



**STRATEGIC PLAN 2006 – 2009**  
**MAJOR FOCUS AREAS AND STRATEGIES**

**FINAL UPDATE**  
**JANUARY 2010**

## ECONOMIC VITALITY AND DIVERSITY

	STRATEGIES	ACTION PLANS	BEHIND SCHEDULE	ON TARGET	COMPLETE	SCHEDULE DETAILS
EVD-1	Assess current state of local economy and actively identify target economic sectors, workers who address that potential, and aggressive marketing strategies. (Derwick Paige: 747-7473)	Work with appropriate community partners to identify and recruit core economic sector.		•		p. 8
EVD-2	Examine joint regional marketing and recruiting strategies; identify opportunity for sharing costs/revenues. (Derwick Paige: 747-7473; Greg Turner: 747-6866)	(See Strategy)			•	p. 9
EVD-3	Solidify and continue downtown revitalization efforts. (Derwick Paige: 747-7473)	(See Strategy)		•		p. 10
EVD-4	Focus on completing established redevelopment plans for inner-city areas and provide more economic opportunity for inner-city residents. (Derwick Paige: 747-7473)	(See Strategy)		•		p. 11
EVD-5	Plan/implement efforts in Revitalizing Urban Commercial Areas (RUCA). (Derwick Paige: 747-7473)	(See Strategy)		•		p. 12
EVD-6	Strengthen transportation infrastructure including bus, bicycle, and rail (streetcar and regional). (Greg Turner: 747-6866)	Promote pedestrian/non-motorized transportation.		•		p. 13
		Facilitate street and highway construction to enhance safety, reduce congestion, and improve air quality.		•		p. 14
		Promote mass transit.		•		p. 15

## SOCIAL VITALITY

	STRATEGIES	ACTION PLANS	BEHIND SCHEDULE	ON TARGET	COMPLETE	SCHEDULE DETAILS
SV-1	Work with criminal justice system to develop strategies to address juvenile issues, re-entry after incarceration, gang activity, vandalism, and decay/crime issues in neighborhoods. (Scott Cunningham: 773-7828)	Lead community-wide initiative to address growing gang activity.		•		p. 16
		Seek opportunities to partner with organizations/agencies such as United Way, LISC, Neighbors for Better Neighborhoods, Center for Community Safety, and C.H.A.N.G.E. to address neighborhood-related issues.		•		p. 17
		Enhance neighborhood partnerships.		•		p. 18
		Enhance efforts to assist the re-entry of felons before and after incarceration.		•		p. 19
		Enhance efforts to work with juveniles.		•		p. 20
SV-2	Implement Ten-Year Plan to End Chronic Homelessness. (Derwick Paige: 747-7473)	(See Strategy)		•		p. 21
SV-3	Use Human Relations Commission and other resources/agencies to develop/implement strategies for reaching out to Hispanic population, identify service needs, and promote interracial understanding. (Derwick Paige: 747-7473)	(See Strategy)		•		p. 22
SV-4	Complete and implement parks, open space, and greenways plans. (Derwick Paige: 747-7473)	Develop and implement strategy to maintain existing recreational facilities and parks system and to enhance recreational opportunities.		•		p. 23
SV-5	Investigate/evaluate need for support of the arts. (Ann Jones: 747-7090; Martha Wheelock: 747-7384)	Prepare a report that addresses issues related to support for the arts.			•	p. 24
		Evaluate the feasibility of implementing a public art program.			•	p. 25
SV-6	Continue strong housing programs including effort/emphasis on new construction, rehab, and code enforcement. (Derwick Paige: 747-7473)	Optimize neighborhood stability to assure sustainability of physical improvements.		•		p. 26
		Focus on aggressive code enforcement measures.		•		p. 27

## SERVICE EXCELLENCE

	STRATEGIES	ACTION PLANS	BEHIND SCHEDULE	ON TARGET	COMPLETE	SCHEDULE DETAILS
SE-1	Improve service delivery and handling of complaints through e-government tools and other methods. (Dennis Newman: 747-7001)	Utilize e-mail to notify individuals registered through the City's web site of activities or selected topics of interest.			•	p. 28
		Departments capture, track, and report on citizen requests through common software.			•	p. 29
		Advertise one telephone number answered by City staff to access all City services.			•	p. 30
		Use an electronic document for creation of Council agenda books.			•	p. 31
SE-2	Develop a plan for full utilization of space in new police building. (Martha Wheelock: 747-7384)	(See Strategy)	•			p. 32
SE-3	Have annexation area services, including police and fire facilities, ready to go on effective date, and place new areas within ward boundaries as soon as possible. (Lee Garrity: 747-7380)	(See Strategy)			•	p.33
SE-4	Set specific collection goals for leaves/brush. (Greg Turner: 747-6866)	(See Strategy)			•	p. 34
SE-5	Publicize rules/procedures under existing ordinances; enforce codes on books. (Martha Wheelock: 747-7384)	(See Strategy)			•	p. 35
SE-6	Make law enforcement more comprehensive. (Scott Cunningham: 773-7828)	Enhance collaboration with other agencies.		•		p. 36

## ENVIRONMENT

	STRATEGIES	ACTION PLANS	BEHIND SCHEDULE	ON TARGET	COMPLETE	SCHEDULE DETAILS
EN-1	Examine stormwater and floodplain management issues, and develop policies/funding to address them. (Greg Turner: 747-6866)	Evaluate stormwater maintenance policy as it relates to private property and present policy revision options.		•		p. 37
		Investigate assistance options for homeowners that are incurring damages from flooding.			•	p. 38
		Increase citizens' awareness regarding the purchase of property with stormwater devices or drainage easements on the property.		•		p. 39
		Create electronic database of existing structures located within FEMA mapped Special Flood Hazard Areas.		•		p. 40
		Evaluate appropriateness of the ten-year storm as the City's design standard.			•	p. 41
		Complete benchmarking study to review existing stormwater regulations.			•	p. 42
		Revise stormwater policy to address structural controls for planned residential developments.			•	p. 43
EN-2	Take actions to improve air quality, protect water quality, and protect sensitive lands. (Greg Turner: 747-6866; Derwick Paige: 747-7473)	Promote transportation air quality projects.		•		p. 44
		Promote water quality projects.		•		p. 45
		Develop regulations to protect sensitive lands.			•	p. 46
		Establish an enforcement program to control off-site sedimentation for all single-family construction sites.		•		p. 47
EN-3	Combat sprawl through careful infill development and improved planning. (Paul Norby: 747-7061)	Complete and adopt infill development regulations applicable to appropriate growth management areas in <i>Legacy</i> .			•	p. 48
		Complete and adopt zoning regulations for traditional neighborhood developments.			•	p. 49

## ENVIRONMENT *(Continued)*

STRATEGIES		ACTION PLANS	BEHIND SCHEDULE	ON TARGET	COMPLETE	SCHEDULE DETAILS
EN-3	<i>(Continued)</i> Combat sprawl through careful infill development and improve planning. (Paul Norby: 747-7061)	Complete and adopt revisions to the mixed-use zoning district.			•	p. 50
		Complete and adopt revisions to the current regulations for planned residential density developments that incorporate and encourage use of open space planning concepts.			•	p. 51
		Adopt new on-premise signage regulations.			•	p. 52
		Complete all remaining central city area plans (NE, SW, and NW).		•		p. 53
		Revise central industrial zoning district as a central research park district.			•	p. 54
		Study and make recommendations for overhaul of parking requirements applicable to older, existing commercial areas.			•	p. 55
EN-4	Identify dumping issues in neighborhoods, and develop strategies to eliminate and prevent them. (Derwick Paige: 747-7473)	(See Strategy)		•		p. 56
EN-5	Make more effective use of landfill and recycling program and define how funded. (Greg Turner: 747-6866)	(See Strategy)			•	p. 57

## GOVERNANCE

	STRATEGIES	ACTION PLANS	BEHIND SCHEDULE	ON TARGET	COMPLETE	SCHEDULE DETAILS
G-1	Examine future role of Housing Authority and means of City oversight. (Derwick Paige: 747-7473)	(See Strategy)			•	p. 58
G-2	Develop capital needs list to consider for a new bond referendum. (Ann Jones: 747-7090)	Prepare for a potential general obligation bond referendum.		•		p. 59
		Develop a potential 2010 general obligation bond referendum schedule.		•		p. 60
G-3	Have departments conduct a self-study of functions, accomplishments, needs, and coordination of efforts with other departments. (Lee Garrity: 747-7380)	Update performance measurement programs using data collected from departments.			•	p. 62
		Determine the impact on call-answering positions of a single telephone number for accessing all City services.			•	p. 62
		Use a common service request tracking system that captures information to be used for managing work processes and staffing allocations.			•	p. 63
		Establish performance measures for new customer service initiatives, and evaluate programs annually.		•		p. 64
		Assist departments through independent field investigations and contract compliance evaluation.		•		p. 65
		Continue to use zero-based budgeting to systematically review City programs.		•		p. 66
G-4	Continue the regular evaluation of boards and commissions. (Martha Wheelock: 747-7384)	(See Strategy)		•		p. 67
G-5	Study potential for non-profit institutions providing services or payments in lieu of taxes. (Ann Jones: 747-7090)	(See Strategy)			•	p. 68
G-6	Develop land use and design guidelines as well as area plans to address use conflicts applicable to all areas of the city, including areas/buildings of historic significance. (Paul Norby: 747-7061)	Complete area plans for the southwest, south, and east suburban areas.		•		p. 69
		Increase awareness of historic resources in the city and the incentives or tools to protect historic resources.			•	p. 70
		Prepare land use and design recommendations for eastern leg beltway interchanges.			•	p. 71

## ACTION PLAN SCHEDULE

**STRATEGY:** EVD-1: Assess current state of local economy and actively identify target economic sectors, workers that address potential, and aggressive marketing strategies

**ACTION PLAN:** Work with appropriate community partners to identify and recruit core economic sector.

7 ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Coordinate with WSBI to prepare report regarding targeted industries and marketing strategies.	01/07	02/07			•	WSBI made presentation to CD/H/GG
Prepare in conjunction with WSBI or the Northwest Piedmont Workforce Development Board a study of local economy and workforce.	06/07		•			See below
Based on economic sectors identified, assist WSBI, as needed, with its marketing and recruiting efforts.	Ongoing	Ongoing		•		Assists as projects are identified. Recent projects include USAir, Hanes Geo, Clearinghouse Payment Center, Exhibit Works, PTRP, Smurfit-Stone, Tengion
Assist other economic development organizations, including the Black Chamber of Commerce, Chamber of Commerce, Idealliance, and Downtown Winston-Salem Partnership, as needed, with their identification and recruitment of core economic sector businesses	Ongoing	Ongoing		•		DWSP Development & Infrastructure Committees. CoC Small Business Forums, BCoc presentations

A meeting was held with NWPWDB staff in April 2007 regarding this task. While they acknowledged that this study clearly falls within their scope of responsibility, and that such a study is necessary, they also advised that WIA funding currently is unavailable. Such a study is estimated to cost approximately \$10,000 based upon a similar study conducted in 2000. NWPWDB personnel anticipated having funding available to conduct this study during FY 07-08; however, because of their change in management, the study was no longer a priority.

