



AMERICA'S CAN DO CITY

# STRATEGIC PLAN

## FY 2025



Fayetteville, NC



1985 2001  
2011 2023

FayettevilleNC.gov



## Mayor and Council

Mitch Colvin, *Mayor*  
Kathy Keefe Jensen, *District 1*  
Malik Davis, *District 2*  
Mario Benavente, *District 3*  
D.J. Haire, *District 4*  
Lynne Greene, *District 5*  
Derrick Thompson, *District 6*  
Brenda McNair, *District 7*  
Courtney Banks-McLaughlin, *District 8*  
Deno Hondros, *District 9*

## City Manager's Office

Douglas J. Hewett, *City Manager*  
Adam Lindsay, *Assistant City Manager*  
Jeffrey Yates, *Assistant City Manager*  
Jodi Phelps, *Assistant City Manager*  
Kelly Olivera, *Assistant City Manager*

## Strategic & Performance Analytics Staff

Chris Lowery, *Strategic & Performance Analytics Manager*  
Andrew Brayboy, *Senior Corporate Performance Analyst*



*Covers designed by the Marketing & Communications Department*



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**Mitch Colvin**  
Mayor



**Kathy Jensen**  
Mayor Pro Tem,  
District 1



**Malik Davis**  
District 2



**Mario Benavente**  
District 3



**D.J. Haire**  
District 4



**Lynne Greene**  
District 5



**Derrick Thompson**  
District 6



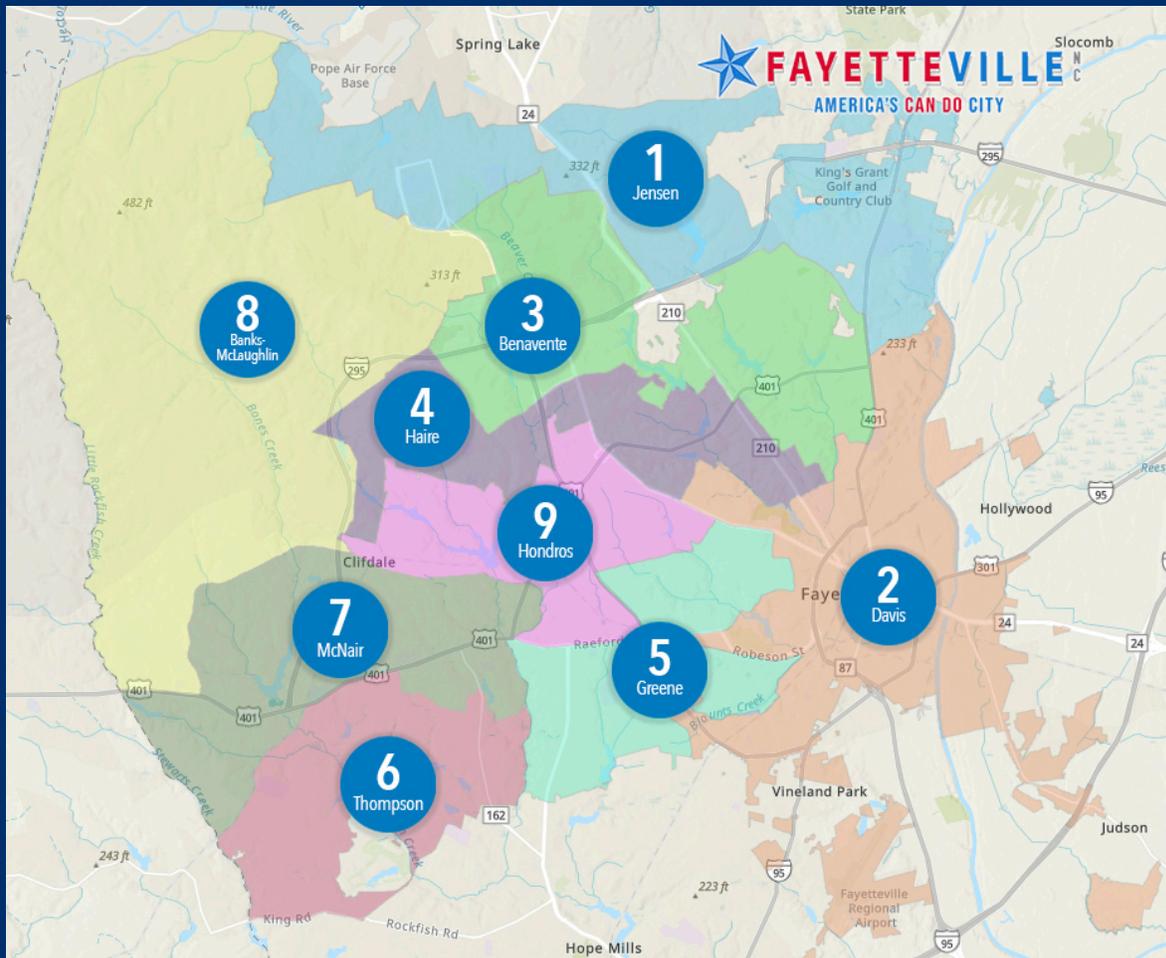
**Brenda McNair**  
District 7



**Courtney  
Banks-McLaughlin**  
District 8



**Deno Hondros**  
District 9





# Organizational Chart





**FORWARD TOGETHER** – I want to underscore the importance of adopting a forward-thinking perspective to address the priorities outlined by both our City Council and our residents. These priorities serve as the cornerstone of our work, and it is imperative that we approach them with innovation, creativity, and collaboration at the forefront.

Fayetteville, NC



1985, 2001  
★  
2011, 2023

Our strategic planning efforts must **incorporate proactive strategies** to address the multifaceted issues of violence and mental health in our community. We hope to explore innovative approaches and forge partnerships to not only respond to immediate challenges but also lay the groundwork for solutions that promote safety and well-being for decades to come.

**Revitalizing our neighborhoods** and ensuring access to affordable housing are paramount to fostering a thriving and inclusive city. Our strategic plan has prioritized long-term sustainability and community engagement to create enduring positive change that benefits all residents.

**Youth engagement** is vital to the future vitality of Fayetteville, and our endeavors should reflect this by enhancing parks and recreation programs. We can accomplish this by expanding offerings to meet the evolving needs and interests of our young residents while fostering a sense of belonging and empowerment within our community.

City-owned property may represent a valuable resource that can be strategically leveraged to **stimulate economic development**. Our efforts should focus on maximizing the potential of these properties through partnership, lot consolidation, strategic zoning, and more.

