



CITY OF WINSTON-SALEM 2017-2021 STRATEGIC PLAN

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City of Winston-Salem Mayor and City Council

Term: 2016 – 2020



Jeff MacIntosh
Northwest Ward



Denise D. Adams
North Ward



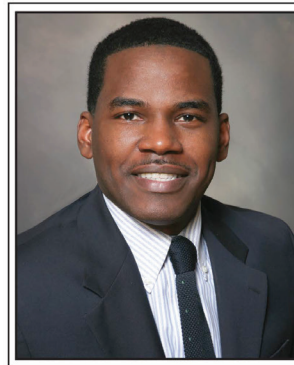
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Introduction

A City's strategic plan is its guiding document in establishing community priorities based on the vision, mission, and values set forward by the Mayor and City Council.

Our Vision

The City's vision is to be a municipal government deserving of public confidence that provides excellent and innovative services, and is an active and cooperative partner in creating a vital community.

Our Mission

The City of Winston-Salem provides quality, affordable services that ensure the health, safety, and well-being of citizens, while collaborating throughout the community to ensure its economic, social, and environmental vitality.

From this mission statement, the Mayor and City Council have identified six strategic focus areas to help guide the work of City government:

- Economic Vitality and Diversity
- Safe and Secure Community
- Livable Neighborhoods
- Healthy Environment
- Quality Transportation
- Service Excellence

Our Values

The City has set forward eight core values that are the underpinning of an organization committed to providing high quality services in a culture of customer service excellence:

- Openness
- Integrity
- Equity
- Accountability
- Teamwork
- Respect for all citizens
- Fiscal soundness
- Continuous learning and improvement

Strategic Planning Process

The City contracted with a consulting firm, FountainWorks, to facilitate a strategic planning process. That process began with senior level staff identifying current issues, trends, and factors that have an impact on Winston-Salem's current state. Senior level staff reviewed economic, demographic, technological, and other changes that affect the landscape and environment of the City and the way the City provides services to residents. Staff compiled potential priority items to address perceived short and mid-term needs for the City.

The Mayor and City Council engaged in a two-day workshop in January 2017 to create a strategic framework to help guide the City's actions over the next four years. At this workshop, the Mayor and City Council affirmed the six strategic focus areas previously identified and also re-affirmed the objectives under each focus area. They reviewed comments made by senior staff and undertook a context mapping exercise to define trends and challenges in providing City services. The Mayor and City Council were then asked to brainstorm potential top priorities for each of the strategic focus areas. Staff had previously identified potential priorities as a starting point for the discussion. Through a voting procedure, potential priorities were identified and ranked as short term (2017-2018) and mid-term (2019-2021) strategies within each focus area. Following the workshop, staff created individual action items to help accomplish each of the strategies.

Strategic Planning Document Format

The following pages include the strategies and associated action items identified by the Mayor and City Council. Each of the six strategic focus areas includes a list of the objectives. Objectives are broad categories under which individual strategies fall. Strategies are individual priorities, identified and ranked by the Mayor and City Council within each focus area, that are intended to produce outcomes that reinforce the stated objectives. A table displaying the ranking of each strategy within a focus area is included under the objectives for that focus area.

Beneath the strategy ranking table in each focus area is the alignment of objectives, strategies, and action items. Action items are individual tasks within a strategy that the City will accomplish. The hierarchy is as follows:

Strategic Focus Area

→ Objective

→ Strategy

→ Action Item



Economic Vitality and Diversity

Economic vitality and diversity requires a healthy local economy that serves all segments of the population and provides the monetary resources necessary to support the community. This includes sustaining a tax base sufficient to fund community services, providing members of the community with sufficient wages, and providing capital for community development.

Objectives

Recruit and Retain Employers

Promote Downtown Revitalization

Promote Commercial Development in Economically Disadvantaged Areas

Enhance Skills of Workforce

Develop and Redevelop Commercial/Industrial Business Park Sites

Assist Small Businesses with Innovation and Entrepreneurship

Promote Travel and Tourism

Short Term Priorities (2017-2018)

<u>Rank</u>	<u>Strategies</u>
1	Continue to partner in development of the Whitaker Park business site
2	Recruit small businesses (<100 employees) and foster an entrepreneurial atmosphere
3	Partner with workforce development training initiatives
4	Evaluate current economic development policies regarding non-capital investments

Mid Term Priorities (2018-2021)

