

City of Fayetteville North Carolina

Strategic Plan

FY 2013-14

May 2013



OUTFRONT

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OUTFRONT

Development of the City of Fayetteville's Strategic Plan was managed by Fountainworks in concert with the City's staff.



PO Box 28142, Raleigh, NC 27611
www.fountainworks.com

1. Letter From the Mayor

May 2013

Dear Fayetteville Residents,

As the City of Fayetteville continues its day-to-day operations to provide effective services to our residents, the City Council has been working to create a vision for the next 10 years to focus our efforts and ensure our ability to achieve our mission. The City of Fayetteville has a long history of strategic planning and this plan builds on past successes. Our goal this year has been to incorporate more input from staff and citizens to shape the priorities of our plan, and to focus on areas of unity and common interests among the City Council, staff and citizens. The City Council has wisely sought to solidify its position as setting policy and strategy for the City and delegate the responsibility of tactics to carry out the policies to the staff. The Council has also purposefully reduced the number of priorities included in the plan to a manageable number, so staff will be able to better focus its efforts.

In this strategic plan, we have identified six goals for the next **five** years, which will help us achieve our vision.

1. The City of Fayetteville will be a safe and secure community.
2. The City of Fayetteville will have a strong, diverse and viable local economy.
3. The City of Fayetteville will be designed to include vibrant focal points, unique neighborhoods and high quality, effective infrastructure.
4. The City of Fayetteville will be a highly desirable place to live, work and recreate with thriving neighborhoods and a high quality of life for all citizens.
5. The City of Fayetteville will have unity of purpose in its leadership, and sustainable capacity within the organization.
6. The City of Fayetteville will develop and maintain strong and active community connections.

The City Council has also prioritized 13 specific targets for action for staff to enact this year to achieve these goals. We have incorporated performance measures for each of the goals into our plan, so that we can measure the impact we are having on the goals. Our day-to-day operations will be pursued with these strategic issues to guide them. We will work hard to implement this strategic plan and ensure our organizational activities are aligned at every level.

I want to thank all the participants in this process for their time and input. These contributions have and will continue to be invaluable as the City of Fayetteville continues to work to achieve our vision and provide high quality, effective services to our residents.

Sincerely,



Anthony G. Chavonne
Mayor



2. Executive Summary

The City of Fayetteville is guided by a comprehensive strategic planning process. City Council meets annually to refine the items that comprise the City’s Strategic Plan and to ensure that it is reflective of the changing needs of our growing community. The Strategic Plan has five main areas that represent a commitment to serving the community. The plan is comprised of the following components. The Vision for the community, the organizational Mission and Core Values, 5-Year Goals that support the long-term vision for the City and annual Targets for Action (TFA) to advance progress toward the goals.

This model aligns City programs and spending with long-term goals, brings critical needs into focus and provides an organizational roadmap for success. The Strategic Plan is a blueprint which guides decision making and resource allocation. The City is a result-focused organization and as such, evaluates and reports on the advancement of the Strategic Plan to ensure accountability.

FY 2024 Vision

The City of Fayetteville is a great place to live with a choice of desirable, safe neighborhoods, leisure opportunities for all and beauty by design.

Our City has a vibrant downtown and major corridors, the Cape Fear River to enjoy, a strong local economy, diverse culture and rich heritage.

Our City is a partnership with engaged citizens who have confidence in their local government.

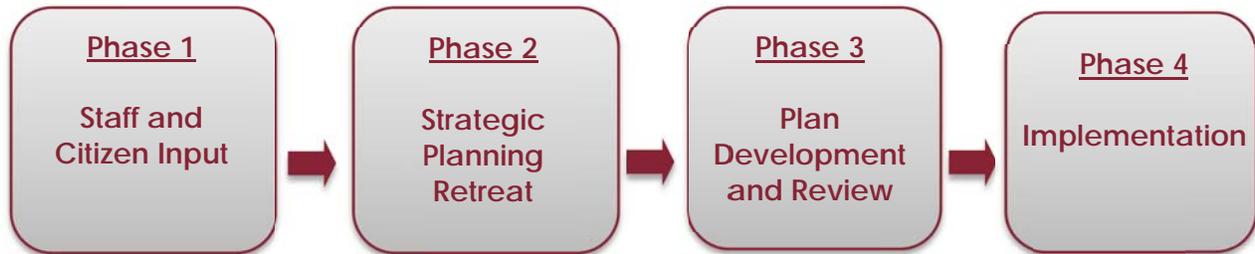
This creates a sustainable community with opportunities for individuals and families to thrive.