Effectively promoting Fayetteville requires a clear and compelling depiction of our community's values and aspirations. We aim to engage stakeholders in the articulation of our city's identity and individuality, enabling us to **communicate our story authentically**, and inspire pride in who we are as a community. This involves key partners sharing a consistent voice and message.

Embracing forward-thinking is essential to our success in strategic planning and achieving the goals set forth by our City Council. In this, a **prosperous and vibrant future** for the City of Fayetteville and its residents is achievable when we approach our action plans with optimism, determination, and a commitment to moving forward together.

**Thank you for your dedication and contribution** to our strategic planning endeavors.

Sincerely,

Douglas J. Hewett, ICMA-CM  
City Manager

The City of Fayetteville is committed to strategic excellence and data-driven decision-making in our planning endeavors. Strategic planning is not merely a process but a cornerstone of the City's operations. Our efforts are characterized by meticulous analysis, thoughtful consideration, and a keen focus on achieving our collective goals.

Central to our strategic initiatives is the visionary leadership of our esteemed City Council. Their guidance and foresight propel us towards actions that are not only impactful but also innovative. Each decision made is a testament to their dedication to the betterment of our community and the realization of our shared vision for Fayetteville.

Our planning initiatives are not developed in isolation but are a culmination of various inputs. They stem from the Council's long-term vision, as well as valuable insights gathered from the biennial Resident Survey. Additionally, our expert staff members contribute their expertise, ensuring that our strategies are grounded in practicality and feasibility. We also rely on comparable data from other municipalities to inform our approach, fostering a culture of continuous improvement and learning.

As we embark on this journey of strategic planning, it is abundantly clear that our strategic plan provides the solid foundation upon which our city's growth and prosperity will be built. It serves as a roadmap, guiding our actions and investments to create a future that is vibrant, inclusive, and sustainable for all residents of Fayetteville.

## 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.

## CITY COUNCIL





**Strategic Plan and Performance Measurement Program Results:**

4-time recipient of the All-America City award, showcasing resilience and innovation.

Recognized as the nation's Most Innovative City by Living Cities and Governing, acknowledging our relentless pursuit of groundbreaking solutions and transformative initiatives.

12 stormwater CIP projects are underway for enhanced infrastructure, fortifying our city against environmental challenges while promoting sustainability.

Day Resource Center opened to support residents in need.

Bill Crisp Senior Center opened, enriching experiences for seniors.

