



# City of Winston-Salem

Office of Performance and Accountability

## 2017–2021 Strategic Plan

Update Winter 2019





**Winston-Salem**

## **City of Winston-Salem**

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Office of Performance and Accountability

### **2017–2021 Strategic Plan Update**

FEBRUARY 2019

MAYOR Allen Joines

CITY COUNCIL Vivian H. Burke, Mayor Pro Tempore, Northeast Ward • Robert C. Clark, West Ward • Denise D. Adams, North Ward  
Dan Besse, Southwest Ward • John C. Larson, South Ward • Jeff MacIntosh, Northwest Ward • Annette Scippio, East Ward • James Taylor Jr., Southeast Ward

CITY MANAGER Lee D. Garrity





Sides Road "Otter" tank

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# City of Winston-Salem Mayor and City Council

Term: 2016 – 2020



**Jeff MacIntosh**  
Northwest Ward



**Denise D. Adams**  
North Ward



**Vivian H. Burke**  
Mayor Pro Tempore/Northeast Ward



**Robert C. Clark**  
West Ward



**Allen Joines**  
Mayor



**Annette Scippio**  
East Ward



**Dan Besse**  
Southwest Ward



**John C. Larson**  
South Ward



**James Taylor, Jr.**  
Southeast Ward





Quarry Park

## OVERVIEW AND STRATEGIC PLAN IMPLEMENTATION

### Overview

The City of Winston-Salem's Strategic Plan provides direction and organization of City priorities so that elected officials and staff can dedicate efforts and organize resources to reach stated goals. The 2017-2021 Strategic Plan was adopted by the Mayor and City Council in May 2017 to provide short-term and mid-term priorities for action. This report provides a progress update to City Council, and ultimately the public, to document progress on administering the Strategic Plan.

The Plan's six overarching key focus areas and underlying objectives, strategies, and action items allow transparent communications about stated priorities, focused efforts in addressing those priorities, and accountability for results. This report is one part of a fundamental, organizational change to focus staff efforts on collaborating across departments and using data to inform decision making processes to further the City's mission of providing quality, affordable services.

The City's strategic plan was designed to provide a specific level of accountability from the organization by providing clearly-stated action items in each of the six strategic focus areas. These strategic plan action items are integrated into departmental work plans and are an essential component of performance management strategies. Next steps for performance management include implementing cross-departmental meetings to share information and review data across the organization to provide increasingly innovative and effective services.

### Implementation and Reporting

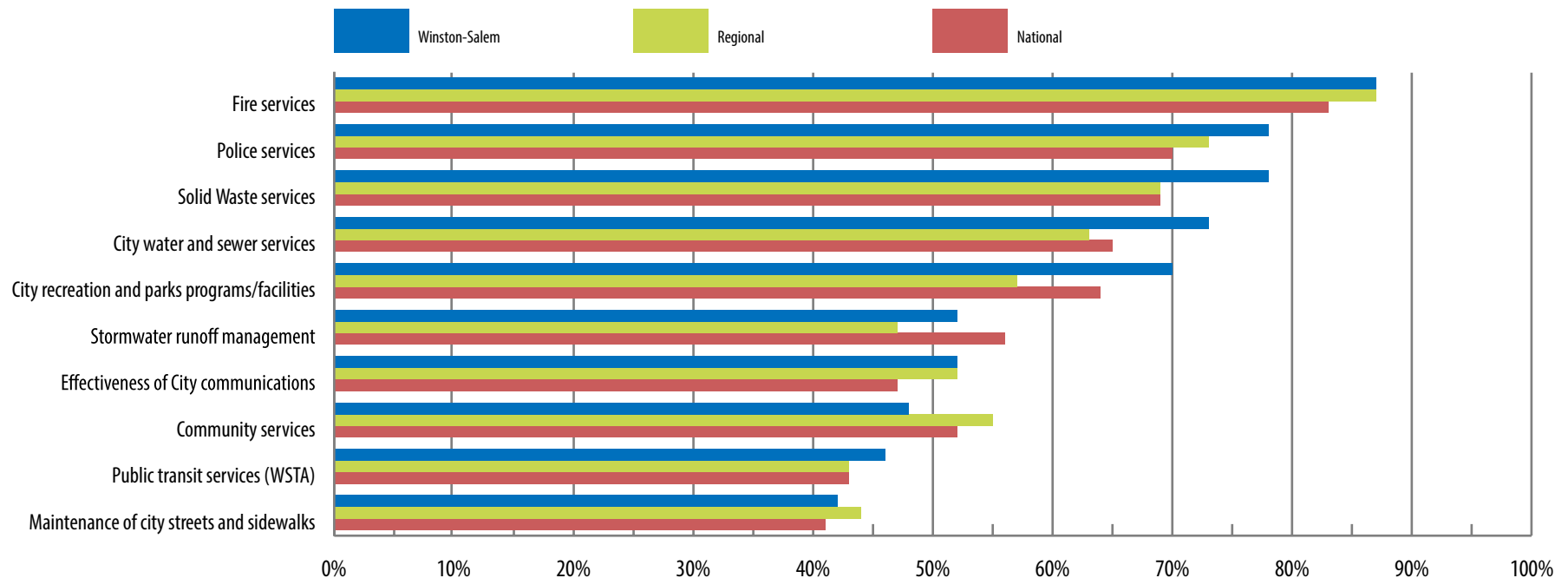
Implementing a strategic plan is about transforming ideas into action, and the Winston-Salem strategic plan is uniquely designed to provide specific action items for each strategy in the plan. Departmental work plan items are designed around explicit action statements in the strategic plan. As such, there is a high level of accountability between identified strategic priorities and work to be performed. The following pages will provide contextual information on the completion of action items and intended outcomes. This report is organized by the plan's six strategic focus areas with pages for each strategic focus area listing the objectives and providing updates on accomplishments related to each strategy. Management has allocated resources and staff time consistent with the prioritization of short-term and mid-term priorities approved by the Mayor and City Council, and this report reflects that strategies are in varying phases of being addressed over the four-year strategic planning outlook.

