



Winston-Salem

Office of Performance & Accountability

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# Memorandum

**TO:** Mayor Joines, Mayor Pro Temp Burke, and Members of the City Council  
**FROM:** Scott Tesh, Performance and Accountability Director  
**DATE:** 5/8/2019  
**SUBJECT:** Strategic Plan Update: Action Items  
**CC:** Lee Garrity, City Manager; Ben Rowe, Assistant City Manager; Tasha Logan Ford, Assistant City Manager; Damon Dequenne, Assistance City Manager; Evan Raleigh, Assistant City Manager; Johnnie Taylor, Director of Operations; Meridith Martin, Assistant to the City Manager

On February 25, 2019, the Mayor and City Council engaged in a strategic planning update workshop. The purpose of the workshop was to receive a progress update on strategic priorities identified in 2017 and to identify new priorities for the remaining term of the strategic planning window (through FY 2020-21). The Mayor and City Council identified new priorities in each of the City’s six focus areas and then ranked priorities across all focus areas. The top priorities are shown, as ranked by the Mayor and City Council, in the table below:

<u>New Strategic Plan Priorities</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

As was done with the original strategic plan priorities in 2017, management has reviewed the new priorities selected by the Mayor and City Council and created draft action items, which are individual tasks that will become key work items for City departments.



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**City Council:** Mayor Allen Joines; Vivian H. Burke, Mayor Pro Tempore, Northeast Ward; Denise D. Adams, North Ward; Dan Besse, Southwest Ward; Robert C. Clark, West Ward; John C. Larson, South Ward; Jeff MacIntosh, Northwest Ward; Annette Scippio, East Ward; James Taylor, Jr., Southeast Ward; City Manager: Lee D. Garrity

Attachment #1 shows all draft action items created for each of the sixteen priorities in the table above. Management is proposing that the update to the strategic plan would include thirty-nine new action items to be substantially completed by June 30, 2021. Acceptable time frames for action item delivery will be discussed as part of the FY 2019-20 key work item planning process, which should take place in May and June 2019.

In addition to the newly drafted thirty-nine action items, twenty of the original 122 action items created in 2017 are still ongoing. The ongoing action items from the original strategic priorities can be found in Attachment #2.

An information item regarding these action items will be brought before the Finance, Community Development/Housing/General Government, and Public Works Committees in May 2019 for feedback. All ongoing action items from the original strategic plan, based on priorities identified in January 2017, and all newly created action items, based on priorities identified in February 2019, will be in the strategic plan update for approval by the Mayor and City Council in June 2019.

Attachment #1 - New Action Items for Strategic Plan Update

<b><u>Priority Identified by City Council at 2/25/19 Workshop</u></b>	<b><u>Draft Action Items for Strategic Plan Update</u></b>
<b><i>Economic Vitality and Diversity</i></b>	
Create action plans for anti-poverty initiatives	Work with the Partnership for Prosperity to provide a report to City Council on action plan recommendations
Implement local justice reform initiatives	Review options to assist residents with drivers license restoration and provide assistance to County programs focused on expungements and certificates of release
Review workforce development training needs	Review options for additional, city-sponsored internship and job training programs
<b><i>Healthy Environment</i></b>	
Reinvigorate sustainability programs	Reconvene Sustainability Program Committee with charge to provide recommendations to the Mayor and City Council on high priority and high impact sustainability initiatives
	Review city alternative fuels vehicle policy and recommend changes as necessary
	Review solar and other energy-related projects with positive ROI for potential upfront capital funding
	Research options for reducing waste in the community
	Increase educational programs for all sustainability programs (i.e., recycling, KWSB, and general sustainability)
Plan for transition to in-house recycling program	Review options and estimated costs for transition of curbside, residential recycling program
	Research options for regionalization (or regional cooperation) in residential recycling programs

Attachment #1 - New Action Items for Strategic Plan Update

<b>Priority Identified by City Council at 2/25/19 Workshop</b>	<b>Draft Action Items for Strategic Plan Update</b>
<b><i>Livable Neighborhoods</i></b>	
Address affordable housing needs	Implement policy to use City-owned vacant lots for affordable housing development
	Develop plan to use 2018 GO bond housing funds for affordable housing development/redevelopment
	Identify 3-4 target redevelopment areas, and create strategic development and implementation plans for each area
	Prioritize key strategies/recommendations from Center for Community Progress Vacant, Abandoned, and Deteriorated properties assessment
	Staff and coordinate technical assistance engagement with Grounded Solutions Network
	Increase annual lending production to 65 loans
	Identify and create an implementation strategy for three resident led activities/actions
	Support Community Coalition to become a functioning resident led organization
	Create long-term goals for affordable housing unit production
Fund priority Recreation and Parks maintenance needs	Create a multi-year action plan to address identified priority safety concerns from the Recreation and Parks maintenance assessment
	Complete detailed analysis of deferred maintenance assessment for recreation centers and outlying facilities
	Develop asset design and maintenance standards for identified park safety-related infrastructure and equipment
Acquire park land for future development	Review options for park land purchases using the 2018 GO funding
	Create a long-term prioritization plan of park land needs based on City/County Open Space Master Plan
Explore African American Heritage initiative	Review historical records and archived media related to African American history in Winston-Salem
	Explore options for an online repository of information

