



FY27 Strategic Plan – Recommended –

City of Fayetteville, NC

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FayettevilleNC.gov

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City Council



Mitch Colvin
Mayor



Derrick Thompson
Mayor Pro Tem,
District 6



Dr. Stephon Ferguson
District 1



Malik Davis
District 2



Dr. Antonio Jones
District 3



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District 4



Lynne Greene
District 5



Brenda McNair
District 7



Shawn McMillan
District 8



Deno Hondros
District 9



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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Message from the City Manager



Strategic Planning Process



Strategic Framework



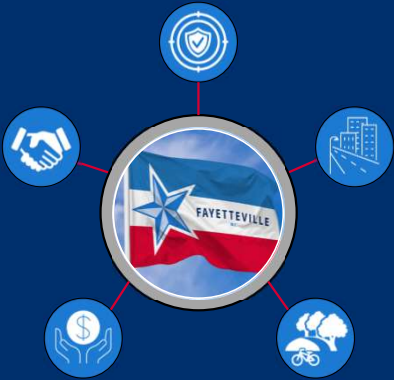
Council's FY27 Strategic Priorities & Action Plans



Next Steps & Conclusion



Community and Connectivity



As we enter Fiscal Year 2027, Fayetteville continues moving forward with a shared commitment to strengthening our community, improving connectivity, and expanding opportunities for residents across the city. Guided by the priorities established by the City Council and informed through continued engagement with our residents, this strategic plan reflects our focus on delivering meaningful results and building a safer, stronger, and more connected Fayetteville.

Strategic planning priorities:

- Continue implementing a comprehensive approach to community safety.
 - Enhance economic growth opportunities throughout the City.
 - Expand housing and neighborhood revitalization and refurbishment efforts, with emphasis on mature neighborhoods and attainable housing needs.
 - Improve and expand transportation, transit, and overall connectivity for residents.
- Remaining focused on responsible planning, measurable outcomes, and operational excellence.
 - Working collaboratively to strengthen neighborhoods, support residents, and position Fayetteville for long-term success.

Thank you for your dedication and contribution to advancing Fayetteville's strategic vision and priorities.



Douglas J. Hewett, ICMA-CM
City Manager

1

Aug. – Sept.

Pre-Work:

Begin broad overview planning with the City Senior Leadership Team (SLT) in preparation for council retreat; small group sessions / discussions.

2

Oct. – Dec.

Communication:

Collect information from residents and/or staff through survey's, meetings, and the CIP & TIP Process.

3

Jan. – Feb.

Strategic Planning Retreat:

City Council Retreat: review and identify the priorities and focus of work for the next 1-5 years to obtain prioritized goals.

4

Mar. – April

City Council and Staff Feedback:

Review data from City Council planning retreat to identify current and future initiatives for the upcoming fiscal year. Discuss resource allocation and prioritization of initiatives with City Council.

5

Apr. – May

Finalization of the Strategic Plan:

Finalize the Strategic Plan document. Ensuring proposed budget and strategic plan are in alignment.

6

June

Strategic Plan and Budget Adoption:

Budget & strategic plan are approved and adopted by end of June.

7

July

Implementation Begins:

Implementation and execution of initiatives and projects identified in strategic plan and during retreat. City Staff will provide quarterly performance updates to City Council.

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: Economic & Strategic Growth.	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. 	<ul style="list-style-type: none"> • Residents • Businesses • Faith Based Organizations • Non-profits • Fayetteville and Cumberland Economic Development Corporation (FCEDC) • Public Works Commission • Fayetteville Technically Community College • Fayetteville State University • Greater Fayetteville Chamber of Commerce • Homeowners Associations • Council of Government, • Community Watch Groups • Internet / Broadband providers • Community College School System
	2.2: To invest in community places to ensure revitalization and increase quality of life.	<ul style="list-style-type: none"> • % vacancy rate in city (Office, Industrial, Retail). • % satisfaction with overall quality of businesses, services, and retail in Fayetteville. 	
	2.3: To leverage partnerships for job creation and retention, with a focus on the local and regional workforce to increase per capita income.	<ul style="list-style-type: none"> • % 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. 	
	2.4: To sustain a favorable development climate to encourage business growth.	<ul style="list-style-type: none"> • % satisfaction with overall appearance of major corridors. • \$ value of completed stormwater projects. • Miles of Streets Resurfaced. 	
	2.5: To enhance City street connectivity, traffic flow and stormwater systems.	<ul style="list-style-type: none"> • % of streets rated with an excellent or good pavement condition rating. • % of traffic signal intersection equipment meeting NCDOT standards of inspection biannually. 	
	2.6: To manage the City's future growth and strategic land use.	<ul style="list-style-type: none"> • \$ 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. 	
	2.7: To sustain a favorable development and business climate through timely and accurate construction review and building inspection.	<ul style="list-style-type: none"> • # 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. 	
	2.8: To revitalize neighborhoods with effective code enforcement and violations abatement.	<ul style="list-style-type: none"> • % of residents indicating they have internet access. • % satisfaction with overall preparedness to manage development and growth 	
	2.9: To increase our smart city capacity.	<ul style="list-style-type: none"> • % satisfaction with overall enforcement of codes and ordinances. 	