## RESIDENT PERCEPTIONS

A core function of any city's mission is to be responsive to the needs of its residents and to engage them in understanding community needs and perceptions of service delivery. In 2018, the City, with assistance from a third-party administrator, surveyed resident perceptions on a wide array of community topics and City services. These questions ranged from feelings about public safety to issues regarding affordable housing. The survey touched on almost every City department's programming and provided residents with a way of identifying and communicating priorities to City staff and elected officials. The Mayor and City Council's dedication to community engagement can be seen in the more than 1,000 responses received from the survey, a number which represents a significantly higher percentage of the city's population than many of our peer cities.

Two key points can be taken from the data collected in the resident survey. First, residents of Winston-Salem are generally happy with the services provided by the City when compared to national and regional benchmarks. Second, there are potential areas for improvement identified in both the importance and quality of services as rated by residents. The Mayor and City Council can use this information to help allocate resources to meet the demands of a growing city.

### Level of Satisfaction (Satisfied or Very Satisfied)



# A NOTE ON DRAFTING KEY PERFORMANCE INDICATORS

As part of a commitment to becoming a more data-driven organization, the City is going through a process of redefining its most critical performance metrics. Having the correct set of high-level, strategic performance indicators allows the City to adequately measure outcomes and expectations, particularly those priorities laid out in the strategic plan. The draft measures shown below were developed from research on more than 2,000 performance measures from eleven cities throughout North Carolina and the United States. These measures will be further refined by departments and management for reporting implementation in spring 2019. City staff will use these metrics and host of others in collaborative, cross-departmental performance meetings to create strategy and action plans to help achieve the vision set forward by the Mayor and City Council.



## **Economic Vitality and Diversity**

- M/WBE spending as a percent of total City spending
- Participants receiving job training by community partners
- Percentage of residents living in poverty
- Number of City projects in economically disadvantaged areas
- Increase in downtown property tax base
- Number of Economic Development client visits



## **Quality Transportation**

- Transit system on-time performance
- Percentage of bus stops with a shelter and/or a bench
- Percent of Residents within 1/2 Mile of a Bus Stop
- Bike lane accessibility - percentage of City streets with bike lanes
- Miles of greenways, sidewalks, and bike lanes added
- Percentage of arterial roads with sidewalks
- Number of traffic crashes on city streets
- Pedestrian and bicycle accidents on city streets
- Percentage of streets with a rating of 85 or higher



## **Service Excellence**

- Percent of service requests meeting service level goals
- 311 Call Center satisfaction
- Employee satisfaction
- Percentage of residents satisfied with City communications
- City-owned building condition index
- Total property tax base growth
- Percentage of capital needs funded
- Undesignated general fund balance percent
- Maintain highest (AAA) credit rating



## **Safe and Secure Community**

- Number of structure fires per capita
- Number of non-enforcement, community relations Police contacts
- Percentage of fire calls with initial response less than five minutes
- Percentage of police officer applications that are women/minorities
- Response time to priority one police calls
- Overall residents feeling of safety in the city
- Total crime rate (Part 1 crime rate)



## **Healthy Environment**

- Residential solid waste diversion percentage
- Linear feet of impaired stream improved per year
- Water Quality Index
- Sanitary sewer overflows per 100 miles of pipe
- Violations of State/Federal drinking water standards
- City facility and vehicle/equipment energy usage
- Community air quality score



## **Livable Neighborhoods**

- Percentage of population living in a food desert
- Affordable housing units developed/rehabilitated with City assistance
- Number of households provided rental assistance
- Percentage of population living within 1/2 mile of a City park
- Acres of developed park land per resident
- Resident neighborhood satisfaction rate
- Housing units brought into compliance through repair or demolition
- Number and value of designated historic landmarks
- Number of public art displays



## **Objective 1:** **Recruit and Retain Employers**

**Strategy 1.1: Evaluate current economic development policies regarding non-capital investments. (Short-Term)**

Action Item Status: Ongoing (1 of 4 completed)

Update: Staff is working on amendments to current economic development policies that would provide incentives, particularly for smaller businesses and start-ups, that take into account non-capital investments made by those businesses.

**Strategy 1.2: Identify Infrastructure Needs to Enhance Economic Development. (Mid-Term)**

Action Item Status: Complete (1 of 1 completed)

Update: The single action item for this strategy involved continuing efforts to develop the Brookwood Business Park. The City worked with an engineering firm to produce plans for the next phase of the business park, which includes extending the current road infrastructure to allow for additional site development.

**Strategy 1.3: Seek Out regional cooperation on economic development initiatives. (Mid-Term)**

Action Item Status: Complete (4 of 4 completed)

Update: Staff engaged in conversations with economic development partners about regional industrial park opportunities, promotion of the local aviation industry, and other regional opportunities. Information items on these opportunities were brought to the Finance Committee of the City Council.

**Strategy 1.4: Engage Forsyth County Commission and Winston-Salem/Forsyth County (WS/FC) School Board in policy discussions regarding economic vitality. (Mid-Term)**

Action Item Status: Complete (1 of 1 Completed)

Update: The only action item under this strategy involves convening a joint meeting of the elected boards to discuss issues related to the local economy and poverty reduction. This meeting has not yet been scheduled.

## **Objective 2:** **Promote Downtown Revitalization**

**Strategy 2.1: Assist Downtown Winston-Salem Partnership with retail and commercial recruitment efforts. (Mid-Term)**

Action Item Status: Complete (2 of 2 completed)

Update: Development of multiple projects is underway including the GMAC Building, the Pepper Building, and Merschel Plaza. Staff engaged the Downtown Winston-Salem Partnership regarding marketing opportunities for current and future retail/commercial businesses.

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## **Objective 3:** **Promote Commercial Development in Economically Disadvantaged Areas**

**Strategy 3.1: Evaluate the use of land banking for commercial development. (Mid-Term)**

Action Item Status: Ongoing (0 of 3 completed)

Update: The City has recently purchased two parcels for commercial and/or industrial development. The Planning and Development Services Department is currently identifying potential parcels throughout the city for light industrial development.

