Strategic Planning Process and Overview

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FAYETTEVILLE NC

How We Think About Strategic Planning

- Before thinking **HOW**, think **WHY.**

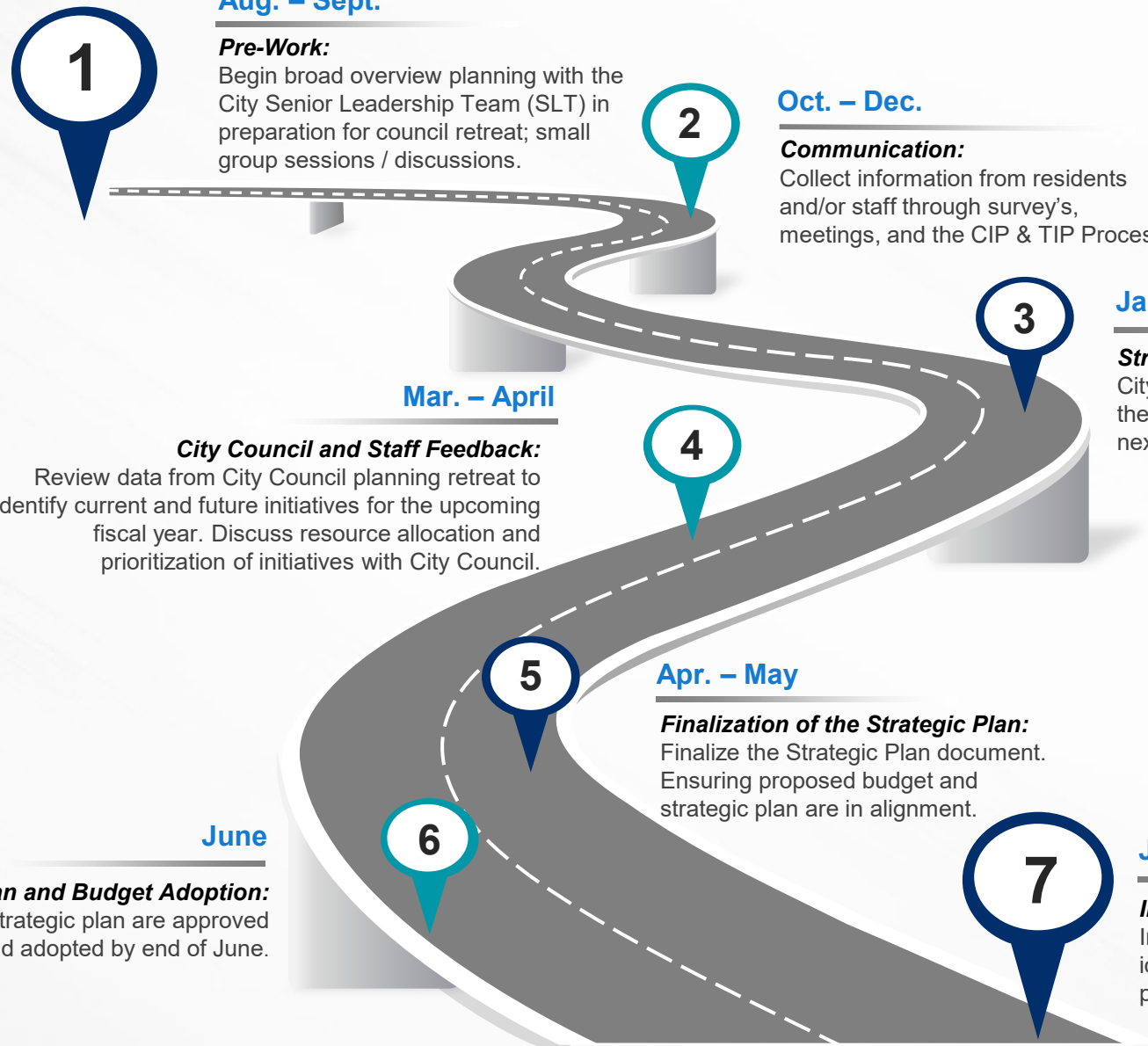
  - **WHY:** WHY we exist – or our goals, purpose, mission, and vision as an organization.

  - **HOW:** HOW we achieve – or our process, objectives, even our core values, spelled as **"R-E-S-P-E-C-T".**

  - **WHAT:** WHAT we do (or want to do) – or the five Council priorities, daily operations, capital projects, our outcomes, and the long-term vision established in the strategic plan.

Strategic Planning Process

ROADMAP TO SUCCESS!



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.

