



City of Winston-Salem Mayor and City Council 2024-2028





Regina Ford Hall Northwest Ward



Denise D. AdamsMayor Pro Tempore/North Ward



Barbara Hanes Burke Northeast Ward



Robert C. Clark West Ward



J. Allen Joines
Mayor



Annette Scippio

East Ward



Scott Andree-Bowen
Southwest Ward



Vivián V. Joiner South Ward



James Taylor, Jr. Southeast Ward

CITY OF WINSTON-SALEM

STRATEGIC PLAN

2025-2028

The City of Winston-Salem's strategic plan serves as an organization-wide roadmap to define high-level goals and track progress towards achieving those goals. Departmental work plans for each year during the strategic planning window will have items directly related to strategic planning goals and outcomes.

This plan includes input from hundreds of city residents and numerous stakeholder groups. That input came in the form of online surveys, interactive drop-in sessions, and focus groups.

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.



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

STRATEGIC PLAN STRUCTURE

This plan begins with four focus areas: Good Government, Economic Prosperity, Community Advocacy & Engagement, and Livable Community.

These focus areas provide the overarching framework for the plan. On the following pages, priorities for each focus area are listed. These priorities are statements modeling actions that will advance overall performance related to the focus areas. On each page, there are also selected organizational benchmarks that the city will use to measure outputs and outcomes for each focus area and priority.





We understand that our responsibilities to our citizens and employees are central to our mission. Winston-Salem will maintain a steadfast focus on delivering its core services and utilizing best practices for municipal government.

PRIORITIES

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

POTENTIAL BENCHMARKS



Debt per capita (or debt per value)



Percentage of buildings with acceptable facility condition ratings



Total compensation market position



Percentage of primary Key Performance Indicators (KPI) meeting benchmarks



Increase in employee satisfaction per biennial employee survey



Capital project fund spend rate



We believe that our City should empower individuals and businesses alike for success. Winston-Salem will support economic growth in ways that benefit our entire community.

PRIORITIES

Addressing housing affordability and homelessness

Improving economic mobility and reducing poverty

Attracting and retaining businesses

Fostering entrepreneurship and innovation

POTENTIAL BENCHMARKS



Percentage of housing burdened people



Percentage of population living in a food desert



Percentage of people living in poverty



Dollar value in tax base added through city economic development incentive projects



Number of jobs created/maintained with city assistance



Median household income



We recognize that we cannot move our community forward without our valued relationships with key partners. Winston-Salem will champion collaboration to advocate for our City's future.

PRIORITIES

Strengthening relationships and facilitating connections between community partners

Marketing Winston-Salem as a great place to live, work, and relax

Lobbying local, state, and federal partners

Engaging residents and fostering civic pride

POTENTIAL BENCHMARKS



Percentage of people feeling engaged with city government



Percentage of population that ranks the city as a great place to live



Amount of funding provided through grants



Percentage of federal/state lobbying items approved



Percentage increase in tourism (heads in beds)



Percentage of people positively ranking city communication/marketing efforts



We know that a sense of safety and excellent quality of life is foundational to our community's success. Winston-Salem will focus on enhancing a sense of civic pride in order to strengthen safety and be a community of choice.

PRIORITIES

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

POTENTIAL BENCHMARKS



Percentage of people satisfied with overall safety in the city



Violent crime rate



Percentage of people satisfied with character and condition of their neighborhood



Percentage of residents satisfied with recreation amenities & maintenance



Percentage increase in number of residents proactively engaged by police



Recreation total attendance

