



# FY25 Q1 Strategic Plan Performance Update

*Connecting Data with Impact*

Office of Strategic & Performance Analytics (SPA)

Chris Lowery – Manager

Andrew Brayboy – Sr. Analyst



# A Strong Start to FY25



## Significant Progress

The City of Fayetteville is making significant strides toward our FY25 goals, transforming data into actionable impact across the community.



## Story Behind the Numbers

This presentation will highlight not just the numbers, but how our strategic initiatives are creating meaningful changes for our residents.



## Quarter 1 Data (Q1)

We'll review key progress on strategic priorities set by the City Council, focusing on the first quarter of FY25.



- **RECAP: CITY COUNCIL'S FY25 STRATEGIC PLAN PRIORITIES:**



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



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



Increase Parks & Recreation opportunities for youth engagement and interaction.



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



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

## COUNCIL'S FY25 PRIORITY 1:

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



**ALIGNS TO GOAL 1**

### **ACTIONS**

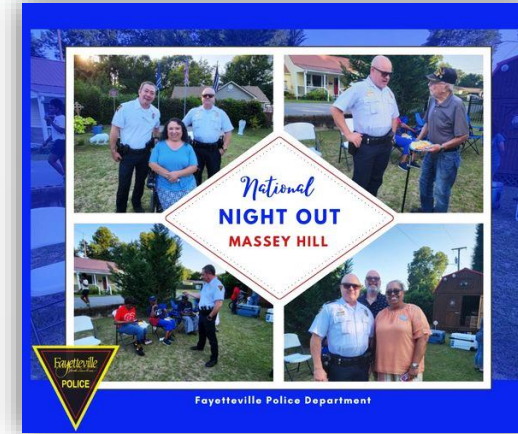
- Conduct a comprehensive assessment to identify overlapping, ancillary, and community services, along with service gaps, while exploring the potential for off-hour coverage.
- Secure funding and recruit a Mental Health Liaison to enhance mental health support services.
- Cultivate external relationships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

**City of Fayetteville  
Public Safety Summit**

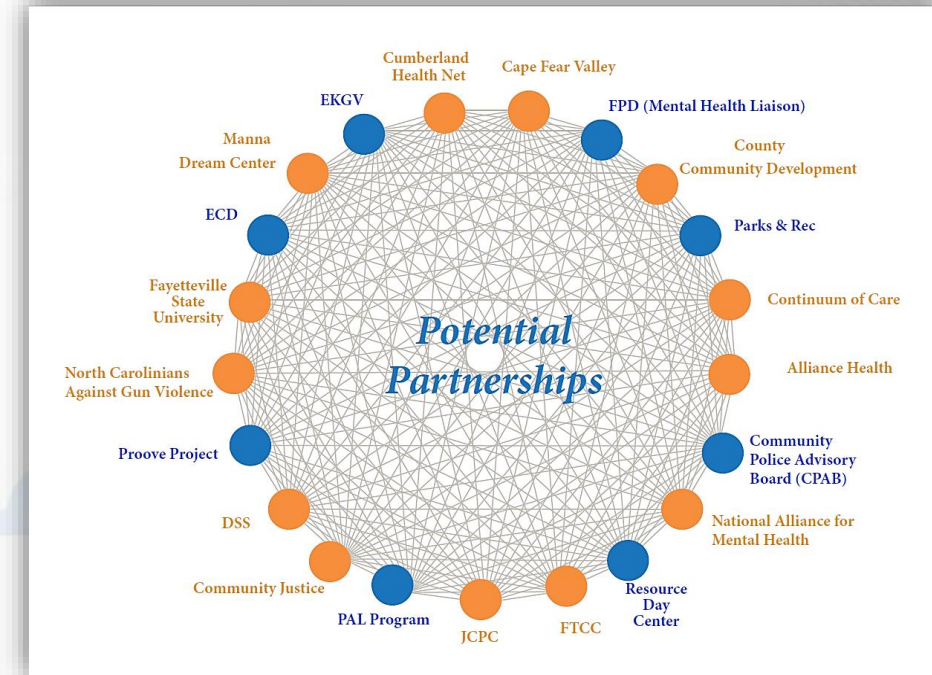


## PRIORITY 1: Integrating a comprehensive approach to violence reduction & mental health response

- **Measures of Success:** Clear OCS role definitions and crime reduction metrics, an outcome of our integrated violence and mental health strategy.
- **Performance Measures (KPI's):**



| KPI <sup>1</sup>  | Owner | Q1    | FY25 Target |
|---|-------|-------|-------------|
| % decrease in reported incidents of violent crime compared to baseline data                                 | FPD   | TBD   | -9%         |
| # of collaborative initiatives with community partners  | FPD   | 10    | 60          |
| % Stakeholder satisfaction rating   | FPD   | TBD   | TBD         |
| Improvement in public perception of safety and mental health support services                               | FPD   | TBD   | TBD         |
| # of individuals accessing mental health services through liaison.  | FPD   | 62    | 200         |
| Average response time of mental health liaisons or crisis intervention teams to mental health crises (mins) | FPD   | 20min | 20min       |