<u>Rank</u>	<u>Strategies</u>
5	Identify infrastructure needs to enhance economic development activity
6	Develop travel and tourism promotion strategies
7	Evaluate the use of land banking for commercial development
8	Seek out regional cooperation on economic development initiatives
9	Engage Forsyth County Commission and Winston-Salem/Forsyth County School Board in policy discussions regarding economic vitality
10	Promote internship opportunities
11	Evaluate project-based lending programs
12	Assist with downtown retail, commercial recruitment, and redevelopment projects

Objective 1: Recruit and Retain Employers

- Strategy 1.1: Evaluate current economic development policies regarding non-capital investments. **(2017-2018)**
 - Action Item 1.1.1: Coordinate meeting with Winston-Salem Business Inc., Winston-Salem Chamber of Commerce, Downtown Winston-Salem Partnership, and Wake Forest Innovation Quarter to discuss gaps in current policies regarding non-capital investments and other revisions.
 - Action Item 1.1.2: Evaluate policy for economic development projects based upon median salary instead of average salary.
 - Action Item 1.1.3: Present recommendations to City Council regarding policies related to non-capital investments and other revisions.
 - Action Item 1.1.4: Promote new economic development policies related to non-capital investments and other revisions.
- Strategy 1.2: Identify infrastructure needs to enhance economic development activity.
 - Action Item 1.2.1: Continue efforts to develop Brookwood Business Park at the Smith Reynolds Airport.
- Strategy 1.3: Seek out regional cooperation on economic development initiatives.
 - Action Item 1.3.1: Research feasibility of regional industrial park development.
 - Action Item 1.3.2: Identify and enhance economic development opportunities with Piedmont Triad Regional Council and Piedmont Triad Partnership.
 - Action Item 1.3.3: Expand efforts to promote aviation industry in the Piedmont Triad area.
 - Action Item 1.3.4: Work with regional economic development organizations to identify opportunities for regional economic development.
- Strategy 1.4: Engage Forsyth County Commission and Winston-Salem/Forsyth County (WS/FC) School Board in policy discussions regarding economic vitality.
 - Action Item 1.4.1: Host a meeting with representatives from Forsyth County and the WS/FC School board.

Objective 2: Promote Downtown Revitalization

- Strategy 2.1: Assist with downtown retail, commercial recruitment, and redevelopment projects.
 - Action Item 2.1.1: Assist Downtown Winston-Salem Partnership with retail and commercial recruitment efforts.

- Action Item 2.1.2: Assist, as requested, with redevelopment of the GMAC Building, Pepper Building, Merschel Plaza, and other redevelopment projects in the downtown area.

Objective 3: Promote Commercial Development in Economically Disadvantaged Areas

- Strategy 3.1: Evaluate the use of land banking for commercial development.
 - Action Item 3.1.1: Identify parcels for potential development.
 - Action Item 3.1.2: Identify funding for a land banking initiative.
 - Action Item 3.1.3: Present land banking concept to City Council.

Objective 4: Enhance Skills of the Workforce

- Strategy 4.1: Partner with workforce development training initiatives. **(2017-2018)**
 - Action Item 4.1.1: Merge the City's current Youth Build and Successful Outcomes After Release (SOAR) programs.
 - Action Item 4.1.2: Identify partnerships with local workforce development agencies.
 - Action Item 4.1.3: Perform comprehensive review of options for Summer Youth Employment Program.
 - Action Item 4.1.4: Work with Piedmont Triad Regional Council to provide a report on Northwest Piedmont Workforce Development Boards' activities and outcomes.
- Strategy 4.2: Promote internship opportunities.
 - Action Item 4.2.1: Implement a student information technology internship program for City WinstonNet labs.
 - Action Item 4.2.2: Convene a meeting with the Winston-Salem Chamber of Commerce, Winston-Salem/Forsyth County School Board, and local universities and colleges.

Objective 5: Develop and Redevelop Commercial/Industrial Park Sites

- Strategy 5.1: Continue to partner in development of the Whitaker Park business site. **(2017-2018)**
 - Action Item 5.1.1: Provide regular updates on Whitaker Park development.
 - Action Item 5.1.2: Support and provide staff assistance as appropriate for infrastructure needs and business marketing strategies.
 - Action Item 5.1.3: Consider giving priority assistance for zoning, permitting, plan review, inspections, and other City development review functions to Whitaker Park projects.

