi-year strategic plan for stormwater focused on four basic elements of a high quality stormwater program with specific deliverables in the next 12-18 months. The four basic elements of a high quality stormwater program are: maintenance of the existing system; mitigation of quantity and quality hazards; comprehensive development ordinance to attract economic development; preserve open spaces and natural floodplains and effective communication with the public on stormwater best management practices, flood warning and hazards. City staff will bring program enhancements to Council for consideration toward these basic elements by June 30, 2020.
- **PROJECT RESOURCES:** The Public Services department will be project manager for this effort, assisted by a citywide collaborative team that includes the City Manager's Office, Development Services, Finance, and Internal Audit staff. Budget is identified for the watershed efforts.
- **OUTCOME/KPI:** To be recognized nationally as having an exceptionally effective, efficient progressive, and sustainable municipal stormwater management program. KPI= Community Rating System (CRS)

### Current Update

- A cross collaborative team has been formed. Staff is working with the Mayor appointed Stormwater Council Committee to consider green infrastructure and low impact development amongst other options to incentivize economic development. The Committee is evaluating best practice and peer cities to develop options for Fayetteville. The high level watershed modeling analysis is on target.
- Staff is working with the master planning consultant on a large high level scale watershed study with modeling analysis and identified priorities.
- Adjustments to the bonding requirements for new developments and the related ordinance is on track- Staff is working to evaluate 40 SCM's from the bonding perspective to bring them into compliance.
- The Stormwater Ordinance Amendment for Drainage Assistance Program was unanimously approved by the City Council 9/23/2019.
- Council will be briefed on steps 3 & 4 during the Jan. work session.

### TFA Action Plan

Step	Description/ Milestone	Target Date	Actual Date
1	Form a cross collaborative team to develop action plan for Council consideration	3/31/2019	3/31/19
2	Bring forward for Council consideration and feedback adjustments to the bonding requirements for new developments and the related ordinance	6/30/2020	
3	Bring forward for Council consideration and feedback a defined Citywide high level stormwater risk analysis and watershed prioritization.	6/30/2020	
4	Bring forward for Council consideration and feedback plans to accelerate stormwater capital program to complete more projects sooner with potential for bond to build momentum	6/30/2020	
5	City staff will bring to Council for consideration a design for the basic elements of stormwater strategic plan for the City of Fayetteville	6/30/2020	

### Key Talking Points and History

- The City's stormwater program and utility was initiated in 1995 as a result of an unfunded Federal mandate from the Clean Water Act to manage pollution in stormwater runoff and improve the associated water quality.
- The program was tied directly to the permitted water quality requirements until 2007 when Council increased the stormwater fee recognizing the need for system repairs, new and retro fitted drainage infrastructure to resolve flooding issues.
- 2008 Council adopted a comprehensive stormwater management control ordinance.
- To manage adverse effects of increased stormwater quantity and runoff quality from newly developed and redeveloped properties, the City has made modest increases in infrastructure.
- 2018 Council approved a fee increase to develop a comprehensive watershed master plan that fosters informed decisions for capital.



# Target For Action: Managing the City's future growth through a comprehensive land use plan

Project Lead(s): Gerald Newton



Stop

Slow

Go

## Current Status

Go!  
(on schedule)

### Project Description

- **SCOPE:** The City of Fayetteville project team will present for approval of City Council a legally defensible and technically thorough NC defined and Fayetteville agreed upon Comprehensive Plan with a design year of 2040 containing all known public infrastructure (roads, utilities, parks) plans and preferred future land use map with a design year of 2040 for use in all City Council decisions of compatibility of land use and infrastructure improvements by June 30,2020.
- **PROJECT RESOURCES:** This project will be lead by Development Services with a cross collaborative team to include staff from Public Services, Economic & Community Development, Corporate Communications, and Parks and Recreation.
- **OUTCOME/KPI:** The outcomes for this project are milestones set in the action plan which include the City Council approval of all city plans for public services, preferred future land use map, amended zoning maps, and agreement with city targeted population for design. KPI is the consistency of zoning to future land use plans and Council adherence to land for future land development patterns.

### Current Update

- City has statutorily compliant comprehensive plan
- Cross collaborative team has been formed with Dr. Newton as lead
- Future Land Use Map is a direct result of work already underway and expanded per the FY 2020 TFA.
- Updating City's zoning map is complete.
- Potential future City Council initiated administrative rezonings are anticipated of at least the higher education institutions' land areas in the city.
- Analysis of prior City plans is complete and being incorporated into the Future Land Use Plan Map goals, policies, and strategies into the document which will be presented to Council next quarter.
- Future Land Use plan adopted by Planning Commission and included as admin report to Council in Dec.
- Action steps 2 & 3 are scheduled for February Work Session.

