STRAIGHTIC PLANNING
FINAL REPORT
2017

prepared by inVeritas®
March 2017
March 21, 2017

City of Fayetteville
Mayor Lioneld Jordan
c/o Chief of Staff Don Marr
dmarr@fayetteville-ar.gov

Re: Facilitated Planning Session Report

Dear Mayor Jordan,

It has been a pleasure working with you and the city council to develop your strategic plan for the City of Fayetteville. We are pleased to submit our final report with findings and recommendations.

You have made great progress in identifying guiding principles and priorities that will guide you and the council in future strategic planning and policy development.

Please know that we remain available to assist you as you continue to refine these strategic principles either through additional planning sessions or in a consulting capacity.

Please let us know if you have any questions. Again, thank you for the opportunity to work with the City of Fayetteville.

Sincerely,

Ruth Whitney

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METHODOLOGY

inVeritas was engaged by the City of Fayetteville to conduct strategic planning for its city council members and leadership. During February 2017, our moderators conducted one-on-one sessions with each of the City’s eight council members and the mayor to ascertain individual priorities and goals for the city. The sessions were conducted based on a City-approved questionnaire focusing on the City’s current master plans and strategic priorities.

On March 3-4, 2017, inVeritas moderated a day-and-a-half strategic planning session with Mayor Jordan and six city council members.

The following individuals participated and contributed to the contents of this report:

PRE-SESSION INTERVIEWS

Mayor Lioneld Jordan Conducted February 28
Council Member Sarah Bunch Conducted February 21
Council Member Adella Gray Conducted February 21
Council Member Mark Kinion Conducted February 21
Council Member John La Tour Conducted February 28
Council Member Alan Long Conducted February 23
Council Member Sarah Marsh Conducted February 21
Council Member Matthew Petty Conducted February 13
Council Member Justin Tennant Conducted February 26

SESSION ATTENDEES

Mayor Lioneld Jordan
Council Member Sarah Bunch
Council Member Adella Gray
Council Member Mark Kinion
Council Member Sarah Marsh
Council Member Matthew Petty
Council Member Justin Tennant
FA YETTEVILLE VISION 2050

STRATEGIC RECOMMENDATIONS

During February and March 2017, inVeritas conducted strategic planning with the City of Fayetteville. Through the process, the mayor and council members identified specific priorities and guiding principles to guide policies and decision making to the year 2050. The following pages reflect the City’s forward-looking vision and an overview of the City’s primary focus areas.

While much progress was made, we recommend the City take the following action to build on its work.

Recommendations

- **REFINEMENT OF MISSION & VISION:** inVeritas recommends further refinement of the City’s mission and vision statements. The process may involve public input to ensure the statements align with the values of the citizens.

- **COMMUNICATIONS & MARKETING STRATEGY:** The City should develop and implement a comprehensive communications and marketing strategy to maximize the value the public relations of its activities and to identify targeted audiences.

- **INTERNAL ORGANIZATIONAL REVIEW:** The City should conduct an internal review of organizational effectiveness to address issues identified by the Council. The review should make recommendations for new policies and programs the City should implement and identify and eliminate ineffective programs or policies.

- **ADDITIONAL PLANNING SESSIONS:** inVeritas recommends the City conduct additional planning sessions to identify the specific guiding principals, priorities, focus areas and means it would like to develop and execute in the next two and five years timeframes.

VISION STATEMENT

The City’s vision provides the framework for the future planning. It should guide future policy, projects and plans, decisions and actions, and operations looking forward to the year 2050. Based on comments from the Mayor and City Council, inVeritas compiled the following suggested vision statement:

*To keep Fayetteville a vibrant and welcoming city that encourages diversity, creativity, and innovation while providing our citizens the opportunity to thrive*

*Subject to final approval by City Council*
FAYETTEVILLE VISION 2050
GUIDING PRINCIPLES

During 2017 strategic planning, the Mayor and members of the Fayetteville City Council developed eleven guiding principles for Fayetteville’s new Vision 2050 plan. The principles were based on existing principles from the 2003 Strategic plan along with additional principles developed by this Council. These principles will guide the City’s vision for future policy, projects and planning, decisions and actions, and operations. For each of these principles, we have identified both the focus areas and the means to achieve these strategies.
Maintaining a strong, diverse and growing local economy was the single most important principle and goal identified by council members for the City's success.