Visionary Leadership

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

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

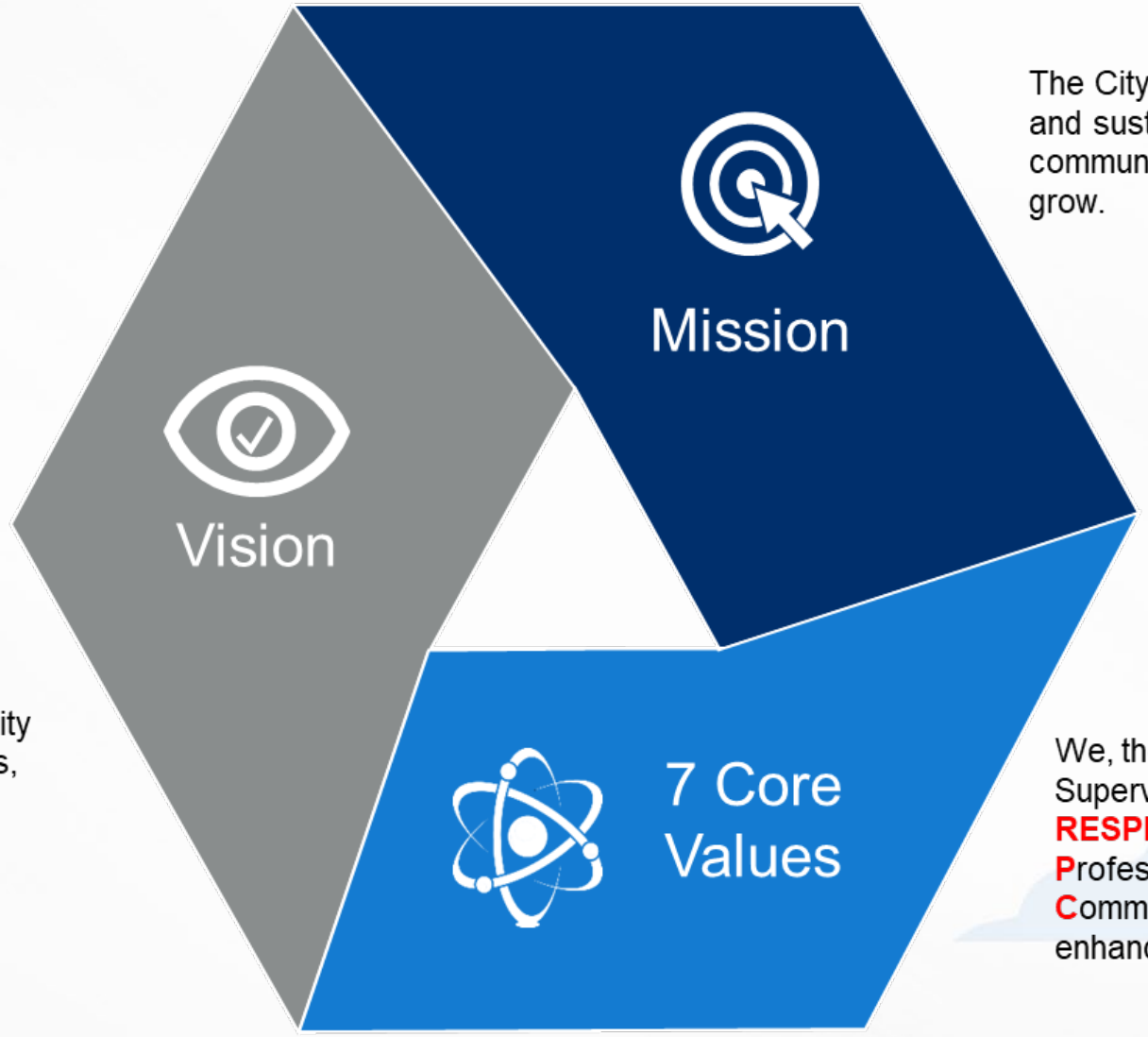
Mission: What is our purpose for existence?

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

Strategy: What needs to be done first?

Performance: How will we track our progress?

Mission and Vision Statement + Core Values



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

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

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

Aligning the Organization for Success

Strategic Plan Goals

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

- Safe & Secure Community
- Diverse & Viable Economy
- City Investment in Today & Tomorrow
- Desirable Place to Live, Work and Recreate
- Financially Sound City Providing Exemplary City Services
- Collaborative Citizen & Business Engagement

City Council Objectives

Goal 1: Safe & Secure Community

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

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

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

Goal 3: City Investment in Today & Tomorrow

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

City Council Objectives

Goal 4: Desirable Place to Live, Work and Recreate

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

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

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

Goal 6: Collaborative Citizen & Business Engagement.

