



Winston-Salem

STRATEGIC PLAN 2006 – 2009

MAJOR FOCUS AREAS AND STRATEGIES

DECEMBER 2006

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: 727-2742)	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: 727-2742; Greg Turner: 727-8066)	(See Strategy)		●		p. 9
EVD-3	Solidify and continue downtown revitalization efforts. (Derwick Paige: 727-2742)	(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: 727-2742)	(See Strategy)		●		p. 11
EVD-5	Plan/implement efforts in Revitalizing Urban Commercial Areas (RUCA). (Derwick Paige: 727-2742)	(See Strategy)		●		p. 12
EVD-6	Strengthen transportation infrastructure including bus, bicycle, and rail (streetcar and regional). (Greg Turner: 727-8066)	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. (Pat Norris: 773-7701)	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: 727-2742)	(See Strategy)		●		p. 21
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. (Derwick Paige: 727-2742)	(See Strategy)		●		p. 22
SV-4	Complete and implement parks, open space, and greenways plans. (Derwick Paige: 727-2742)	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: 727-2639)	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: 727-2742)	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: 727-2846)	Utilize e-mail to notify individuals registered through the city 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: 748-3436)	(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: 727-2123)	(See Strategy)			●	p.33
SE-4	Set specific collection goals for leaves/brush. (Greg Turner: 727-8066)	(See Strategy)			●	p. 34
SE-5	Publicize rules/procedures under existing ordinances; enforce codes on books. (Martha Wheelock: 748-3436)	(See Strategy)		●		p. 35
SE-6	Make law enforcement more comprehensive. (Pat Norris: 773-7701)	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: 727-8066)	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: 727-8066; Derwick Paige: 727-2742)	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: 727-2087)	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 develop-ments.		●		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: 727-2087)	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.				●
EN-4	Identify dumping issues in neighborhoods, and develop strategies to eliminate and prevent them. (Derwick Paige: 727-2742)	(See Strategy)		●		p. 56
EN-5	Make more effective use of landfill and recycling program and define how funded. (Greg Turner: 727-8066)	(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: 727-2742)	(See Strategy)		●		p. 58
G-2	Develop capital needs list to consider for a new bond referendum. (Ann Jones: 727-2639)	Prepare for a potential general obligation bond referendum.		●		p. 59
		Develop a potential 2008 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: 727-2123)	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: 748-3436)	(See Strategy)		●		p. 67
G-5	Study potential for non-profit institutions providing services or payments in lieu of taxes. (Ann Jones: 727-2639)	(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: 727-2087)	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.

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			●		
Prepare in conjunction with WSBI or the Northwest Piedmont Workforce Development Board a study of local economy and workforce.	06/07			●		
Based on economic sectors identified, assist WSBI, as needed, with its marketing and recruiting efforts.	Ongoing			●		
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			●		

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			●		
Identify opportunities to participate in the Workforce Innovations in Regional Economic Development Grant initiative.	01/07			●		
Update Council on the Heart of the Triad initiative.	03/07			●		
Assist with efforts to promote cost/revenue sharing opportunities.	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 MLK Drive.	05/07			●		
Update Downtown Plan in conjunction with the Downtown Winston-Salem Partnership (Planning and Development).	10/07			●		
Prepare, in conjunction with the Downtown Winston-Salem Partnership, design standards for future downtown development and infrastructure (Planning, Public Works, and Development).	12/08			●		
Support development of a downtown baseball stadium.	Ongoing			●		
Continue to study Civic Plaza redevelopment feasibility as proposed by Neiman Capital.	Ongoing			●		
Continue to support Goler redevelopment.	Ongoing			●		
Continue to support Piedmont Triad Research Park.	Ongoing			●		
Continue recruiting restaurants and entertainment venues to downtown.	Ongoing			●		
Continue assisting downtown residential development.	Ongoing			●		

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			●		
Complete any outstanding acquisition/condemnation cases in Old Cherry and Happy Hill redevelopment plan area.	03/07			●		
Initiate all property acquisitions for the Liberty Street Corridor Redevelopment Plan.	12/06			●		
Market (Liberty Street Corridor) sites acquired to potential developers.	08/07			●		
Based on identifying potential developer(s), work to convey property for redevelopment opportunities.	12/07			●		
Based on available funding, complete Phase I infrastructure improvements for Brookwood Redevelopment Plan.	12/07			●		
Complete Northeast Winston #2 build-out.	12/09			●		
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			●		
Based on available funding, identify additional inner-city areas for potential redevelopment opportunity.	12/09			●		