## ACTION PLAN SCHEDULE

**STRATEGY:** EVD-2: Examine joint regional marketing and recruiting strategies; identify opportunity for sharing costs/revenues

**ACTION PLAN:** Same as Strategy

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Communicate with the Piedmont Triad Partnership regarding marketing strategies.	12/06	12/06			•	Staff explored possible marketing partnerships with PTP such as Skybus, however partnering opportunities are limited since they have a much broader focus
Identify opportunities to participate in the Workforce Innovations in Regional Economic Development Grant initiative.	01/07	Ongoing		•		The City partnered on a WIRED grant in 2006, but was unsuccessful. Staff continues to look for partnering opportunities.
Update Council on the Heart of the Triad initiative.	03/07	Initial Update 12/07  Projected Update 2010		•		The initial consulting study was completed in 2007. Since then, a process has been undertaken and is still in progress to develop specific land use recommendations and supporting development regulations and public improvements that would then be considered by the elected bodies in the

						area. This process is being assisted by an appointed body of citizens and other stakeholders in the area and is expected to be completed in 2010.
Assist with efforts to promote cost/revenue sharing opportunities.	Ongoing	Ongoing		•		

## ACTION PLAN SCHEDULE

**STRATEGY:** EVD-3: Solidify and continue downtown revitalization efforts

**ACTION PLAN:** Same as Strategy

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Extend Strollway along Trade Street from Fourth Street to Martin Luther King, Jr. Drive.	12/08	10/09			•	New landscaping, sidewalk improvements, lighting, etc. from 4 <sup>th</sup> to 5 <sup>th</sup> and 7 <sup>th</sup> to MLK
Update Downtown Plan in conjunction with the Downtown Winston-Salem Partnership (Planning and Development).	10/07	07/07			•	The Downtown Plan was updated and adopted by Council in July 2007
Prepare, in conjunction with the Downtown Winston-Salem Partnership, design standards for future downtown development and infrastructure (Planning, Public Works, and Development).	07/09	Projected 2010	•			Planning staff is working with the Downtown Partnership on a proposed zoning overlay district for the downtown core that would set minimal site and building design standards that encourage pedestrian-friendly development. That process should result in a proposed UDO amendment in 2010.
Support development of a downtown baseball stadium.	Ongoing	Ongoing			•	After providing additional City support, Council created a Citizens' baseball oversight committee.

Continue to study Civic Plaza redevelopment feasibility as proposed by Neiman Capital.	Ongoing	Ongoing		•		Project, as proposed by Nieman did not materialize; Kerry Avant and partners also attempted to develop project, but have been unsuccessful
Continue to support Goler redevelopment.	Ongoing	Ongoing		•		See Below
Continue to support Piedmont Triad Research Park.	Ongoing	Ongoing		•		Original developer – Struever Brothers – filed bankruptcy. Wexford is new developer, but no assistance request yet. Infrastructure improvements continue in Central district.
Continue recruiting restaurants and entertainment venues to downtown.	Ongoing	Ongoing		•		12 restaurants were created by this program. All funding has been exhausted.
Continue assisting downtown residential development.	Ongoing	Ongoing		•		Projects assisted include: Goler Lofts, One Park Vista, Westend Village, Trader's Row.

Goler Redevelopment:

- Construction of Goler Manor, a 79-unit rental development for the elderly, was completed in September 2007. The project was developed by the North Carolina Housing Foundation and Goler CDC.
- Rehabilitation of the Craver Building was completed in October 2007. Goler CDC has had delays renting the two units.
- During 2008 City staff held discussions with Goler CDC and a potential development partner for the development of the Patterson Avenue Property as a mixed-use project, including townhouses, multi-family rental, and commercial/retail.
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In December 2008, the City and Goler CDC agreed that proposed development was not feasible due to current market conditions and the Local Initiatives Support Corporation (LISC) was prepared to foreclose on the Patterson Avenue Property. The City acquired the note from LISC on behalf of Goler CDC. They have up to 48 months based upon "significant progress" to purchase land from City.

## ACTION PLAN SCHEDULE

**STRATEGY:** EVD-4: Focus on completing established redevelopment plans for inner-city areas and provide more economic opportunity for inner-city residents

**ACTION PLAN:** Same as Strategy

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Assess status of existing redevelopment project activities and identify impediments, obstacles.	11/06	11/06			•	
Complete any outstanding acquisition/condemnation cases in Old Cherry and Happy Hill redevelopment plan area.	03/07	07/08			•	See Below
Initiate all property acquisitions for the Liberty Street Corridor Redevelopment Plan.	12/06	12/06			•	All necessary properties were acquired.
Market (Liberty Street Corridor) sites acquired to potential developers.	08/07	Ongoing		•		A Request for Proposal was issued, but no interested developers identified. City continues to work with Liberty CDC to identify developers.
Based on identifying potential developer(s), work to convey property for redevelopment opportunities.	09/08	Ongoing		•		Council approved selling one site for a day care, but financing is currently an issue.
Based on available funding, begin Phase I infrastructure improvements for Brookwood Redevelopment Plan.	11/07	11/07			•	Road was installed and first two lots have been graded. Sites currently being marketed by WSBI
Complete Northeast Winston #2 build-out.	12/09		•			Completion date is unknown. Habitat had planned a blitz in the area in early 2009, but the project was halted based upon concerns of a

						Council Member due to other blighted conditions in the area. We are continuing to work to try to address these other concerns.
Facilitate completion of Old Cherry and Happy Hill development activities in concert with completion of Kimberly Park and Happy Hill on-site and off-site HOPE VI development activities.	12/09			•		Under new HAWS leadership and approval by HUD, there will not be any additional off-site HOPE VI housing constructed so this could impact Old Cherry #2. Habitat for Humanity is currently working to build out this area.
Based on available funding, identify additional inner-city areas for potential redevelopment opportunity.	12/09			•		No funding currently available

**Old Cherry/Happy Hill Redevelopment Plan Area:**

Old Cherry #2 – Property acquisition was completed by March 2007 as planned, but additional properties were identified in early 2008 to be acquired as part of the Old Cherry #2 redevelopment area. Habitat has built and sold four houses, and nine others are under construction and are expected to close by June. Y-Stair Apartments, LLC has closed on acquisition/rehabilitation financing to rehab 13 units in four structures, three of which are historic. The project is under way. Infill Community Builders, LLC has been approved to purchase up to six single-family homes to rehab and sell for homeownership. Happy Hill – Acquisition of property identified as Phase 1 has been completed. During FY09 Habitat built and sold six single-family houses. Development of the remaining parcels that the City owns has been slowed by current market conditions.

## ACTION PLAN SCHEDULE

**STRATEGY:** EVD-5: Plan/implement efforts in Revitalizing Urban Commercial Areas (RUCA)

**ACTION PLAN:** Same as Strategy

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Present Revitalizing Urban Commercial Area (RUCA) Plan.	04/06	04/06			•	Planning presented report in April 2006
Identify priority areas for public improvements and private incentives.	05/06	05/06			•	12 Priority 1 areas identified
Prepare individual plans for priority areas.	05/06	05/06			•	Planning prepared individual plans for each area
Select first areas for RUCA public participation.	12/06	10/06			•	Council allocated \$1.5 million. RFPs sought from non-profits in the 12 areas
Assign implementation responsibility and implement plans for selected priority areas.	05/07	03/07			•	4 proposals were submitted and three funded. As of 12/09 the 3 area have utilized or committed the following percentage of funding – Liberty Street – 99%, Waughtown/Off Lexington Road – 100%, and Washington Park – 75%
Based on available funding, identify next area(s) for public improvements and private incentives including the expansion of this program into suburban areas.	07/09				•	No funding currently available

## ACTION PLAN SCHEDULE

**STRATEGY:** EVD-6: Strengthen transportation infrastructure including bus, bicycle, and rail (streetcar and regional)

**ACTION PLAN:** Promote pedestrian/non-motorized transportation

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Complete the sidewalk plan and present to Transportation Advisory Committee.	10/06	07/07			•	The sidewalk and pedestrian facilities plan was presented for review to the TAC in May 2007 and was approved by the TAC at its July 2007 meeting. The City Council also approved the plan at its November 2007 meeting.
Create new bike route map for the city and county, and install signs along established routes.	02/07	06/08			•	New bike route signs were installed throughout the City. The County did not participate in the sign plan so no new signs were installed there. The updated bike route map was printed in October 2007 and distributed through the normal sources which include City office, parks and recreation facilities, bike shops and public meetings.

<p>Identify priority bicycle and pedestrian plan improvements to include in financing plans for street and greenway improvements.</p>	<p>12/07</p>	<p>01/08</p>			<p>•</p>	<p>Priority bicycle and pedestrian improvements were included in the City's Capital Improvement Plan and potential funding sources were identified. The following bike/pedestrian projects were approved in 2007-2008: Carver School, Petree Road, Reynolds Park Road, Reynolda Road, Salem Avenue, Linden Street.</p>
<p>Coordinate repaving plans to identify possible bicycle improvements.</p>	<p>Ongoing</p>	<p>Ongoing</p>			<p>•</p>	<p>The City's Department of Transportation which was at the time a separate unit from Streets Division coordinated the roadway resurfacing activity with the roadway remarking activity to consider and accommodate bike lane markings on roadways for which they were appropriate.</p>

## ACTION PLAN SCHEDULE

**STRATEGY:** EVD-6: Strengthen transportation infrastructure including bus, bicycle, and rail (streetcar and regional)

**ACTION PLAN:** Facilitate street and highway construction to enhance safety, reduce congestion, and improve air quality

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Maintain efforts that support funding and construction of the Northern Beltway.	Ongoing	Ongoing		•		City staff have continued to work with the State and Federal DOT's to support their efforts to defend the environmental study and record of decision on that study in the lawsuit filed against the project.
Maintain efforts to identify strategies to mitigate impacts of planned maintenance and rehabilitation work on Business 40.	Ongoing	Ongoing		•		City staff also continue to work with both the steering and technical committees which NCDOT has setup to plan for and solicit public involvement into this project. Funding and roadway construction have been delayed for this project
Add the upgrade of the computerized traffic control system to the Metropolitan Planning Organization's needs list.	12/06	07/07			•	
Complete a collector street plan for the city.	06/07	10/07			•	
Identify possible road, sidewalk, and other transportation projects for a local bond issue.	02/08	02/08			•	