FY 2019 Goals and FY 2014 Targets for Action

| The City of Fayetteville will be a safe and secure community. | The City of Fayetteville will have a strong, diverse and viable local economy. | The City of Fayetteville will be designed to include vibrant focal points, unique neighborhoods and high quality, effective infrastructure. | The City of Fayetteville will be a highly desirable place to live, work and recreate with thriving neighborhoods and a high quality of life for all citizens. | The City of Fayetteville will have unity of purpose in its leadership and sustainable capacity within the organization. | The City of Fayetteville will develop and maintain strong and active community connections. |
|---|---|--|--|---|---|
| <ul style="list-style-type: none"> ➤ Increase law enforcement community engagement and collaboration ➤ Enhance gang reduction and prevention strategy ➤ Develop traffic safety improvement strategy. | <ul style="list-style-type: none"> ➤ Implement local business initiatives. | <ul style="list-style-type: none"> ➤ Increase street maintenance funding; shorten time for resurfacing ➤ Improve gateways. | <ul style="list-style-type: none"> ➤ Revisit funding plan for Parks and Recreation; smaller or phased package ➤ Develop traffic flow improvement strategy. | <ul style="list-style-type: none"> ➤ City Council recognition of employees ➤ Study PWC efficiencies/ consolidation opportunities ➤ Identify efficiencies through IT to increase effectiveness. | <ul style="list-style-type: none"> ➤ Develop and deliver ongoing coordinated information campaign ➤ Develop partnerships. |

3. Creating the Strategic Plan

The City of Fayetteville's strategic planning process consists of four key phases, starting with gathering input from the Senior Management Team and citizens, followed by a City Council retreat. The input from these first two phases was used in the development of the strategic plan itself. The final phase of the plan is implementation.



Phase 1: Staff and Citizen Input

The first phase of developing this strategic plan consisted of soliciting input from staff and citizens. During late 2012, the City conducted an organizational climate survey of all its employees and during early 2013, a citizen satisfaction survey of a randomly selected sample of its residents. These two efforts were used to help identify the priorities of staff and employees.

Employee Input

The North Carolina Department of Commerce conducted the organizational climate survey. Key findings from the survey are:

- Overall positive employee climate
- 90%+ Employees feel job satisfaction
- 90%+ Employees feel they provide good customer service
- Fair pay is a concern
- Lack of appreciation from City Council
- Communication with employees needs improvement.

Citizen Input

ETC Institute conducted the citizen satisfaction survey. Key findings from the survey are:

1. Residents have a positive perception of the City
2. Areas with highest satisfaction include:
 - a. Fire services, recycling and solid waste collection
 - b. Customer service from City employees
3. Areas with the lowest satisfaction ratings include:
 - a. Code enforcement issues
 - b. Transportation concerns and infrastructure needs
4. Combining importance and satisfaction rating, top citizen priorities include:
 - a. Police services
 - b. Traffic flow concerns
 - c. Improvements in City street maintenance
 - d. Greater access to public pools.

Senior Management Team Input

Finally, the Senior Management Team held a retreat in January 2013 to identify priorities and goals for the City of Fayetteville. The input from the Senior Management Team was used to inform the City Council in their planning retreat. The goal of this phase was to gather input that would allow the City to assess the current internal and external environments, including its strengths, weaknesses, opportunities and challenges.