### Key Talking Points and History

- Blending of various works should be done to develop a holistic, hence, comprehensive plan of all City plans dealing with future public improvements toward a determined target year of 2040.
- The value of the plan is dependent on the strength of the community support for the vision depicted in the plan and more work is necessary to ensure concepts, policies, priorities and limits established in the plan represent a durable community consensus capable of guiding future elected leaders.

Step	Description/ Milestone	TFA Action Plan	Target Date	Actual Date
1	Form a cross collaborative team to develop action plan for Council consideration		3/31/2019	3/31/19
2	Present Future Land Use Map to Council for consideration of adoption		11/30/2019	
3	Seek direction from Council regarding process and desired outcomes for developing the Future Land Use Map into a Comprehensive Plan supportive of Council's objectives		12/31/2019	
4	Integrate demographic information and City capital and operational plans into the Comprehensive Plan		3/31/2020	
5	Prepare amendments to zoning map to align with approved Future Land Use Map for Council consideration. Develop community revitalization plans to be considered for inclusion in the Comprehensive Plan's housing and economic development elements		3/31/2020	
6	Complete citywide comprehensive plan containing all existing city-wide studies of publicly funded projects and NC conventional definition including watershed study		6/30/2020	

# Target For Action: Improving connectivity by assessing the feasibility of railroad crossing safety at at-grade crossings

Project Lead(s): Sheila Thomas-Ambat



Stop

Slow

Go

## Current Status

Stop

### Project Description

- **SCOPE:** The City of Fayetteville project team will assess at –grade railroad crossings to determine the effectiveness of safety and connectivity of these crossing within the City. The project will complete the assessment in the next 18-24 months.
- **PROJECT RESOURCES:** This project will be led by the Public Services Department with cross-collaborative approach and a team of City staff from other departments such as Corporate Communications and the Budget Office. Staff has submitted requests for funding from agencies that may partner with the City on the initial safety assessment study without affirmative response. Moving forward with the study may require City funding that may exceed \$150,000 for the initial safety assessment.
- **OUTCOME/KPI:** The assessment will identify factors for safety and connectivity as well as KPIs to evaluate improvements.

### Current Update

- A cross collaborative team has been formed with a staff project manager assigned. The team utilized a work breakdown structure to develop an approach and action plan for the coming year. Stakeholders have been defined with identified opportunities for participation. City sought funding from Federal Railroad Administration and from the State Dept. of Transportation. No funding sources were identified for this project. The project is closed..

### TFA Action Plan

Step	Description/ Milestone	Target Date	Actual Date
1	Stakeholders defined with identified opportunities for participation. City Council brief	5/30/2019	5/30/2019
2	Identify peer city for comparison and develop RFP	7/31/2019	
3	Identify funding, award RFP, and begin assessment	10/30/2019	
4	Provide milestones update to City Council	12/30/2019	
5	Complete assessment and communicate recommendations to City Council	4/30/2021	

### Key Talking Points and History

- City Council recognizes the importance of safety and connectivity of at-grade railroad crossing in the City.
- The expected outcome of the assessment is to determine improvements that can be made at these at-grade crossing to improve safety and connectivity and the costs associated with these improvements.

# Target For Action: Advancing community revitalization efforts, to include residential and commercial properties

Project Lead(s): Cynthia Blot



Stop

Slow

Go

## Current Status

Go!  
(on schedule)

## Project Description

- SCOPE: The City of Fayetteville project team will present options for alternative housing and economic development programs to Council for approval by first quarter in an effort to increase and create more opportunities for individuals and businesses in targeted revitalization areas by developing and implementing programs that impact households up to 140% of median household income.
- PROJECT RESOURCES: This project will be lead by Economic & Business Development with a cross-collaborative approach and a team of City staff from other departments such as Parks and Recreation, Development Services, Human Relations, Police, and the City Manager's Office. Options will be brought to Council for funding. There is \$500,000 allocation included in the FY 20 budget (\$400K for residential/ \$100K commercial)
- OUTCOME/KPI: Increase real property value, stabilization of older neighborhoods, beautification of gateways into city and downtown, aging neighborhoods and vacant and underperforming commercial centers, return of vibrant neighborhoods that are connected and safe; KPIs also include # of new home owners and # of businesses started.

