

City of Fayetteville

2015 City Council Retreat



Strategic Plan

Council Retreat Date: February 25th and 26th of 2015
Plan Updated on 3-31-2015

Summary

The City of Fayetteville conducts an Annual Strategic Planning Retreat to review and establish short and long term goals and an overall action plan for the next several years. In doing so, the Mayor and Council for the City of Fayetteville are providing a framework in which to determine what the City intends to be in the future and how it will get there. The retreat is also instrumental in establishing the budget priorities. This year's planning retreat was held in Fayetteville on Wednesday, February 25, 2015 and Thursday, February 26, 2015.

This document addresses the following issues:

- Mission Statement
- Vision Statement
- City Slogan
- Core Values
- SWOT Analysis
- Strategic Goals
- Action Plan

Old Mission Statement

“To ensure a superior quality of life for its citizens by providing the most cost effective municipal services, while preserving the cultural, historical and natural resources of the City.”

New Mission Statement

“To ensure a superior quality of life for its citizens by providing the most cost effective and professional municipal services while preserving the cultural, historical and natural resources of the City.”

Old Vision Statement

“The City of Fayetteville is a premier community where we treasure our past and the promise of our future. We are community where citizens and businesses grow and succeed together.”

New Vision Statement

“The City of Fayetteville is an innovative and progressive community where we treasure our past and the promise of our future. We continuously strive to become a premier city by enhancing the quality of life of our residents through effective and efficient service delivery, smart growth development, and exciting economic and recreational opportunities.”

City Slogan

“A History with a Future.”

Core Values

- Fiscal responsibility
- Public Safety and quality of life
- Openness and honesty
- Integrity and ethics
- Accountability
- Technological innovation
- Teamwork
- Customer service focus
- Excellence

SWOT Analysis

As part of the 2015 City Council Retreat a SWOT analysis was completed by the City Council and the City’s Management Team comprised of the City Manager, Assistant City Manager/Fire Chief, Finance & Administrative Services Director, Police Chief, Public Services Director, Human Resources Manager, and the Information Technology Director. A SWOT analysis is part of the internal/external assessment that an organization conducts to analyze and evaluate internal conditions (strengths and weaknesses) and external factors (opportunities and threats). The internal assessment is an inventory of the City’s present operations and mandates to get a clearer picture of the services the City

provides. The external assessment is basically outlining the City's customers and what is important to them.

Each participant in the SWOT analysis was asked to provide up to five main points within each of the four categories of strengths, weaknesses, opportunities, and threats. The results were narrowed to six main points that resulted in the following analysis:

Strengths

- Experienced/knowledgeable and team oriented staff in all departments of the City.
- Harmonious City Council willing to work with City personnel and create an atmosphere conducive to doing business in the City.
- Established Main Street and DDA programs.
- Existing development (Pinewood/Piedmont/GMC).
- Low crime rate.
- Excellent customer service and good working relationships with local, state, federal, and private agencies.

Weaknesses

- Aging and outdated government facilities.
- Perception of unsafe conditions at the Fayette Pavilion.
- Lack of water, sewer, and pathway infrastructure in the West Fayetteville area.
- Nominal employee pay scale/compensation plan as well as the quality of benefits.
- Reactive instead of proactive when it comes to information technology.
- Loss of millennials and lack of entertainment/attractions for those aged 18 to 35.

Opportunities

- New growth and development especially in the West Fayetteville area.
- The Ridge Nature Center to include a water trail.
- Recreational opportunities for younger families (parks, ice skating, dog parks)
- Updating information technology infrastructure and software programs.
- Rebranding of new image for the City to include a new website and improved marketing of the City's many attributes such as Pinewood.
- Redevelopment of existing commercial areas within the City.

Threats

- Insufficient charges for services (sewer, occupational tax, solid waste collection).
- Competition with surrounding jurisdictions to attract upscale businesses and the loss of commercial shoppers.
- Perception of the citizens that the quality of life is decreasing.