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			●	
Identify priority areas for public improvements and private incentives.	05/06	05/06			●	
Prepare individual plans for priority areas.	05/06	05/06			●	
Select first areas for RUCA public participation.	12/06	10/06			●	
Assign implementation responsibility and implement plans for selected priority areas.	05/07			●		
Based on available funding, identify next area(s) for public improvements and private incentives including the expansion of this program into suburban areas.	07/08			●		

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			●		
Create new bike route map for the city and county, and install signs along established routes.	02/07			●		
Identify priority bicycle and pedestrian plan improvements to include in financing plans for street and greenway improvements.	12/07			●		
Coordinate repaving plans to identify possible bicycle improvements.	Ongoing			●		

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			●		
Maintain efforts to identify strategies to mitigate impacts of planned maintenance and rehabilitation work on Business 40.	Ongoing			●		
Add the upgrade of the computerized traffic control system to the metropolitan planning organization's needs list.	12/06			●		
Complete a collector street plan for the city.	06/07			●		
Identify possible road, sidewalk, and other transportation projects for a local bond issue.	12/07			●		

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			●		
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			●	
Review streetcar study with Public Works and Finance Committees.	02/07			●		
Forward report on fixed route bus system best practices to City Council.	02/07			●		

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			●		
Continue efforts of WSPD Gang Intelligence Unit in identifying, investigating, and suppressing gang-related crimes.	Ongoing			●		
Seek grant funding for community education program.	Ongoing			●		
Support SBI effort to make GANGNET information available statewide.	Ongoing			●		
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					

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			●		
Engage in quality of life/enrichment activities, partnering with various organizations and communities (Center for Community Safety, Habitat for Humanity, etc.).	Ongoing			●		
Continue to be actively involved in the U.S. Attorney's Project Safe Neighborhood program.	Ongoing			●		

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			●		
Advocate crime prevention strategies, and continue to provide assistance to neighborhood associations.	Ongoing			●		
Expand efforts of Operation Impact.	Ongoing			●		
Continue to partner with city departments in Trashbusters initiative to aid neighborhood clean-ups.	Ongoing			●		
Employ comprehensive problem-solving model to address vandalism and malicious injury to property incidents in neighborhoods with specific needs.	Ongoing			●		

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			●		
Assist in monitoring of re-entry participants to ensure they remain crime free.	Ongoing			●		
Continue involvement in Community Safety Partnership's new Faith Seeds re-entry program.	Ongoing			●		
Continue participation in the Violent Crimes Task Force with a representative at meetings to provide input on re-entry issues.	Ongoing			●		
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			●		

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			●		
Assist in YWCA's Teen Court Program by screening delinquent juvenile cases for referral.	Ongoing			●		
Refer chronic runaways to Dr. Liz Arnold/WFU School of Medicine's Runaway Youth Project.	Ongoing			●		
Continue work with Forsyth Council for Children and Families to provide service provider resource list for families requiring non-law enforcement services.	Ongoing			●		

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			●		
Create ten-year plan commission, with the following immediate functions: <ul style="list-style-type: none"> • 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; • Identify and commit resources to support the implementation of the plan; • 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; • 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; • Develop external infrastructure supports such as the Housing First Resource Center, employment assistance and training, legal counseling, and treatment for mental illness and addictions. 	04/07			●		

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"> • African-American/Hispanic Relations Forum Series • Hispanic Expo • Race Equality Week • Alternative Residential Mediation Program • Quarterly radio interviews on Hispanic radio stations • Fiesta Festival community outreach sponsorship • Juneteenth Cultural Festival • Dr. Martin Luther King, Jr. Noonday Observance 	06/06 10/06 10/06 12/06 Ongoing Ongoing Ongoing Ongoing			●		
Collaborate with Hispanic and other organizations to assist in developing a seminar to educate the citizens on city codes and programs they need to know. <ul style="list-style-type: none"> • Develop seminar and create materials • Market seminar and schedule dates/locations • Start seminars 	11/06 12/06 01/07			●		
Coordinate efforts with agencies such as Center for Homeownership to educate Hispanic population in the area of homeownership.	06/07			●		
Work with other city departments, volunteers, and non-profit agencies to ensure needed Spanish translations for government services rendered.	Ongoing			●		