Objective 6: Assist Small Businesses with Innovation and Entrepreneurship

- Strategy 6.1: Recruit small businesses (with less than 100 employees) and foster an entrepreneurial atmosphere. **(2017-2018)**

- Action Item 6.1.1: Report on best practices for recruiting small businesses.
- Action Item 6.1.2: Evaluate policies and procedures related to small businesses.
- Action Item 6.1.3: Develop a new marketing strategy for small business assistance programs.
- Action Item 6.1.4: Evaluate the feasibility of City involvement in development of a maker or incubator space.
- Action Item 6.1.5: Develop partnerships to promote entrepreneurship and the creative economy.
- Strategy 6.2: Evaluate project-based lending programs.
 - Action Item 6.2.1: Develop program guidelines for a project-based lending program and present to City Council.

Objective 7: Promote Travel and Tourism

- Strategy 7.1: Develop travel and tourism promotion strategies.
 - Action Item 7.1.1: Work with Visit Winston-Salem to provide a report on current travel and tourism marketing and promotion strategies. Include a review of new strategies and programs that could enhance current marketing efforts.
 - Action Item 7.1.2: Review current City appropriations used for travel and tourism programs and compare to benchmarks from other cities.



Safe and Secure Community

Public safety is the foundation upon which any successful city is built. Absent this, it is difficult to attract businesses, residents, or visitors, which in turn create the economic vitality that sustains our community.

Objectives

Expand Community Policing

Reduce Crime and Fear of Crime

Improve Public Safety Service Quality

Enhance Fire Prevention Programs

Short Term Priorities (2017-2018)

<u>Rank</u>	<u>Strategies</u>
1a	Expand Police Department community engagement
1b	Expand Fire Department community engagement
2	Retain qualified personnel
3	Strengthen re-entry and diversion initiatives
4	Reinforce emergency disaster preparedness

Mid Term Priorities (2018-2021)

<u>Rank</u>	<u>Strategies</u>
5	Evaluate infrastructure needs related to public safety
6	Enhance gang intervention and prevention strategies
7	Evaluate public safety driver training needs
8	Develop plan for Police district re-alignment
9	Increase public safety data collection and analysis capabilities
10	Evaluate Fire Operations training facility needs

Objective 1: Expand Community Policing

- Strategy 1.1: Expand Police Department community engagement. **(2017-2018)**
 - Action Item 1.1.1: Increase neighborhood watch sign-ups and memberships.
 - Action Item 1.1.2: Engage the community through expansion of the Police Athletic League.

- Action Item 1.1.3: Increase Police Department capabilities in Spanish language and cultural competency.
- Action Item 1.1.4: Increase diversity in the Police department through additional recruitment efforts.
- Action Item 1.1.5: Provide officer training in implicit bias, community policing, and other community relations strategies.
- Action Item 1.1.6: Continue to develop outreach efforts to specific populations.
- Action Item 1.1.7: Expand existing community policing programs such as Trust Talks, Walk and Talk, and Community Priority Patrolling.
- Action Item 1.1.8: Report to City Council on additional community engagement strategies.
- Strategy 1.2: Enhance gang intervention and prevention strategies.
 - Action Item 1.2.1: Report on additional strategies that can be undertaken to reduce gang affiliation and violence.

Objective 2: Reduce Crime and Fear of Crime

- Strategy 2.1: Strengthen re-entry and diversion initiatives. **(2017-2018)**
 - Action Item 2.1.1: Provide a report to City Council on the Successful Outcomes After Release (SOAR) program.
 - Action Item 2.1.2: Coordinate a meeting with the Forsyth County District Attorney's Office and other local government jurisdictions to discuss incarceration diversion programs.
- Strategy 2.2: Develop plan for Police district re-alignment.
 - Action Item 2.2.1: Review the implementation plan for a fourth Police district and provide additional analysis regarding enhanced services and expected outcomes.

Objective 3: Improve Public Safety Service Quality

- Strategy 3.1: Retain qualified personnel. **(2017-2018)**
 - Action Item 3.1.1: Review and implement strategies related to public safety pay included in the most recent compensation study.
 - Action Item 3.1.2: Report on increased Police Department recruitment strategies.
- Strategy 3.2: Reinforce emergency disaster preparedness. **(2017-2018)**
 - Action Item 3.2.1: Apply for Federal Department of Homeland Security Program to Prepare Communities for Complex Coordinated Terrorist Attacks grant.
 - Perform a regional, coordinated, multi-agency terrorist attack training event.

