

CITY OF WINSTON-SALEM

2017-2021 STRATEGIC PLAN UPDATE

PROCESS REVIEW AND ACTION ITEM CREATION



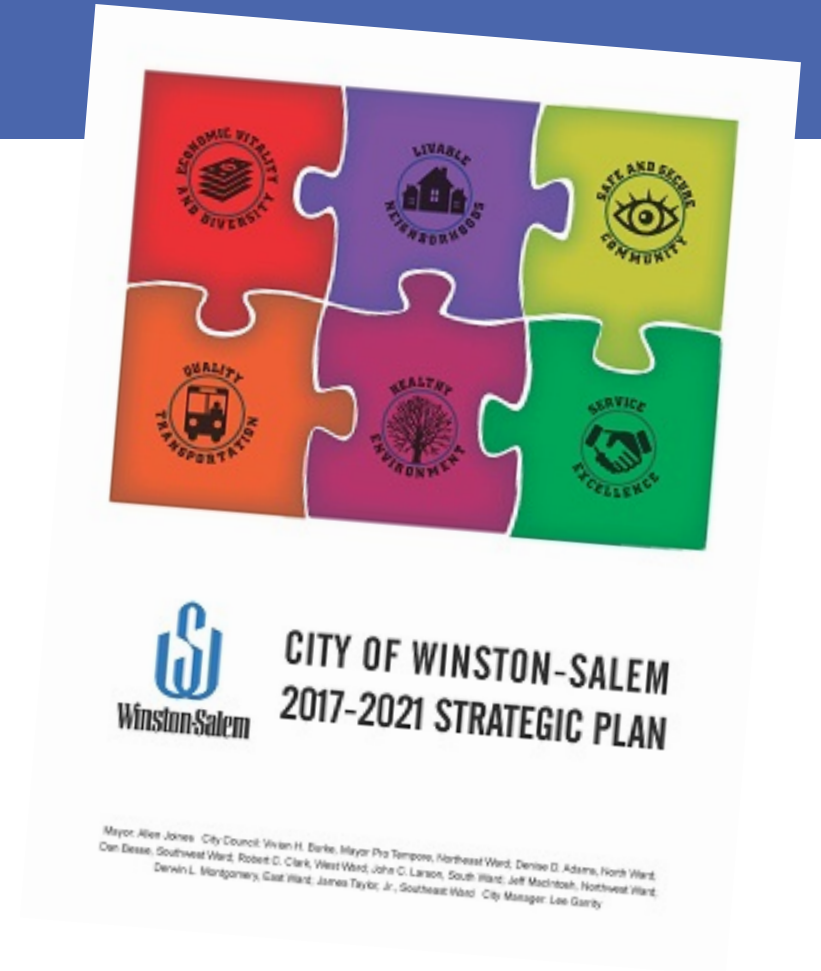
PRESENTATION TOPIC AREAS

- Process
 - Original Strategic Planning Process (2017)
 - Strategic Plan Update (2019)
- New Priorities
 - Mayor and City Council Priorities
 - Draft Action Items Created by Management

ORIGINAL STRATEGIC PLANNING PROCESS

Strategic Planning Process (2017)

- Management Input (November)
- Facilitated One-on-One Conversations (December)
- Mayor and City Council Workshop (January)
- Priority Alignment and Action Item Creation (March)
- Plan Adoption (May)



STRUCTURE OF CURRENT STRATEGIC PLAN

DOCUMENT ORGANIZATION

- Strategic Focus Areas (6)
 - Objectives (30)
 - Strategies (56)
 - Action Items (122)

ACTION ITEMS – KEY WORK ITEMS (KWIs) IN ACTION

- Individual Work Item Approved by the Mayor and City Council
- Time Frame
 - 67 Short-term
 - 55 Mid-term

SIMILARITY IN PROCESS AND TIMELINE

Strategic Planning Process (2017)

- Management Input (November)
- Facilitated One-on-One Conversations (December)
- Mayor and City Council Workshop (January)
- Priority Alignment and Action Item Creation (March)
- Plan Adoption (May)

Strategic Plan Update (2019)

- Facilitated One-on-One Conversations (January)
- Management Input (January)
- Mayor and City Council Workshop (February)
- Priority Alignment and Action Item Creation (April)
- Plan Adoption (*June*)

