

# 2025-2028 STRATEGIC PLAN

BUDGET AND PERFORMANCE MANAGEMENT DEPARTMENT

**JUNE 2025** 

### PROCESS AND INPUT



City Council 2-Day Retreat (January 2025)



Data and Public Input:

Resident Surveys, Stakeholder Engagement Meetings, Public Meetings, and Comprehensive Planning Feedback



City Management and Department Head Input

### STRATEGIC PLAN FOCUS AREAS



## FOCUS AREA: GOOD GOVERNMENT

- Delivering efficient and effective core services
- Strengthening the organization's financial practices and position
- Ensuring the City is an employer of choice
- Maintaining and updating infrastructure and facilities



Compensation Competitiveness



Debt per Capita

KPI

Attainment



Employee Satisfaction



Facility Condition Scores

# FOCUS AREA: ECONOMIC PROSPERITY

- Addressing housing affordability and homelessness
- Improving economic mobility and reducing poverty
- Attracting and retaining businesses
- Fostering entrepreneurship and innovation



Jobs and Tax Base



Median Household Income



Housing Burden







5

## FOCUS AREA: COMMUNITY ENGAGEMENT & ADVOCACY

- Strengthening relationships and facilitating connections between community partners
- Marketing Winston-Salem as a great place to live, work, and play
- Lobbying local, state, and federal partners
- Engaging residents and fostering civic pride





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Resident

Survey

Visitors and Tourism



Grant

Funding

Lobbying Efforts



### FOCUS AREA: LIVABLE COMMUNITY

- Enhancing residents' sense of safety and reducing crime
- Maintaining the appearance of neighborhoods
- Ensuring the city is a community of choice for quality of life
- Providing regional and community programs and amenities



Sense of Safety





Neighborhood Appearance



Programming and Attendance

Neighborhood Engagement <sup>7</sup> As part of the process, the City has reviewed and updated the vision, mission, and values statements that lay the foundation for providing quality services and direction for the future.



#### VISION:

To be a premier city in the region providing world-class amenities while retaining a sense of charm and hospitality

#### MISSION:

To provide impactful services that enhance the quality of life for current and future generations



#### VALUES:

Teamwork • Responsibility • Respect • Integrity • Customer Service

UPDATES TO VISION, MISSION, AND VALUES STATEMENTS

### NEST STEPS – STRATEGIC PLANNING CYCLE







### BUDGET INTEGRATION

### DEPARTMENTAL WORK PLANNING

GOAL ATTAINMENT & REPORTING