- Ensure racial sensitivity in law enforcement (training, policies etc.).
- Not diversifying our economic base.
- External conditions beyond our control (terrorism, world economy, pestilence) can challenge or exceed our capabilities.

Old Strategic Goals

- Achieve all goals while striving for the lowest total cost for public services.
- Provide for the public safety and welfare by committing appropriate resources to police, fire, streets, recreation, water and sewer and support services.
- Preserve our historic and cultural heritage and encourage revitalization of downtown through support of main street initiatives.
- Maintain a managed growth policy that requires quality development in concert with our economic development strategy.
- Continue cooperative efforts with other governments and agencies.

New Strategic Goals

- Enhance the quality of life of current and future residents in the most fiscally responsible manner.
- Maintain and enhance the public safety and welfare of the community by committing appropriate resources to police, fire, streets, recreation, water and sewer, and associated support services.
- Preserve our historic and cultural heritage and encourage revitalization/ redevelopment of the downtown through the support of economic development and main street initiatives.
- Maintain a sustainable growth policy that retains the character of each respective neighborhood while ensuring that it promotes quality development in concert with our economic development strategy.
- Provide a responsive and open government that promotes effective communication and cooperation with citizens as well as public and private entities.
- Continue to strive for excellent customer service and to maximize the City's principal resource (the staff).

Budget and Finance Action Items

Action Item 1: Purchase New Financial Software

Staff will prepare a Request for Proposal (RFP) and advertise in accordance with the City's Purchasing and Procurement Policy to move forward in purchasing new financial software. The new software will allow for a more effective and efficient approach to doing all City financials.

Responsible Party: City Manager and Director of Finance & Administrative Services

Target Date: June of 2015 - RFP to be released
January of 2016 - Purchase of Software

Status Update: Staff will be advertising an RFP in June of 2015.

Action Item 2: FY 2015 Amended Budget

Staff will be preparing additional budget amendments in May of 2015 to be presented to Mayor and Council.

Responsible Party: City Manager and Director of Finance & Administrative Services

Target Date: First Reading on May 21, 2015
Second Reading on June 4, 2015

Status Update: Amendments are currently being worked on.

Action Item 3: FY 2016 Budget

Staff will move forward with the creation of the FY 2016 Budget, taking into consideration many of the issues brought up at the 2015 retreat.

Responsible Party: City Manager and Director of Finance & Administrative Services

Target Date: First Reading on June 18, 2015
Second Reading on July 16, 2015

Status Update: Staff will begin the budget process in April of 2015.

Action Item 4: Rate Study for all Services at the City

Staff will move forward with the preparation of a rate study regarding all services provided by the City. An RFP may be prepared to hire a professional consultant to assist with the process.

Responsible Party: City Manager and Director of Finance & Administrative Services

Target Date: May 29, 2015

Status Update: Staff will begin this project in April of 2015. The water and sewer rate study will begin in April of 2015 and be prepared by a consultant.

Action Item 5: Maintain Property Tax Revenue Base

The Council consensus was to not roll back the ad valorem property tax millage rate in order to maintain the current revenue base and meet the budget needs of the City for FY 2016.

Responsible Party: City Manager and Finance & Administrative Services Director

Target Date: Millage Rate will be approved in August of 2015.

Status Update: The FY 2016 budget process will begin in April of 2015.

Action Item 6: Solid Waste and Recycling Collection Services

The current solid waste and recycling collection services contract with Waste Industries expired in May of 2014 and was extended for one year to May of 2015. The City Manager has decided, with support of the Council, to put out an RFP for these services.

Responsible Party: City Manager and Finance & Administrative Services Director

Target Date: May 7, 2015

Status Update: Staff advertised the RFP during the week of March 9, 2015. A month to month agreement will have to be put in place with Waste Industries until the bid is awarded.

Action Item 7: Updated Five-Year Financial Forecast

Staff presented an updated five-year forecast at the retreat and will continue with updates throughout the FY 2016 Budget process.