- Action Item 3.2.2: Evaluate mobile command center needs.
- Action Item 3.2.3: Provide a report on the transition of Emergency Management Department operations and emergency operations center to the Forsyth County Public Safety Facility.
- Strategy 3.3: Evaluate infrastructure needs related to public safety.
 - Action Item 3.3.1: Review Crime Prevention Through Environmental Design (CPTED) strategies and identify areas within the city where strategies could be implemented.
- Strategy 3.4: Evaluate public safety driver training needs.
 - Action Item 3.4.1: Identify an area suitable for providing driver training needs for Police and Fire Departments and secure funding.
- Strategy 3.5: Increase public safety data collection and analysis capabilities.
 - Action Item 3.5.1: Replace current obsolete Fire Department records management system.
 - Action Item 3.5.2: Review the need for additional public safety resources to enhance operational and project based analysis.
- Strategy 3.6: Evaluate Fire Operations training facility needs.
 - Action Item 3.6.1: Review the need for an additional, more centrally located skills enhancement facility. Provide design specifications and identify potential sites.

Objective 4: Enhance Fire Prevention Programs

- Strategy 4.1: Expand Fire Department community engagement. **(2017-2018)**
 - Action Item 4.1.1: Evaluate the creation of a Community Education Team to provide additional resources for community education programming.
 - Action Item 4.1.2: Increase signage at City fire stations to enhance community presence.
 - Action Item 4.1.4: Work with community partners to create a plan to provide targeted fire and emergency medical services risk reduction programs to schools, universities, laboratory facilities, and senior populations.



Livable Neighborhoods

Livable neighborhoods are the basic building blocks for our City's quality of life. They create an environment where people feel welcome, want to spend time, and want to interact. Livable neighborhoods provide access to adequate transportation, shopping and recreation options, encourage residents to maintain their homes, and celebrate our values, history, and culture. Livable Neighborhoods also includes facilities and activities that foster good physical health.

Objectives

Improve Character and Condition of Neighborhoods
Expand Housing Assistance Programs
Support Public Art/Community Appearance
Preserve Historic Resources
Support Inclusion of Community Populations
Expand Open Space and Recreational Facilities
Expand Access to Healthy Food Options

Short Term Priorities (2017-2018)

<u>Rank</u>	<u>Strategies</u>
1	Evaluate implementation of affordable housing study recommendations
2	Improve condition of Parks and Recreation infrastructure
3	Update the Parks/Open Space Master Plan
4	Concentrate efforts in reducing blight in targeted areas
5	Provide additional funding for public art programs

Mid Term Priorities (2018-2021)

<u>Rank</u>	<u>Strategies</u>
6	Create multicultural neighborhoods
7	Review historic landmark designation process
8	Create innovative ways to celebrate culture, people, and history
9	Create infill development design standards
10	Create guidelines and incentives for disposition of vacant lots
11	Develop strategies to expand access to the Fairgrounds Farmers Market
12	Increase public education and marketing of healthy food options

Objective 1: Improve Character and Condition of Neighborhoods

- Strategy 1.1: Concentrate efforts in reducing blight in targeted areas. **(2017-2018)**
 - Action Item 1.1.1: Evaluate best practices in concentrated blight reduction efforts.
 - Action Item 1.1.2: Evaluate and make recommendations for expansion of the in rem repair program.
 - Action Item 1.1.3: Present report on Transforming Urban Residential Neighborhoods (TURN) Program, including program modifications.
- Strategy 1.2: Create infill development design standards.
 - Action Item 1.2.1: Review current Unified Development Ordinances related to infill design standards and present recommendations for changes to City Council.
- Strategy 1.3: Create guidelines and incentives for disposition of vacant lots.
 - Action Item 1.3.1: Consider requests for reuse of City lots for urban farming, community gardens, and orchards.
 - Action Item 1.3.2: Develop a policy to sell adjacent lots if there is building within a year.

Objective 2: Expand Housing Assistance Programs

- Strategy 2.1: Evaluate implementation of affordable housing study recommendations. **(2017-2018)**
 - Action Item: 2.1.1: Evaluate proposals for a housing study and recommend award of contract.
 - Action Item 2.1.2: Incorporate recommendations from the housing study into the Consolidated Housing and Community Development Plan.

Objective 3: Support Public Art/Community Appearance

- Strategy 3.1: Provide additional funding for public art programs. **(2017-2018)**
 - Action Item 3.1.1: Present a set aside policy for City construction projects.
 - Action Item 3.1.2: Increase contribution of occupancy tax revenues to the Public Art Fund.

Objective 4: Preserve Historic Resources

- Strategy 4.1: Review historic landmark designation process.
 - Action Item 4.1.1: Present recommendations for revisions to the historic landmark designation process to City Council.

Objective 5: Support Inclusion of Community Populations

- Strategy 5.1: Create multicultural neighborhoods.