## COUNCIL'S FY25 PRIORITY 2:

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



**ALIGNS TO GOAL 4**

### **ACTIONS**

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



**Orange St.  
BEFORE**



**AFTER**



- PRIORITY 2: Continue the City's commitment to revitalization efforts, emphasizing affordable housing needs**

- **Measures of Success:** Increase in revitalization investments, post-grant investments after City investment, consolidation of revitalization plans.

- **Performance Measures (KPI's):** 



**Orange St.  
BEFORE**



**AFTER**

| KPI <sup>1</sup>  | Owner                      | Q1        | FY25 Target |
|---|----------------------------|-----------|-------------|
| \$ amount of ECD funds invested in the city through grants and loans  | ECD                        | \$109,090 | \$300,000   |
| # of jobs created through ECD and FCEDC                               | ECD                        | 19        | 5           |
| # Jobs retained through ECD grants and loans                          | ECD                        | 56        | 20          |
| # of homeowners assisted with critical and emergency repairs          | ECD                        | 3         | 60          |
| # of single-family affordable housing units leveraged via ECD funding | ECD                        | 0         | 3           |
| # of multi-family affordable housing units leveraged via ECD funding  | ECD                        | 0         | 20          |
| # of residents attending educational/outreach events with ECD         | ECD                        | 628       | 1,900       |
| # of dangerous and/or blighted structures removed                     | ECD / Development Services | 11        | 60          |
| % referrals of dangerous structures                                   | Development Services       | 100%      | 100%        |
| % of funding allocated for demolition, utilized for demolition        | ECD / Development Services | 0.0%      | 100%        |

## COUNCIL'S FY25 PRIORITY 3:

*Increase Parks and Recreation opportunities for youth engagement and interaction.*



ALIGNS TO GOAL 4

### ACTIONS

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





- PRIORITY 3: Increase Parks & Recreation opportunities for youth engagement and interaction.**

- **Measures of Success:** Increased access to, and total number of programming hours available for, youth activities, and reduction in overall youth crime rate.
- **Performance Measures (KPI's):**

| KPI <sup>1</sup>  | Owner | Q1       | FY25 Target |
|---|-------|----------|-------------|
| # of total participants for Orange St. school project.      | PRM   | TBD      | TBD         |
| # of repeat participants.                                   | PRM   | TBD      | TBD         |
| Participant retention rate.                                 | PRM   | TBD      | TBD         |
| # of new programming opportunities.                         | PRM   | TBD      | TBD         |
| # participants in junior officials training.                | PRM   | 10       | 30          |
| # of hours available for youth engagement and interactions. | PRM   | TBD      | TBD         |
| # of granting opportunities applied for.                    | PRM   | 2        | 4           |
| \$ value of granting opportunities applied for.             | PRM   | \$23,100 | \$35,000    |
| \$ value of grants received.                                | PRM   | \$0      | \$35,000    |



## COUNCIL'S FY25 PRIORITY 4:

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



**ALIGNS TO GOAL 5**

### **ACTIONS**

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

### **One City-owned lot – Mann St.**



### **Two City-owned lots – Vanstory St.**



- PRIORITY 4: Use City-owned property to enhance economic growth opportunities throughout the City.**