Responsible Party: City Manager and Finance & Administrative Services Director

Target Date: Ongoing

Status Update: An updated five-year forecast was presented to the Council as part the 2015 Council Retreat.

Action Item 8: Employee Compensation Plan Review

Council supported the staff engaging upon a thorough review of the employee compensation plan, including benefits, in order to ensure competitiveness with other communities within the Metro Atlanta region.

Responsible Party: City Manager and Finance & Administrative Services Director

Target Date: July of 2015

Status Update: Staff will put together a plan in April of 2015 in order to proceed with this project.

Action Item 9: Phases II and III of the Pay Compression Plan

In 2015 the City implemented Phase I of the pay compression plan which addressed 34.74% of the compression issue. Phases II and III will depend on the availability of funds within the 2016 and 2017 budgets.

Responsible Party: City Manager and Finance & Administrative Services Director

Target Date: Will be addressed as funds become available. Depending on the available funds, this process may require more than three phases.

Status Update: Phase I has been completed.

Action Item 10: City-Wide Staffing Plans

Council authorized City staff to develop necessary staffing plans for all City departments due to the reductions which occurred during the economic recession.

Responsible Party: City Manager, Assistant City Manager, Finance & Administrative Services Director, Public Services Director, Community Development Director

Target Date: July 16, 2015

Status Update: Ongoing

Action Item 11: Continue with Proactive Public Information

Staff will continue to be proactive in disseminating information about the City and services to the community using the website, more frequent press releases, utility bill inserts, community channel and social media.

Responsible Party: City Manager and Staff

Target Date: Ongoing

Status Update: Staff continues to be active in posting information to our website and using utility bill inserts. Staff has continued to promote the City's Facebook page which is getting good results. The New City Website will be launched in May of 2015.

Action Item 12: Health Care Insurance

City Council authorized City staff and consultant to seek the best possible health benefits for the employees that are cost-effective for the City. Staff, along with the consultant, will also continue to monitor the Health Care Reform (ACA) Financial Impact Analysis and make recommendations accordingly.

Responsible Party: City staff and Consultant

Target Date: July 16, 2015

Status Update: Consultant is currently awaiting actuaries from 2015 to assess the rate increases the City may face in 2016. Meetings between staff and the consultant will be held in May of 2015 to plan accordingly for FY 2016.

Action Item 13: Review Wellness Program

City Council authorized staff and consultant to review the wellness program and make changes as necessary to continue advancing the general health of City team members.

Responsible Party: City staff and Consultant

Target Date: July 16, 2015

Status Update: Meetings will be held between staff and the consultant in May of 2015 to revise the wellness program to ensure more participation.

Action Item 14: Update City Phone System

The City's phone system is currently comprised of 143 hardware units that are digital and Voice Over Internet Protocol (VOIP). This system is outdated and the Council would like an analysis of the system completed. This item was supported as a long-term goal.

Responsible Party: Information Technology Director

Target Date: December 31, 2017

Status Update: No updates to report at this time.

Action Item 15: GIS Mapping Projects

The City continues to build upon its GIS platform and during the retreat the IT Director presented the following projects to be completed during 2015:

- Live Data Updates from County for BS&A Software
- Create Water Infrastructure Map
- Build Address Point Map for Public Safety and DDA
- GPS All Signs for Sign Management
- Data Sharing GIS Data to Department Databases

The IT staff will also continue to address daily mapping tasks for all City Departments to include the following:

- Update the City's Hydrant Maps
- Update the City's Land Use Map

- Update the City's Zoning Map
- Update Sidewalk and ADA Ramp Map
- Update Sewer Service Map
- Other Types of Maps as needed

Responsible Party: Information Technology Director

Target Date: February of 2017

Status Update: Ongoing

Action Item 16: Full Collaboration of City Databases

The sharing of data is of critical importance to the effective and efficient operation of the City. As presented at the retreat, it is the long-term goal of the IT Department to have all City departments sharing data with less interruptions and faster access. The Council supported this initiative in order to not only improve interdepartmental communications but to improve overall City operations.