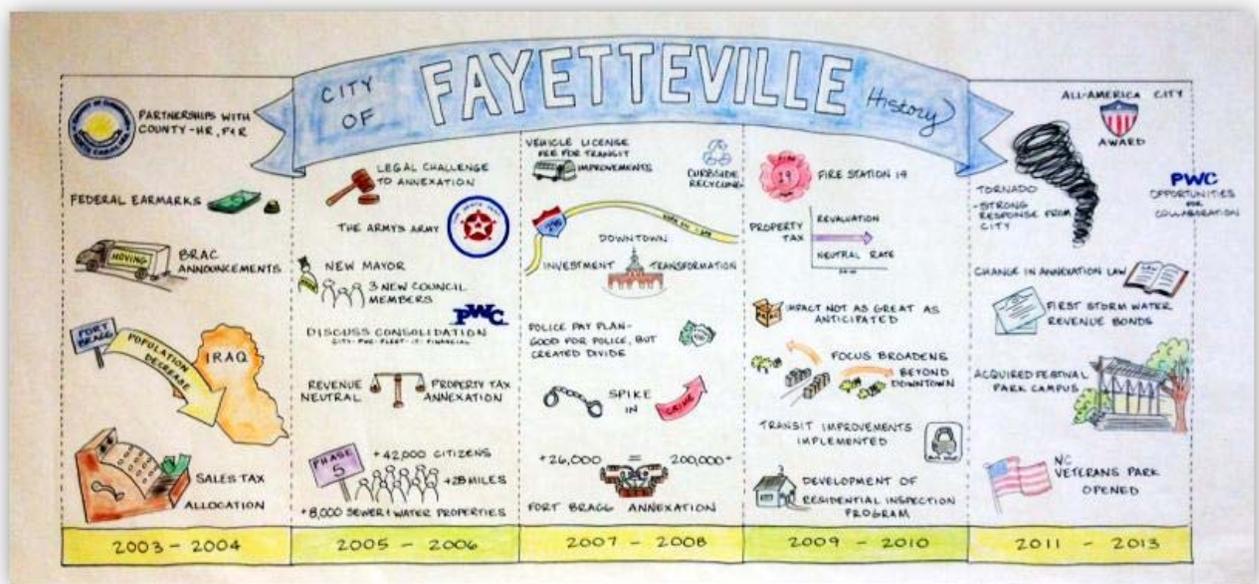


Phase 2: Strategic Planning Retreat

In February 2013, the City Council held a strategic planning retreat to review the input gathered during the staff and citizen input phase and begin charting a course for the future. Prior to the retreat, City Council was interviewed to ascertain their individual desires for the success of the strategic planning process. Below is an outline of the major sessions held during this retreat along with a brief review of the outcomes.

Reviewing the City of Fayetteville History

Based on the input gathered from the Senior Management Team, the City Council reviewed a graphic depiction of key events in Fayetteville's History from 2003-2013. Council members orally added additional key events. The history review allowed for the Council to reflect on the progress the City has made in the past 10 years and how the environment impacted the City.



Building a Context Map to Understand External Trends

To understand the context in which the City of Fayetteville was operating, the group heard a series of presentations and created a context map detailing the current environment to provide participants with an understanding of the current issues, trends and factors that have an impact on the City of Fayetteville today.

- Citizen satisfaction survey
- Budget outlook
- Capital Improvement Plan
- Information Technology Plan
- Placemaking and the built environment
- Employee opinion survey
- Staff capacity.

Conducting an Internal Assessment (SWOC Analysis)

To better understand the current status of the City of Fayetteville, the retreat participants performed a SWOC (Strengths, Weaknesses, Opportunities, Challenges) analysis to both identify the most important strengths and weaknesses internally, as well as the key external opportunities and challenges. This session drew heavily on the information gathered in Phase 1 of the strategic planning process. Specifically, results of the employee opinion survey and the citizen satisfaction survey were of primary importance to the City Council in conducting the SWOC analysis.

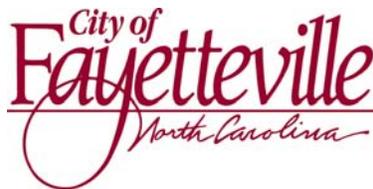
Visioning Exercise

This activity enabled participants to turn their attention and imaginations toward their desired future and to add specificity to the City's current vision to show what is unique about the vision for Fayetteville.

The common vision themes identified are as follows:

- Quality of life
- Employed population
- Shopping
- Recreation
- Safe neighborhoods
- Appearance
- Engaged citizenry
- Celebrate diversity
- Stable economy
- Confidence in local government
- Family-friendly.

The themes the City Council identified were incorporated into the revised vision statement for the City of Fayetteville.