Goal	Objective	KPI	Stakeholders Collaborators Partners
GOAL 3: Desirable place to live, work, & recreate	3.1: 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 • Fayetteville NEXT • Non-profits • Sustainable Sandhills • Fayetteville Beautiful • Cumberland County Landfill and Solid Waste • Community Watch Groups • Fayetteville State University • Fayetteville Metropolitan Housing Authority • Habitat for Humanity • Continuum of Care
	3.2: 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. • # of curb lane miles swept. 	
	3.3: To improve mobility and connectivity through sidewalk, trail, and bike lane investments.	<ul style="list-style-type: none"> • 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. 	
	3.4: 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. 	
	3.5: 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. 	
	3.6: 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. 	

Goal	Objective	KPI	Stakeholders Collaborators Partners
GOAL 4: Financially sound city providing exemplary city services	4.1: 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
	4.2: To identify and achieve efficiencies through innovation and technology utilization, by increasing data driven decisions and using business intelligence strategies.		
	4.3: To promote an organizational climate that fosters an exceptional, diverse, engaged, and healthy workforce that delivers excellent services.		
GOAL 5: Collaborative citizen & business engagement base	5.1: 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 Bragg • City of Fayetteville’s Boards and Commission members
	5.2: To ensure trust and confidence in City government through transparency and high-quality customer service.		
	5.3: To inform and educate about local government by enhancing public outreach and increasing community dialog, collaboration and empowerment.		

COUNCIL'S FY27 PRIORITY 1:

Continue implementing a comprehensive approach to community safety.



ALIGNS TO GOAL 1

ACTIONS

- Expand proactive fire prevention efforts by increasing smoke alarm installations and targeted outreach in high-risk areas*
- Expand Fire prevention target campaigns with MarComm
- Homeowners Builders Association campaign through Code Enforcement
- Efficient fire response capacity through strategic deployment of units and resources
- Improve coordination and delivery of homelessness and resiliency services by expanding the capabilities of the City's existing Day Resource Center (DRC)
- Improve public safety through installation of light projects through utility companies.
- Implement a Drone as First Responder (DFR) program to improve situational awareness and response times (FY27 baseline year to analyze new program)*
- Develop and implement a crisis intervention model for behavioral and mental health and high-risk individuals
- Establish and implement performance measures and accountability systems for enforcement
- Implement a communications strategy to highlight measurable outcomes and success stories that demonstrate impact on community safety
- Strengthen youth safety and violence prevention efforts through coordinated programming, community partnerships, and targeted interventions for at-risk youth

* Pending budget decision

Performance Measures (KPI's)¹

- # of smoke alarms installed
- # of outreach events or campaigns
- Reduction in fire incidents
- Reduction in injury/fatalities
- Tracking auto-out
- Reduced Code Enforcement Violations
- Average response time (Fire/Police)
- % of calls meeting response benchmarks
- 90% tracking "what are you doing?" per NFPA
- # of individuals served at DRC
- Incorporate homeless response in OCS
- DRC service coordination metrics
- # of public safety light projects improved
- Reduction in incidents in targeted areas (Public Safety Lights)
- DFR deployment rate (baseline year)
- Incidents supported by DFR
- Reduction in patrol officer response
- # of calls responded to by OCS
- # of calls responded to by OCS 'and' FPD
- Performance trend improvements
- # of impact stories published
- Public engagement metrics (views, shares, reach)
- Increase in public awareness/trust indicators
- # of youth engaged in programs

COUNCIL'S FY27 PRIORITY 2:

Enhance economic growth opportunities throughout the City.