Attachment #1 - New Action Items for Strategic Plan Update

<b>Priority Identified by City Council at 2/25/19 Workshop</b>	<b>Draft Action Items for Strategic Plan Update</b>
<b>Quality Transportation</b>	
Increase funding for street maintenance and repairs	Plan and implement street resurfacing projects using 2018 GO bond funds and annual funding sources
	Create long-term resurfacing plan for City streets
Implement cycling, pedestrian safety, and walkability improvement needs	Complete construction of all pedestrian/bike projects within current appropriations
Implement additional fixed-route transit system improvements	Perform a transit system utilization and resident needs assessment survey
	Provide regular reporting to City Council that identifies connectivity issues and proposes, as necessary, route modifications based on usage and demand.
<b>Safe and Secure Community</b>	
Enhance disaster preparedness training and communication	Establish community partnership program to provide disaster recovery training to targeted community partners
	Establish a process for recurring table-top Emergency Operations Center exercises with the Mayor and City Council
<b>Service Excellence</b>	
Maintain core purposes within limited resources	Propose FY 2020 and FY 2021 general fund operating budgets without tax increases for current services
	Implement fiscal note policy to provide mandatory financial review of new programs and service expansion requests
Review and implement service request improvement project	Implement a new customer relationship management solution, integrated with other internal business applications, to provide enhanced communication and feedback mechanisms for service requests
	Implement customer awareness plan to proactively close the customer loop utilizing new CSR functionality, courtesy call back feature, text and email
	Complete process mapping and documenting of operational life cycle, front-to-back end, for the most frequent resident service requests
	Review options to create service request dashboards for management and City Council review

Attachment #2 - Action Items Remaining for Completion from Original Strategic Plan Priorities

<b><u>Strategic Plan Priority</u></b>	<b><u>Action Item</u></b>
<b><i>Economic Vitality and Diversity</i></b>	
Evaluate current economic development policies regarding non-capital investments	Present recommendations to City Council regarding policies related to non-capital investments and other revisions
	Promote new economic development policies related to non-capital investments and other revisions
Engage Forsyth County Commission and WS/FC School Board in policy discussions regarding economic vitality	Host a meeting with representatives from Forsyth County and the WS/FC School board
Evaluate the use of land banking for commercial development	Identify funding for a land banking initiative
	Present land banking concept to City Council
Evaluate project-based lending programs	Develop program guidelines for a project-based lending program and present to City Council
<b><i>Healthy Environment</i></b>	
Provide additional recycling education programming	Increase marketing efforts for current recycling education programs
	Design additional recycling education programming focused on schools, recreation centers, and non-English speaking populations
<b><i>Livable Neighborhoods</i></b>	
Concentrate efforts in reducing blight in targeted areas	Evaluate best practices in concentrated blight reduction efforts
	Develop citywide affordable housing programs
Update the Parks/Open Space Master Plan	Engage in a collaborative effort to update the Winston-Salem and Forsyth County Parks and Open Space Plan

Attachment #2 - Action Items Remaining for Completion from Original Strategic Plan Priorities

<b><u>Strategic Plan Priority</u></b>	<b><u>Action Item</u></b>
<b><i>Safe and Secure Community</i></b>	
Reinforce emergency disaster preparedness	Perform a regional, coordinated, multi-agency terrorist attack training event
Evaluate infrastructure needs related to public safety	Review Crime Prevention Through Environmental Design (CPTED) strategies and identify areas within the city where strategies could be implemented
Evaluate public safety driver training needs	Identify an area suitable for providing driver training needs for Police and Fire Departments and secure funding
Increase public safety data collection and analysis capabilities	Replace current obsolete Fire Department records management system
	Review the need for additional resources to enhance operational and project-based analysis for Fire, Police, and Emergency Management
Enhance fire prevention programs	Review options for standardized City signage to enhance community presence and organizational branding
<b><i>Service Excellence</i></b>	
Close feedback loop with citizens	Review information request mechanism for elected officials and make recommendations to increase the timeliness of feedback
Update website, social media, and other resident engagement strategies	Review City website needs and propose redesigning the website to provide better communication strategies
Evaluate government efficiency including systematic data review	Develop performance management continuous improvement model and open data reporting strategies