Developing Decision Filters

Staff sought guidance from Council in developing “decision filters” for use in evaluating tactics to support the strategic plan. Council rated the importance of the various criteria on a scale of 1-7. Items with a higher ranking will be more important in the decision-making. The results were as follows:

- 6.6 Alignment with City’s vision, mission and goals
- 5.9 Impact on City (how many impacted; how big an impact)
- 5.8 Impact on Measures of Success (positive impact on measures has priority)
- 5.6 What we do – uniquely (core service)
- 5.3 Staff time required (existing staff capacity)
- 5.0 Additional staffing requirements
- 4.9 Cost to implement (no cost has priority)
- 4.7 Speed to implement (fast).



Developing FY 2019 Goals, Measures of Success and FY 2014 Targets for Action

The staff had prepared six draft goals for the City Council to review based on the work done in Phase 1. The Council provided feedback on the goals, which were revised and are outlined in the following section of the strategic plan.

Staff also prepared draft performance measures for the Council’s consideration. Measures articulate what Council members wish to highlight to the community or what they want to monitor to make sure things continue to go in the right direction. The revised performance measures are included in the following section of the plan.



The City Council brainstormed a large number of tactical activities that would have a positive impact on achieving the goals and improving the performance measures. These activities were relayed to staff, who reviewed them using the Council’s decision filters. The staff recommended actions were shared with Council in early April 2013. Council members were asked to narrow the list down further to the key actions that were most important to carry out in fiscal year 2013-14. The Targets for Action receiving the highest support are included in the next section of the strategic plan.

Phase 3: Plan Development and Review

City of Fayetteville staff, along with Fountainworks, led the process to finalize the development of the strategic plan. The information developed in Phase 1 and Phase 2 shaped the core of the strategic plan. The original drafts of the vision and goals statements, as well as the performance measures developed at the retreat, have since been revised and updated and can be seen in the previous and following sections of this document. The draft goals and targets for action developed at the retreat were revised and categorized and can be seen in their finalized form in the following section. The City Council will vote to adopt the plan in May 2013.



Phase 4: Implementation

The City Manager's Office has the overall responsibility of ensuring the strategic plan is implemented. The staff will continue the current practice of providing semi-annual updates to the City Council on the status of implementation of the Targets for Action. Additionally, a system will be created to monitor and report on the performance measures for each goal area. While the strategic plan already notes the department responsible for each Target for Action, specific timelines and persons responsible will be assigned to each action. In August, the City Manager's Office will share the reporting framework with the City Council. Mid-year and end-of-year reports with status updates will be presented in January and July, respectively.

4. Vision, Mission, Core Values

The City Council revisited its vision statement and affirmed its support of the current mission and values. The vision statement articulates a long-term view of the ideal future for the City of Fayetteville. The mission statement describes why the City of Fayetteville exists and what it will do to help achieve its vision. The updated vision and mission statements will guide the work of the City, ensuring that all activities the City undertakes will help achieve the vision. The vision and mission are then rounded out with the City's core values, which represent the beliefs that are shared among the stakeholders of the organization and in turn drive the organization's culture and priorities by providing a framework in which decisions are made. The Action Agenda, Performance Measures and Goals that are developed in the strategic plan support the vision and mission.



FY 2024 Vision Statement

The City of Fayetteville is a great place to live with a choice of desirable, safe neighborhoods, leisure opportunities for all and beauty by design.

Our City has a vibrant downtown and major corridors, the Cape Fear River to enjoy, a strong local economy, diverse culture and rich heritage.

Our City is a partnership with engaged citizens who have confidence in their local government.

This creates a sustainable community with opportunities for individuals and families to thrive.

Mission Statement

The City government provides service that makes Fayetteville a better place for all.

The City Government is financially sound and provides a full range of quality municipal services that are valued by our customers and delivered by a dedicated workforce in a cost-effective manner.

The City has well designed and well maintained infrastructure and facilities.

The City engages its citizens and is recognized as a state and regional leader.

Core Values

We, the Mayor, City Council, Managers, Supervisors and Employees serve with

- **R**esponsibility
- **E**thics
- **S**tewardship
- **P**rofessionalism
- **E**ntrepreneurial Spirit
- **C**ommitment
- **T**eamwork

to safeguard and enhance the public trust in City Government.