\$2.9 million in grants awarded to 60 small businesses for economic growth, catalyzing growth and prosperity.

**Fayetteville, NC**



1985 2001  
2011 2023



Completed Airport terminal renovation, ensuring modern facilities and efficient services for travelers and enhancing our City's connectivity.

Voter-approved \$97 million Fayetteville Forward Bonds for transformative projects, to propel our city into a thriving future, marked by progress and prosperity.

Project Bronco installed 4,826 feet of sidewalk for improved accessibility.

\$4.3M in state grants allocated for pedestrian and roadway safety projects.



Downtown Social District implemented to foster vibrant community experiences and economic growth in the heart of the City.

5-time recipient of ICMA Certificates of Excellence, underscoring the unwavering commitment to performance and service delivery.

Enhanced decision-making through improved KPIs, ensuring efficient resource allocation and impactful outcomes.

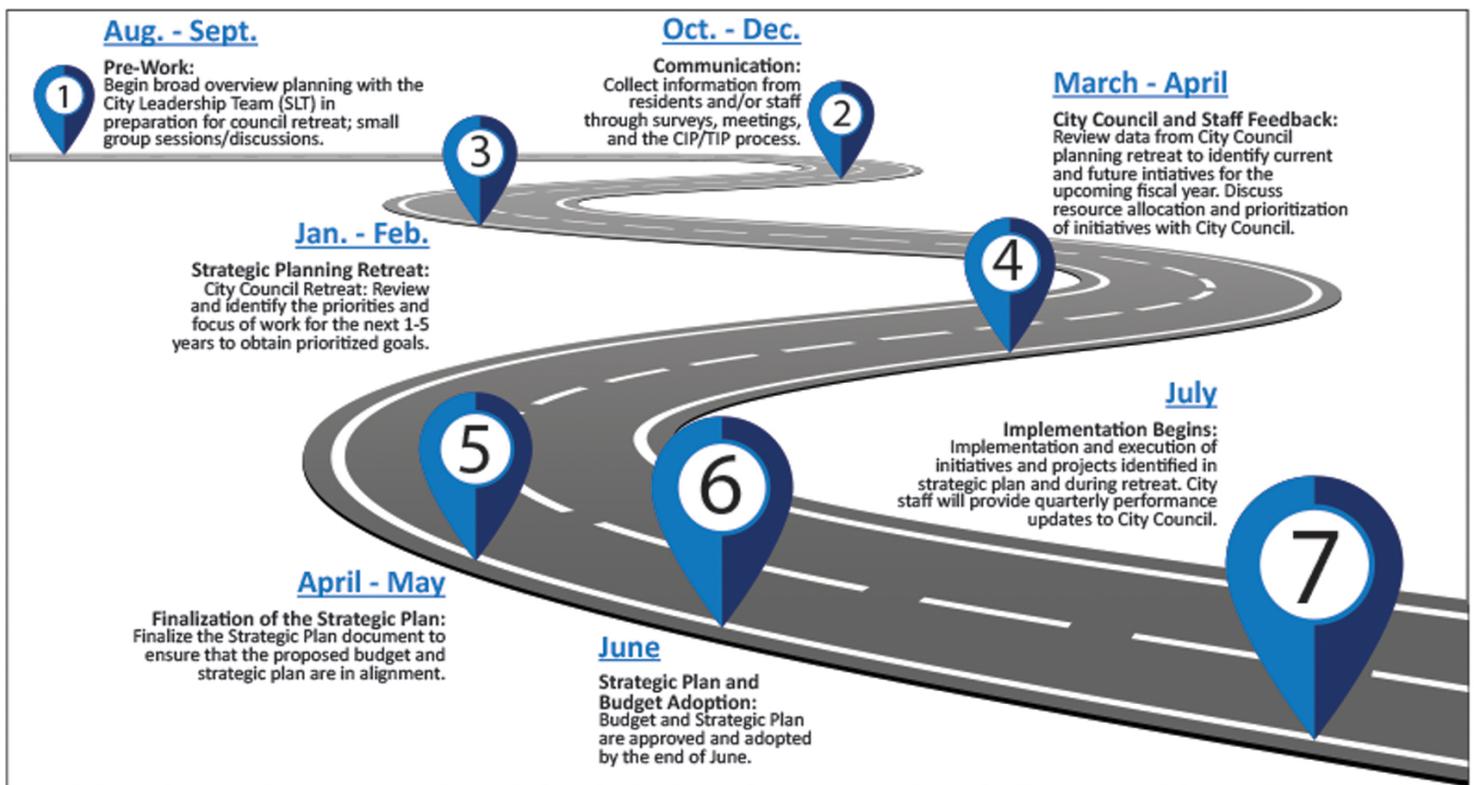
Utilized data for citywide Financial Landscape Analysis, to lead us towards fiscal sustainability and prosperity for generations to come.