ALIGNS TO GOAL 2

ACTIONS

- Expand business support by increasing access to capital and program participation
- Streamline city-controlled development regulations and internal processes to reduce review timelines and improve efficiency and predictability
- Strengthen air service advocacy to support route expansion and connectivity
- Enhance visible public safety presence in key corridors and activity centers
- Implement a coordinated, citywide workforce pipeline strategy aligned with industry demand, supported by strategic partnerships and talent retention initiatives
- Advance airport growth through implementation of the airport master plan, including air service expansion, strategic partnerships, and facility development (including possible air service expansion)
- Implement a communications strategy to promote economic development opportunities*
- Continue marketing "Transit of Choice"

* Pending budget decision

Performance Measures (KPI's)¹

- # of businesses supported
- \$ of funding deployed
- Avg. development review time
- % of on-time reviews
- \$ of regional partnerships for airline incentives
- Airline partnerships
- # of patrols in targeted areas
- Reduction in incidents in key corridors and activity centers
- # of CVI deployments in key corridors and activity centers
- # of participants in workforce pipeline
- # of workforce pipeline programs
- Job placement rates
- Workforce pipeline participant completion rates
- Workforce placement outcomes
- Delivery and adoption of the Airport master plan
- Project milestones achieved
- \$ Passenger Facility Charge (PFC) revenue
- # of campaigns around economic development opportunities and Transit of Choice
- Engagement metrics around economic development 15 opportunities and Transit of Choice

COUNCIL'S FY27 PRIORITY 3:

Expand housing and neighborhood revitalization and refurbishment efforts, with emphasis on mature neighborhoods and attainable housing needs.



ALIGNS TO GOAL 2

ACTIONS

- Review and update development ordinances to support attainable housing
- Strengthen enforcement of real property liens to stabilize and revitalize mature neighborhoods
- Develop and implement a receivership pilot program
- Enhance public communication on housing and redevelopment initiatives
- Incorporate public parks and green space enhancements into redevelopment efforts to support livable, connected, and revitalized neighborhoods
- Continue to promote Homebuyer Assistance Program, commercial exterior improvement, gap financing, and technical assistance programs to boost homeownership, economic growth, and business expansion
- Implement neighborhood revitalization efforts, including designating blighted areas and conducting demolitions of deteriorated structures

Performance Measures (KPI's)¹

- Development Ordinance updates adopted
- # of properties resolved
- % of violations abated by the property owner
- % of properties rehabilitated through receivership program
- # of outreach efforts around housing and redevelopment initiatives
- Public engagement metrics around housing and redevelopment initiatives
- \$ 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
- Acres of new or improved green space in redevelopment areas
- % of residents within a 30-minute walk to a park/green space

¹⁶

COUNCIL'S FY27 PRIORITY 4:

Improve and expand transportation, transit and overall connectivity for residents.



ALIGNS TO GOAL 3

ACTIONS

- Advance airport growth through implementation of the airport master plan, including key facility development such as a consolidated rental car facility and improved transit frequency and multimodal access
- Strengthen air service development through advocacy and partnerships
- Identify, prioritize, and pursue transportation infrastructure project funding that:
 - Improve direct transit routes,
 - Enhance connectivity,
 - Reduce travel times, and
 - Improve safety
- Secure legislative funding for transportation and infrastructure priorities
- Explore possibility of regional transit efforts
- Continue providing access to free community Wi-Fi
- Aligning transportation strategies and infrastructure (roads, stormwater, Trails), utilizing Master GIS Connectivity Overlay Map

Performance Measures (KPI's)¹

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> • Airport Funding secured • Airport project milestones achieved • New airport routes added • Total airport passenger count (enplaned/deplaned) • % of CIP projects on schedule • Linear feet/miles of sidewalks constructed or repaired | <ul style="list-style-type: none"> • Miles of bike lanes added (striped or protected) • Miles of greenways/trails added or improved • \$ of secured State funding for transportation and infrastructure • \$ of secured Federal funding • # of successful legislative actions • Completion of regional transit feasibility assessment | <ul style="list-style-type: none"> • # of regional partnerships or agreements established • Areas covered for free Wi-Fi • User adoption rates for free Wi-Fi • # of outreach campaigns promoting transportation options • % change in FAST ridership • Transit service reliability rate (% of on-time trips) |
|--|---|---|

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 2027 Strategic Plan as presented.
- 2) City Council rejects the recommended FY 2027 Strategic Plan as presented and provides additional direction to the City Manager.

Recommended Action:

City Council accepts and adopts the recommended FY 2027 Strategic Plan as presented.



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