## Current Update

- A cross collaborative team has been formed with a renewed focus. The team utilized a work breakdown structure to develop an approach and action plan for the coming year. Council was presented a variety of options to fund for a comprehensive community revitalization plan.
- Received Council consensus during 9/3/19 work session to move forward.
- Staff mapped and Council approved two designated areas for projects. The two areas are B street/ Campbellton Area redevelopment and Ft. Bragg /Murchison Road redevelopment.
- Engaging commercial and business community to identify strategies to maximize impact of the \$100 K – Qrt 2. (bringing FSU intern on board)
- 12/18/19- Launched Good Neighbor Program
- Brief to City Council being prepared for Jan.

## Key Talking Points and History

- Thriving neighborhoods are essential to the progress of Fayetteville.
- Every neighborhood in the City can be transformed into a place of choice, where people want to live, work, and play.
- The City has multiple corridor and area studies.
- City completed 300 Block of Hay Street.
- City has Gateway Committee guiding beautification and signage efforts.
- Entitlement community efforts include Hope VI, CHDO partnerships and the 5 year consolidation plan
- The City invested in public-private partnerships for the completion of the Baseball Stadium and mixed use development downtown.
- Other revitalization efforts have included the RAMP, Facade, CDBG-HUD, and HOME-HUD programs.
- Current City programs that impact neighborhood blight include Code Enforcement and Demolition programs.

Step	Description/ Milestone	TFA Action Plan	Target Date	Actual Date
1	Form a cross collaborative team to develop action plan for Council consideration		3/31/2019	3/31/19
2	Present options to City Council		3/31/2019	3/31/2019
3	Seek direction from Council regarding key program elements and the allocation of the \$500,000 in funding		6/3/2019	9/3/19
4	Develop programs for residential (\$400 K)		11/30/19	11/30/19
5	Launch program for residential		1/20/2020	12/18/19
6	Engage commercial and business community to identify potential projects which will maximize impact the \$100 K.		6/30/2020	
7	Award funding and report results.		6/30/19	

# Target For Action: Elevating the conversation about how to combat poverty across the City

Project Lead(s): Cynthia Blot



Stop

Slow

Go

## Current Status

Go!  
(on schedule)

## Project Description

- **SCOPE:** The City of Fayetteville will visibly elevate community engagement and conversation about poverty and develop ways to partner collaboratively with stakeholders.
- **PROJECT RESOURCES:** This project will be lead by the Economic & Community Development Department with a cross-collaborative approach and a team of City staff from other departments such as the City Manager's Office, the Strategy and Performance Analytics Office, Budget, Internal Audit, Fire, and Police.
- **OUTCOME/KPI:** Long term- Move 11 of the most concentrated poverty census tracks out of poverty. Short-term- Visible leadership in community collaboration and engagement. There will be statistical analysis performed by the team to identify impoverished census tracks with goals.

## Current Update

- A cross collaborative team has been formed
- Analysis complete with the Pathways for Prosperity (P4P) presentation brought forward 9/3/2019.
- Habitat for Humanity and Continuum of Care continue to be partner agencies in the development of strategies to elevate the conversation about how to combat poverty. These agencies briefed Council during the first quarter on the collaborate efforts.
- The Mayor continues to elevate the conversation with community leaders and stakeholders addressing Tier I status.
- Ratification of Mayor Colvin's Signature of Multi Party Letter of Agreement with P4P Regarding Affordable Housing was approved 9/23/19.
- Consultant hired to complete Consolidated Plan in the 2<sup>nd</sup> Qrt.

## TFA Action Plan

Step	Description/ Milestone	Target Date	Actual Date
1	Form a cross collaborative team to develop action plan for Council consideration	3/31/2019	3/31/19
2	Staff will review existing City programs and services focusing on the effects of poverty on those programs and the programs' effects on poverty	7/31/2019	09/30/2019
3	Review other community resources and ongoing poverty initiatives.	8/31/2019	09/30/2019
4	Work with Council to develop a poverty action plan related to housing affordability through the consolidated plan.	05/30/2020	

## Key Talking Points and History

- Harvard University study ranked Fayetteville last among the country's largest economic centers in earnings potential for children growing up in poverty.
- A Poverty Summit was held November of 2017 and over 250 people from the community attended. The community identified five key areas to address the reduction of generations poverty. The five key areas are K-12 Education, Pre-K Education, Workforce and Industry Alignment, Affordable Housing, and Parent Life Skills and Mentoring.
- One out of four children in Cumberland County lives in poverty.
- Cumberland County received Tier 1 Status. There are 40 counties, many of them rural, in Tier 1. The state's formula considers the average unemployment rate, median household income, percentage growth in population and the adjusted property tax base per capita. Cumberland County ranked 21<sup>st</sup> worst in unemployment, 54<sup>th</sup> in median income, 31<sup>st</sup> in population growth and 12<sup>th</sup> in tax base.