## ACTION PLAN SCHEDULE

**STRATEGY:** EVD-6: Strengthen transportation infrastructure including bus, bicycle, and rail (streetcar and regional)

**ACTION PLAN:** Promote mass transit

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Maintain efforts to include Winston-Salem in the Southeastern High Speed Rail, the Regional Commuter Rail, and the NCDOT inter-city rail system plans.	Ongoing	Ongoing		•		Staff continue to work with the State and with the Piedmont Authority for Regional Transportation to prepare for high speed rail service to our area. Although Federal funding for the program had been delayed, the City's efforts have continued with work to develop a local stop at the Historic Union Station Building on Martin Luther King Jr. Drive.
Review WSTA funding and ridership enhancement options with City Council.	10/06	10/06			•	
Report to City Council on streetcar phase 2 feasibility study including funding strategies.	10/06	10/06			•	
Update streetcar study with Public Works and Finance Committees.	09/08	09/08			•	
Forward report on fixed route bus system best practices to City Council.	02/07	11/07			•	

## ACTION PLAN SCHEDULE

**STRATEGY:** SV-1: Work with criminal justice system to develop strategies to address juvenile issues, re-entry after incarceration, gang activity, vandalism, and decay/crime issues in neighborhoods

**ACTION PLAN:** Lead community-wide initiative to address growing gang activity

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Hold citywide discussion forum.	03/06	03/06			•	
Draft a gang awareness operating procedure to include education, prevention, intervention, and enforcement.	01/07	01/07			•	Recommended enhanced efforts in this area. Have increased outreach and information via various programs (sports, advertising, SRO, etc.)
Continue efforts of WSPD Gang Intelligence Unit in identifying, investigating, and suppressing gang-related crimes.	Ongoing	Ongoing		•		The gang unit remains focused on understanding the nature of gangs in the city, making appropriate arrests and conducting educational prevention.
Seek grant funding for community education program.	Ongoing	06/08			•	Department hired a gang coordinator in June 2009, a position funded by a state grant. The gang coordinator serves a liaison between agencies and helps to ensure that all agencies work together effectively in achieving gang

						prevention and suppression goals. The gang coordinator has been reviewing each partnering agency's resources and strategies, incorporating these resources and strategies into a county-wide gang reduction strategy.
Support SBI effort to make GANGNET information available statewide.	Ongoing	Ongoing			•	Assist and promote through SRO Program and Crime Prevention collaboration and data sharing with the justice system to include juvenile services and law enforcement agencies to address gang activity and enhance the relationship between the communities' youth and the police.
Assist Center for Community Safety and other partnering agencies in preparing and submitting additional Weed & Seed grant. Based on award of grant, assist with implementation as needed.	Ongoing	Grant 08/07  Ongoing			•	Ongoing partnership and involvement with the Center for Community Safety and partner agencies. In addition we are partners with the Weed and Seed initiative in Winston-Salem.

## ACTION PLAN SCHEDULE

**STRATEGY:** SV-1: Work with criminal justice system to develop strategies to address juvenile issues, re-entry after incarceration, gang activity, vandalism, and decay/crime issues in neighborhoods

**ACTION PLAN:** Seek opportunities to partner with organizations/agencies such as United Way, LISC, Neighbors for Better Neighborhoods, Center for Community Safety, and C.H.A.N.G.E. to address neighborhood-related issues

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Continue collaborative effort with agencies and neighborhoods to enhance comprehensive crime reduction strategies through information sharing. Advocate new Watch programs and develop as part of a neighborhood association.	Ongoing	Ongoing		•		See below
Engage in quality of life/enrichment activities, partnering with various organizations and communities (Center for Community Safety, Habitat for Humanity, etc.).	Ongoing	Ongoing		•		See below
Continue to be actively involved in the U.S. Attorney's Project Safe Neighborhood program.	Ongoing	Ongoing		•		See below

These are all continuing efforts that will never be complete as constant vigilance is necessary for safety and high quality of life. Increased meetings and outreach to various community organizations to deliver the message, with a focus on youth issues and prevention.

## ACTION PLAN SCHEDULE

**STRATEGY:** SV-1: Work with criminal justice system to develop strategies to address juvenile issues, re-entry after incarceration, gang activity, vandalism, and decay/crime issues in neighborhoods

**ACTION PLAN:** Enhance neighborhood partnerships

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Continue Neighborhood Watch programs and set up new programs including, where possible, consolidated programs within the Housing and Neighborhood Services Department.	Ongoing	Ongoing		•		See below
Advocate crime prevention strategies, and continue to provide assistance to neighborhood associations.	Ongoing	Ongoing		•		See below
Expand efforts of Operation Impact.	Ongoing	Ongoing		•		Operation Impact is currently under review as a result of the Easton OI in 06/09. A series of meetings in being held with Neighborhood associations throughout the city to allow their input as to what, if any, revisions to the program need to be made.
Continue to partner with City departments in Trashbusters initiative to aid neighborhood clean-ups.	Ongoing	Ongoing		•		Trashbusters was designed to involve communities in the identification and arrest of illegal dumpers on vacant lots or at problem dump sites through the city. Citizens continue to be made aware of the program by

						advertising; from the Neighborhood Assistance Specialists, the Community Service and Code Enforcement Divisions of Neighborhood Services, and various other city departments, i.e. Sanitation and TV13
Employ comprehensive problem-solving model to address vandalism and malicious injury to property incidents in neighborhoods with specific needs.	Ongoing	Ongoing		•		WSPD and neighborhoods partner to address specific needs. Revised deployment model is resulting in enhanced relationships with WSPD officers and citizens. A graffiti inventory has been developed to address vandalism concerns.

**Neighborhood Watch/Crime Prevention**

New crime watches groups have been created. The goal is to have every location covered by and participating in a crime watch and to substantially increase attention on prevention and education. Additional personnel and resources have been added to this effort. The revised deployment strategy and increased focus on problem resolution will also help.

## ACTION PLAN SCHEDULE

**STRATEGY:** SV-1: Work with criminal justice system to develop strategies to address juvenile issues, re-entry after incarceration, gang activity, vandalism, and decay/crime issues in neighborhoods

**ACTION PLAN:** Enhance efforts to assist the re-entry of felons before and after incarceration

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Continue participation in Project Re-entry, a community-based initiative to facilitate the transition of adult offenders re-entering the community by providing collaborative support and supervision.	Ongoing	Ongoing		•		See below
Assist in monitoring of re-entry participants to ensure they remain crime free.	Ongoing	Ongoing		•		See below
Continue involvement in Community Safety Partnership's new Faith Seeds re-entry program.	Ongoing	Ongoing		•		See below
Continue participation in the Violent Crimes Task Force with a representative at meetings to provide input on re-entry issues.	Ongoing	Ongoing		•		See below See below
Seek opportunities to partner with various re-entry organizations such as Faith Seeds, Project Re-entry, and the Northwest Piedmont Workforce Development Board to encourage efforts that enhance re-entry success potential for incarcerated felons through pre- and post-entry educational and job counseling opportunities.	Ongoing	Ongoing		•		The City of Winston-Salem also adopted a formal re-entry program in June 2009.

Partnership and involvement with Project Re-entry has been strengthened in various ways, including joint presentations to various groups including the Attorney General and Statewide Task Force.

## ACTION PLAN SCHEDULE

**STRATEGY:** SV-1: Work with criminal justice system to develop strategies to address juvenile issues, re-entry after incarceration, gang activity, vandalism, and decay/crime issues in neighborhoods

**ACTION PLAN:** Enhance efforts to work with juveniles

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Continue to develop the WSPD Family/Youth Services Unit's holistic approach to juvenile crime prevention and reduction.	Ongoing	Ongoing		●		See below
Assist in YWCA's Teen Court Program by screening delinquent juvenile cases for referral.	Ongoing	Ongoing		●		See below
Refer chronic runaways to Dr. Liz Arnold/WFU School of Medicine's Runaway Youth Project.	Ongoing	Ongoing		●		See below
Continue work with Forsyth Council for Children and Families to provide service provider resource list for families requiring non-law enforcement services.	Ongoing	Ongoing		●		See below

WSPD has increased sponsorship of and involvement with groups focused on youth services. This includes Boy/Girl Scouts, Boys/Girls Club, City Recreation, other entities, and through direct actions of WSPD components and personnel..

## ACTION PLAN SCHEDULE

**STRATEGY:** SV-2: Implement plan to end “chronic” homelessness

**ACTION PLAN:** Same as Strategy

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Complete public review process.	03/06	03/06			•	
Adoption of plan by City Council and Forsyth County Commissioners.	07/06	07/06			•	
Initiate oversight by United Way, which has committed to oversee the plan implementation for the first three years.	10/06	04/07			•	
<p>Create ten-year plan commission, with the following immediate functions:</p> <ul style="list-style-type: none"> <li>• A transition team made up of a wide variety of potential stakeholders. The transition team will focus on short-term action steps to support plan strategies.</li> <li>• Identify and commit resources to support the implementation of the plan.</li> <li>• Create permanent supportive housing for individuals and families that experience homelessness for long periods of time and struggle with disabilities such as mental illness, substance abuse and addiction, physical disabilities, and developmental disabilities.</li> <li>• Transition the current shelter-based system to a Housing First philosophy that promotes a client-centered approach to engagement, service delivery, and rapid housing placement. Enhancement of shelter services and development of homelessness prevention and shelter diversion strategies.</li> <li>• Develop external infrastructure supports such as the Housing First Resource Center, employment assistance and training, legal counseling, and treatment for mental illness and addictions.</li> </ul>	04/07	04/07			•	10-Yr. Council to End Chronic Homelessness established. Annual reports are provided to the CD/H/GG.
	04/07	04/07			•	
	Ongoing	Ongoing		•		See below
	Ongoing	Ongoing		•		See below
	Ongoing	Ongoing		•		See below

## 10-Year Plan to End Chronic Homelessness

Homelessness continues to be a problem. The Winston-Salem/Forsyth County Council on Services for the Homeless conducts a complete point-in-time count annually in January, including both the shelters and streets. The last count was conducted on January 28, 2009, at which time there were 417 sheltered homeless persons and 68 unsheltered homeless persons on that one night, for a total of 485 homeless persons. According to the Ten Year Plan, the data system now in use indicated that over 2,500 different persons experienced homelessness in the community in 2008. The next point-in-time count will be done on January 27, 2010.