Responsible Party: Information Technology Director

Target Date: December 31, 2017

Status Update: Ongoing

Public Services Action Items

Action Item 1: Water Supply Options

City Council supported staff in bringing the Yusifji well on-line, including the necessary equipment to control hardness, and the piping necessary to tie into the system.

Responsible Party: Public Services Director and Engineering Consultant

Target Date: Engineering - December 31, 2015
Construction - December 31, 2016

Status Update: This action item was delayed over the last year due to staff and consultant resources being required for the West Fayetteville/Pinewood Atlanta Sewerage System Extension. A Task Order Form (TOF) will be initiated with the engineering consultant in March of 2015.

Action Item 2: Stormwater - Operations and Maintenance

Continue with ongoing stormwater operations including inspection and maintenance of City stormwater facilities and annual inspections of private stormwater facilities.

Responsible Party: Public Services Director and Community Development Director

Target Date: This is an ongoing project.

Status Update: Ongoing

Action Item 3: Future Stormwater Projects

The City's engineering consultant has developed a comprehensive list of projects to be included in the City Capital Improvement Program.

Responsible Party: Public Services Director

Target Date: Ongoing

Status Update: Staff has submitted the GEFA loan application as this project will be completed in two-phases and loan money will be issued in two separate phases in accordance with this plan.

Action Item 4: Continue with SR Hwy 92/Hood Avenue Realignment Project

This project will realign State Route 92 (Forrest Ave.) at Hood Avenue and upgrade the intersection with S.R. 85. It will improve traffic circulation and safety, and provide alternative routes to relieve congestion for the S.R. 85 at S.R. 54 intersection (the courthouse square). The project will also provide congestion relief for the Post Office on Georgia Avenue and the office park and neighborhoods located off Habersham Parkway. The reconfigured intersection at SR 92/Hood Ave. and SR 85 will improve the level of service for this intersection and will maintain a satisfactory level of service for the 20 year study projection.

Responsible Party: Public Services Director and Engineering Consultant

Target Date: Design and Permitting – December 30, 2014.
Right of Way Acquisition – January 2012 to December 2014.
Construction – May 2015 to July 2016

Status Update: Right of Way process currently being completed with construction bids to be received in April of 2015.

Action Item 5: Highway 54/Hospital Pedestrian Intersection Improvements

To help pedestrians, bicyclists, and golf cart riders cross Hwy 54 by Piedmont Fayette Hospital, an improved crosswalk will be constructed between the hospital and Togwotee Village. New paths will also be constructed on the south side of Highway 54 to connect to the Lester Road path and to businesses along Highway 54. The City received Transportation Enhancement (TE) funding in the amount of \$400,000 for construction to include a required 20% local match. Surveying and the concept report has been completed. Construction is scheduled for 2016.

Responsible Party: Public Services Director, Community Development Director, and Consultants

Target Date: Ongoing

Status Update: Consultants have submitted documents requesting a change in project scope. Staff is seeking GDOT authorization for golf cart crossing per recent changes in the state guidelines along with the pedestrian improvements.

Action Item 6: Highway 54/Hospital Pedestrian Bridge and Pathway

The current pedestrian crossing at Highway 54 and Togwotee Village design does not address a couple of issues which could minimize a pedestrian's desire to utilize the crossing. The section of State Route 54 at the Piedmont Fayette Hospital intersection is classified as a rural section of highway and has a speed limit set at 55 mph by GDOT. This high rate of speed will potentially impact a pedestrian's desire to cross the highway.

Responsible Party: Public Services Director, Community Development Director and Consultants

Target Date: December of 2017

Status Update: Discussions have taken place with GDOT to submit a TAP Grant request of \$750,000 with a 25% local match for a bridge and path network. The bridge would be located approximately 1000 feet west of the Hospital/Togwotee intersection. Included in the TAP request is approximately 4,400 feet of paths connecting to Lester Road.

Action Item 7: Highway 85 Widening from Grady Avenue to Highway 92 Connector South

This project is currently listed in the ARC Transportation Improvement Plan (TIP) and the County has asked for the City's concurrence on making this a high priority project. City Council is in occurrence.