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			●	
Develop a park facility maintenance assessment to clearly articulate future capital needs based on a comprehensive evaluation of existing conditions.	01/07			●		
Prepare priority list of greenways, parks, open space, and maintenance projects for inclusion in future capital improvement plans.	01/07			●		

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"> • Economic impact of arts support; • Comparison of the city's level of support to that of other North Carolina cities (\$ per capita, % of general fund budget, tax rate equivalent); • 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. 	12/06			●		

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			●		
Solicit information and suggestions from the public art committee at the Arts Council to understand options currently under consideration.	09/06			●		
Outline in detail how public art programs are structured in other cities.	09/06			●		
Develop draft policies that encourage (or require) public art associated with major rezonings.	10/06			●		
Evaluate a policy that would enable and encourage the placement of public art in major publicly funded building projects.	10/06			●		
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			●		

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.	08/07			●		
Identify small neighborhood areas for which purchase-rehab and “infill” new construction will be effective tools to stem the tide of disinvestment.	08/07			●		
Establish planning process with existing, active neighborhood associations in small neighborhood areas.	11/07			●		
Utilizing a cross-department approach, classify “troubled” neighborhoods as follows: <ul style="list-style-type: none"> • Areas w/long-term, substantial needs and obsolete housing; • Areas w/aging neighborhood/declining property values; • Areas w/limited, “targeted” improvement needs. 	03/08			●		
Incorporate neighborhoods and new or revised program tools in the 2009-2013 Consolidated Plan.	03/08			●		
Utilizing code enforcement, tenure, and other relevant data, identify all “distressed” neighborhoods with disinvestment characteristics.	03/08			●		
Complete Old Cherry and Happy Hill plan development activities in concert with completion of Kimberly Park and Happy Hill HOPE VI development activities.	12/09			●		

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			●		
Develop and implement a pilot Neighborhood Improvement Plan to address hard-core problems in multi-family developments.	01/07			●		
Initiate and complete property condition assessments in troubled neighborhoods.	06/07			●		
Explore feasibility of obtaining authority for housing inspectors to cite certain zoning violations (vehicles, boarding houses).	12/07			●		
Seek legislation to obtain alternative ways to notify owners of chronic violator properties to ensure enforcement.	12/07			●		

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 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			●	
Release new city web site with "MyCityofWS."	05/06	05/06			●	
Begin sending e-mails notifying registered users of new web content that matches areas of interest.	06/06	06/06			●	
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			●		

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			●		
Expand use of existing service request software.	03/07			●		
Complete system where citizen service request reports are available upon request or through an easy-to-use application.	06/07			●		

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			●	
Recommend steps for converting to a single telephone number.	12/06			●		
Determine whether to consolidate or distribute call taking.	12/06			●		
Implement program.	06/07			●		

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			●		
Consider effect of technology changes on existing processes.	12/06			●		
Purchase, customize, and deploy software based upon new processes.	01/07			●		
Train staff in use of software.	02/07			●		
Deploy electronic solution that integrates e-agenda, support materials, video, and minutes onto the city's web site.	05/07			●		

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.	12/06			●		
Develop a plan to use the building for meeting temporary space needs while renovating the Public Safety Center.	12/06			●		
Police evidence storage and police training to occupy the facility.	06/08			●		
Implement a phase two utilization of remaining space in building.	07/10			●		

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"> • describes the city’s current leaf, brush, and Christmas tree collection processes; • discusses the factors that affect the collection of these materials; • provides comparison information on the methods used in other cities; • presents options for collection of these materials with a time guarantee. 	10/06	10/06			●	