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## **Objective 4:** **Enhance Skills of the Workforce**

**Strategy 4.1: Partner with local workforce development training initiatives. (Short-Term)**

Action Item Status: Ongoing (3 of 4 completed)

Update: Staff from the Northwest Piedmont Workforce Development Board provided updates on local workforce development programs. City staff merged the Successful Outcomes After Release (SOAR) and Youth Build training initiatives to align job training resources.

***Strategy 4.2: Promote internship opportunities. (Mid-Term)***

Action Item Status: Complete (2 of 2 completed)

Update: The City implemented a student information technology internship program at WinstonNet labs and convened a meeting with members of the chamber of commerce, school board, and local colleges/universities to discuss internship opportunities.

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**Objective 5:  
Develop and Redevelop Commercial/Industrial Park Sites**

***Strategy 5.1: Continue to partner in development of Whitaker Park Business site. (Short-Term)***

Action Item Status: Complete (3 of 3 completed)

Update: City staff has provided priority assistance for development services activities and continues to work with the Whitaker Park Development Authority on emerging needs.

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**Objective 6:  
Assist Small Businesses with Innovation and Entrepreneurship**

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

Action Item Status: Complete (5 of 5 completed)

Update: Staff completed research and reported to City Council on best practices for recruiting small business, development of new policies, procedures, and marketing for small business loan programs, and reached out for additional partnerships to help promote the creative economy. Additionally, facilitated conversations between local and regional economic development partners are taking place to define the appropriate roles of each organization and provide support to each other as needed.

***Strategy 6.2: Evaluate project-based lending programs (Mid-Term)***

Action Item Status: Ongoing (0 of 1 completed)

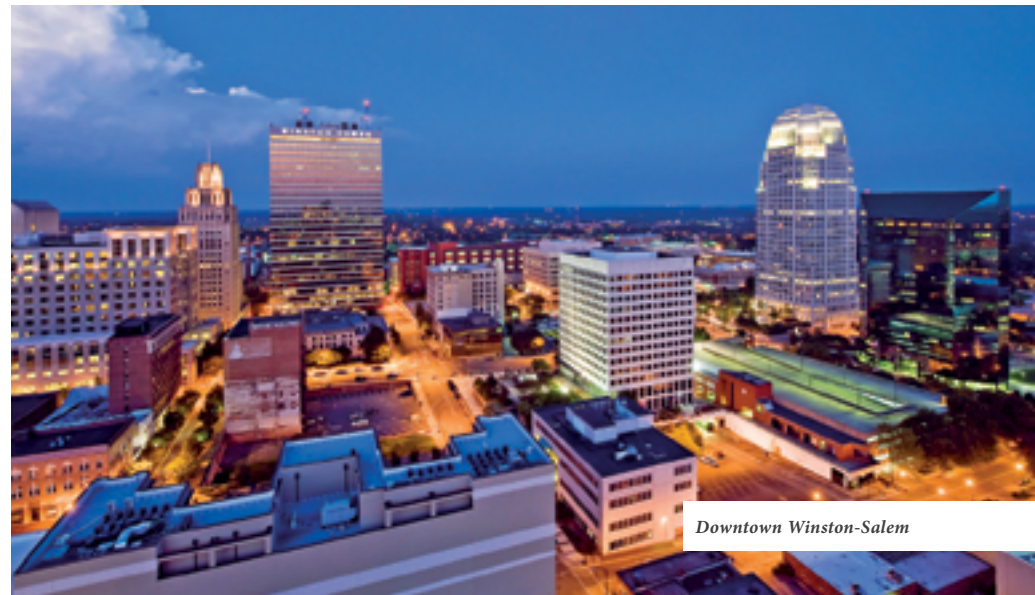
Update: The Finance Committee of the City Council reviewed a draft M/WBE micro-lending policy and provided feedback to staff. Staff is reviewing implementation feasibility of feedback received.

**Objective 7:  
Promote Travel and Tourism**

***Strategy 7.1: Develop travel and tourism promotion strategies. (Mid-Term)***

Action Item Status: Completed (2 of 2 completed)

Update: Staff brought an item to the City Council in February 2019 to review the results of a study commissioned by Visit Winston-Salem that involved a survey and interviews with visitors to the city. The information item also included benchmarking information about the occupancy tax rates levied in the large urban counties in North Carolina.



Downtown Winston-Salem

# SAFE AND SECURE COMMUNITY

## **Objective 1:** **Expand Community Policing**

### ***Strategy 1.1: Expand Police Department community engagement. (Short-Term)***

Action Item Status: Complete (8 of 8 Completed)

Update: The Police Department completed a number of actions items including, but not limited to: engaging neighborhood associations to increase neighborhood watch sign-ups, increasing diversity recruitment efforts, providing implicit bias training for all sworn officers, expanding the Community Priority Patrolling program. The Police Department provided a report to the Public Safety Committee of all of its community engagement strategies.

### ***Strategy 1.2: Enhance gang intervention and prevention strategies. (Mid-Term)***

Action Item Status: Complete (1 of 1 completed)

Update: The Police Department shared current and new gang intervention strategies with the Public Safety Committee.

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## **Objective 2:** **Reduce Crime and Fear of Crime**

### ***Strategy 2.1: Strengthen re-entry and diversion initiatives. (Short-Term)***

Action Item Status: Complete (2 of 2 completed)

Update: Staff from the Police Department and City Attorney's Office met with representatives from the Forsyth County District Attorney's Office to discuss incarceration diversion practices and opportunities. Additional resources for the Successful Outcomes After Release (SOAR) program have increased job training and mentoring opportunities and expanded community partnerships.

### ***Strategy 2.2: Develop plan for district re-alignment. (Mid-Term)***

Action Item Status: Complete (1 of 1 completed)

Update: The Police Department presented a re-alignment from three to four districts to include a center-city district, which could in the new district provide a greater officer presence, assist with coordination of events and university needs, improve community and business relations, and increase the perception of safety.