FOCUS AREAS

- Business retention and attraction
- Entrepreneurship and innovation
- Lifestyle quality
  - Age-friendly city
  - Affordable housing
- Education/workforce
- Arts and culture
- Sustainability
- Marketing and communications

MEANS

- Code improvements
- Cooperation with local schools
  - Workforce training and development, especially for technical and skilled trades and forward-thinking skills
- Embracing new, innovative technology and prototyping
- Encourage the importance of a creative economy
- Improved communications
- Improved staff training
- Metrics for performance measurement
- Regional coordination
- Tax incentives for revitalization
A naturally beautiful city was recognized as another important principle for the City’s success.

**FOCUS AREAS**
- Protecting the City’s natural beauty and heritage
- Appropriate infill and revitalization
- Livable transportation network
- Enduring green network
- Attainable housing
- Discouraging sprawl while protecting choice

**MEANS**
- Code improvements (downtown and non-downtown)
  - Consistent design codes
- Emphasize low-impact design manual
- Suggested design standards and mandatory design review
- Metrics for performance measurement
- Reconsider commercial zones
- Restrictions where development pays for infrastructure maintenance
- Turnkey development processes
Well-maintained city infrastructure and facilities and transportation is recognized as another important principle with council members noting the City needs to address its aging infrastructure.

### FOCUS AREAS
- Affordable broadband
- Maintenance of current infrastructure and facilities
- Improved sidewalks and overall City walkability
- Improved streets
- Improved playgrounds, parks and trail infrastructure
- Future street plans

### MEANS
- Making broadband affordable and accessible
- Maintenance of current infrastructure as a preference to building new
- Short-term tax incentives to encourage development and revitalization of existing infrastructure
- Ensuring new development pays for infrastructure maintenance
- Implementing a program for street repair, rehabilitation and construction
- Developing a long-term plan to improve efficiency and upkeep of all City facilities
Greater Ease of Mobility through an Effective Transportation System is the fourth principle identified by the Council.

**FOCUS AREAS**

- City walkability
- Effective traffic flow
- Public transportation
- Regional transit
- Transportation mode share

**MEANS**

- Development of a transportation master plan
  - Transit hubs
  - Corridor-oriented express routes
- Feasibility studies
- Public/private partnerships
- Regional coordination
- Identify and allocate spending based on desired mode share
Council members were in agreement that a financially sustainable government providing top-notch citizen services is a vitally important principle for future planning.

**FOCUS AREAS**

- Balanced enterprise fund and general fund budget
- Funding for capital projects
- Funding for infrastructure improvements
- Identification of new (diverse) sources of revenue
- Maximizing revenue sources
- Providing exceptional services to citizens

**MEANS**

- “Do the Math” – ensuring long-term budget can sustain future planning
- Updating fiscal policy guidelines
- Encouraging focused and directed public input
- Maximizing potential of revenue sources, such as property taxes
- Lessening dependency on sales tax
- Ensuring salary and market studies are more granular
- Identifying and maximizing use of grants
- Postponing discussion of salary increases until year is closed out
Providing a quality public school system was another important principle recognized by the council.

FOCUS AREAS

- Maintaining high quality public education
- Having a school in every neighborhood
- Healthy environment for children
- Technical and skilled trades

MEANS

- Code and infrastructure planning to promote safety and effective traffic flow around public schools
- Collaboration and coordination with school boards through regular quarterly meetings
- Recognizing education’s impact on City
- Support and resources for students who are ready to learn
- Support for technical education and skilled trades as an alternative to college preparation
A reputation as a safe community is another principle vital to Fayetteville’s long-term vision.