5. Goals, Performance Measures and Targets for Action

Drawing from the SWOC analysis (Strengths, Weaknesses, Opportunities and Challenges), which identified the gaps between the City of Fayetteville's current state and desired future state, and informed by the History and Context Maps, six goals emerged that must be addressed to successfully achieve the vision. These goals provide the framework for the Targets for Action that should be addressed in the coming fiscal year. The City of Fayetteville's goals, the performance measures to monitor the success at achieving them and the FY 2014 Targets for Action are graphically summarized below and described in more detail on the following pages.



GOAL 1: The City of Fayetteville will be a safe and secure community.

| Performance Measures | | |
|-----------------------------|---|------------------------|
| | <ol style="list-style-type: none"> 1. Crime rate and clearance rate 2. Police/Fire response time 3. Traffic safety incidents 4. Citizen Survey results (% feel safe) 5. Public Safety staffing levels. | |
| | | Lead Department |
| 1 | Increase law enforcement community engagement and collaboration | Police |
| 2 | Enhance gang reduction and prevention strategy | Police |
| 3 | Develop traffic safety improvement strategy | Police |

GOAL 2: The City of Fayetteville will have a strong, diverse and viable local economy.

| Performance Measures | | |
|-----------------------------|---|------------------------|
| | <ol style="list-style-type: none"> 1. Total tax base 2. Unemployment rate 3. Median wage 4. Hire Fayetteville First – <i>Not currently measurable, but will set the stage for measuring participation in the future if resources provided</i> 5. Chamber of Commerce’s Quarterly Report – <i>Will partner with Chamber to monitor other economic indicators.</i> | |
| | | Lead Department |
| 1 | Implement local business initiatives | Community Development |

GOAL 3: The City of Fayetteville will be designed to include vibrant focal points, unique neighborhoods and high quality, effective infrastructure.

| Performance Measures | | Lead Department |
|-----------------------------|---|---|
| | <ol style="list-style-type: none"> 1. Building permits 2. % funded CIP projects completed on schedule 3. Quality of streets. | |
| 1 | Increase street maintenance funding; shorten time for resurfacing | Engineering & Infrastructure |
| 2 | Improve gateways | Community Development, Parks & Recreation |

GOAL 4: The City of Fayetteville will be a highly desirable place to live, work and recreate with thriving neighborhoods and a high quality of life for all citizens.

| Performance Measures | | Lead Department |
|-----------------------------|--|------------------------------|
| | <ol style="list-style-type: none"> 1. Citizen satisfaction survey results (overall satisfaction) 2. Litter Index rating (Keep Fayetteville Beautiful) 3. # Affordable housing units built/renovated 4. Code Enforcement activity 5. % FAST on time or increase in ridership 6. Traffic flow (level of service) 7. Parks & Recreation program participation. | |
| 1 | Revisit funding plan for Parks and Recreation; smaller or phased approach | Parks & Recreation |
| 2 | Develop traffic flow improvement strategy | Engineering & Infrastructure |

GOAL 5: The City of Fayetteville will have unity of purpose in its leadership and sustainable capacity within the organization.

| Performance Measures | | Lead Department |
|-----------------------------|--|----------------------------|
| | <ol style="list-style-type: none"> 1. Bond rating 2. Per capita tax burden 3. Employee opinion survey results 4. Turnover rate 5. Staffing level compared to peer cities. | |
| 1 | City Council recognition of employees | Human Resource Development |
| 2 | Study PWC efficiencies/consolidation opportunities | City Manager's Office |
| 3 | Identify efficiencies through IT to increase effectiveness | Information Technology |

GOAL 6: The City of Fayetteville will develop and maintain strong and active community connections.

| Performance Measures | | Lead Department |
|-----------------------------|---|--------------------------|
| | <ol style="list-style-type: none"> 1. % calls resolved in appropriate timeframe (1-Fay) 2. Citizen engagement (survey results) 3. Social media interactions 4. Board and commission applicants 5. % See Click Fix work orders processed on time – <i>will begin tracking when implemented.</i> | |
| 1 | Develop and deliver ongoing coordinated information campaign | Corporate Communications |
| 2 | Develop partnerships | City Manager's Office |