## **Objective 3:** **Improve Public Safety Service Quality**

### ***Strategy 3.1: Retain qualified personnel. (Short-Term)***

Action Item Status: Complete (2 of 2 completed)

Update: The City Council provided additional resources to increase minimum annual salaries for sworn police and certified fire personnel in addition to the 2% annual public safety supplemental pay adjustment. The Police and Fire Departments have worked with the City's Marketing and Communications Department to seek more diversified applicant pools for trainee classes so that public safety personnel will be more representative of the communities they serve.

### ***Strategy 3.2: Reinforce emergency disaster preparedness. (Short-Term)***

Action Item Status: Ongoing (3 of 4 completed)

Update: The Police Department recently purchased a new mobile command center, and the Emergency Management Department transitioned operations into the new Forsyth County Public Safety Building. The Emergency Management Department received a Multi-Agency Coordinated Terrorist Attack grant and will be conducting multiple trainings over the next two years.

### ***Strategy 3.3: Evaluate infrastructure needs related to public safety. (Mid-Term)***

Action Item Status: Ongoing (1 of 2 completed)

Update: A fire services deployment needs and station location analysis was completed to determine the appropriate placement for a new fire station in the southern part of the city. Voters recently approved bonds to construct the station. The Community Development and Police Departments will partner to review Crime Prevention Through Environmental Design strategies to increase safety, specifically in blighted areas.

### ***Strategy 3.4: Evaluate public safety driving training needs. (Mid-Term)***

Action Item Status: Complete (1 of 1 completed)

Update: Funding was approved in the 2018 referendum to construct a public safety driving training facility.



***Strategy 3.5: Increase public safety data collection and analysis capabilities. (Mid-Term)***

Action Item Status: Ongoing (0 of 2 completed)

Update: The Fire Department is in the process of selecting a vendor to move forward with the implementation of a new fire records management system. The new system will include data analysis and mapping modules. Management review will take place to determine if additional resources are needed to increase analysis capacity.

***Strategy 3.6: Evaluate Fire Operations training facility needs. (Mid-Term)***

Action Item Status: Ongoing (0 of 1 completed)

Update: A future phase of the public safety training complex could include a pre-engineered fire training building with Firefighter Combat Challenge stair tower and other Fire Operations training needs. Design specifications are still under review.

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**Objective 4:  
Enhance Fire Prevention Programs**

***Strategy 4.1: Expand Fire Department community engagement. (Short-Term)***

Action Item Status: Ongoing (2 of 3 completed)

Update: The Fire Department worked with community partners to implement enhanced fire prevention and medical services risk reduction programs at schools, universities, and high-risk occupancy types and populations, which also included review of an enhanced Community Education Team within the Fire Operations Division. The Fire Department and the Marketing and Communications Department are still evaluating alternatives for more effective signage at fire stations.



Fire Station 8



## **Objective 1: Improve Character and Condition of Neighborhoods**

### ***Strategy 1.1: Concentrate efforts in reducing blight in targeted areas. (Short-Term)***

Action Item Status: Ongoing (0 of 3 completed)

Update: The City Council has reviewed a large number of unfit residential structures and proceeded with orders for demolition and removal. The Community Development Department is currently reviewing options to provide for quicker enforcement and abatement actions for code violations, evaluating recommendations for modifications to home rehabilitation programs, and developing strategies for small-area targeted redevelopment. Staff is research the efficacy of the In Rem Repair program.

### ***Strategy 1.2: Create infill development design standards. (Mid-Term)***

Action Item Status: Complete (1 of 1 completed)

Update: The City-County Planning Board reviewed possible infill design standards in 2018. Planning staff intends to bring forward recommendations related to residential infill development standards after Unified Development Ordinance (UDO) formatting and consolidation revisions are completed.

### ***Strategy 1.3: Create guidelines and incentives for disposition of vacant lots. (Mid-Term)***

Action Item Status: Ongoing (1 of 2 completed)

Update: City staff reviewed draft program guidelines and marketed opportunities to sell city lots to adjacent property owners with little success. The Community Development Department has subsequently drafted new program guidelines under which certain adjacent lots would be used for affordable housing development. An information item was brought to multiple committees of the City Council in January 2019, and additional program guidelines and formal policies are still under development.

## **Objective 2: Expand Housing Assistance Programs**

### ***Strategy 2.1: Evaluate implementation of affordable housing study recommendations. (Short-Term)***

Action Item Status: Ongoing (1 of 2 completed)

The housing study and needs assessment, performed by a third-party contractor, identified areas where the City can be involved through public investment and policy to facilitate housing development and improvement. The City will use the information from the study to develop Annual Action Plans from the 2019-2023 Consolidated Housing and Community Development Plan.

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## **Objective 3: Support Public Art/Community Appearance**

### ***Strategy 3.1: Provide additional funding for public art programs. (Short-Term)***

Action Item Status: Complete (2 of 2 completed)

Update: The amount of annual funding for public art in the occupancy tax fund was increased by 10%, or \$5,000. Additionally, staff presented a “Percent for Art” concept under which 1% of the construction cost of capital projects would be set aside for public art projects. At this time, no action has been taken on this concept.

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## **Objective 4: Preserve Historic Resources**

### ***Strategy 4.1: Review historic landmark designation process. (Mid-Term)***

Action Item Status: Complete (1 of 1 completed)

Update: Planning and Development Services staff presented a report titled “Local Historic Landmarks and Other Ways of Recognizing History” that provided information on the current landmark designation process and recommendations to recognize additional historical properties without providing property tax exemptions.

## **Objective 5: Support Inclusion of Community Populations**

### ***Strategy 5.1: Create multi-cultural neighborhoods. (Mid-Term)***

Action Item Status: Ongoing (3 of 4 completed)

Update: As part of the Building Integrated Communities (BIC) engagement, the Human Relations and Information Systems Departments designed and built a digital community resource platform. Staff also presented recommendations to increase accessibility to fair and affordable housing and encourage increased community partner participation in the Affordable and Fair Housing Summit.