- Action Item 5.1.1: Develop citywide affordable housing programs.
- Action Item 5.1.2: Present recommendations from the Affirmatively Furthering Fair Housing (AFFH) report on creating equal accessibility to fair and affordable housing.
- Action Item 5.1.3: Explore engagement of additional community partners in the Affordable and Fair Housing Summit.
- Action Item 5.1.4: Develop digital community resource center to enhance communications and promote civic participation.
- Strategy 5.2: Create innovative ways to celebrate culture, people, and history.
 - Action Item 5.2.1: Expand marketing efforts for current City events and programs.

Objective 6: Expand Open Space and Recreational Facilities

- Strategy 6.1: Improve condition of Parks and Recreation infrastructure. **(2017-2018)**
 - Action Item 6.1.1: Undertake a comprehensive review of Parks and Recreation infrastructure needs and make recommendations for improvements.
- Strategy 6.2: Update the Parks/Open Space Master Plan. **(2017-2018)**
 - Action Item 6.2.1: Engage in a collaborative effort to update the Winston-Salem and Forsyth County Parks and Open Space Plan.

Objective 7: Expand Access to Healthy Food Options

- Strategy 7.1: Develop strategies to expand access to the Fairgrounds Farmers Market.
 - Action Item 7.1.1: Report on SNAP/EBT usage at Fairgrounds Farmers Market.
- Strategy 7.2: Increase public education and marketing of healthy food options.
 - Action Item 7.2.1: Explore partnerships with local organizations to provide public education and marketing of food banks, pantries, and community gardens to minimize duplication of services.
 - Action Item 7.2.2: Report on Liberty Street Vendors Market activity.



Healthy Environment

A healthy environment ensures the places we live, work, and play are safe and conducive to overall good health. It includes such traditional measures as air and water quality, waste reduction and disposal, and policies that sustain our environment.

Objectives

Protect Land and Reduce Sprawl

Enhance Air Quality

Support Green Initiatives

Manage Water Quality and Quantity

Develop Comprehensive Solid Waste Management Strategies

Short Term Priorities (2017-2018)

<u>Rank</u>	<u>Strategies</u>
1	Evaluate sustainability needs based on STAR Community rating
2	Review policies for business and multi-family recycling
3	Create developer incentives for green and transit-oriented development

Mid Term Priorities (2018-2021)

<u>Rank</u>	<u>Strategies</u>
4	Design guidelines for mixed-use development
5	Provide additional recycling education programming
6	Address stormwater runoff and urban stream issues
7	Modify transportation strategies to mitigate traffic congestion

Objective 1: Protect Land and Reduce Sprawl

- Strategy 1.1: Design guidelines for mixed-use development.
 - Action Item 1.1.1: Review Unified Development Ordinance (UDO) provisions that inhibit mixed-use development and provide recommendations on amending the UDO to attract more mixed-use development. Include a review of other cities mixed-use development policies.
 - Action Item 1.1.2: Market existing policies with mixed-use development provisions.

Objective 2: Enhance Air Quality

- Strategy 2.1: Modify transportation strategies to mitigate traffic congestion.
 - Action Item 2.1.1: Evaluate signal system and transportation infrastructure improvements to improve traffic flow at most congested intersections.

Objective 3: Support Green Initiatives

- Strategy 3.1: Evaluate sustainability needs based on STAR Community rating. **(2017-2018)**
 - Action Item 3.1.1: Identify future actions that could increase the City's overall STAR Community score.
- Strategy 3.2: Create developer incentives for green and transit-oriented development. **(2017-2018)**
 - Action Item 3.2.1: Provide additional study of parking requirements for transit development.
 - Action Item 3.2.2: Research best practices and policies in other jurisdictions that have transit-oriented development incentives and green incentives for construction projects.
- Strategy 3.3: Provide additional recycling education programming.
 - Action Item 3.3.1: Increase marketing efforts for current recycling education programs.
 - Action Item 3.3.2: Design additional recycling education programming focused on schools, recreation centers, and non-English speaking populations.

Objective 4: Manage Water Quality and Quantity

- Strategy 4.1: Address stormwater runoff and urban stream issues.
 - Action Item 4.1.1: Evaluate a policy to provide incentives for retrofitting stormwater systems.
 - Action Item 4.1.2: Continue to pursue Federal Emergency Management Agency (FEMA) Flood Abatement Grants.

Objective 5: Develop Comprehensive Solid Waste Management Strategies

- Strategy 5.1: Review policies for business and multi-family recycling. **(2017-2018)**
 - Action Item 5.1.1: Revise City policies to require recycling stations as part of site plan approvals.
 - Action Item 5.1.2: Consider the use of an availability fee for business and multi-family recycling.
 - Action Item 5.1.3: Draft an ordinance for consideration by City Council to mandate business recycling.