Unprecedented federal and state support, to support a growing and thriving community.

# STRATEGIC PLANNING PROCESS ROADMAP



The Mayor, City Council and City Manager's Office provide support for our strategic planning and performance management endeavors. Each of the goals and priorities outlined in this Strategic Plan is spearheaded by a dedicated team of employees who collaborate with community partners, collaborators and stakeholders to advance strategic initiatives. By utilizing performance metrics, the City meticulously tracks, measures and evaluates the success of each initiative, ensuring alignment with intended outcomes. These results are transparently reported to Council and residents on a quarterly basis. In essence, the City of Fayetteville's Strategic Plan embodies the commitment of devoted public servants who champion a vision for positive, innovative and sustainable growth.





## RESIDENT SURVEY HIGHLIGHTS

### SATISFACTION WITH MAJOR CATEGORIES OF CITY SERVICES

- Overall quality of **City employee customer service** rates **17% above** the national average
- Overall quality of **Solid Waste service** rates **15% above** the national average
- Overall quality of **Parks & Recreation facilities and programs** rates **13% above** the national average
- Overall quality of **Fire protection and rescue service** rates **10% above** the national average
- Overall quality of **Public Transit System (FAST)** rates **1% above** the national average
- Overall effectiveness of **communication with the public** rates **1% above** the national average
- Overall quality of **police protection** rates **on par with** the national average

### PERCEPTIONS OF THE CITY OF FAYETTEVILLE

- **64% are very satisfied or satisfied** with the overall quality of life in their neighborhood
- **52% are very satisfied or satisfied** with the overall police relationship with their community
- **51% are very satisfied or satisfied** with the overall availability of sports venues in Fayetteville
- **50% are very satisfied or satisfied** with the overall quality of services provided by the City of Fayetteville

RESIDENT SURVEY <u>PRIORITIES</u>	ACTION PLAN
OVERALL MAINTENANCE OF CITY STREETS	<ul style="list-style-type: none"> <li>• Continue using the latest data from the pavement condition survey and PAVER software to decide which streets need fixing first and what type of repair they need based on their condition score.</li> <li>• Continue doing regular preventative maintenance treatments, like Slurry Seal and Microsurfacing, to extend the life of the existing streets.</li> <li>• Continue to provide prompt customer service by responding to service requests for potholes, roadway repairs, and asphalt maintenance within one business day.</li> <li>• Expend \$14.5 million in Public Infrastructure General Obligation Bond funding by 2026 to accelerate street resurfacing.</li> </ul>
OVERALL QUALITY OF POLICE PROTECTION	<ul style="list-style-type: none"> <li>• Continue Implementing and promoting community policing programs that emphasize building positive relationships between police officers and residents, in an effort to decrease juvenile delinquency.</li> <li>• Increase transparency by regularly sharing information about police activities, policies and outcomes with the community.</li> <li>• Increase police visibility in neighborhoods to deter crime and reassure residents of their safety.</li> <li>• Provide ongoing training for officers in areas such as de-escalation techniques, conflict resolution and effective communication to improve interactions with residents.</li> <li>• Establish partnerships with local service providers and non-profit organizations to expand the range of support available to crime victims and their families.</li> <li>• Develop proactive communication strategies to highlight positive police-community interactions and success stories. Use social media, press releases, and community newsletters to showcase the department's efforts and achievements.</li> </ul>