# Target For Action: Collaboration and empowerment by developing a young adult engagement program

Project Lead(s): Telly Whitfield



## Current Status

Go!  
(on schedule)

### Project Description

- **SCOPE:** The City of Fayetteville project team will establish a 13-member commission tasked with increasing the number of millennial applicants for Boards and Commissions, elected positions, and other community leadership positions. The Millennial Commission will be established by April 30, 2019 and have visible engagement in the community and an adopted strategic plan by June 30, 2020.
- **PROJECT RESOURCES:** This project will be lead by the Parks and Recreation Department with a cross-collaborative approach and a team of City staff from other departments such as Human Relations, SPA, Corporate Communications and the City Manager’s Office. Parks and Recreation staff will be assigned as liaison. We anticipate minimum expenses until the Commission approves action plan, at which point staff will brief Council.
- **OUTCOME/KPI:** Increased participation in networking opportunities; Identification of career, social and cultural opportunities.

### Current Update

- A cross collaborative team has been formed with a renewed focus. Bylaws for the new Millennial Council were approved by City Council. Applications were due April 17. The inaugural meeting was held on July 11, 2019. Committee members chose to elect for offices at that time.
- The executive board has been established.
- Subcommittees are being formed around the theme of “Stay and Play in Fayetteville”.
- Regular meetings are noticed for the 3<sup>rd</sup> Wed. of each month.
- December 7- Commission Strategic Plan Retreat which included pre retreat survey, COWS assessment, Environmental Scan, potential partnering agency assessment, Board development exercises and strategic planning formation (Vision, Mission, Core Values, Goals, Objectives, Key Actions and KPIs. Will be presented to Council in the 3<sup>rd</sup> Qrt.

### TFA Action Plan

Step	Description/ Milestone	Target Date	Actual Date
1	Form a cross collaborative team to develop action plan for Council consideration	3/31/2019	3/31/19
2	Commission applications received and the appointments made to the Commission	4/30/2019	6/30/19
3	Adopt Strategic Plan with goals and action plan	06/30/2020	

### Key Talking Points and History

- City Council recognizes the importance of millennial contribution to municipal government and has created this Commission to provide an outlet and opportunity for their involvement.
- For many years leaders have heard from citizens and have experienced personally the concerns that too many native-born young adults leave Fayetteville for what they perceive as greener pastures in other locales.
- In 2017, the City partnered with Greater Fayetteville United and Cumberland Community Foundation to conduct a benchmark Social Capital Study. For the first time, the community has reliable data that points to critical gap areas in engagement and involvement. Cumberland County and its municipalities were ranked dead last as a place to live for young adults entering the workforce. Only 36% believed it was excellent, very good or good. The newly created Commission will look for ways to close the gap.

## ERP Transformation Project



- Current ERP system was implemented in 1995.
- CIP Project initiated to replace aging legacy budgeting, financial, human capital and business process solutions.
- Received 12 responsive bids from vendors representing 6 different solutions (including a short-term upgrade path).
- System requirements weighed by functional and technology fit (40%), usability (25%), implementation plan (20%) and vendor company strength (15%).
- Staff is preparing to short-list 2 to 3 vendors for demos scheduled with all departments for mid-November.
- Demos Completed in Nov & Dec.
- Steering Committee finalizing recommendation to City Manager in December.

# How do we build our City? Create a culture of High Performance!

- Visionary leadership, strategic planning, and performance management at all levels of the organization
- A satisfied and engaged workforce
- Satisfied and engaged customers, suppliers, partners
- Demonstrable results
- Continuous improvement



## Important Dates to Note

- November 18- First Performance Stat meeting
- Dec 5- SMT Retreat, FAST Multimodal Center
- **City Council Personal Interviews Jan. 7-8**
- Jan 16- Café Conversations
- **Jan 31- Feb 1- Council Retreat, Segra Stadium**