Quality Transportation

Transportation systems influence virtually every aspect of community life. They are the means for moving people, goods, and services throughout the community, and they play a significant role in shaping patterns of growth, facilitating economic prosperity, and influencing the character and livability of our city and its neighborhoods.

Objectives

Improve Integrated Road Network

Expand Bike/Sidewalk/Greenway Network

Enhance Public Transit

Short Term Priorities (2017-2018)

<u>Rank</u>	<u>Strategies</u>
1	Review Winston-Salem Transit Authority route frequency and funding
2	Enhance multi-modal transportation options and regional connectivity
3	Develop plan for Business 40 closing and associated transportation changes
4	Increase resurfacing of City streets
5	Increase investment in pedestrian transportation options

Mid Term Priorities (2018-2021)

<u>Rank</u>	<u>Strategies</u>
6	Review bus shelter placement and overall transit structure
7	Evaluate handicapped parking options

Objective 1: Improve Integrated Road Network

- Strategy 1.1: Develop plan for Business 40 closing and associated transportation changes. **(2017-2018)**
 - Action Item 1.1.1: Bring the plan for conversion of First, Second, Main, and Liberty Streets to Council for approval. Include design aspects for enhanced traffic calming measures and additional on-street parking.
- Strategy 1.2: Increase resurfacing of City streets. **(2017-2018)**
 - Action Item 1.2.1: Provide a report benchmarking the City's resurfacing level against peer cities. Include an evaluation of revenue options to increase street resurfacing schedule.

- Strategy 1.3: Evaluate handicapped parking options.
 - Action Item 1.3.1: Determine if City downtown streets will accommodate implementation of handicapped parking.
 - Action Item 1.3.2: Determine legality of event-based handicapped parking restrictions.
 - Action Item 1.3.3: Evaluate the need for additional pay stations.

Objective 2: Expand Bike/Sidewalk/Greenway Network

- Strategy 2.1: Increase investment in pedestrian transportation options. **(2017-2018)**
 - Action Item 2.1.1: Provide connectivity and safety analysis of future pedestrian transportation improvements including both sidewalks and greenways.
 - Action Item 2.1.2: Identify additional revenue sources for pedestrian transportation capital improvements.

Objective 3: Enhance Public Transit

- Strategy 3.1: Review Winston-Salem Transit Authority (WSTA) route frequency and funding. **(2017-2018)**
 - Action Item 3.1.1: Provide quarterly reports analyzing transit ridership by route.
 - Action Item 3.1.2: Provide a report analyzing potential revisions to transit routes to optimize ridership and responsiveness without additional resource increases.
- Strategy 3.2: Enhance multi-modal transportation options and regional connectivity. **(2017-2018)**
 - Action Item 3.2.1: Provide a report on increased coordination efforts with Piedmont Area Regional Transit Authority.
 - Action Item 3.2.2: Provide status updates on opening of Union Station multi-modal transit facility.
- Strategy 3.3: Review bus shelter placement and overall transit structure
 - Action Item 3.3.1: Evaluate the viability and potential revenue generated by allowing advertising on bus shelters.
 - Action Item 3.3.2: Evaluate design and location of bus shelters based on customer needs.



Service Excellence

Excellent citizen service is the cornerstone of responsive government, without which it is impossible to fulfill our vision statement for city government. Service excellence is based on the City's 10 Keys to Service Excellence. But it also includes ensuring that City employees have the knowledge and tools necessary to provide excellent customer service, as well as ensuring sound management of City resources.

Objectives

Ensure Service Delivery Efficiency and Effectiveness

Enhance Employee Professional Development and Training

Maintain City's Financial Strength

Expand Policy and Oversight & Reporting Mechanisms

Short Term Priorities (2017-2018)

<u>Rank</u>	<u>Strategies</u>
1	Close feedback loop with citizens
2	Review feasibility of general obligation bond issuance for capital projects
3	Update website, social media, and other resident communication strategies
4	Evaluate government efficiency including systematic data review

Mid Term Priorities (2018-2021)

<u>Rank</u>	<u>Strategies</u>
5	Review overall City revenue structure
6	Enhance professional development to include mission, vision, and value statements
7	Update automated meter reading

Objective 1: Ensure Service Delivery Efficiency and Effectiveness

- Strategy 1.1: Close feedback loop with citizens. **(2017-2018)**
 - Action Item 1.1.1: Conduct a city-wide citizen satisfaction survey. Analyze and report on results to City Council.
 - Action Item 1.1.2: Evaluate best practices for citizen contact centers. Include a report on resident feedback mechanisms.
 - Action Item 1.1.3: Review information request mechanism for elected officials and make recommendations to increase the timeliness of feedback.