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.).	12/06			●		
Create a frequently asked question and answer program on WSTV13 and on the city's web site.	01/07			●		
Work with area realtors to distribute information to new homebuyers.	01/07			●		
Produce television programs for sanitation on garbage collection, recycling, bulky item pick-up, and the proper use of yard carts.	06/07			●		
Assist sanitation in creating an online newsletter that reinforces the proper methods of recycling, garbage collection, and yard cart use.	06/07			●		

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			●		
Continue information-sharing efforts with other agencies in the region through advancements in technology.	Ongoing			●		
Continue efforts to construct a joint training facility for police, fire, and emergency operations center personnel.	Ongoing			●		
Construct joint training facility to be shared by Forsyth County Sheriff's Department and the Winston-Salem Police Department.	Ongoing			●		
Work with other law enforcement agencies in the county as well as WS/FC schools and regional partners.	Ongoing			●		
Continue efforts to address root cause of crime by partnering with other city agencies on Operation Impact initiatives.	Ongoing			●		
Support WFU School of Medicine in securing new grant funding for aids impact study.	12/06			●		
Continue participation on the Child Fatality Prevention Team by providing investigative reports/findings and reviews of preventable deaths.	Ongoing			●		

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			●		
Research history of Winston-Salem's 60/40 stormwater policy and its costs and impacts on city services.	01/07			●		
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			●		
Study and make recommendations on whether to extend the restrictions on floodway fringe filling activities to something beyond the present 50% limitation.	12/07			●		
Conduct an inventory survey of the private stormwater system in the city including pipes, streams, and major ditches.	12/11			●		

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			●		
Determine the level of participation and develop policy to provide local assistance through the National Flood Insurance Program.	01/08			●		

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			●		
Publicize and adopt revised FEMA floodplain maps as each map becomes available.	Ongoing			●		

ACTION PLAN SCHEDULE

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			●		
Research existing records and perform field verifications as necessary to assemble structure and elevation data.	12/07			●		
Complete electronic database with necessary information to create GIS data layer.	12/11			●		

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			●		
Adjust policy to most suitable design standard.	02/07			●		

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			●	
Generate a stormwater quality and quantity control ordinance that will address stormwater impacts from all new developments above specified impervious area thresholds.	12/06			●		
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			●		

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			●		
Prepare ordinance to address interim stormwater runoff controls of developments during the construction process.	12/06			●		
Prepare an ordinance requiring structural stormwater controls for planned residential developments.	12/06			●		

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			●		
Implement fuel consumption reducing and air quality improvements approved by City Council for city fleet.	09/06			●		
Update list of roadway projects that would improve air quality.	12/06			●		
Update Winston-Salem's computerized traffic signal system.	06/09			●		
Begin purchasing ultra low sulfur diesel.	10/06			●		
Implement projects identified on bicycle, sidewalk, and greenway plans that provide alternatives for congested areas.	12/09			●		
Continue to work toward regional commuter rail as a transportation alternative.	Ongoing			●		
Report to the Triad Early Action Compact on implementation of adopted air quality strategies.	Ongoing			●		

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			●		
Pursue funding to implement stream restoration and water quality improvement projects.	01/08			●		
Inspect industries with national pollutant discharge elimination system permits to ensure compliance with water quality regulations.	Ongoing			●		
Continue to enforce the city's illicit new discharge ordinance in order to reduce the amount of pollutants entering streams.	Ongoing			●		

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			●		
Complete the process for preparing a revised tree preservation ordinance for the city and county.	06/08			●		

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			●		
Prepare informational materials and conduct presentations to educate homebuilding contractors on the enforcement program.	02/07			●		
Begin pro-active enforcement of the program including sanctions and penalties.	05/07			●		
Continue pro-active enforcement and in response to complaints, make adjustments in policies and procedures as needed.	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			●		
Review draft with key stakeholders.	12/07			●		
Introduce UDO text amendment for Planning Board public hearing.	03/08			●		
Planning Board recommendation to elected bodies.	05/08			●		
City Council conducts public hearing and considers adoption.	07/08			●		

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			●		
Review draft with key stakeholders.	09/07			●		
Introduce UDO text amendment for Planning Board public hearing.	11/07			●		
Planning Board recommendation to elected bodies.	01/08			●		
City Council conducts public hearing and considers adoption.	03/08			●		