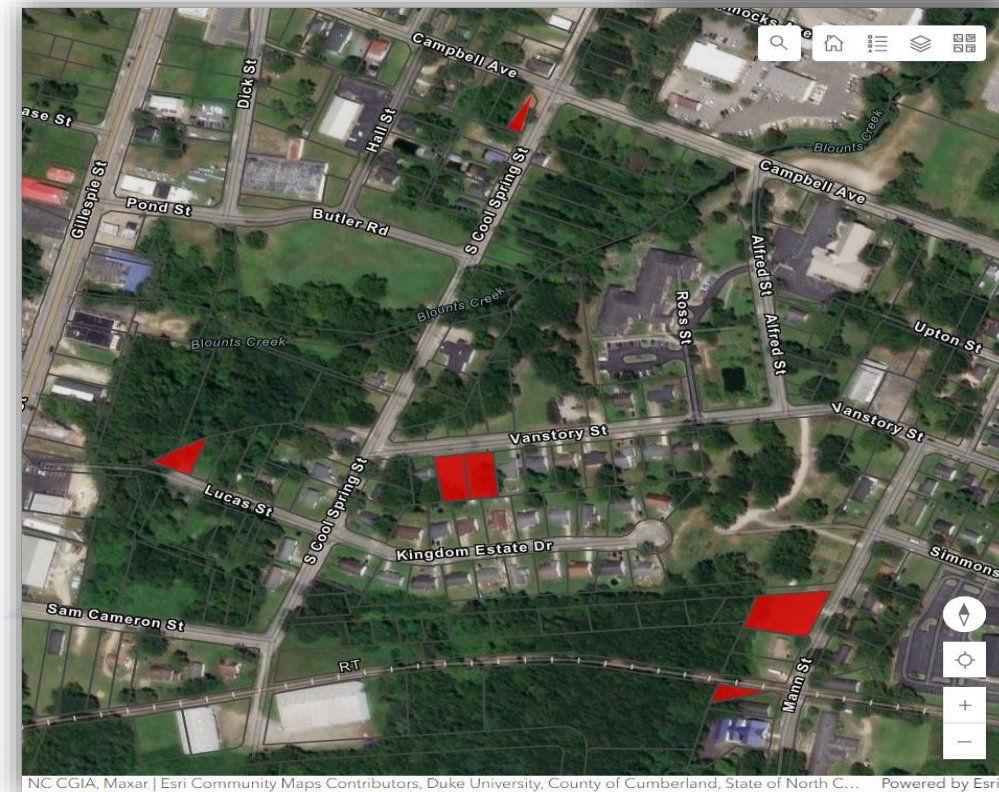
- **Measures of Success:** Return City assets to the tax rolls and configure an identified total dollar amount (or current value) of assets.
- **Performance Measures (KPI's):**

| KPI <sup>1</sup>                                  | Owner | Q1       | FY25 Target |
|---|-------|----------|-------------|
| # of total properties returned to City tax rolls. | CAO   | 0        | N/A         |
| Total \$ value of all listed property.            | CAO   | \$62,233 | N/A         |
| # of total acres of listed property.              | CAO   | 2.44     | N/A         |
| Average lot size #                                | CAO   | 0.12     | N/A         |
| \$ value of amount sold (tax value).              | CAO   | \$0.00   | N/A         |
| % of unbuildable / land locked lots.              | CAO   | TBD      | N/A         |



**City of Fayetteville Surplus Property Website:**

<https://www.fayettevillenc.gov/city-services/city-attorney-s-office/surplus>



## COUNCIL'S FY25 PRIORITY 5:

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



ALIGNS TO GOAL 6

### ACTIONS

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



- **PRIORITY 5:** Articulate/define who we are as a City to tell our story in Fayetteville and beyond.



### Measures of Success

Increase positive media placements and social media engagement to attract businesses, residents, and tourists.



### Communication & Engagement

Strengthen communication by collaborating with key partners and leveraging FayTV, social media, and print media.



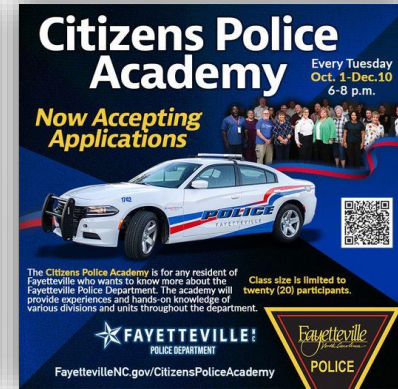
### Performance Measures (KPI's):



| KPI <sup>1</sup>                                | Owner    | Q1      | FY25 Target |
|---|----------|---------|-------------|
| # of positive or neutral media stories          | MarkComm | 124     | 600         |
| # of negative media stories                     | MarkComm | 43      | 150         |
| Total # of Social Media Audiences               | MarkComm | 67,270  | 80,000      |
| % of Engagement Rate / impression               | MarkComm | 5.6%    | 15.0%       |
| # of visitors to City website                   | MarkComm | 309,341 | 1,000,000   |
| # subscribed to managers weekly update / report | MarkComm | 3,653   | 5,000       |
| % of open rate                                  | MarkComm | 30.2%   | 50%         |
| % of click-through rates                        | MarkComm | 6.7%    | 12%         |
| # of pulse-check perception surveys completed   | MarkComm | TBD     | 1           |

- Next Steps & Conclusion

- **Next Steps:** Continue data analysis, refine approaches, and further engage stakeholders through surveys and community meetings. Report Q2 updates to Council, at the 1<sup>st</sup> regular meeting in February 2025.
- **Strengthening Partnerships:** Continue our collaborative efforts with local organizations to support mental health, housing, and youth engagement efforts.
- **Call to Action:** The City Council's feedback will help shape future initiatives and identify areas for further focus in Q2 and beyond.





 **FAYETTEVILLE** <sup>NC</sup>  
AMERICA'S CAN DO CITY

[FayettevilleNC.gov](http://FayettevilleNC.gov)