- Strategy 1.2: Update website, social media, and other resident communication strategies. **(2017-2018)**
 - Action Item 1.2.1: Review City website needs and propose redesigning the website to provide better communication strategies.
 - Action Item 1.2.2: Increase the usability of the City website's search function.
 - Action Item 1.2.3: Develop a strategy to train City Link agents to be social media liaisons.
- Strategy 1.3: Update automated meter reading.
 - Action Item 1.3.1: Re-align utility billing and metering operations within the Utilities Department to provide comprehensive oversight of customer service operations.
 - Action Item 1.3.2: Begin implementation of Automated Meter Infrastructure (AMI) project.

Objective 2: Enhance Employee Professional Development and Training

- Strategy 2.1: Enhance professional development to include mission, vision, and value statements.
 - Action Item 2.1.1: Make changes to new employee orientation program to highlight the mission and vision of the organization.
 - Action Item 2.1.2: Revitalize the Customer Service Excellence initiative.
 - Action Item 2.1.3: Create a "State of the City" video to illustrate how the mission, vision, and values of the City are promoted and carried out in everyday operations.
 - Action Item 2.1.4: Review quarterly supervisor training programs to promote the City's mission and vision.

Objective 3: Maintain City's Financial Strength

- Strategy 3.1: Review feasibility of general obligation bond issuance for capital projects. **(2017-2018)**
 - Action Item 3.1.1: Provide a report to City Council on proposed bond projects and associated costs.
- Strategy 3.2: Review overall City revenue structure.
 - Action Item 3.2.1: Provide a report analyzing the city's current revenue structure, including a recent history of major revenue sources. Evaluate the feasibility of using revenue sources available to the City but not currently used.

Objective 4: Expand Policy and Oversight & Reporting Mechanisms

- Strategy 4.1: Evaluate government efficiency including systematic data review. **(2017-2018)**

- Action Item 4.1.1: Re-align resources to establish a new office to position the City to better utilize data and evidence to manage operations.
- Action Item 4.1.2: Develop performance management continuous improvement model and open data reporting strategies.

Next Steps

The action items detailed in this strategic plan should advance the objectives put forward by the Mayor and City Council. City staff will oversee these action items and will create processes to measure and report on the City's progress. The City will identify and publish key performance metrics as indicators of progress in accomplishing the objectives set forward in this plan. In addition to key performance metrics, the City will be engaging residents on an ongoing basis to evaluate how they feel about key aspects of City services and customer service.

The City will affirm a commitment to public performance reporting and focus efforts on performance management strategies and accountability. The City will use data to inform decision making processes and report on what is working well and where opportunities for improvement exist.

In the coming years, the Mayor and City Council will review mid-term priorities identified in the 2017 process and set new goals for the City. As the City continues to grow and meet the evolving needs of its residents, the strategic plan will point the way toward maintaining and improving the qualities that make Winston-Salem a great place to live, work, and play.

Appendix 1 – Poverty Thought Force Alignment to Strategic Plan

The Winston-Salem Poverty Thought Force (PTF) is a community-wide collaboration to identify steps to reduce the number of residents living in poverty. In February 2017, the Mayor and City Council accepted the final report from the PTF. That report included 56 policy recommendations in five focus areas. The PTF report included the following focus areas:

- Health and Wellness
- Housing and Homelessness
- Jobs and Workforce Development
- Education and Life Skills
- Hunger and Food Insecurity

Many of the recommendations provided by the PTF align with strategies identified by the Mayor and City Council in the City's strategic plan. Below is a reconciliation of where strategies from both documents have potential alignment. The following is intended to be illustrative only of the potential for alignment between strategies as actual policies and tasks could vary and/or overlap between multiple strategies.

Economic Vitality and Diversity

City Strategy 1.4: Engage Forsyth County Commissioners and Winston-Salem/Forsyth County School Board in policy discussions regarding economic vitality.

- The PTF recommendations encompass programs provided by multiple jurisdictions and community partners. Policy discussion regarding economic vitality could potentially align with recommendations in multiple PTF focus areas regarding jobs, training, education, health, and housing.

Strategy 3.1: Evaluate the use of land banking for commercial development.

