

**FAYETTEVILLE CITY COUNCIL  
STRATEGIC PLANNING MINUTES  
LAFAYETTE CONFERENCE ROOM, CITY HALL  
APRIL 18, 2016  
5:00 P.M.**

Present: Mayor Nat Robertson

Council Members Katherine K. Jensen (District 1) (arrived at 5:05 p.m.); Kirk deViere (District 2); H. Mitchell Colvin, Jr. (District 3); Chalmers McDougald (District 4); Robert T. Hurst, Jr. (District 5); William J. L. Crisp (District 6); Theodore Mohn (District 8); James W. Arp, Jr. (District 9)

Absent: Larry O. Wright, Sr. (District 7)

Others Present: Douglas Hewett, Interim City Manager  
Karen McDonald, City Attorney  
Kristoff Bauer, Deputy City Manager  
Rochelle Small-Toney, Deputy City Manager  
Jay Reinstein, Assistant City Manager  
Scott Shuford, Planning and Code Enforcement Director  
Michael Gibson, Parks, Recreation and Maintenance Director  
Dwayne Campbell, Chief Information Officer  
Harold Medlock, Police Chief  
Ben Major, Fire Chief  
Jerry Dietzen, Environmental Services Director  
Victor Sharpe, Community Development Director  
Tracey Broyles, Budget and Evaluation Director  
Rebecca Rogers-Carter, Strategic Performance Analytics Director  
Chris McMillan, Management Analyst  
Kevin Arata, Corporate Communications Director  
Cheryl Spivey, Chief Financial Officer  
Randy Hume, Transit Director  
Elizabeth Somerindyke, Internal Audit Director  
Jim Palenick, Economic and Business Development Director  
Rob Stone, Engineering and Infrastructure Director  
Lee Jernigan, Traffic Engineer  
Pamela Megill, City Clerk  
Warren Miller, Facilitator  
Members of the Press

**1.0 CALL TO ORDER**

Mayor Robertson called the meeting to order at 5:00 p.m.

**2.0 APPROVAL OF AGENDA**

**MOTION: Mayor Pro Tem Colvin moved to approve the agenda.**  
**SECOND: Council Member Arp**  
**VOTE: UNANIMOUS (8-0)**

**3.0 OTHER ITEMS OF BUSINESS**

**3.1 Appointment of an Interim City Manager**

**MOTION: Mayor Pro Tem Colvin moved to appoint Mr. Doug Hewett as the Interim City Manager per the agreement Council has with Mr. Hewett**  
**SECOND: Council Member Crisp**  
**VOTE: UNANIMOUS (9-0)**

### 3.2 Strategic Plan Follow Up

Mr. Doug Hewett, Interim City Manager, introduced this item and stated this meeting is to review the proposed Strategic Plan that was discussed at the retreat sessions in February of this year.

Ms. Rebecca Rogers-Carter, Strategic Performance Analytics Director, stated the Council's strategic plan is an organizational roadmap that aligns City Council long-term spending with programs of the City. Ms. Rogers-Carter introduced Mr. Warren Miller, facilitator.

Mr. Miller confirmed the Vision Statement, Mission Statement, and Core Values as follows:

- Vision Statement: An attractive, culturally diverse City with a rich heritage that is peaceful, prosperous, and connected.
- Mission Statement: Fayetteville provides resilient and sustainable municipal services in a cost-effective manner to create a business friendly environment where citizens thrive.
- Core Values: We, the Mayor, City Council, Managers, Supervisors and Employees serve with "RESPECT" - Responsibility, Ethics, Stewardship, Professionalism, Entrepreneurial Spirit, Commitment, Teamwork to safeguard and enhance the public trust in City government.

Mr. Miller then proceeded to confirm the following Goals and Objectives:

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

- To reduce the incidents and severity of crime and to improve public perception of safety through community engagement and interagency collaboration in crime/safety initiatives.
- To ensure traffic safety by striving to reduce preventable vehicle accidents and traffic related fatalities and injuries.
- To ensure disaster readiness and to increase disaster recovery and resiliency through effective preparation and interagency collaboration.
- To ensure high survivability rate and improve dollar loss ratios for fire, medical, hazardous incidents and other emergencies.

**The City of Fayetteville will have a strong, diverse, and viable local economy.**

- To sustain a favorable development climate through continual improvement of internal processes and by providing redevelopment tools to encourage business growth.
- To implement strategies that diversify the City's tax base and increase the industrial and commercial tax bases.
- To leverage partnerships for job creation and retention, with focus on local and regional workforce and increasing per capita income.
- To invest in community places, revitalizing downtown as a focal point and building opportunities that leverage the Cape Fear River.

**The City of Fayetteville will be designed to include vibrant focal points, desirable industrial, commercial and residential opportunities with high quality and sustainable infrastructure.**

- To manage the City's future growth and support strategic land use policy by supporting quality development and decreasing the oversupply of commercial land and underdeveloped buildings and increasing occupancy of vacant retail and office space.
- To provide timely and accurate construction review and building inspection services in an effort to sustain a favorable development climate and support the business environment.
- To revitalize neighborhoods with effective zoning, code enforcement, and violation abatement.
- To develop and maintain City streets and storm water systems to an established target level of effectiveness and quality, improving connectivity.
- To develop and sustain access to connectivity that increases our smart City capacity.

**Fayetteville will be a highly desirable place to live, work and recreate with thriving neighborhoods and a high quality of life for all residents.**

- To enhance recreation, leisure and cultural opportunities for all to thrive that reflects diversity.
- To provide for a clean and beautiful community with increased green spaces.
- To improve mobility and connectivity by investing in traffic flow strategies, sidewalks, trails and bike lanes.
- To develop and maintain public transportation investments with high quality transit and airport services.
- To provide high quality affordable housing that revitalizes neighborhoods.
- To reduce homelessness.

**Fayetteville will have unity of purpose and sustainable capacity across the organization.**

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

**Fayetteville will continue to develop and expand strong and active community connections.**

- To inform and educate about local government by enhancing public outreach, telling the City's positive story, and increasing community dialog, collaboration and empowerment.
- To increase trust and confidence in City government through high quality customer service.

- To expand collaborative relationships between government units, the local military and stakeholders.

Mr. Miller stated the Strategic Priorities for Fiscal Year 2017 were Economic Development, Public Safety, Beautification/Maintenance, Infrastructure Investment Maintenance, Increase Intergovernmental and Stakeholder Collaboration, Parks and Recreation, Customer Service-Interaction, Quality of Service, Homeless Solution, Neighborhood Revitalization, Comprehensive Land Use Plan, Mass Transit, Land Use, and Poverty.

Discussion ensued.

#### **ADJOURNMENT**

There being no further business, the meeting adjourned at 7:35 p.m.