Chronic homelessness has been a significant problem. Chronically homeless persons are those individuals who are disabled and have been homeless for over one year or homeless for four or more times in three years. In response to a national, bipartisan call to end chronic homelessness, Winston-Salem and Forsyth County joined over 300 communities nation-wide which have developed Ten Year Plans to End Chronic Homelessness. A Blue Ribbon Task Force convened by Mayor Joines developed the Plan in 2005, and it was adopted by the City and County in 2006. A Ten Year Plan Director was hired in December, 2006 and is housed at United Way of Forsyth County. The Plan is overseen by the City- and County-appointed Ten Year Plan Commission on Homelessness and has recorded tangible achievements, including:

- Reduced number of chronically homeless from 204 persons to 119 persons
- Established SOAR (SSI/SSDI Outreach, Access and Recovery) to speed up process for disabled persons to get disability income
- Obtained United Way funding for a Housing Assurance Fund to keep chronically homeless persons housed, once housed
- Opened a Housing Resource Center at the Bethesda Center to coordinate access to mainstream services such as food stamps, Medicaid, disability income, Veteran's benefits, mental health services, health care, substance abuse services and housing
- Helped spread the use of a single information system to track homeless clients
- Facilitated development and funding for Hunters Hill, 12 apartment units on Hutton Street
- Developed plans for a transitional housing project for 30 veterans, for which funding is pending
- Facilitated processes to provide access to 235 new units of supportive housing to help meet Plan goals of 598 units in 10 years
- Beginning in 2007, established the annual Project Homeless Connect event at the L JVM Coliseum Annex, a one-day, one stop shop of services, which last year attracted over 300 homeless persons, over 200 volunteers and 40 service providers

The Commission recently identified these priorities: (1) resource development for supportive services and programming; (2) expansion of the Housing Resource Center; (3) relationship-building with non-primary homeless service providers (such as landlords, hospital personnel, jails, law enforcement, and community based mental health providers); (4) enhancing institutional capacity; and (5) housing development.

The Ten Year Plan to End Chronic Homelessness is found at the United Way's website: <http://www.forsythunitedway.org/pilotFiles/fckPages/file/Ten%20Year%20Plan.pdf>

## ACTION PLAN SCHEDULE

**STRATEGY:** SV-3: Use Human Relations Commission and other resources/agencies to develop/implement strategies for reaching out to Hispanic population, identifying service needs, and promoting interracial understanding

**ACTION PLAN:** Same as Strategy

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Develop and implement incentive pay program for employees who attain competency in oral Spanish.	07/06	04/06			•	
Develop and implement series of programs focused on the Hispanic population and promoting racial understanding:						
<ul style="list-style-type: none"> <li>• African-American/Hispanic Relations Forum Series</li> <li>• Hispanic Expo</li> </ul>	06/06	Ongoing		•		•
	10/06	10/06				
<ul style="list-style-type: none"> <li>• Race Equality Week</li> <li>• Alternative Residential Mediation Program</li> </ul>	10/06	Ongoing		•		•
	12/06	Ongoing		•		•
<ul style="list-style-type: none"> <li>• Quarterly radio interviews on Hispanic radio stations</li> <li>• Fiesta Festival community outreach sponsorship</li> <li>• Juneteenth Cultural Festival</li> <li>• Dr. Martin Luther King, Jr. Noonday Observance</li> </ul>	Ongoing	Ongoing		•		•
	Ongoing	Ongoing		•		•
	Ongoing	Ongoing		•		•
	Ongoing	Ongoing		•		•
<ul style="list-style-type: none"> <li>• Develop seminar and create materials</li> <li>• Market seminar and schedule dates/locations</li> <li>• Start seminars</li> </ul>	11/06 – 01/07	Ongoing		•		•

						Code Sanitation and Zoning violations.
Coordinate efforts with agencies such as Center for Homeownership to educate Hispanic population in the area of homeownership.	06/07	Ongoing		•		Ongoing partnership with Center for Homeownership
Work with other City departments, volunteers, and non-profit agencies to ensure needed Spanish translations for government services rendered.	Ongoing	Ongoing		•		Building Inspectors and Policemen who spoke Spanish were used to convey information as well the Hispanic Interaction Agency and the Salvation Army

## ACTION PLAN SCHEDULE

**STRATEGY:** SV-4: Complete and implement parks, open space, and greenways plans

**ACTION PLAN:** Develop and implement strategy to maintain existing recreational facilities and parks system and to enhance recreational opportunities

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Complete public hearings and adopt parks and open space plan.	04/06	04/06			•	Plan adopted by City Council in May 2006
Develop a park facility maintenance assessment to clearly articulate future capital needs based on a comprehensive evaluation of existing conditions.	02/08	Ongoing		•		Property Maintenance and Recreation and Park staffs continue to request funding to renovate and repair recreation buildings through the ongoing facility renewal project. Capital needs for parks such have been identified through an asset inventory, although the total cost of these needs has not been determined. Facility renewal depends on funding
Prepare priority list of greenways, parks, open space, and maintenance projects for inclusion in future capital improvement plans.	02/08	03/08			•	Recreation and Parks continues to submit an annual capital plan request that identifies the department's priorities for new facilities as well as

						major maintenance and repairs of existing facilities. Staff recently participated in a process to evaluate its unfunded capital needs.
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## ACTION PLAN SCHEDULE

**STRATEGY:** SV-5: Investigate and evaluate the need for support of the arts

**ACTION PLAN:** Prepare a report that addresses issues related to support for the arts

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Prepare a report to the City Council that addresses the following issues: <ul style="list-style-type: none"> <li>• Economic impact of arts support;</li> <li>• Comparison of the City's level of support to that of other North Carolina cities (\$ per capita, % of general fund budget, tax rate equivalent);</li> <li>• Identify alternative types of support, including facilities maintenance or ownership, event support, in-kind services, encouraging or creating opportunities for artists, neighborhoods, or the community.</li> </ul>	12/06	11/07			•	See below

Information was compiled and provided to City Council in a report submitted to City Council in November 2007. Beginning in the FY 2007- 08 operating budget, City Council has set aside \$50,000 in the Occupancy Tax Fund for future public arts initiatives yet to be defined. The city is also undertaking an inventory of its public art and has supported some public arts projects (WalMart Outdoor Sculpture, Children's Museum "Animal Alphabet", SECCA exhibits) as available. The City has also supported the Arts Council's request for capital campaign participation through future renegotiation of the lease on the AC Delco building in conjunction with its grant application to the Kresge Foundation and other requests related to the construction of the Hanes Center for the Arts.

City Council also heard a presentation from the Arts Council in September 2008 reinforcing the Arts Council's desire to collaborate with the City on its support of public art. City Council has not endorsed a public arts commission until further review and funding availability issues are considered.

## ACTION PLAN SCHEDULE

**STRATEGY:** SV-5: Investigate and evaluate need for support of the arts

**ACTION PLAN:** Evaluate the feasibility implementing a public arts program

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Review the literature relating to the various types of and approaches to public art programs.	06/06	06/06			•	See below
Solicit information and suggestions from the public art committee at the Arts Council to understand options currently under consideration.	09/06	09/06			•	See below
Outline in detail how public art programs are structured in other cities.	09/06	09/06			•	See below
Develop draft policies that encourage (or require) public art associated with major rezonings.	10/06	10/06			•	See below
Evaluate a policy that would enable and encourage the placement of public art in major publicly funded building projects.	10/06	10/06			•	See below
Prepare a report to the City Council on public art that summarizes all the research topics listed above and provides a draft policy for Council consideration.	12/06	11/06			•	See below

An initial report was provided to City Council in April 2007. Additional information was compiled and presented in a report submitted to City Council in November 2007. Beginning in the FY 2007- 08 operating budget, City Council has set aside \$50,000 in the Occupancy Tax Fund for future public arts initiatives yet to be defined. The city is also undertaking an inventory of its public art and has supported some public arts projects (Wa Mart Outdoor Sculpture, Children's Museum "Animal Alphabet", SECCA exhibits) as available. The City has also supported the Arts Council's request for capital campaign participation through future renegotiation of the lease on the AC Delco building in conjunction with its grant application to the Kresge Foundation and other requests related to the construction of the Hanes Center for the Arts.

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## ACTION PLAN SCHEDULE

**STRATEGY:** SV-6: Continue strong housing programs including effort/emphasis on new construction, rehab, and code enforcement

**ACTION PLAN:** Optimize neighborhood stability to assure sustainability of physical improvements

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Update current conditions in currently certified "future" revitalization areas: Neal Place #2, North East Winston #3.	Unknown			•		Until funding has been identified to implement these redevelopment plans, there is no need to update conditions. At this point, no funding is available.
Identify small neighborhood areas for which purchase-rehab and "infill" new construction will be effective tools to stem the tide of disinvestment.	09/07	09/07			•	Potential areas were identified to include the Waughtown, Ogburn Station, Belview and Easton areas; however, funding is not available at this time
Establish planning process with existing, active neighborhood associations in small neighborhood areas.	11/07	Ongoing		•		Neighborhood Services staff has been meeting with neighborhood associations on an ongoing basis to discuss their concerns regarding improvements efforts.
Utilizing a cross-department approach, classify "troubled" neighborhoods as follows:	03/08		•			Due to a lack of funding to implement the

<ul style="list-style-type: none"> <li>• areas w/long-term, substantial needs and obsolete housing;</li> <li>• areas w/aging neighborhood/declining property values;</li> <li>• areas w/limited, “targeted” improvement needs.</li> </ul>					<p>necessary improvements, this task was never completed due to changing conditions. However, in those areas with substantial needs, aggressive code enforcement efforts via Operation Impact were undertaken in an effort to stabilize and in some instances improve the overall conditions.</p>
<p>Incorporate neighborhoods and new or revised program tools in the 2009-2013 Consolidated Plan.</p>	<p>03/08</p>	<p>05/08</p>		<p>•</p>	<p>The 2009-2013 Consolidated Plan was completed in May 2008 with neighborhood and community input. The Consolidated Plan is on the City’s website at <a href="http://www.cityofws.org/Home/Departments/Housing - eighborhoodDevelopment/Articles/Reports">http://www.cityofws.org/Home/Departments/Housing - eighborhoodDevelopment/Articles/Reports</a></p>
<p>Complete Old Cherry and Happy Hill plan development activities in concert with completion of Kimberly Park and Happy Hill HOPE VI development activities.</p>	<p>12/09</p>			<p>•</p>	<p>See the EVD-4 Report for information on specific redevelopment areas</p>

## ACTION PLAN SCHEDULE

**STRATEGY:** SV-6: Continue strong housing programs including effort/emphasis on new construction, rehab, and code enforcement