**FOCUS AREAS**
- National reputation as a safe community
- Safety and security of citizens
- Responsive emergency services
- Walkable community

**MEANS**
- Addressing poverty and homelessness
- Cleaning up derelict areas
- Establishing population nodes along trails
- Investment in infrastructure to eliminate “broken-window effect”
- Investments in police/fire resources
- Revitalizing South Fayetteville
Council members recognize the quality of life of Fayetteville as a major draw for residents and tourists alike.

**FOCUS AREAS**

- Creative Economy
- Downtown/Dickson Street
- South Fayetteville
- Urban spaces
- Recreation: parks, trails and public spaces

**MEANS**

- Addressing infrastructure
- Better communication about activities
- Collaboration and coordination with Experience Fayetteville and Parks and Recreation
- Commitment to quality parks, trails and recreation opportunities
- Creating and maintaining a quality downtown
- Creating identity moments and maximizing experiences through public art
- Developing a public commons
- Educating the public on the value of a creative economy
- Expanding arts and culture beyond downtown
- Support for the Fayetteville’s arts and culture scene
- Support for a performance arts campus
Council members developed pathways to prosperity as a new principle in 2017 to address the City's vision of helping all citizens thrive and reducing poverty.

FOCUS AREAS

- Access to quality healthcare
- Broad educational opportunities
- Poverty rate as a metric
- Quality, affordable childcare
- Reduction in poverty rate
- Reduction in food insecurity
- Safe and adequate housing
- Technical workforce training

MEANS

- Addressing the achievement gap
- Affordable broadband
- Building strong neighborhood centers through appropriate infill
- Code and zoning review to encourage development of affordable housing
- Oversight of rental property; registry; warranties of habitability
- Metrics for performance measurement
- Training and education initiatives for current workforce
- Work with school boards to improve education and programs
The University of Arkansas was consistently mentioned as being one of the City's biggest strengths, however, the majority of council members recognize they have little control over what happens at the University. As a result, a new principle was developed as Education, Research and Healthcare Excellence.

**FOCUS AREAS**
- University of Arkansas
- University of Arkansas for Medical Sciences (UAMS)
- Arkansas Children's Hospital
- Reduction in brain drain

**MEANS**
- Expanding healthcare opportunities
- Exploring new and innovative opportunities, such as becoming a green medical hub or focusing on integrated healthcare
- More communication with current students to encourage involvement in community
- Regional coordination
- Reducing the size and reconsidering the scope of Town and Gown committee
- Strong partnerships and coordination with the University of Arkansas, UAMS, and Arkansas Children’s Hospital
The final guiding principle proposed by the Council recognized the importance of preserving the environment.

**FOCUS AREAS**

- Climate action plan
- Maintaining and preserving ecosystem and natural resources
- Pollution reduction
- Protecting environment
- Sustainability

**MEANS**

- Reduction in dependence on nonrenewable resources
- Expansion and improvements to recycling program
- Encouraging low-impact development
Strategic planning also focused on the quality of city operations. The Council would like to see the following areas addressed to improve operations and organizational effectiveness.

FOCUS AREAS

- Communications
- Community engagement
- Organizational effectiveness

MEANS

- Improvements to City’s communications initiatives – expanding channels
  - Newsletter
    - Review of effectiveness and transforming format
  - Digital and social media
  - More mobile workshops
  - Website
  - User-friendly methods of obtaining information
- Embracing technology, pilot programs and prototyping
- Staff concierge
- Staff training
- Communications between department heads to address issues of “siloed departments”
- Reduction in barriers to entry/red tape
- Streamlining processes
- Retaining good, quality staff
- Use proper parliamentary procedure during meetings
- Citizen committee reviews