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

Why Council Gathered

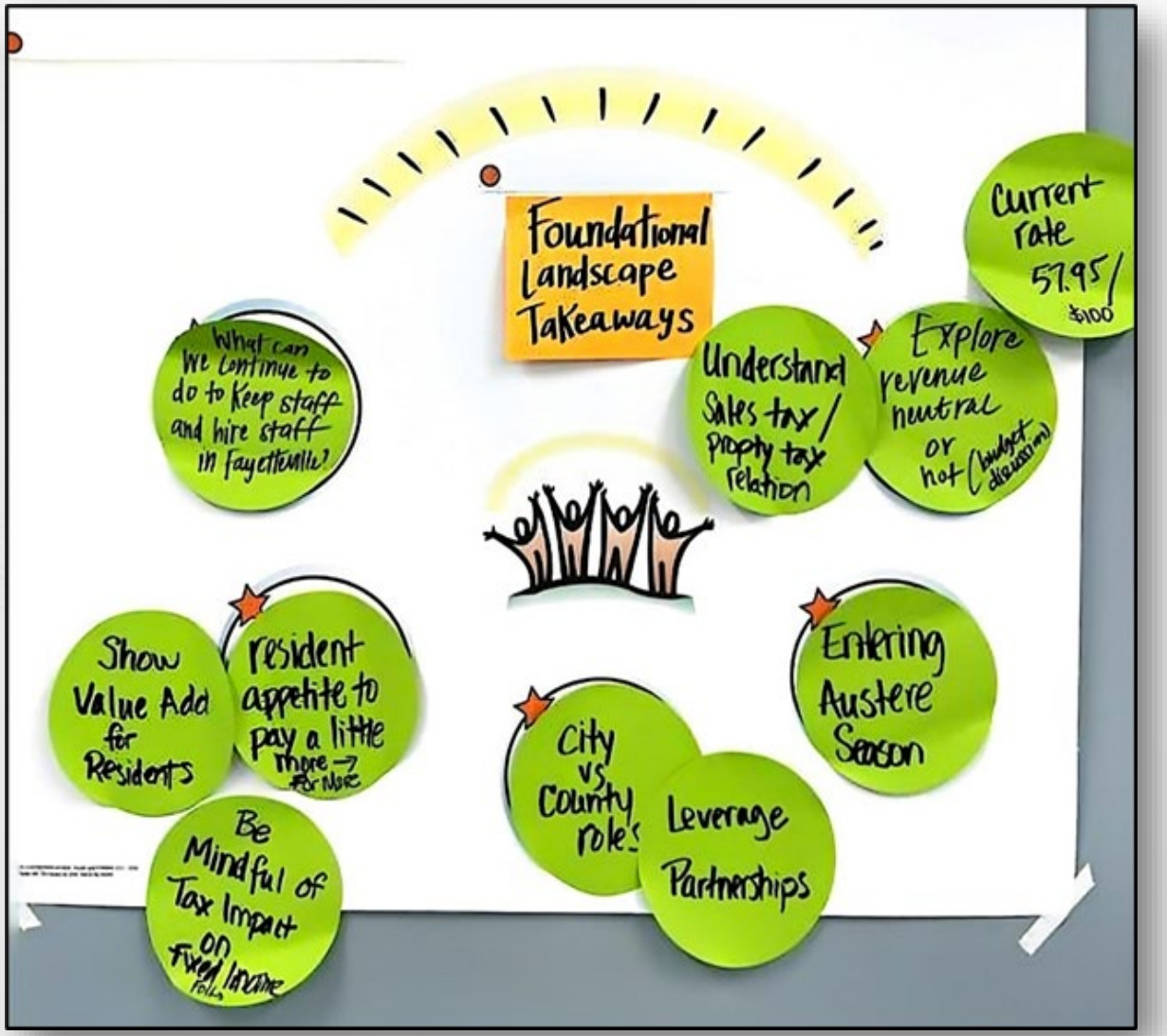
Retreat Details

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

Purpose of the 2025 Council Retreat

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

Understanding the City's Operating Reality



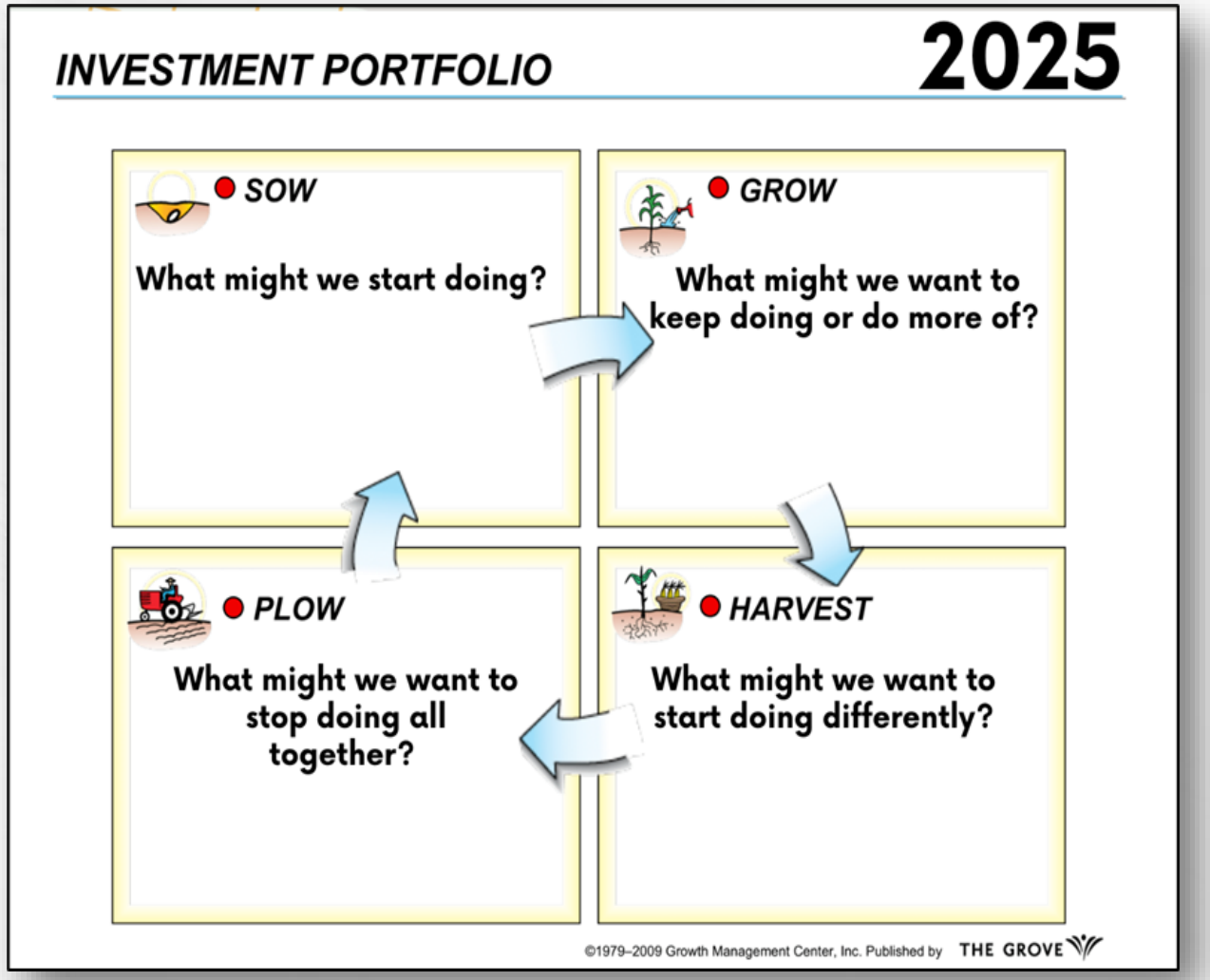
Foundational Landscape Takeaways

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

What Council Learned

STRENGTHS	WEAKNESSES
• Effective staff that do more with less • Great residents who are engaged • Our location and connectivity • Key community and institutional partners	• Keeping the status quo • Outdated City policies • Our budget/revenue situation • Lack of housing and poverty in community • Completed highways and walkable areas • Tier 1 community
OPPORTUNITIES	**THREATS**
• We can collaborate more with stakeholders/partners • The City can be a catalyst • Infrastructure opportunities (such as 1-685) • Tax allocation • We can be bold & look forward	• Economy and poverty in the community • Our tax base • Public safety, policing, and violence, • Things we can't control

From Ideas to Decisions



How Council Narrowed the Focus:

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

City Council FY25 Strategic Priorities

Priority 1

Ongoing commitment to a comprehensive approach to community safety.

Priority 2

Enhance economic growth throughout the City.

Priority 3

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

Priority 4

Evaluate and expand transportation and other connectivity for residents.

Priority 5

Increase Parks and Recreation opportunities for youth engagement and interaction.

Council's Strategic Priority Action Plans

COUNCIL'S FY26 PRIORITY 1:

ALIGNS TO GOAL 1

Ongoing commitment to a comprehensive approach to community safety.

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 Strategic Priority Action Plans

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 Strategic Priority Action Plans

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 Strategic Priority Action Plans

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 Strategic Priority Action Plans

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

Strategic Plan Application & Performance Management

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

Next Steps

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

FAYETTEVILLE NC

AMERICA'S CAN DO CITY

FayettevilleNC.gov