**ACTION PLAN:** Focus on aggressive code enforcement measures

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Market and utilize Operation Impact to address hard-core problem properties/locations.	11/06	Ongoing		•		
Develop and implement a pilot Neighborhood Improvement Plan to address hard-core problems in multi-family developments.	01/07	Ongoing		•		Community Outreach events were held at Lakeside and Weatherwood Court Apartments where several city departments as well as agencies/institutions such as the Health Department, Forsyth Hospital, Forsyth Tech, Center For Community Safety, etc. provided information on their services to the mostly Hispanic/Latino attendees
Explore feasibility of obtaining authority for housing inspectors to cite certain zoning violations (vehicles, boarding houses).	12/07	07/07			•	Housing inspectors were granted authority to cite for certain zoning violations, i.e. rooming/boarding houses, signs in the right-of-way,
Seek legislation to obtain alternative ways to notify owners of chronic violator properties to ensure enforcement.	12/07	07/08			•	Legislation passed in 2007 had wording making it

						ineffective. Legislation subsequently approved in July 2008
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## ACTION PLAN SCHEDULE

**STRATEGY:** SE-1: Improve service delivery and handling of requests for service through e-government tools and other methods

**ACTION PLAN:** Utilize e-mail to notify individuals registered through the City's web site of activities or selected topics of interest

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Categorize new web content into categories of interest such as neighborhoods or recreational activities.	05/06	05/06			•	See below
Release new City web site with "MyCityofWS."	05/06	05/06			•	See below
Begin sending e-mails notifying registered users of new web content that matches areas of interest.	06/06	06/06			•	See below
Expand selection criteria to be based upon location, and begin sending e-mails notifying registered users of new web content that is associated with their location.	06/07	05/07			•	See below

Software was developed and processes defined that gathers and publishes content on the City Home Page in such a manner that it can be assigned to a variety of categories. Content on the web site can then be searched by category. Software was also developed that allows anyone to sign up under 'MyCityofWS' with their email address and specify which categories of information that they are interested in. The software automatically matches new content to anyone who has selected the associated category, and sends them an email notification with a link to the content.

'MyCityofWS' was expanded to include content selections based upon location. Relevant content is categorized by location (X,Y coordinate) and can therefore be searched based upon proximity to any other location. This enables automated emails to be sent to registered users notifying them of new content that falls within certain distances from their preferred location (ex: home or business).

## ACTION PLAN SCHEDULE

**STRATEGY:** SE-1: Improve service delivery and handling of requests for service through e-government tools and other methods

**ACTION PLAN:** Departments capture, track, and report on citizen requests through common software

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Institute a policy where departments must capture all citizen service requests through a standard method.	10/06	05/06			•	See below
Expand use of existing service request software.	03/07	01/07			•	See below
Complete system where citizen service request reports are available upon request or through an easy-to-use application.	06/07	06/07			•	See below

Several City departments had been using Motorola's Customer Service Request (CSR) software in a variety of ways. Policies were issued and methods enforced to standardize practices and to ensure that all requests for service were captured within the software and tracked to completion. CSR was further deployed to include all citizen facing departments. This was accomplished by installing the software, providing user training, writing custom reports, and establishing management review processes to learn from the captured data. Standard reports were developed with software tools that enabled department staff to produce updated information upon request.

## ACTION PLAN SCHEDULE

**STRATEGY:** SE-1: Improve service delivery and handling of requests for service through e-government tools and other methods

**ACTION PLAN:** Advertise one telephone number answered by City staff for access to all services

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Complete a feasibility study for a consolidated call center.	07/06	07/06			•	See below
Recommend steps for converting to a single telephone number.	12/06	12/06			•	See below
Determine whether to consolidate or distribute call taking.	12/06	12/06			•	See below
Implement program for Phase I.	06/07	06/07			•	See below
Implement program for Phase II.	06/08	06/08			•	See below
Implement program for Phase III.	06/10			•		Utilities billing integrated into City Link as of October 2009. Evaluation of remaining functions underway.

A detailed study was conducted to understand 1) the volume of service request calls within each citizen-facing department, 2) what processes are used to service the calls, and 3) the number of staff involved in managing the requests. This information was considered in determining the staffing requirements to handle the same volume of requests in a centralized call center as compared to staffing in a distributed design. Several methods of consolidating telephone numbers were evaluated, with a final recommendation being to keep existing department numbers, but have them forwarded to a single telephone number (727-8000).

It was determined that existing staff from within departments could be re-assigned to a central call center. The methods for capturing, transferring, tracking, and closing out service requests had to be defined for individual services. Three departments were part of the initial, Phase I implementation of City Link. New service requests and business processes were then defined for the departments included in Phase II. This included most City departments with the exception of Police, Fire, and Revenue. The remaining departments are planned for a future Phase III. A date for full integration of Phase III departments has not yet been determined.

## ACTION PLAN SCHEDULE

**STRATEGY:** SE-1: Improve service delivery and handling of requests for service through e-government tools and other methods

**ACTION PLAN:** Use an electronic document for creation of Council agenda books

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Evaluate and recommend software to assist in the Council agenda book development.	10/06	01/07			•	See below
Consider effect of technology changes on existing processes.	12/06	03/07			•	See below
Purchase, customize, and deploy software based upon new processes.	01/07	03/07			•	See below
Train staff in use of software.	02/07	09/07			•	See below
Deploy electronic solution that integrates e-agenda, support materials, video, and minutes onto the City's web site.	05/07	01/08			•	See below

The objective was to take the labor intensive paper process of collecting, formatting, and publishing the Council agenda books and convert it into an all-electronic process. This entailed breaking down the informal methods and defining formal processes that produced acceptable results. Software was evaluated and a final product selected that offered sufficient flexibility to be customized as needed. A distributed workflow was defined involving all City departments that enabled agenda submissions and that imposed proper levels of review and approvals. All participating staff received multiple types of training, and specialized computer equipment and software was installed in the public meeting rooms. Several iterations of software enhancements were required to achieve an acceptable agenda book generated through an electronic submission and review process. The last part of the process was to integrate the meeting minutes with the agendas and the online video software.

## ACTION PLAN SCHEDULE

**STRATEGY:** SE-2: Develop a plan for full utilization of space in new police building

**ACTION PLAN:** Same as Strategy

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Evaluate costs and benefits for developing and locating an emergency operations center in the building.	06/09		●			See below
Develop a plan to use the building for meeting temporary space needs while renovating the Public Safety Center.	06/09		●			See below
Police evidence storage and police training to occupy the facility.	02/09	08/09			●	See below
Implement a phase two utilization of remaining space in building.	07/10			●		See below

The City purchased the Thomasville Building (now the Alexander R. Beaty Public Safety Training and Support Center) in 2006 and initially planned to renovate the building for various police functions moving from the Public Safety Center. As work proceeded on the Beaty Building, revisions to the scope of work and proper placement of work units in the building were evaluated and revised to make the most efficient use of space and function in both buildings. Ultimately, the Beaty Building was dedicated in August 2009 and houses police evidence storage and support staff and training/classroom facilities for both police and fire.

Staff has established an evaluation team to assess the phase two utilization of the remaining space in the Beaty Building, and will consider the logical and most efficient placement of police staff between the two buildings, both temporarily and permanently, and consider appropriate location of an emergency operations center. Opportunities to collaborate with the county will also be considered. Proposed funding and a comprehensive timeline for addressing public safety logistical needs will be presented to City Council at a future date.

## ACTION PLAN SCHEDULE

**STRATEGY:** SE-3: Have annexation area services, including police and fire facilities, ready to go on effective date, and place new areas within ward boundaries as soon as possible

**ACTION PLAN:** Same as Strategy

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Prepare welcome packages for newly annexed citizens.	09/06	09/06			•	
Ensure that staffing and operational requirements for annexation are ready for deployment.	09/06	09/06			•	
Prepare interim ward assignment plan for Council adoption.	09/06	10/06			•	
Prepare final ward assignment plan that includes redrawn existing ward boundaries.	10/06	10/06			•	

## ACTION PLAN SCHEDULE

**STRATEGY:** SE-4: Set specific collection goals for leaves/brush

**ACTION PLAN:** Same as Strategy

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Prepare a report on leaf collection that: <ul style="list-style-type: none"> <li>• describes the City's current leaf, brush, and Christmas tree collection processes;</li> <li>• discusses the factors that affect the collection of these materials;</li> <li>• provides comparison information on the methods used in other cities;</li> <li>• presents options for collection of these materials with a time guarantee.</li> </ul>	10/06	10/06			•	The report summarized the typical concerns citizens have with the leaf and brush collection programs and the typical special requests that are made for service. The report also provided four options for improved service. After the presentation of this report, the City provided more information on when the collection would be on a specific street.

## ACTION PLAN SCHEDULE

**STRATEGY:** SE-5: Publicize rules/procedures under existing ordinances; enforce codes on books

**ACTION PLAN:** Same as strategy

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Work with Human Relations and Housing Neighborhood Services on their Neighborhood Improvement Plan. One element of the project is to create a booklet that uses pictures to depict the correct and incorrect ways of doing things (i.e., disposing of garbage, lawn care, etc.).	03/07	05/07			•	A booklet was created containing pictures of various code violations and was translated into Spanish and distributed at community outreach meetings.
Create a frequently asked question and answer program on WSTV 13 and on the City's web site.	01/07	10/07			•	A TV program entitled Tu Comunidad is broadcasted quarterly on TV-13 providing information on various city departments and services
Work with area realtors to distribute information to new homebuyers.	01/07	05/07			•	
Produce television programs for sanitation on garbage collection, recycling, bulky item pick-up, and the proper use of yard carts.	06/07	10/07			•	Programs are ongoing on WSTV13
Assist sanitation in creating an online newsletter that reinforces the proper methods of recycling, garbage collection, and yard cart use.	06/07	06/07			•	"Cart & Bin" produced quarterly.

## ACTION PLAN SCHEDULE

**STRATEGY:** SE-6: Make law enforcement more comprehensive

**ACTION PLAN:** Enhance/collaboration with other agencies

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Partner with other agencies, countywide, in grant applications to further enhance law enforcement abilities.	Ongoing	Ongoing		•		A gang coordinator was hired to work local agencies coordinate the efforts of prevention, intervention, and suppression. Also awarded Smart Policing Grant, which involves partnership with WSSU & CCS.
Continue information-sharing efforts with other agencies in the region through advancements in technology.	Ongoing	Ongoing		•		Pursued as available.
Continue efforts to construct a joint training facility for police, fire, and emergency operations center personnel.	Ongoing	Ongoing		•		Police/Fire Training & Evidence Facility opened. Additional facilities being planned.
Construct joint training facility to be shared by Forsyth County Sheriff's Department and the Winston-Salem Police Department.	Ongoing	Ongoing		•		Discussions with Forsyth Tech and Forsyth County to address legal, budget, and potential cost sharing for a Joint Firearms Training Facility are ongoing. Cost estimates and funding opportunities are being evaluated.