# RESIDENT SURVEY RESULTS: STAKEHOLDER INPUT

RESIDENT SURVEY <u>PRIORITIES</u>	ACTION PLAN
OVERALL ENFORCEMENT OF CODES & ORDINANCES	<ul style="list-style-type: none"> <li>• Analyze data to identify the top three most common code violations and prioritize enforcement efforts to address these issues comprehensively.</li> <li>• Launch targeted public awareness campaigns to educate property owners about their responsibilities regarding junk and debris cleanup and the removal of abandoned vehicles.</li> <li>• Distribute informational materials, such as brochures or flyers, outlining local ordinances, enforcement procedures and available resources for property owners.</li> </ul>
OVERALL EFFECTIVENESS OF COMMUNICATION WITH THE PUBLIC	<p><b>Strengthening Relationships and Reputation:</b></p> <ul style="list-style-type: none"> <li>➤ Enhance social media presence and engagement, adapting to resident preferences.</li> <li>➤ Cultivate relationships with local reporters for amplified City efforts.</li> <li>➤ Continue to implement diverse, strategic, media content placement including video, FayTV, advertising and other communication channels.</li> </ul> <p><b>Building Trust and Addressing Misinformation:</b></p> <ul style="list-style-type: none"> <li>➤ Combat misinformation from various sources and promptly correct inaccuracies.</li> </ul> <p><b>Enhancing Accessibility and Communication Efficiency:</b></p> <ul style="list-style-type: none"> <li>➤ Simplify online content and streamline communication processes.</li> <li>➤ Improve in-person and telephone support for residents.</li> </ul> <p><b>Preparing and Empowering City Representatives:</b></p> <ul style="list-style-type: none"> <li>➤ Provide ongoing education and awareness resources.</li> <li>➤ Equip representatives with effective communication tools and foster support for City goals.</li> <li>➤ Engage in robust internal communication practices.</li> </ul>





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

- Objective 1.1: To fully prepare for emergency and disaster response.
- Objective 1.2: To ensure traffic and pedestrian safety.
- Objective 1.3: To ensure low incidence of property and violent crime.
- Objective 1.4: To engage citizens in community watch and safety events.

**Stakeholders, Collaborators and Partners:**

- Residents
- Businesses
- Faith based Organizations
- Non-profits
- Community Watch Groups
- Department of Justice
- Emergency Medical Services Response
- Cumberland County Emergency Management



**GOAL I – Performance Measures<sup>1</sup>**

- Fire Department's Average Actual Dollar Loss/Save Ratio
- 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

<sup>1</sup>City Council does not formally adopt performance measures. As part of ongoing evaluation, staff may revise measures as appropriate.



## STRATEGIC PRIORITY 1:

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

### ➤ ACTIONS

- Develop the Office of Community Services (OCS) based on industry Best Practices and peer-reviewed methodologies, establishing clear roles and responsibilities.
- Conduct a comprehensive assessment to identify overlapping, ancillary, and community services, along with service gaps, while exploring the potential for off-hour coverage.
- Recruit and hire a Mental Health Liaison to enhance mental health support services.
- Cultivate external relationships with community partners to strengthen collaboration and resource-sharing.
- 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.

### ➤ MEASURES OF SUCCESS

- Clear OCS role definitions to ensure effective implementation and coordination.
- Adherence to established best practices from comparable initiatives.
- Reduced crime rates as an outcome of our integrated violence and mental health strategy.

### ➤ PERFORMANCE MEASURES (KPI's)

- Percentage decrease in reported incidents of violent crime compared to baseline data.
- Number of collaborative initiatives with community partners.
- Percentage stakeholder satisfaction rating.
- Improvement in public perception of safety and mental health support services
- Number of individuals accessing mental health services through liaison.
- Average response time of mental health liaisons or crisis intervention teams to mental health crises.





**GOAL II: The City of Fayetteville will have a Responsive City Government supporting a diverse and viable economy.**

- Objective 2.1: To ensure a diverse City tax base.
- Objective 2.2: To invest in community places to ensure revitalization and increase quality of life.
- Objective 2.3: To leverage partnerships for job creation and retention, with a focus on the local and regional workforce to increase per capita income.
- Objective 2.4: To sustain a favorable development climate to encourage business growth.

**Stakeholders, Collaborators and Partners:**

- 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

**GOAL II – Performance Measures**

- % increase in tax base (Residential, commercial, industrial)
- % satisfaction with overall strength of Fayetteville's economy
- % satisfaction with overall downtown Fayetteville experience
- % satisfaction with overall quality of life in the City
- # of jobs created by ECD programs
- % satisfaction with overall availability of employment opportunities in Fayetteville
- % vacancy rate in city (Office, Industrial, Retail)
- % satisfaction with overall quality of businesses, services, and retail in Fayetteville
- % satisfaction with overall appearance of major corridors





## GOAL III: The City of Fayetteville will be a city invested in Today and Tomorrow.

- Objective 3.1: To enhance City street connectivity, traffic flow and stormwater systems.
- Objective 3.2: To manage the City's future growth and strategic land use.
- Objective 3.3: To sustain a favorable development and business climate through timely and accurate construction review and building inspection services.
- Objective 3.4: To revitalize neighborhoods with effective code enforcement and violations abatement.
- Objective 3.5: To increase our smart city capacity.