STRATEGIC PLAN UPDATE

Strategic Planning Workshop Agenda/Goals (2019)

- Accomplishments
- Progress on Current Priorities
- Review of Resident Perceptions
- Agreement and Clarity on New Priorities
- Ranking City Priorities





2017-2021 STRATEGIC PLAN UPDATE

NEW FOCUS AREA PRIORITIES AND DRAFT ACTION ITEMS

NEW PRIORITIES FROM WORKSHOP

ECONOMIC VITALITY AND DIVERSITY

- Economic development policies
- Workforce development
- Anti-poverty action plans

LIVABLE NEIGHBORHOODS

- Affordable housing
- Recreation maintenance needs
- African American heritage initiative

SAFE AND SECURE COMMUNITY

- Local justice reform
- Disaster preparedness

HEALTHY ENVIRONMENT

- Sustainability programming
- In-house recycling transition
- Park land acquisition

QUALITY TRANSPORTATION

- Streets maintenance
- Fixed-route improvements
- Pedestrian/bike improvements

SERVICE EXCELLENCE

- Maintain core purposes
- Improve City Link communications

NEW PRIORITY RANKINGS

<u>Priority</u>	<u>Rank</u>
Address affordable housing needs	1st
Increase funding for streets maintenance and repairs	2nd
Fund priority recreation and parks maintenance	3rd
Realign economic development policies to assist with changing economy	4th
Maintain core purposes within limited resources	5th
Improve City Link processes and communication	6th
Action plans for anti-poverty initiatives	7th
Local justice reform	8th
Implement bike/pedestrian improvement needs	9th
Workforce development training	10th
Acquire parkland for future development	11th
Fixed-route transit system improvements	12th
Reinvigorate sustainability program	13th
African American Heritage Initiative	14th
Disaster preparedness training/communication	15th
Begin planning for in-house recycling transition	16th

SUMMARY OF DRAFT ACTION ITEMS

Economic Vitality and Diversity

- Report on Partnership for Prosperity recommendations
- Assistance for driver's license restoration, expungements, etc.
- Internship and job training programs

Healthy Environment

- Reconvene Sustainability Program Committee
- Solar and alternative fuels (vehicles) policies
- Research waste reduction strategies
- Sustainability educational programming
- Review options, including working with regional partners, for in-house recycling collection

SUMMARY OF DRAFT ACTION ITEMS

Livable Neighborhoods

- Policies related to vacant lots and abandoned buildings
- Identify target redevelopment areas; create development/implementation plans
- Develop plans for redevelopment areas and use of housing bonds
- Assistance to community groups and resident-led activities
- Technical assistance engagement with Grounded Solutions Network
- Increase lending production
- Long-term goals for housing production
- Detailed analysis and action plan for deferred Recreation and Parks maintenance
- Park land acquisition planning
- Support for African American Heritage Initiative

SUMMARY OF DRAFT ACTION ITEMS

Quality Transportation

- Street resurfacing projects and long-term planning
- Bicycle and pedestrian projects
- Transit system survey
- Reports on transit system connectivity, usage, and demand

Safe and Secure Community

- Community programs for disaster recovery
- EOC exercises with elected officials

Service Excellence

- Implement new service requests management system
- Fiscal note policy
- Budget operations fiscal soundness



REMAINING ACTION ITEMS

ITEMS ACTIONS FROM ORIGINAL STRATEGIC PLAN (2017) REMAINING TO BE COMPLETED

SUMMARY OF REMAINING ACTION ITEMS

Economic Vitality and Diversity

- Economic development policies for non-capital investments
- Meeting with County Commissioners and WS/FC School Board
- Land banking initiative
- Project-based lending guidelines

Healthy Environment

- Recycling education programs and marketing

Livable Neighborhoods

- Blight reduction best practices
- City-wide affordable housing programs
- Parks and Open Space master plan

SUMMARY OF DRAFT ACTION ITEMS

Safe and Secure Community

- Terrorist attack training
- Crime prevention through environmental design
- Public safety driver training needs
- Records management and data analysis capabilities

Service Excellence

- Elected official information request mechanism
- New City website
- Performance management and open data
- Enhanced branding and signage