Work with other law enforcement agencies in the county as well as WS/FC schools and regional partners.	Ongoing	Ongoing		•		Implemented SRO Program
Continue efforts to address root cause of crime by partnering with other city agencies on Operation Impact initiatives.	Ongoing	Ongoing		•		Personnel assigned to the FSB also serve as representatives with other city departments and federal agencies to improve the quality of life for residents and reduce criminal activity. Our joint involvement include: Operation Impact, Trash Busters, ZAP, and Project Safe Neighborhoods. Personnel are also assigned to the FBI Gang Task force, and the ATF Task force
Support WFU School of Medicine in securing new grant funding for AIDS impact study.	12/06	12/06			•	WFU was unable to proceed with the grant
Continue participation on the Child Fatality Prevention Team by providing investigative reports/findings and reviews of preventable deaths.	Ongoing	Ongoing		•		WSPD Staff are actively involved with the committee.

## ACTION PLAN SCHEDULE

**STRATEGY:** EN -1: Examine stormwater and floodplain management issues, and develop policies/funding to address them

**ACTION PLAN:** Evaluate stormwater maintenance policy as it relates to private property and present policy revisions options

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Research other major North Carolina cities' policies concerning stormwater structure maintenance on private property, including funding and legal implications.	01/07	02/07			•	The information was presented at multiple meetings of the City Council Public Works Committee between June 2007 and May 2008
Research history of Winston-Salem's 60/40 stormwater policy and its costs and impacts on City services.	01/07	02/07			•	The research was considered by the City Council which approved a more generous program that increased the City's participation to 70%, raised the maximum project price to \$50,000 per property, and increased the types of stormwater problems which qualify for the program.
Prepare a report for City Council detailing results from research and the different options for handling stormwater structure maintenance on private property and the related costs.	03/07	05/08			•	See Item 1
Study and make recommendations on whether to extend the restrictions on floodway fringe filling activities to something beyond the present 50% limitation.	12/08	Projected 03/10		•		The Public Works Committee was briefed on this issue at its June,

						July, and December 2009 meetings and requested more work be done
Conduct an inventory survey of the private stormwater system in the city including pipes, streams, and major ditches.	12/11			•		A consultant has been hired and is currently conducting this inventory

## ACTION PLAN SCHEDULE

**STRATEGY:** EN-1: Examine stormwater and floodplain management issues, and develop policies/funding to address them

**ACTION PLAN:** Investigate assistance options for homeowners that are incurring damages from flooding

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Investigate "Repetitive Loss" and "Increased Cost of Compliance" programs through FEMA.	01/07	02/07			•	These federal programs were investigated. Representatives of the State of North Carolina, Department of Crime Control and Public Safety, Division of Emergency Management, the City's Stormwater Division, and the City/County Emergency Management Division presented information on the possibility of these two helping with the City's stormwater problems. The presentation was made at the February 2007 Public Works Committee
Determine the level of participation and develop policy to provide local assistance through the National Flood Insurance Program.	01/08	10/07			•	As a result of the research, the City has applied for and received four

						grants to help with residential stormwater problems in the City. These projects are on Queensbury Drive, Linda Circle (two locations), and Kinard Drive.
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## ACTION PLAN SCHEDULE

**STRATEGY:** EN-1: Examine stormwater and floodplain management issues, and develop policies/funding to address them

**ACTION PLAN:** Increase citizens' awareness regarding the purchase of property with stormwater devices or drainage easements on the property

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Investigate options to increase disclosure of easements and piped stormwater systems on private properties, and propose possible legislative actions to Council for consideration during the Council's legislative planning sessions.	12/06	12/06			•	State laws on closing on real estate sales require a survey for most transactions. The survey provides this information, and City staff concluded the best way to address this concern is to increase the amount of information requested on engineering plan reviews so this can be part of the survey.
Publicize and adopt revised FEMA floodplain maps as each map becomes available.	Ongoing	Ongoing			•	These maps have been made available through <a href="http://ncfloodmaps.com">ncfloodmaps.com</a> . This line is on the front of the Emergency Management website. In addition, flooding information is sent to all property

						owners within the 100 year base flood elevation by Emergency Management
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## ACTION PLAN SCHEDULE11

**STRATEGY:** EN-1: Examine stormwater and floodplain management issues, and develop policies/funding to address them

**ACTION PLAN:** Create electronic database of existing structures located within FEMA mapped Special Flood Hazard Areas

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Prepare inventory of existing structures within flood hazard areas as shown on aerial maps.	06/07	02/06			•	
Research existing records and perform field verifications as necessary to assemble structure and elevation data.	12/07	12/07			•	In 2009 the City received updated Flood Insurance Rate Maps from FEMA which identify structures within the special flood hazard areas. This information, in addition to flood claim files histories received from State Office of Emergency Management was used to develop a list of properties located within the 100yr floodplain or floodway of the municipal limits.
Complete electronic database with necessary information to create GIS data layer.	12/11			•		As part of the ongoing Basin Study updates,

						<p>the consultant will provide the City with a detailed watershed model which denotes properties within the 100 year floodplain along with recommended solutions for each problem cluster. Existing topography mapping will be utilized to obtain the elevation of each flooding structure. A geo-database will be developed by the consultant for each of the 15 basins within the City. Staff will utilize this information when applying for flood grants on behalf of citizens requesting assistance.</p>
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## ACTION PLAN SCHEDULE

**STRATEGY:** EN-1: Examine stormwater and floodplain management issues, and develop policies/funding to address them

**ACTION PLAN:** Evaluate appropriateness of the ten-year storm as the City's design standard

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Determine adequacy of the ten-year design standard. Incorporate benchmarking study of post construction stormwater control design standards.	01/07	02/07			•	This information was presented as part of the February 2007 Report to the City Council Public Works Committee as well as in several subsequent meetings of the Committee
Adjust policy to most suitable design standard.	02/07	02/07			•	The City eventually settled on a 25-year storm for the design standard storm.

## ACTION PLAN SCHEDULE

**STRATEGY:** EN-1: Examine stormwater and floodplain management issues, and develop policies/funding to address them

**ACTION PLAN:** Benchmarking study to review existing stormwater regulations

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Prepare a benchmarking study to compare the City's stormwater control requirements against other major cities.	08/06	08/06			•	This information was presented to City Council at several meetings and covered design storm, ribbon paved street standards, liability insurance on stormwater ponds, and benchmarking study other cities stormwater standards.
Generate a stormwater quality and quantity control ordinance that will address stormwater impacts from all new developments above specified impervious area thresholds.	12/06	03/07			•	City Council approved a revised ordinance and the creation of a Stormwater Appeals Board in the May 10, 2009 meeting
Review existing records and public correspondence to develop a report of specific stormwater concerns, in order to create other task initiatives to address the most common stormwater concerns.	05/08	03/07			•	Done as part of the City Council's 18 month discussion and work effort to develop a stormwater management ordinance.

## ACTION PLAN SCHEDULE

**STRATEGY:** EN-1: Examine stormwater and floodplain management issues, and develop policies/funding to address them

**ACTION PLAN:** Revise stormwater policy to address structural controls for planned residential developments

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Establish new policy requiring structural stormwater management controls to reduce runoff rates from new residential developments to pre-development conditions.	12/06	11/07			•	These items were incorporated into the City Stormwater Control Ordinance adopted in May 2008
Prepare ordinance to address interim stormwater runoff controls of developments during the construction process.	12/06	12/07			•	These items were incorporated into the City Stormwater Control Ordinance adopted in May 2008
Prepare an ordinance requiring structural stormwater controls for planned residential developments.	12/06	05/08			•	These items were incorporated into the City Stormwater Control Ordinance adopted in May 2008

## ACTION PLAN SCHEDULE

**STRATEGY:** EN-2: Take actions to improve air quality, protect water quality, and protect sensitive lands

**ACTION PLAN:** Promote transportation air quality projects

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Begin to replace, as needed, heavy-duty equipment with new engine technology.	Ongoing	Ongoing		•		New engines starting with the 2009 model year have clean air controls. Several large engine purchases held until this model year
Implement fuel consumption reducing and air quality improvements approved by City Council for City fleet.	09/06	04/06			•	City began acquiring hybrid passenger and transit buses.
Update list of roadway projects that would improve air quality.	12/06	12/06			•	List was incorporated into the City's local transportation improvement plan (LTHP)
Update Winston-Salem's computerized traffic signal system.	06/09	12/09			•	This action was completed December 2009. Additional upgrades of field equipment are planned for 2010 and beyond
Begin purchasing ultra low sulfur diesel.	10/06	10/06			•	The City has been purchasing ultra low sulfur diesel fuel since Oct 2006

						and purchases approximately 600,000-700,000 gallons a year for use in both highway and off-road vehicles.
Implement projects identified on bicycle, sidewalk, and greenway plans that provide alternatives for congested areas.	12/09			•		Projects included in the City's LTIP and in the Capital Improvement Plan CIP
Continue to work toward regional commuter rail as a transportation alternative.	Ongoing	Ongoing		•		Work is continuing on this project
Report to the Triad Early Action Compact on implementation of adopted air quality strategies.	Ongoing	Ongoing		•		This committee meets monthly and is updated quarterly on the implementation of air quality strategies

## ACTION PLAN SCHEDULE

**STRATEGY:** EN-2: Take actions to improve air quality, protect water quality, and protect sensitive lands

**ACTION PLAN:** Promote water quality projects

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Prepare an interim report of the ongoing efforts to preserve and protect water quality.	02/07	02/07			•	Report presented to City Council February of 2007 as part of the Stormwater Preliminary discussion.
Pursue funding to implement stream restoration and water quality improvement projects.	01/08	09/07		•		\$3,000,000 grant revised from the NC Clean Water Trust Fund for Bath Branch, and a \$3,000,000 grant has been approved by Clean Water Revolving Fund. Other grants will be pursued as opportunities arise. (Received \$1.8 million from Clean Water Management Trust Fund for restoration of Salem Creek and Civitan Parks.
Inspect industries with national pollutant discharge elimination system permits to ensure compliance with water quality regulations.	Ongoing	Ongoing		•		City inspects a minimum of 12 NPDES permitted facilities annually as part of its NPDES permit compliance

Continue to enforce the City's illicit new discharge ordinance in order to reduce the amount of pollutants entering streams.	Ongoing	Ongoing		•		This is an ongoing intrinsic function of the Stormwater Department.
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## ACTION PLAN SCHEDULE

**STRATEGY:** EN-2: Take actions to improve air quality, protect water quality, and protect sensitive lands

**ACTION PLAN:** Develop regulations to protect sensitive lands

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Prepare a report on recently adopted erosion control ordinance on regressing cleared sites.	12/06	2/07			•	Report presented as part of the City's Stormwater Discussion
Complete the process for preparing a revised tree preservation ordinance for the city and county.	06/08	07/09			•	A compromise version of UDO122 was adopted by City Council in July 2009. The regulations call for a combination of tree preservation and tree planting on development sites.