### Stakeholders, Collaborators and Partners:

- 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

## GOAL III – Performance Measures

- \$ 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)
- % satisfaction with overall preparedness to manage development and growth
- # 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
- % satisfaction with overall enforcement of codes and ordinances
- % 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





**GOAL IV: The City of Fayetteville will be a highly desirable place to live, work and recreate.**

- Objective 4.1: To maintain public transportation investments with high quality transit and airport services.
- Objective 4.2: To enhance diverse recreation, leisure, and cultural opportunities.
- Objective 4.3: To improve mobility and connectivity through sidewalk, trail, and bike lane investments.
- Objective 4.4: To provide a clean and beautiful community with increased green spaces.
- Objective 4.5: To ensure a place for people to live in great neighborhoods.
- Objective 4.6: To reduce poverty and homelessness.

**Stakeholders, Collaborators and Partners:**

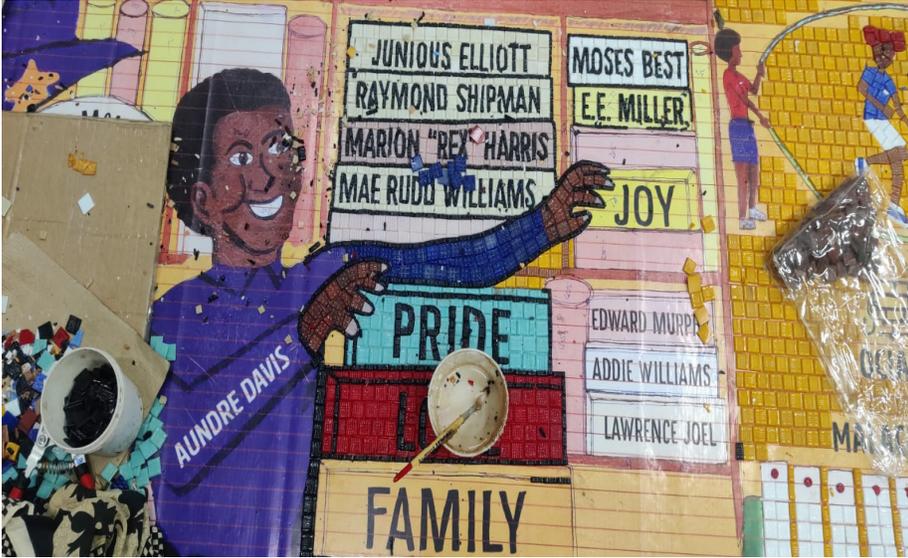
- Residents
- Businesses
- Faith based Organizations
- Fayetteville NEXT
- Non-profits
- Greater Fayetteville United
- Sustainable Sandhills
- Fayetteville Beautiful
- Cumberland County Landfill and Solid Waste
- Community Watch Groups
- Fayetteville State University
- Fayetteville Metropolitan Housing Authority
- Habitat for Humanity
- Kingdom Community Development Corporation
- Pathways for Prosperity
- Continuum of Care

**GOAL IV – Performance Measures**

- Average load factor percentage for airport
- # of enplaned/deplaned passengers
- % satisfaction with the condition and usability of the airport
- # of fixed route transit passengers.
- # of FASTTRAC! Passengers
- % of bus stops with shelter and/or benches
- % satisfaction with the availability of public transportation (Transit)
- # of recreation participants
- # of athletic program participants
- Acres of publicly accessible open space
- % satisfaction overall quality of Parks and Recreation programs and services
- % overall satisfaction with diversity of city recreation opportunities
- # of linear feet of sidewalk installed
- % satisfaction with overall condition of sidewalks
- % increase in green space
- # of curb lane miles swept
- Diversion rate % for recycling
- % successful collections of solid waste
- # of residential waste collection points serviced
- # of tons' yard waste collected
- % satisfaction with yard waste collection
- % satisfaction with recycling services
- % satisfaction with overall quality of solid waste services
- # of illegal dump sites identified and mitigated
- Litter index
- # of affordable housing units provided via ECD funding
- % of affordable housing to total city housing inventory
- # of Human Relations community events
- % satisfaction with overall affordability of housing in Fayetteville
- % satisfaction with overall quality of life in your neighborhood
- Point-in-Time (PIT) homeless count
- # of beds available for the homeless
- % of residents living in poverty