### ***Strategy 5.2: Create innovative ways to celebrate culture, people, and history. (Mid-Term)***

Action Item Status: Complete (1 of 1 completed)

Update: The Human Relations and the Marketing and Communications Departments enhanced print and digital marketing strategies to promote multi-cultural events hosted and sponsored by the City, including the International Village and Fiesta festivals.

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## **Objective 6: Expand Open Space and Recreational Facilities**

### ***Strategy 6.1: Improve condition of Parks and Recreation infrastructure. (Short-Term)***

Action Item Status: Ongoing (0 of 1 completed)

Update: A consultant was retained to perform a comprehensive maintenance needs assessment for all City Parks and Recreation assets. That report will be available in spring 2019. The 2018 general obligation bond package included \$31 million dollars in Parks and Recreation funding, a majority of which will be used for facility renewal and parks asset renovations/improvements.

### ***Strategy 6.2: Update the Parks/Open Space Master Plan. (Short-Term)***

Action Item Status: Ongoing (0 of 1 completed)

Update: The Planning and Development Services Department is drafting the update to the County-wide Parks and Open Space Master Plan. Recommendations in the plan will be finalized after a review of information in the comprehensive maintenance needs assessment.

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## **Objective 7: Expand Access to Healthy Food Options**

### ***Strategy 7.1: Develop strategies to expand access to the Fairgrounds Farmers Market. (Mid-Term)***

Action Item Status: Complete (1 of 1 completed)

Update: In May 2017, the Fairgrounds Farmers Market began accepting Supplemental Nutrition Assistance Program (SNAP) payments. A report was provided to the Community Development/Housing/General Government Committee of the City Council detailing program usage.

### ***Strategy 7.2: Increase public education and marketing of healthy food options. (Mid-Term)***

Action Item Status: Complete (2 of 2 completed)

Update: The Mayor and City Council established the Urban Food Policy Council to initiate and promote actions that increase food access, particularly in the urban core. City staff engaged community partners to review and increase awareness to healthy food options through a social media campaign. Additionally, the City is leading a coalition of agencies in the Think Orange campaign to combat hunger in Winston-Salem. MapForsyth also created a healthy foods access interactive mapping tool that provides locations for farmers markets, grocery stores, food pantries, community gardens, and neighborhood vendors that provide healthy food options.

## **Objective 1:** **Protect Land and Reduce Sprawl**

### ***Strategy 1.1: Design guidelines for mixed-use development (Mid-Term)***

Action Item Status: Ongoing (0 of 2 completed)

Update: Items for future action include reviewing peer city mixed-use development policies, proposing UDO changes to make mixed-use development more attractive, and reviewing marketability of mixed-use development provisions.

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## **Objective 2:** **Enhance Air Quality**

### ***Strategy 2.1: Modify transportation strategies to mitigate traffic congestion. (Mid-Term)***

Action Item Status: Ongoing (0 of 1 completed)

Update: Items for future action include evaluating signal systems and transportation infrastructure improvements to improve traffic flow following the completion of the Business 40 project (and associated street changes).

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## **Objective 3:** **Support Green Initiatives**

### ***Strategy 3.1: Evaluate sustainability needs based on STAR Community rating. (Short-Term)***

Action Item Status: Complete (1 of 1 completed)

Update: The city received a rating of three stars (out of five) with priority recommendations related to housing assistance programs for the elderly, conducting a community-wide greenhouse gas emissions inventory, expanding sidewalk infrastructure, and adopting inclusive public engagement guidelines.

### ***Strategy 3.2 Create developer incentives for green and transit-oriented development. (Short-Term)***

Action Item Status: Complete (2 of 2 completed)

Update: A Planning and Development Services report noted that conditions in Winston-Salem, including no premium transit, non-fixed bus stops, and low density, make transit-oriented development problematic; however, the City can continue

to develop multi-modal transportation connections and support density in growth corridors. Developer incentives were created through the Green Building Rebate program, but few developers have used this option given that overall costs exceed rebate amounts.

### ***Strategy 3.3: Provide additional recycling education programming. (Mid-Term)***

Action Item Status: Ongoing (0 of 2 completed)

Update: Items for future action include increased marketing efforts and targeted education programs for youth and non-English speaking populations.

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## **Objective 4:** **Manage Water Quality and Quantity**

### ***Strategy 4.1: Address stormwater runoff and urban stream issues. (Mid-Term)***

Action Item Status: Complete (2 of 2 complete)

Update: City staff has continued to assist residents in pursuing Federal flood abatement grants. Additionally, the Mayor and City Council adopted a non-residential stormwater fee credit policy in 2017 to provide incentives for non-residential customers to reduce the volume and improve the quality of stormwater runoff.

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## **Objective 5:** **Develop Comprehensive Solid Waste Management Strategies**

### ***Strategy 5.1: Review policies for business and multi-family recycling. (Short Term)***

Action Item Status: Complete (3 of 3 completed)

Update: Information on proposed ordinance amendments requiring business and multi-family recycling was presented to the Public Works Committee in August 2017. No action has been taken at this point.

# QUALITY TRANSPORTATION

## **Objective 1: Improve Integrated Road Network**

### ***Strategy 1.1: Develop plan for Business 40 closure and associated transportation changes. (Short-Term)***

Action Item Status: Complete (1 of 1 completed)

Update: Business 40 closure preparations included designs for conversion of one-way streets and additional on-street parking in the downtown area as well as fixed route transit system changes that include increased service on current routes and additional park & ride express services.

### ***Strategy 1.2: Increase resurfacing of City streets. (Short-Term)***

Action Item Status: Complete (1 of 1 completed)

Update: The 2014 and 2018 bond referenda have provided a combined \$37.8 million in street resurfacing and concrete street rehabilitation funding. Information presented during budget deliberations showed that the City's average pavement condition rating is slightly higher than the North Carolina Benchmarking Project peer cities group. Information was also presented on increased revenue generation authority from the State in the form of additional motor vehicle privilege taxes.