## ACTION PLAN SCHEDULE

**STRATEGY:** EN-2: Take actions to improve air quality, protect water quality, and protect sensitive lands

**ACTION PLAN:** Establish an enforcement program to control off-site sedimentation for all single-family construction sites

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Finalize policies and procedures for installation and maintenance of erosion control measures on single-family sites.	12/06	04/06			•	See below
Prepare informational materials and conduct presentations to educate homebuilding contractors on the enforcement program.	02/07	06/06			•	See below
Begin pro-active enforcement of the program including sanctions and penalties.	05/07	10/06			•	See below
Continue pro-active enforcement and in response to complaints, make adjustments in policies and procedures as needed.	Ongoing	Ongoing		•		See below

Items handled through the City/County Inspections Department. Specific accomplishments:

- Submitted FY2005-06 budget request for additional Erosion Control Inspector position (02/2005)
- Additional Erosion Control Inspector position approved and funded for FY2005-06 (06/2005)
- Additional Erosion Control Inspector hired and commenced development of single family erosion control program (01/2006)
- Developed and finalized policies and procedures for installation and maintenance of erosion control measures on single family sites (02/2006-04/2006)
- Prepared informational materials and conducted educational presentations about the new enforcement program to local homebuilding contractors (04/2006-06/2006)
- Began pro-active enforcement of new program including penalties (10/2006)
- Continue to pro-actively monitor single family construction sites and respond to complaints in accordance with adopted policies & procedures (Ongoing)

## ACTION PLAN SCHEDULE

**STRATEGY:** EN-3: Combat sprawl through careful infill development and improved planning

**ACTION PLAN:** Complete and adopt infill development regulations applicable to appropriate growth management areas in *Legacy*

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Develop draft infill regulations.	06/07	12/07			•	See below
Review draft with key stakeholders.	12/07	12/07			•	See below
Introduce UDO text amendment for Planning Board public hearing.	03/08	04/08			•	See below
Planning Board recommendation to elected bodies.	05/08	06/08			•	See below
City Council conducts public hearing and considers adoption.	07/08	07/08			•	See Below

UDO 188 was adopted by Council in July 2008. It sets standards for residential development on infill lots in Growth Management Area 2 (Urban Neighborhoods) requiring general conformity in setbacks, sensitivity in regards to garage placement, and design of multi-family development and its associated parking. Streets standards have been revised. Mixed use districts were amended to include these elements.

## ACTION PLAN SCHEDULE

**STRATEGY:** EN-3: Combat sprawl through careful infill development and improved planning

**ACTION PLAN:** Complete and adopt zoning regulations allowing for traditional neighborhood developments in residential districts

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Complete draft of proposed regulations.	06/07	N/A			•	See below
Review draft with key stakeholders.	09/07	N/A			•	See below
Introduce UDO text amendment for Planning Board public hearing.	11/07	N/A			•	See below
Planning Board recommendation to elected bodies.	01/08	N/A			•	See below
City Council conducts public hearing and considers adoption.	03/08	N/A			•	See below

This item was determined already addressed through a combination of earlier adopted UDO text amendments requiring more pedestrian-friendly streets, a revision of mixed-use district standards, and infill development regulations.

## ACTION PLAN SCHEDULE

**STRATEGY:** EN-3: Combat sprawl through careful infill development and improved planning

**ACTION PLAN:** Complete and adopt revisions to the mixed-use district

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Complete draft of amendments.	03/06	03/06			•	See below
Seek comments from key stakeholders.	04/06	04/06			•	See below
Conduct Planning Board hearing and obtain recommendation.	04/06	04/06			•	See below
City Council conducts public hearing and considers adoption.	05/06	05/06			•	See below

This item was addressed through two UDO amendments: UDO 152, adopted by City Council in March 2006, allowing for more flexibility in building setbacks between different uses; and UDO 159, which was a more extensive overhaul of the mixed use district (MU-S).

## ACTION PLAN SCHEDULE

**STRATEGY:** EN-3: Combat sprawl through careful infill development and improved planning

**ACTION PLAN:** Complete and adopt revision to the current regulations for planned residential density development that incorporates and encourages the use of open space planning concepts

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Complete draft of proposed regulations.	06/07	06/07			•	See below
Review draft with key stakeholders.	10/07	10/07			•	See below
Introduce UDO text amendment for Planning Board public hearing.	12/07	11/07			•	See below
Planning Board recommendation to elected bodies.	02/08	12/07			•	See below
City Council conducts public hearing and considers adoption.	04/08	01/08			•	See below

The existing Planned Residential Development (PRD) regulations were revised in UDO 183, adopted by City Council in January 2008. These revisions set new standards for the quality, amount and location of open space to be set aside in subdivisions which are designed to allow clustered lots with no increase in overall density, and with the savings in lot area devoted to common open space.

## ACTION PLAN SCHEDULE

**STRATEGY:** EN-3: Combat sprawl through careful infill development and improved planning

**ACTION PLAN:** Adopt new on-premise sign regulations

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Complete draft of proposed regulations.	09/05	01/06			•	See below
Review draft with key stakeholders.	05/06	07/06			•	See below
Introduce UDO text amendment for Planning Board public hearing.	09/06	09/06			•	See below
Planning Board recommendation to elected bodies.	12/06	03/07			•	See below
City Council conducts public hearing and considers adoption.	02/07	05/07			•	See below

After extensive public input and deliberation by both the Planning Board and City Council, UDO 164 was adopted by City Council in May 2007. The amendment reduced the size and height of freestanding signs, revised regulations about temporary signs, and set standards for signage on buildings. The amendment also set an amortization period after which all non-conforming signs must comply with the new standards. UDO 164 was further amended by City Council later in 2007 to distinguish standards for the rate of change allowed in existing electronic changeable-copy signs from those that would apply to electronic signs permitted after that date.

## ACTION PLAN SCHEDULE

**STRATEGY:** EN-3: Combat sprawl through careful infill development and improved planning

**ACTION PLAN:** Complete all central city area plans (NE, SW, and NW)

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Complete North Central Area Plan and present to Planning Board.	01/07	01/07			•	
Complete East/Northeast Area Plan and present to Planning Board.	09/07	05/08			•	
Complete Southwest Area Plan and present to Planning Board.	12/09	10/09			•	
Complete Northwest Area Plan and present to Planning Board.	12/10			•		

## ACTION PLAN SCHEDULE

**STRATEGY:** EN-3: Combat sprawl through careful infill development and improved planning

**ACTION PLAN:** Prepare zoning recommendations for Piedmont Triad Research Park

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Review regulatory changes and zoning map changes with stakeholders.	10/06	11/06			•	See below
Conduct Planning Board public hearing and make recommendation.	12/06	11/06			•	See below
Conduct City Council public hearing and adopt.	02/07	02/07			•	See below

UDO 168 was adopted by City Council in February 2007 and overhauled the old Central Industrial District regulations to allow for the uses and site design that would accommodate Piedmont Triad Research Park.

## ACTION PLAN SCHEDULE

**STRATEGY:** EN-3: Combat sprawl through careful infill development and improved planning

**ACTION PLAN:** Study and make recommendations for overhaul of parking requirements applicable to older, existing commercial areas

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Study alternative ways to provide relief from typical minimum parking requirements for older buildings for uses that do not create significant parking demands.	03/06	02/06			•	See below
Prepare draft parking regulation amendments.	03/06	02/06			•	See below
Discuss with key stakeholders.	03/06	03/06			•	See below
Conduct Planning Board hearing and make recommendation.	04/06	04/06			•	See below
Conduct City Council public hearing and consideration of adoption.	05/06	08/06			•	See below

Parking requirement applicable to existing commercial buildings in Growth Management Area 1 and 2 (Downtown and Urban Neighborhoods) were revised in UDO 160, adopted by City Council in May and August 2006. The revisions gave more flexibility for these older areas to not have to meet the same standards for parking in suburban commercial areas, thereby encouraging their reuse and revitalization. Parking for restaurant uses in these older buildings would have to receive City Council approval for a lesser number of spaces than the code normally requires.

## ACTION PLAN SCHEDULE

**STRATEGY:** EN-4: Identify dumping issues in neighborhoods, and develop strategies to eliminate and prevent them

**ACTION PLAN:** Same as Strategy

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Explore creating a special trash operations patrol team to monitor dumping sites on non-traditional schedules, for removal on public property, citing owners on private property, and identifying violators.	01/07	01/07			•	Periodically, the Field Maintenance Crew will alter their work schedule to work on a Saturday cutting grass or picking up trash and using this opportunity to monitor known illegal dumping sites
Explore creating collaborations with private trash haulers who, after being advised when violation notices are issued, can contact violators for possible removal within a shorter time frame and less expensive than City removal.	03/07	03/07			•	A list of contractors was created and enclosed in violation notices
Evaluate impact of fully implemented Trash Busters and Cameras On Patrol programs.	06/07	06/07			•	The Trash Busters Program has been successful in identifying and arresting violators who illegally dump and staff recommends its continued use. The Cameras on Patrol Program was not as successful as hoped for due to the constant theft of the cameras as well as the

						usefulness of the pictures. In some areas, the cameras proved effective.
Adjust programs as needed.	07/07	Ongoing		•		

## ACTION PLAN SCHEDULE

**STRATEGY:** EN-5: Make more effective use of landfill and recycling program and define how funded

**ACTION PLAN:** Same as Strategy

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Prepare a report that: <ul style="list-style-type: none"> <li>• assesses the effects of current operational conditions on the City/County landfill;</li> <li>• makes a multi-year financial forecast of the solid waste fund;</li> <li>• reviews the state of the art in methods of financing recycling programs.</li> </ul> Provide all assembled materials to decision makers for their use.	03/07	09/07			•	

This item was studied extensively by the City's Budget Office with the Assistance of the City/County Utilities Division and the City's Finance Department. The study culminated in a report by the Budget Office at a special meeting of the City Council in August of 2007.

The key findings were that without significant changes in how solid waste management programs were funded, the Solid Waste Fund would run out of money in the next few years. The report indicated that alternative methods of funding the non-disposal programs would be lessen the financial requirements and extend the life of the fund. Other options included imposing flow control ordinances on waste generated with in Forsyth County or the City of Winston-Salem.