STRATEGIC FRAMEWORK:  
GOAL 4 – LIVE, WORK, & RECREATE



# STRATEGIC FRAMEWORK: GOAL 4 – LIVE, WORK, & RECREATE

## STRATEGIC PRIORITY 2:

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

### ➤ ACTIONS

- Utilize available funding to increase housing opportunities for residents
- Promote and advertise the Homebuyer Assistance Program to encourage increased homeownership
- Create and employ development finance tools to support key development projects that aid in revitalization
- Continue to promote existing programs including commercial exterior improvements, gap financing and technical assistance to stimulate economic growth and facilitate business expansion
- Demolitions by land use (zoning)
- Designate blighted areas for revitalization
- Continue to partner with local nonprofits to enhance quality of life and economic mobility

### ➤ MEASURES OF SUCCESS

- Increased revitalization across the city
- Additional investment after City investment (post-grant)
- Consolidation of revitalization plans

### ➤ PERFORMANCE MEASURES (KPI's)

- Dollar amount of ECD funds invested in the city
- Number of jobs created through ECD & FCEDC
- Number of jobs retained through ECD grants and loans
- Number of homeowners assisted with critical and emergency repairs
- Number of single-family affordable housing units leveraged via ECD funding
- Number of multi-family affordable housing units leveraged via ECD funding
- Number of residents attending educational/outreach events with ECD
- Number of dangerous and/or blighted structures removed
- Percentage referrals of dangerous structures
- Percentage of funding allocated for demolition, utilized for demolition



WELCOME  
RELAX  
**OPEN**  
PLEASE COME IN

# Own a Small Business?

## Business Assistance Loan Program

New & existing small businesses within Fayetteville city limits  
Property-oriented  
Subordinated loan up to \$125,000  
[FayettevilleNC.gov/ECD](http://FayettevilleNC.gov/ECD)

**FAYETTEVILLE!** APPLY NOW!  
ECONOMIC AND COMMUNITY DEVELOPMENT



**HOMEBUYING HERO**  
Homebuyer Education and Readiness Opportunity

## STRATEGIC PRIORITY 3:

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

#### ▶ ACTIONS

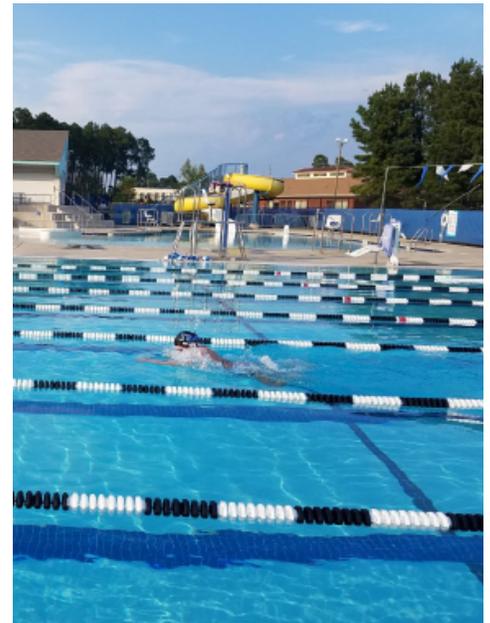
- Sustain a partnership for the Orange St. school project, potentially offering more than 40 hours weekly and approximately 2,080 hours annually of service provision
- Help develop diverse programming tailored for youth to foster skill-building and community engagement
- Promote and fund a Junior Officials' 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

#### ▶ MEASURES OF SUCCESS

- Increased access to, and total number of programming hours available for, youth activities
- Decreased overall youth crime rate

#### ▶ PERFORMANCE MEASURES (KPI's)

- Number of total participants for Orange St. school project
- Number of repeat participants for Orange St. school
- Participant retention rate for Orange St. school
- Number of new programming opportunities
- Number participants in junior officials training
- Number of new hours available for youth engagement and interactions
- Number of granting opportunities applied for
- Dollar value of granting opportunities applied for
- Dollar value of grants received





## GOAL V: The City of Fayetteville will be a financially sound city providing exemplary city services.

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

### Stakeholders, Collaborators and Partners:

- Residents
- Businesses
- Faith based Organizations
- Non-profits
- City of Fayetteville's Boards and Commissions

## GOAL V – Performance Measures

- # 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
- % satisfaction with overall quality of services provided by the City
- Retention Rate
- Mean response of employees satisfied with their job
- Days Away, Restricted, or Transferred (DART) score