### ***Strategy 1.3: Evaluate handicapped parking options. (Mid-Term)***

Action Item Status: Complete (3 of 3 completed)

Update: The City reviewed handicapped parking options in the downtown areas and in neighborhoods. Additional spaces were added downtown and changes were made to the on-street handicapped parking ordinance.

## **Objective 2: Expand Bike/Sidewalk/Greenway Network**

### ***Strategy 2.1: Increase investment in pedestrian transportation options. (Short-Term)***

Action Item Status: Complete (2 of 2 completed)

Update: City DOT staff presented future connectivity options for sidewalk and greenway networks to the Public Works Committee, which included a funding options analysis. The 2018 general obligation bond package included \$8 million in

pedestrian transportation improvements. The City has also recently constructed the Waughtown Connector and extensions to the Muddy Creek Greenway.

## **Objective 3: Enhance Public Transit**

### ***Strategy 3.1: Review Winston-Salem Transit Authority route frequency and funding. (Short-Term)***

Action Item Status: Complete (2 of 2 completed)

Update: Revisions to transit routes became effective in January 2017. Staff now provides a quarterly report on transit ridership by route for the City Council.

### ***Strategy 3.2: Enhance multi-modal transportation options and regional connectivity. (Short-Term)***

Action Item Status: Complete (2 of 2 completed)

Update: The Union Station multimodal transportation center project is nearing completion. City and WSTA staff reviewed new routes with PART to review options for better coordination with regional express routes.

### ***Strategy 3.3: Review bus shelter placement and overall transit structure. (Mid-Term)***

Action Item Status: Complete (2 of 2 complete)

Update: Contracts for site preparation and installation of bus shelters for 19 locations were approved in January 2019. The City's Attorney's Office provided guidance on the viability of revenue generation from advertising on bus shelters.



## Objective 1:

### Ensure Service Delivery Efficiency and Effectiveness

#### *Strategy 1.1: Close feedback loop with citizens. (Short-Term)*

Action Item Status: Ongoing (2 of 3 completed)

Update: Results for a resident survey administered in 2018 showed overall that residents were happy with City services but revealed opportunities for improvements. The Information Systems Department and City Link are implementing a new service request management application that will provide increased feedback to residents on work status.

#### *Strategy 1.2: Update website, social media, and other resident communication strategies. (Short-Term)*

Action Item Status: Ongoing (2 of 3 completed)

Update: A revamped City website with more intuitive, user-friendly interface and enhanced search capability is scheduled for release in September 2019. The Marketing and Communications Department has increased the frequency of targeted social media placement, added the Next Door application to all City social media accounts, and is analyzing weekly data on impressions and engagements to extend its reach. Staff is currently reviewing additional strategies for improving communications during emergency events.

#### *Strategy 1.3: Update automated meter reading. (Mid-Term)*

Action Item Status: Complete (2 of 2 completed)

Update: The Utilities Department has restructured billing and customer services functions, and is working with a consultant to identify required assets/infrastructure, select appropriate software applications, and develop processes to create an advanced meter infrastructure pilot project.

## Objective 2:

### Enhance Employee Professional Development and Training

#### *Strategy 2.1: Enhance employee professional development to include mission, vision, and value statements. (Mid-Term)*

Action Item Status: Complete (4 of 4 completed)

Update: The Human Resources department retooled new employee orientation materials to focus on the City's organizational values and mission. As part of this process, the City Manager's Office created a video demonstrating City values in action through employees' daily work activities. The Customer Service Excellence initiative was revitalized by consolidating the "keys" to service excellence and re-training on customer-focused orientation.

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## Objective 3:

### Maintain City's Financial Strength

#### *Strategy 3.1: Review feasibility of [2018] general obligation bond issuance for capital projects. (Short-Term)*

Action Item Status: Complete (1 of 1 completed)

Update: The \$122 million general obligation bond package was passed by voters in November 2018.

#### *Strategy 3.2: Review overall City revenue structure. (Mid-Term)*

Action Item Status: Complete (1 of 1 completed)

Update: The Budget and Evaluation Office authored a report showing comparative reliance on different revenue types in peer jurisdictions and reviewed presently unused revenue options, some of which require additional statutory authority. The City Council adopted as a 2019 legislative priority to request additional local option sales tax authority for municipalities.

**Objective 4:**  
**Expand Policy and Oversight and Reporting Mechanisms**

*Strategy 4.1: Evaluate government efficiency including systematic data review.  
(Short-Term)*

Action Item Status: Ongoing (1 of 2 completed)

Update: The Office of Performance and Accountability was created in March 2017 to increase the use of data in decision-making processes and to assist in process improvement projects. The City's performance indicators report was redesigned to align with the City Council's strategic focus areas and to include more data and visualizations on city program workload, efficiency, and effectiveness. A project is underway to re-align key performance indicators and develop a cross-departmental performance analytics framework.