## ACTION PLAN SCHEDULE

**STRATEGY:** G-1: Examine future role of Housing Authority and means of City oversight

**ACTION PLAN:** Same as Strategy

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Prepare a report for Council consideration that 1) reviews the statutory options available to North Carolina municipalities in organizing the public housing function; and 2) surveys actual practice in comparable cities.	08/08	08/08			•	A report was presented to Finance and CD/H/GG committees in August 2008. No changes in City oversight recommended

## ACTION PLAN SCHEDULE

**STRATEGY:** G-2: Develop capital needs list to consider for a new bond referendum

**ACTION PLAN:** Prepare for a potential general obligation bond referendum

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Report on funded and unfunded capital needs.	11/07	02/08			•	Prepared annually as part of the budget preparation process.
City Council review of a potential list of bond-financed projects and issues relating to capital financing.	02/08	03/08			•	Prepared annually as a part of the budget preparation process.
Community meetings to discuss capital needs and priorities.	Ongoing	Ongoing		•		
Council makes informal decision on whether to proceed with a bond referendum, including ballot items and amounts.	06/10			•		

## ACTION PLAN SCHEDULE

**STRATEGY:** G-2: Develop capital needs list to consider for a new bond referendum

**ACTION PLAN:** Develop a potential 2010 general obligation bond referendum schedule

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
City Council adopts resolution directing publication of notice of intent.	07/10			•		
Introduce bond order at City Council meeting.	08/10			•		
City Council holds public hearing on adoption of the bond order; City Council adopts the bond order and the resolution setting a special bond referendum.	08/10			•		
Referendum.	11/10			•		

## ACTION PLAN SCHEDULE

**STRATEGY:** G-3: Have departments conduct a self-study of functions, accomplishments, needs, and coordination of efforts with other departments

**ACTION PLAN:** Update performance measurement programs using data collected from departments

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Review existing performance measures, and update with measures that are indicators of performance against department objectives and mission.	03/07	12/06			•	See below
Review existing application support systems for meaningful measures.	06/07	06/07			•	See below
Report measures where available within support systems, or determine if measures should be collected through other methods.	06/07	06/07			•	See below

Performance measures for all departments, including workload, output (efficiency), and outcome (effectiveness) measures were developed for comprehensive review, monitoring, and reporting. Performance data is evaluated during the budget preparation process and performance measures for key departments providing direct constituent service are reported to the public in the city's annual; performance scorecard report.

## ACTION PLAN SCHEDULE

**STRATEGY:** G-3: Have departments conduct a self-study of functions, accomplishments, needs, and coordination of efforts with other departments

**ACTION PLAN:** Determine the impact on call-answering positions of a single telephone number for accessing all City services

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Evaluate impact of a new call answering system on department's existing processes.	12/06	03/07			•	See below
Recommend changes within and between departments to benefit from possible efficiencies.	03/07	04/07			•	See below
Implement changes.	06/07	06/07			•	See below

These tasks were completed in the context of SE-1, 'Advertise one telephone number answered by City staff for access to all services'. Call volume, call answering methods, and staffing impact information was collected for most departments. Following a decision to implement a centralized contact center, recommendations were made regarding staffing allocation changes to adjust for the redirection of department telephone numbers to a single telephone number (727-8000).

## ACTION PLAN SCHEDULE

**STRATEGY:** G-3: Have departments conduct a self-study of functions, accomplishments, needs, and coordination of efforts with other departments

**ACTION PLAN:** Use a common service request tracking system that captures information to be used for managing work processes and staffing allocations

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
A policy is instituted where departments must capture all citizen service requests through a standard method.	10/06	10/06			•	See below
A policy is instituted where departments must manage all work through existing work order systems.	12/06	10/06			•	See below
Performance reporting is used to analyze quality of services against work area priorities.	06/07	06/07			•	See below
Staffing adjustments are regularly made with an understanding of impact on services.	06/07	06/07			•	See below

A policy was instituted that required citizen-facing departments to capture service requests within the CRM software. Depending on the type of service request, the software was configured to automatically assign the work to an appropriate work area, track work to completion, and report on whether the request was satisfied within a pre-defined time period. CRM was also selected as the primary management tool for the contact center, which enables service requests to be initiated centrally while the work is assigned and completed by the responsible department. Information from CRM reports is used to evaluate staffing needs and adjust assignments based upon the impact on services.

## ACTION PLAN SCHEDULE

**STRATEGY:** G-3: Have departments conduct a self-study of functions, accomplishments, needs, and coordination of efforts with other departments

**ACTION PLAN:** Establish performance measures for new customer service initiatives and evaluate programs annually

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Quantify goals for new initiatives and establish measurable outputs and outcomes.	Ongoing	Ongoing		•		See below
Review existing performance measures and benchmark data for comparable programs.	Ongoing	Ongoing		•		See below
Compare program achievement to actual outcomes annually.	Ongoing	Ongoing		•		See below

New programs, if considered, are evaluated through consideration of its alignment with the City of Winston-Salem’s mission statement, goals, and values, and within the context of established performance goals and objectives. Programs are compared through analysis of trend data, citizen satisfaction surveys and through comparison of peer cities included in the North Carolina Municipal Benchmarking Project. Information is reported to City Council and the citizens of the City of Winston-Salem in its annual Performance Scorecard.

## ACTION PLAN SCHEDULE

**STRATEGY:** G-3: Have departments conduct a self-study of functions, accomplishments, needs, and coordination of efforts with other departments

**ACTION PLAN:** Assist departments through independent field investigations and contract compliance evaluation

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Identify existing City programs appropriate for field audit review.	02/07	Ongoing		•		See below
Review vendor contractual obligations or City guidelines for providing service.	Ongoing	Ongoing		•		Included in Key Work Items
Design field audit processes and incorporate into annual audit work plan.	03/07	Ongoing		•		See Item 1
Provide feedback and recommendations to improve service, where applicable, to departments for performance improvement.	Ongoing	Ongoing		•		Included as a part of Performance Evaluation, Budget Preparation and Internal and External Audit Reviews

Field audits were conducted in FY 2007-08 using a random selection process. Pending completion of more detailed field audit process criteria that more comprehensively address follow-up and managerial authority responsibilities, routine field audit reviews will remain the responsibility of the service department, with external review by Internal Audit as included in the annual work plan. Reports of alleged inefficient or inappropriate use or misappropriation of city resources, including human resources, will continue to be investigated. Audit work plans will continue to use field observation and verification as necessary to perform comprehensive reviews.

## ACTION PLAN SCHEDULE

**STRATEGY:** G-3: Have departments conduct a self-study of functions, accomplishments, needs, and coordination of efforts with other departments

**ACTION PLAN:** Continue to use zero-based budgeting to systematically review City programs

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Present 2006 findings to Finance Committee.	05/06	05/06			•	
Selection of services for next ZBB review.	11/06	11/06			•	New departments considered for ZBB as a part of each year's budget preparation process and as recommended by the Citizen's Budget Advisory Committee.

## ACTION PLAN SCHEDULE

**STRATEGY:** G-4: Continue with regular evaluation of boards and commissions

**ACTION PLAN:** Same as Strategy

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Complete review of Historic Resources Commission.	03/06	03/06			•	
Complete review of Sports Commission.	12/06	11/07			•	Disbanded
Complete review of Cable Review Committee.	02/07	05/07			•	Disbanded
Complete review of Community Appearance Commission.	06/07	12/07			•	
Complete review of Youth Council.	11/08	Projected May 2010	•			Comprehensive review of Youth Council was delayed to allow for work of Youth Advisory Task Force to commence in Nov 2008 and evaluation of summer activities in 2008 and 2009. Review has been further delayed to consider curfews and youth crime issues.
Complete review of Utility Commission.	01/09	05/09			•	The Utilities Review Commission presented a comprehensive review report to the Finance Committee in May 2009

Complete review of Fair Planning Commission.	03/09	Projected August 2010	•			Additional restructuring of the public assembly facilities into one organization and operational oversight for the Dixie Classic Fair has further changed the role of the Fair Planning Commission. The Public Assembly Facilities Commission has included this item in its 2010 work plan.
Complete review of Human Relations Commission.	05/09	05/09			•	Review completed in January 2003 and not determined to need reviewed again at this time.

## ACTION PLAN SCHEDULE

**STRATEGY:** G-5: Study potential for non-profit institutions providing services or payments in lieu of taxes

**ACTION PLAN:** Same as Strategy

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Prepare a report to the City Council that addresses the following issues: <ul style="list-style-type: none"> <li>• the extent to which the City and the institutions are mutually beneficial;</li> <li>• the cost of City services provided to major non-profits;</li> <li>• the voluntary contributions from non-profits in other jurisdictions;</li> <li>• current and potential non-monetary contributions from the major non-profits;</li> <li>• the impact of HB 1647 (Representative Folwell's bill) on the non-profit institutions and on the City and County governments.</li> </ul>	12/06	09/07			•	Efforts to more profit mutually beneficial relationships with non-profit organizations to be addressed at the City Council level as partnership opportunities arise.

## ACTION PLAN SCHEDULE

**STRATEGY:** G-6: Develop land use and design guidelines as well as area plans to address use conflicts applicable to all areas of the city, including areas/buildings of historic significance

**ACTION PLAN:** Complete area plans for the southwest, south, and east suburban areas

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Complete area plan for the southwest suburban area and present to Planning Board.	06/08	08/08			•	
Complete area plan for the south suburban area and present to Planning Board.	12/10			•		
Complete area plan for the east suburban area and present to the Planning Board.	12/09	11/09			•	Southeast Suburban Area Plan approved 11/09

## ACTION PLAN SCHEDULE

**STRATEGY:** G-6: Develop land use and design guidelines as well as area plans to address use conflicts applicable to all areas of the city, including areas/buildings of historic significance

**ACTION PLAN:** Increase awareness of historic resources in the city as well as the incentives and tools to protect historic resources

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Prepare, publish, and distribute historic resources source book.	01/07	06/07			•	The Historic Preservation Sourcebook, and extensive catalogue of information and procedural references on historic preservation was published in May 2007.
Prepare, make, and publicize a presentation on historic resources, tools, and incentives.	06/07	07/07			•	A Power Point presentation summarizing information in the Sourcebook was completed and presented to City Council in July 2007
Update architectural inventory of the City and County (Phase I).	12/07	08/07			•	The Architectural Inventory, Phase I, II and III have been completed.

## ACTION PLAN SCHEDULE

**STRATEGY:** G-6: Develop land use and design guidelines as well as area plans to address use conflicts applicable to all areas of the city, including areas/buildings of historic significance

**ACTION PLAN:** Prepare land use and design recommendations for one or more eastern leg beltway interchanges

ACTION PLAN TASKS	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BEHIND SCHEDULE	ON TARGET	COMPLETE	NOTES
Secure services of a consultant using transportation grant funding.	11/06	08/07			•	See below
Prepare land use and design study for one or more beltway interchanges.	12/07	06/08			•	See below
Conduct public workshop to explain findings and recommendations and to receive input.	03/08	11/07			•	See below
Present report with final recommendations to Planning Board.	06/08	06/08			•	See below

Land use and design recommendations for the proposed Kernersville Road interchange with the Beltway were completed with input of citizens and property owners in the area and included in the Southeast Suburban Area Plan adopted by City Council in November 2009.