## STRATEGIC PRIORITY 4:

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

#### ➤ ACTIONS

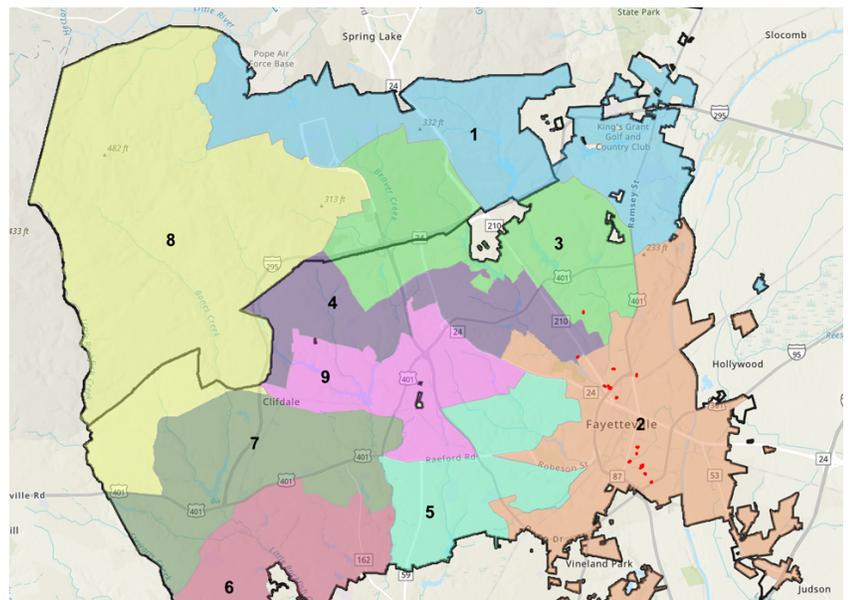
- Create a comprehensive database of properties for inventory management and tracking purposes.
- Utilize GIS mapping to analyze and potentially merge properties to form larger lots, enhancing development opportunities and attractiveness.
- Evaluate the current tax and/or market values of all properties to inform strategic decision-making.
- Develop and maintain an online surplus 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 stipulations for property sale to ensure compliance with regulations and community objectives.
- Use innovative solutions to leverage city-owned property for growth while addressing public needs.

#### ➤ MEASURES OF SUCCESS

- All city assets returned to tax rolls.
- An identified total dollar amount or current value of assets.

#### ➤ PERFORMANCE MEASURES (KPI's)

- # of total properties returned to City tax rolls.
- Total \$ value of all listed property.
- Total acreage of all listed properties.
- Average lot size.
- Dollar value of amount sold (tax value).
- Percentage of unbuildable / land locked lots.





**GOAL VI: The City of Fayetteville will continue to have a collaborative citizen and business engagement base.**

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

**Stakeholders, Collaborators and Partners:**

- Residents
- Businesses
- Faith based Organizations
- Non-profits
- Fort Liberty
- City of Fayetteville’s Boards and Commissions



**GOAL VI – Performance Measures**

- % satisfaction level of public involvement in local decisions
- % 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 residents who felt the city is moving in the right direction
- % satisfaction with overall customer service
- # of followers on Facebook
- # of unique website visits
- % satisfaction with the availability of Information about city programs and services
- % satisfaction with overall effectiveness of communication with the public
- # of Boards and Commission Members

## STRATEGIC PRIORITY 5:

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

#### ➤ 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.
  - Maximize information dissemination.
  - Encourage public discourse about relevant topics related to City services and initiatives.
- Strategically differentiate and distinguish Fayetteville brand from other North Carolina cities which include:
  - Environmental conservation efforts.
  - Affordability of housing and cost of living.
  - Positive quality of life aspects of the City.
  - Positive business climate.
  - Identify what makes Fayetteville unique to refine Fayetteville's identity.
  - Leverage unique characteristics for compelling storytelling.
- Manage, expand and enhance the use of owned and paid communication platforms.
- Administer City channels including web, social media, media relations and digital communications 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.

#### ➤ MEASURES OF SUCCESS

- Resident perception more closely aligns with current data.
- Increase in resident survey ratings for efficient City communication to the public.

#### ➤ PERFORMANCE MEASURES (KPI's)

- Positive media placement: Earn positive media placement in local, regional and/or national media. Results are measured and based upon PRSA (Public Relations Society of America) best practices.
- Social media: Identify benchmark measurements (subscribers, members/followers, or posts)
- E-newsletter: Subscription numbers, open rates, click-through rates.
- Perception surveys: Conduct an annual resident survey to measure perceptions of the city.



***Updated FY2025***

**For more information, contact:**

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