Utilities workers repairing pipe

# STRATEGIC PLAN STATUS

## Economic Vitality and Diversity Focus Area

Action Item		Short/Mid-Term Priority	Status
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.	Short	Completed
1.1.2	Evaluate policy for economic development projects based upon median salary instead of average salary.	Short	Completed
1.1.3	Present recommendations to City Council regarding policies related to non-capital investments and other revisions.	Short	Ongoing
1.1.4	Promote new economic development policies related to non-capital investments and other revisions.	Short	Ongoing
1.2.1	Continue efforts to develop Brookwood Business Park at the Smith Reynolds Airport.	Mid	Completed
1.3.1	Research feasibility of regional industrial park development.	Mid	Completed
1.3.2	Identify and enhance economic development opportunities with Piedmont Triad Regional Council and Piedmont Triad Partnership.	Mid	Completed
1.3.3	Expand efforts to promote aviation industry in the Piedmont Triad area.	Mid	Completed
1.3.4	Work with regional economic development organizations to identify opportunities for regional economic development.	Mid	Completed
1.4.1	Host a meeting with representatives from Forsyth County and the WS/FC School board.	Mid	Completed
2.1.1	Assist Downtown Winston-Salem Partnership with retail and commercial recruitment efforts.	Mid	Completed
2.1.2	Assist, as requested, with redevelopment of the GMAC Building, Pepper Building, Merschel Plaza, and other redevelopment projects in the downtown area.	Mid	Completed
3.1.1	Identify parcels for potential development.	Mid	Ongoing
3.1.2	Identify funding for a land banking initiative.	Mid	Ongoing
3.1.3	Present land banking concept to City Council.	Mid	Ongoing
4.1.1	Merge the City's current Youth Build and Successful Outcomes After Release (SOAR) programs.	Short	Completed
4.1.2	Identify partnerships with local workforce development agencies.	Short	Completed
4.1.3	Perform comprehensive review of options for Summer Youth Employment Program.	Short	Ongoing
4.1.4	Work with Piedmont Triad Regional Council to provide a report on Northwest Piedmont Workforce Development Board's activities and outcomes.	Short	Completed
4.2.1	Implement a student information technology internship program for City WinstonNet labs.	Mid	Completed
4.2.2	Convene a meeting with the Winston-Salem Chamber of Commerce, Winston-Salem/Forsyth County School Board, and local universities and colleges.	Mid	Completed
5.1.1	Provide regular updates on Whitaker Park development.	Short	Completed
5.1.2	Support and provide staff assistance as appropriate for infrastructure needs and business marketing strategies.	Short	Completed

## STRATEGIC PLAN STATUS

### Safe and Secure Community Focus Area

Action Item		Short/Mid-Term Priority	Status
5.1.3	Give priority assistance for zoning, permitting, plan review, inspections, and other City development review functions to Whitaker Park projects.	Short	Completed
6.1.1	Report on best practices for recruiting small businesses.	Short	Completed
6.1.2	Evaluate policies and procedures related to small businesses.	Short	Completed
6.1.3	Develop a new marketing strategy for small business assistance programs.	Short	Completed
6.1.4	Evaluate the feasibility of City involvement in development of a maker or incubator space.	Short	Completed
6.1.5	Develop partnerships to promote entrepreneurship and the creative economy.	Short	Completed
6.2.1	Develop program guidelines for a project-based lending program and present to City Council.	Mid	Ongoing
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.	Mid	Ongoing
7.1.2	Review current City appropriations used for travel and tourism programs and compare to benchmarks from other cities.	Mid	Ongoing

Action Item		Short/Mid-Term Priority	Status
1.1.1	Increase neighborhood watch sign-ups and memberships.	Short	Completed
1.1.2	Engage the community through expansion of the Police Athletic League.	Short	Completed
1.1.3	Increase Police Department capabilities in Spanish language and cultural competency.	Short	Completed
1.1.4	Increase diversity in the Police department through additional recruitment efforts.	Short	Completed
1.1.5	Provide officer training in implicit bias, community policing, and other community relations strategies.	Short	Completed
1.1.6	Continue to develop outreach efforts to specific populations.	Short	Completed
1.1.7	Expand existing community policing programs such as Trust Talks, Walk and Talk, and Community Priority Patrolling.	Short	Completed
1.1.8	Report to City Council on additional community engagement strategies.	Short	Completed
1.2.1	Report on additional strategies that can be undertaken to reduce gang affiliation and violence.	Mid	Completed
2.1.1	Provide a report to City Council on the Successful Outcomes After Release (SOAR) program.	Short	Completed
2.1.2	Coordinate a meeting with the Forsyth County District Attorney's Office and other local government jurisdictions to discuss incarceration diversion programs.	Short	Completed



Action Item		Short/Mid-Term Priority	Status
2.2.1	Review the implementation plan for a fourth Police district and provide additional analysis regarding enhanced services and expected outcomes.	Mid	Completed
3.1.1	Review and implement strategies related to public safety pay included in the most recent compensation study.	Short	Completed
3.1.2	Report on increased Police Department recruitment strategies.	Short	Completed
3.2.1	Apply for Federal Department of Homeland Security Program to Prepare Communities for Complex Coordinated Terrorist Attacks grant.	Short	Completed
3.2.2	Perform a regional, coordinated, multi-agency terrorist attack training event.	Short	Ongoing
3.2.3	Evaluate mobile command center needs.	Short	Completed
3.2.4	Provide a report on the transition of Emergency Management Department operations and emergency operations center to the Forsyth County Public Safety Facility.	Short	Completed
3.3.1	Review Crime Prevention Through Environmental Design (CPTED) strategies and identify areas within the city where strategies could be implemented.	Mid	Ongoing
3.3.2	Conduct a fire deployment needs analysis to include a station location assessment.	Mid	Completed
3.4.1	Identify an area suitable for providing driver training needs for Police and Fire Departments and secure funding.	Mid	Ongoing

Action Item		Short/Mid-Term Priority	Status
3.5.1	Replace current obsolete Fire Department records management system.	Mid	Ongoing
3.5.2	Review the need for additional public safety resources to enhance operational and project based analysis.	Mid	Ongoing
3.6.1	Review the need for an additional, more centrally located skills enhancement facility. Provide design specifications and identify potential sites.	Mid	Completed
4.1.1	Evaluate the creation of a Community Education Team to provide additional resources for community education programming.	Short	Completed
4.1.2	Increase signage at City fire stations to enhance community presence.	Short	Ongoing
4.1.3	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.	Short	Completed

# STRATEGIC PLAN STATUS

## *Livable Neighborhoods Focus Area*

Action Item		Short/Mid-Term Priority	Status
1.1.1	Evaluate best practices in concentrated blight reduction efforts.	Short	Ongoing
1.1.2	Evaluate and make recommendations for expansion of the in rem repair program.	Short	Ongoing
1.1.3	Present report on Transforming Urban Residential Neighborhoods (TURN) Program, including program modifications	Short	Ongoing
1.2.1	Review current Unified Development Ordinances related to infill design standards and present recommendations for changes to City Council.	Mid	Completed
1.3.1	Consider requests for reuse of City lots for urban farming, community gardens, and orchards.	Mid	Ongoing
1.3.2	Develop a policy to sell adjacent lots if there is building within a year.	Mid	Completed
2.1.1	Evaluate proposals for a housing study and recommend award of contract.	Short	Completed
2.1.2	Incorporate recommendations from the housing study into the Consolidated Housing and Community Development Plan.	Short	Ongoing
3.1.1	Present a set aside policy for City construction projects.	Short	Completed
3.1.2	Increase contribution of occupancy tax revenues to the Public Art Fund.	Short	Completed
4.1.1	Present recommendations for revisions to the historic landmark designation process to City Council.	Mid	Completed
5.1.1	Develop citywide affordable housing programs.	Mid	Ongoing

