

FY26 Strategic Plan – Recommended –

City of Fayetteville, NC

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FayettevilleNC.gov*

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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.

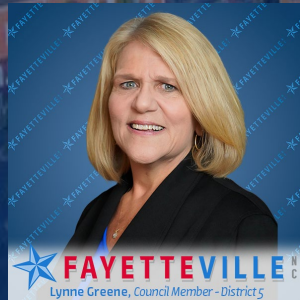


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Safety and Opportunity



As we step into Fiscal Year 2026, I am inspired by the collective vision of our City Council, staff, and residents, reflected in our strategic plan and priorities. These equally important goals guide us in building a Fayetteville where safety and opportunity empower every resident to thrive.

Strategic planning priorities:

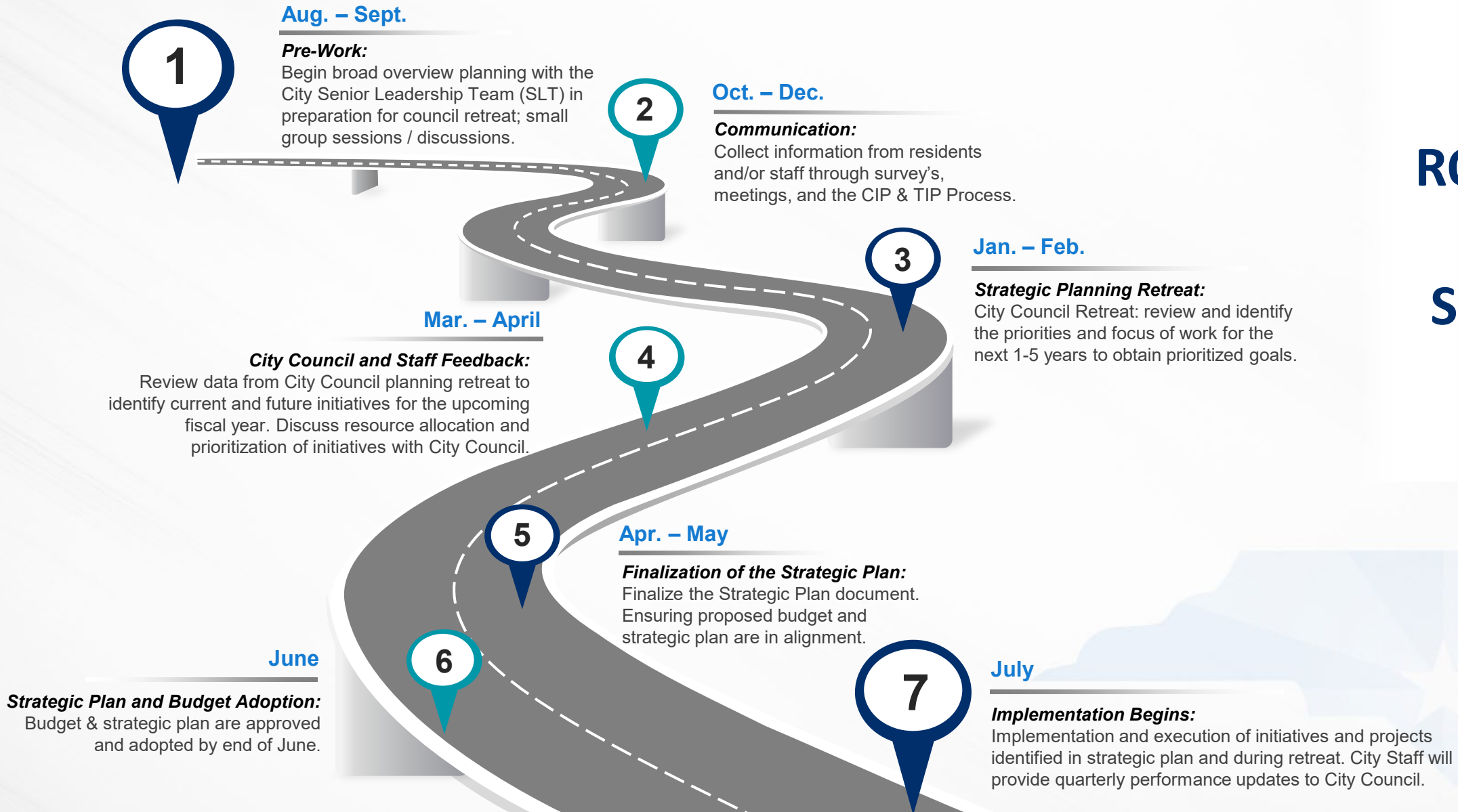
- Ongoing commitment to a comprehensive approach to community safety.
 - Continue the City's commitment to revitalization efforts and housing needs.
 - Increase Parks and Recreation opportunities for youth engagement and interaction.
 - Evaluate and expand transportation and other connectivity for residents.
 - Enhance economic growth throughout the City.
- 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 Planning Process

ROADMAP TO SUCCESS!



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
GOAL 4: Desirable place to live, work, & recreate	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. 	
	4.5: To ensure a place for people to live in great neighborhoods.	<ul style="list-style-type: none"> • % of residents living in poverty. • % 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. 	
	4.6: To reduce poverty and homelessness.	<ul style="list-style-type: none"> • % 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. 	

Strategic Framework (cont.)

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

Next Steps & Conclusion

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.

Options:

- 1) City Council accepts and adopts the recommended FY 2026 Strategic Plan as presented.
- 2) City Council rejects the recommended FY 2026 Strategic Plan as presented and provides additional direction to the City Manager.

Recommended Action:

City Council accepts and adopts the recommended FY 2026 Strategic Plan as presented.





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