City Council, Senior Management Team and City Profile

City Council Members



Anthony G. Chavonne
Mayor
mayor@ci.fay.nc.us



James William Arp, Jr.
Mayor Pro-Tem
District 9
jarp@ci.fay.nc.us



Keith A. Bates, Sr.
District 1
kbates05@nc.rr.com



Kady-Ann Davy
District 2
kdavy@ci.fay.nc.us



Robert A. Massey, Jr.
District 3
askia25@aol.com



D.J. Haire
District 4
dhaire@nc.rr.com



Robert Thomas Hurst, Jr.
District 5
Bobbyhurst@aol.com



William J.L. Crisp
District 6
wjlcrisp@aol.com



Valencia A. Applewhite
District 7
vapplewhiteccd7@yahoo.com



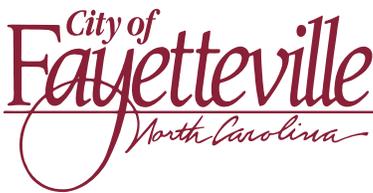
Wade R. Fowler, Jr.
District 8
wfowler@ci.fay.nc.us

About the City Council

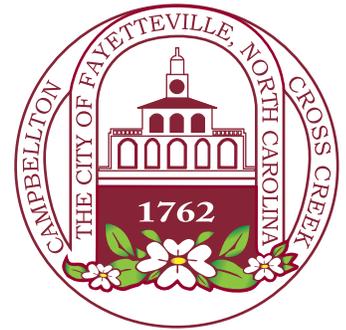
The Fayetteville City Council is an elected body representing the citizens of Fayetteville. Under the current electoral system, the City Council consists of nine Council members and a mayor. All nine Council members are elected from their individual districts and the mayor is elected as an at-large representative. Only citizens within each district may vote for their member's seat on the Council, while all citizens residing within the city limits may vote for the mayor.

Under the Council-Manager form of government for municipalities, the City Council is responsible for the legislative functions of the municipality, such as establishing policy, passing local ordinances, voting on appropriations, and developing an overall vision. Council appoints a city manager to oversee operations, implement policy, and advise the Council. The city manager position in this form of municipal government is similar to that of corporate chief executive officer (CEO).

Senior Management Team



Theodore L. Voorhees, City Manager
Karen McDonald, City Attorney
Kristoff Bauer, Deputy City Manager
Rochelle Small-Toney, Deputy City Manager
Dele Lowman Smith, Assistant City Manager



Dwayne Campbell, Chief Information Officer
Tracie Davis, Corporate Communications Director
Jerry Dietzen, Environmental Services Director
Michael Gibson, Parks & Recreation Director
Craig Hampton, Special Projects Director
Randy Hume, Transit Director
Erica Hoggard, Interim Human Resource Development Director
Benjamin Major, Fire/Emergency Management Chief
Harold Medlock, Police Chief
Pamela Megill, City Clerk
Ron McElrath, Human Relations Director
Rebecca Rogers Carter, Strategic Initiatives Manager
Victor Sharpe, Community Development Director
Scott Shuford, Development Services Director
Lisa Smith, Chief Financial Officer
Rusty Thompson, Engineering & Infrastructure Director
Brad Whited, Regional Airport Director

City Profile

One of the most diverse cities in the United States of America, Fayetteville has many awards to its credit and activities for citizens. Fayetteville has won three All-America City awards and honors for the City song "My Hometown Fayetteville" and City television show "Kaleidoscope."

Fayetteville also has numerous historic sites, seven museums, three colleges and universities, multiple entertainment venues, a historic downtown, and award-winning golf courses. Proximity to Fort Bragg and Pope Army Airfield contributes greatly to the City's economy and diversity. Immaculate parks and lively recreation centers offer citizens the chance to experience the outdoors or work on their jump shot. Plus, if you're looking to travel, Fayetteville Regional Airport and Interstate-95 give city residents many destination options, allowing you to drive or fly to the largest cities on the east coast in a matter of hours.

Fayetteville is conveniently located within a two-hour drive from the beach and is only a four-hour drive to the mountains. Its central location affords citizens opportunities for daytrips to the coast and weekend getaways to the Blue Ridge mountains.



City of
Fayetteville
North Carolina

The City of Fayetteville, North Carolina does not discriminate on the basis of race, sex, color, age, national origin, religion, or disability in its employment opportunities, programs, services, or activities.

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