Action Item		Short/Mid-Term Priority	Status
5.1.2	Present recommendations from the Affirmatively Furthering Fair Housing (AFFH) report on creating equal accessibility to fair and affordable housing.	Mid	Completed
5.1.3	Explore engagement of additional community partners in the Affordable and Fair Housing Summit.	Mid	Completed
5.1.4	Develop digital community resource center to enhance communications and promote civic participation.	Mid	Completed
5.2.1	Expand marketing efforts for current City events and programs.	Mid	Completed
6.1.1	Undertake a comprehensive review of Parks and Recreation infrastructure needs and make recommendations for improvements.	Short	Ongoing
6.2.1	Engage in a collaborative effort to update the Winston-Salem and Forsyth County Parks and Open Space Plan.	Short	Ongoing
7.1.1	Report on SNAP/EBT usage at Fairgrounds Farmers Market.	Mid	Completed
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.	Mid	Completed
7.2.2	Report on Liberty Street Vendors Market activity.	Mid	Completed

# STRATEGIC PLAN STATUS

## Healthy Environment Focus Area

Action Item		Short/Mid-Term Priority	Status
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.	Mid	Ongoing
1.1.2	Market existing policies with mixed-use development provisions.	Mid	Ongoing
2.1.1	Evaluate signal system and transportation infrastructure improvements to improve traffic flow at most congested intersections.	Mid	Ongoing
3.1.1	Identify future actions that could increase the City's overall STAR Community score.	Short	Completed
3.2.1	Provide additional study of parking requirements for transit development.	Short	Completed
3.2.2	Research best practices and policies in other jurisdictions that have transit-oriented development incentives and green incentives for construction projects.	Short	Completed
3.3.1	Increase marketing efforts for current recycling education programs.	Mid	Ongoing
3.3.2	Design additional recycling education programming focused on schools, recreation centers, and non-English speaking populations.	Mid	Ongoing

Action Item		Short/Mid-Term Priority	Status
4.4.1	Evaluate a policy to provide incentives for retrofitting stormwater systems.	Mid	Completed
4.1.2	Continue to pursue Federal Emergency Management Agency (FEMA) Flood Abatement Grants.	Mid	Completed
5.1.1	Revise City policies to require recycling stations as part of site plan approvals.	Short	Completed
3.5.2	Consider the use of an availability fee for business and multi-family recycling.	Short	Completed
3.6.1	Draft an ordinance for consideration by City Council to mandate business recycling.	Short	Completed

# STRATEGIC PLAN STATUS

## *Quality Transportation Focus Area*

Action Item		Short/Mid-Term Priority	Status
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.	Short	Completed
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.	Short	Completed
1.3.1	Determine if City downtown streets will accommodate implementation of handicapped parking.	Mid	Completed
1.3.2	Determine legality of event-based handicapped parking restrictions.	Mid	Completed
1.3.3	Evaluate the need for additional pay stations.	Mid	Completed
2.1.1	Provide connectivity and safety analysis of future pedestrian transportation improvements including both sidewalks and greenways.	Short	Completed
2.1.2	Identify additional revenue sources for pedestrian transportation capital improvements.	Short	Completed
3.1.1	Provide quarterly reports analyzing transit ridership by route.	Short	Completed

Action Item		Short/Mid-Term Priority	Status
3.1.2	Provide a report analyzing potential revisions to transit routes to optimize ridership and responsiveness without additional resource increases.	Short	Completed
3.2.1	Provide a report on increased coordination efforts with Piedmont Area Regional Transit Authority.	Short	Completed
3.2.2	Provide status updates on opening of Union Station multi-modal transit facility.	Short	Completed
3.3.1	Evaluate the viability and potential revenue generated by allowing advertising on bus shelters.	Mid	Completed
3.3.2	Evaluate design and location of bus shelters based on customer needs.	Mid	Completed



# STRATEGIC PLAN STATUS

## Service Excellence Focus Area

Action Item		Short/Mid-Term Priority	Status
1.1.1	Conduct a city-wide citizen satisfaction survey. Analyze and report on results to City Council.	Short	Completed
1.1.2	Evaluate best practices for citizen contact centers. Include a report on resident feedback mechanisms.	Short	Completed
1.1.3	Review information request mechanism for elected officials and make recommendations to increase the timeliness of feedback.	Short	Ongoing
1.2.1	Review City website needs and propose redesigning the website to provide better communication strategies.	Short	Ongoing
1.2.2	Increase the usability of the City website's search function.	Short	Completed
1.2.3	Develop a strategy to train City Link staff to be social media liaisons.	Short	Completed
1.3.1	Re-align utility billing and metering operations within the Utilities Department to provide comprehensive oversight of customer service operations.	Mid	Completed
1.3.2	Begin implementation of Automated Meter Infrastructure (AMI) project.	Mid	Completed
2.1.1	Make changes to new employee orientation program to highlight the mission and vision of the organization.	Mid	Completed
2.1.2	Revitalize the Customer Service Excellence initiative.	Mid	Completed
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.	Mid	Completed
2.1.4	Review quarterly supervisor training programs to promote the City's mission and vision.	Mid	Completed

Action Item		Short/Mid-Term Priority	Status
3.1.1	Provide a report to City Council on proposed bond projects and associated costs.	Short	Completed
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.	Mid	Completed
4.1.1	Re-align resources to establish a new office to position the City to better utilize data and evidence to manage operations.	Short	Completed
4.1.2	Develop performance management continuous improvement model and open data reporting strategies.	Short	Ongoing



Winston-Salem