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			●	
Seek comments from key stakeholders.	04/06	04/06			●	
Conduct Planning Board hearing and obtain recommendation.	04/06	04/06			●	
City Council conducts public hearing and considers adoption.	05/06	05/06			●	

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			●		
Review draft with key stakeholders.	10/07			●		
Introduce UDO text amendment for Planning Board public hearing.	12/07			●		
Planning Board recommendation to elected bodies.	02/08			●		
City Council conducts public hearing and considers adoption.	04/08			●		

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			●	
Review draft with key stakeholders.	05/06	07/06			●	
Introduce UDO text amendment for Planning Board public hearing.	09/06			●		
Planning Board recommendation to elected bodies.	12/06			●		
City Council conducts public hearing and considers adoption.	02/07			●		

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			●		
Complete Northeast Area Plan and present to Planning Board.	09/07			●		
Complete Southwest Area Plan and present to Planning Board.	12/09			●		
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			●		
Conduct Planning Board public hearing and make recommendation.	12/06			●		
Conduct City Council public hearing and adopt.	02/07			●		

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				●	
Prepare draft parking regulation amendments.	03/06				●	
Discuss with key stakeholders.	03/06				●	
Conduct Planning Board hearing and make recommendation.	04/06				●	
Conduct City Council public hearing and consideration of adoption.	05/06				●	

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			●		
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			●		
Evaluate impact of fully implemented Trash Busters and Cameras On Patrol programs.	06/07			●		
Adjust programs as needed.	07/07			●		

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"> • assesses the effects of current operational conditions on the city/county landfill; • makes a multi-year financial forecast of the solid waste fund; • reviews the state of the art in methods of financing recycling programs. Provide all assembled materials to decision makers for their use.	03/07			●		

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.	12/07			●		

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			●		
City Council review of a potential list of bond-financed projects and issues relating to capital financing.	02/08			●		
Community meetings to discuss capital needs and priorities.	05/08			●		
Council makes informal decision on whether to proceed with a bond referendum, including ballot items and amounts.	06/08			●		

ACTION PLAN SCHEDULE

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

ACTION PLAN: Develop a potential 2008 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.	07/08			●		
Introduce bond order at City Council meeting.	08/08			●		
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.	08/08			●		
Referendum.	11/08			●		

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			●		
Review existing application support systems for meaningful measures.	06/07			●		
Report measures where available within support systems, or determine if measures should be collected through other methods.	06/07			●		

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			●		
Recommend changes within and between departments to benefit from possible efficiencies.	03/07			●		
Implement changes.	06/07			●		

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			●		
A policy is instituted where departments must manage all work through existing work order systems.	12/06			●		
Performance reporting is used to analyze quality of services against work area priorities.	06/07			●		
Staffing adjustments are regularly made with an understanding of impact on services.	06/07			●		

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			●		
Review existing performance measures and benchmark data for comparable programs.	Ongoing			●		
Compare program achievement to actual outcomes annually.	Ongoing			●		

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			●		
Review vendor contractual obligations or city guidelines for providing service.	Ongoing			●		
Design field audit processes and incorporate into annual audit work plan.	03/07			●		
Provide feedback and recommendations to improve service, where applicable, to departments for performance improvement.	Ongoing			●		

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			•		

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			●		
Complete review of Cable Review Committee.	02/07			●		
Complete review of Community Appearance Commission.	06/07			●		

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"> • the extent to which the city and the institutions are mutually beneficial; • the cost of city services provided to major non-profits; • the voluntary contributions from non-profits in other jurisdictions; • current and potential non-monetary contributions from the major non-profits; • the impact of HB 1647 (Representative Folwell’s bill) on the non-profit institutions and on the city and county governments. 	12/06			●		

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			●		
Complete area plan for the south suburban area and present to Planning Board.	12/09			●		
Complete area plan for the east suburban area and present to the Planning Board.	12/10			●		

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			●		
Prepare, make, and publicize a presentation on historic resources, tools, and incentives.	06/07			●		
Update architectural inventory of the city and county (Phase I).	12/07			●		

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			●		
Prepare land use and design study for one or more beltway interchanges.	12/07			●		
Conduct public workshop to explain findings and recommendations and to receive input.	03/08			●		
Present report with final recommendations to Planning Board.	06/08			●		