- PTF Hunger and Food Insecurity Recommendation #3: Serve food insecure areas.
- PTF Hunger and Food Insecurity Recommendation #10: Attract grocery stores to underserved neighborhoods.

Strategy 4.1: Partner with workforce development initiatives.

- PTF Jobs and Workforce Development Recommendation #1: On-the-job training for high students.
- PTF Jobs and Workforce Development Recommendation #7: Enable more students to pursue skilled/trade jobs.
- PTF Jobs and Workforce Development Recommendation #10: Match training/skills with local jobs.

Strategy 4.2: Promote internship opportunities.

- PTF Jobs and Workforce Development Recommendation #1: On-the-job training for high students.

- PTF Jobs and Workforce Development Recommendation #4: connecting local organization to high schools/technical schools.

Safe and Secure Community

Strategy 2.1: Strengthen re-entry and diversion initiatives.

- PTF Jobs and Workforce Development Recommendation #5: Publicize/incentivize second-chance employment “Banning the Box.”
- PTF Jobs and Workforce Development Recommendation #10: Match job training/skills programs with local jobs.

Strategy 3.3: Evaluate infrastructure needs related to public safety.

- PTF Housing and Homelessness Recommendation #9: Revitalizing unused and abandoned homes.

Livable Neighborhoods

Strategy 1.1: Concentrate efforts in reducing blight in targeted areas.

- PTF Housing and Homelessness Recommendation #9: Revitalizing unused and abandoned homes.

Strategy 1.3: Create guidelines and incentives for disposition of vacant lots.

- PTF Hunger and Food Insecurity Recommendation #3: Serve food-insecure areas.
- PTF Hunger and Food Insecurity Recommendation #9: Community gardens.

Strategy 2.1: Evaluate implementation of affordable housing study recommendations.

- PTF Housing and Homelessness Recommendations: Depending on the recommendations in the affordable housing study, this strategy could align with many or all of the PTF Housing and Homelessness recommendations.

Strategy 7.1: Develop strategies to expand access to the Fairgrounds Farmers Market.

- PTF Hunger and Food Insecurity Recommendation #3: Serve food-insecure areas.
- PTF Hunger and Food Insecurity Recommendation #5: Social media advocacy for fighting hunger.

Strategy 7.2: Increase public education and marketing of healthy food options.

- PTF Hunger and Food Insecurity Recommendation #3: Serve food-insecure areas.
- PTF Hunger and Food Insecurity Recommendation #5: Social media advocacy for fighting hunger.
- PTF Hunger and Food Insecurity Recommendation #6: Public/private food access partnerships.
- PTF Hunger and Food Insecurity Recommendation #8: Targeted nutrition education programs.
- PTF Hunger and Food Insecurity Recommendation #9: Community gardens.

Healthy Environment

Strategy 3.1 Evaluate sustainability needs based on STAR Community rating.

- The STAR Community rating framework encompasses 49 subject areas of local sustainability including Housing Affordability, Quality Jobs and Living Wages, Workforce Readiness, Poverty Prevention and Alleviation, Community Health, and Food Access and Nutrition. Potential community needs, based on the STAR report, could include alignment with recommendations in the all five areas of the PTF report.

Strategy 3.2: Create developer incentives for green and transit-oriented development.

- PTF Housing and Homelessness Recommendation #1: Improve public transportation, expand housing options.
- PTF Jobs and Workforce Recommendation #9: Link affordable housing to public transportation.

Quality Transportation

Strategy 3.1: Review Winston-Salem Transit Authority route frequency and funding.

- PTF Jobs and Workforce Development Recommendation #2: Align public transportation with irregular work schedules.
- PTF Jobs and Workforce Recommendation #9: Link affordable housing to public transportation.
- PTF Education and Life Skills Recommendation #4: Improve transit for education.
- PTF Housing and Homelessness Recommendation #1: Improve public transportation with respect to housing options.
- PTF Health and Wellness Recommendation #3: Improve bus affordability, access, and frequency.

Strategy 3.3: Review bus shelter placement and overall transit structure.

- PTF Jobs and Workforce Development Recommendation #9: Link affordable housing to public transportation.
- PTF Education and Life Skills Recommendation #4: Improve transit for education.
- PTF Housing and Homelessness Recommendation #1: Improve public transportation, expand housing options.

Service Excellence

Strategy 3.1: Review feasibility of general obligation bond issuance for capital projects.

- Revenue from general obligation bonds could be used for housing, transportation, and facility needs that potentially align with multiple recommendations in the PTF Housing and Homelessness and Hunger, Health and Wellness, and Food Insecurity focus areas.