Responsible Party: Public Services Director and Engineering Consultant

Target Date: Ongoing

Status Update: GDOT is moving forward with some engineering work for the project and has plans to approve an engineering consultant by June of 2015.

Action Item 8: New Road from Hwy 54 to First Manassas Mile

Fayette County has requested City Council concurrence and making this a high priority local project. This project would provide a new road to the landfill and eliminate heavy truck traffic from current road adjacent to school. City Council is in concurrence with this.

Responsible Party: Public Services Director

Target Date: Ongoing

Status Update: Fayette County Engineer is working to identify local funding for project.

Action Item 9: Discuss Reopening Hood Road to Sandy Creek Drive

With the new Pinewood Atlanta Project, City Council has identified that the bridge and section of Hood Road that has been closed for many years should be reopened and is requesting that the County consider adding this project to their transportation priorities.

Responsible Party: Public Services Director

Target Date: Ongoing

Status Update: The City has expressed to Fayette County the desire to reopen Hood Road to Sandy Creek Drive.

Action Item 10: Highway 85 Medians from Lanier Avenue to Highway 92 North

This project was originally identified in the 2002 Livable Centers Initiative (LCI) for the City of Fayetteville. The project would provide landscape enhancements and traffic calming along Highway 85.

Responsible Party: Public Services Director and Consultant Engineers

Target Date: Ongoing

Status Update: Staff is currently seeking funding options for this project.

Action Item 11: Downtown Traffic Analysis and Recommendations

This is a follow up to the traffic analysis that was conducted several years ago by Traffic Consultants which recommended reversing traffic flow in the downtown area between the east and west turnarounds to enhance traffic flow at the downtown square. The Traffic Consultants have subsequently recommended that the City may want to evaluate reversing the one way parallel system to two way traffic in the downtown area to achieve similar

efficiencies. Council authorized staff to work with our consulting engineer on completing this traffic analysis with further recommendations.

Responsible Party: Public Services Director and Engineering Consultant

Target Date: December of 2017 (Depending on GDOT Funding)

Status Update: Staff and consultant will be coordinating with GDOT to get the project on the State Transportation Improvement Program (STIP) project list. Further studies will be required and staff will be using impact fee funds as a match for this project should it move forward.

Community and Economic Development Action Items

Action Item 1: City Rebranding/Marketing

Staff presented several potential rebranding and marketing concepts including discussion about a new city slogan and logo, marketing video, website enhancements and co-marketing with other agencies including the Fayette County Development Authority (FCDA). City Council consensus was for staff to obtain proposals from companies that specialize in this field of work and present options to the City Council on a comprehensive rebranding/marketing program for the City.

Responsible Party: Community Development Director and City Manager

Target Date: December 31, 2015

Status Update: The new CEO/President of the Fayette County Development Authority has determined that a County-wide branding and marketing campaign should be a priority. The City could possibly work with them on a joint effort and staff will continue discussion with the FCDA; however, staff will also move forward with a project scope for a City only project.

Action Item 2: Highway Corridor Tax Allocation District (TAD) Next Steps (TAD Number 1)

City Council directed staff to move forward with a marketing strategy for the Highway Corridor TAD.

Responsible Party: Community Development Director

Target Date: June 30, 2015

Status Update: Staff has educated the employees at the County Tax office on the details of the TAD and how it should be assessed and collected for the City. Staff will improve the incentives section of the website to better outline the TAD and its function and prepare an overall marketing strategy.

Action Item 3: West Fayetteville Master Plan

At a Council meeting in January of 2015 the Community Development Director and representatives from Historical Concepts presented the initial draft of the West Fayetteville Planned Community Development (WFPCD) Master Plan and Smart Code that will ultimately guide future development in this area. Council heard a brief presentation of the Master Plan at the retreat and the document will be officially approved at a future Council meeting.

Responsible Party: Community Development Director and Consultants

Target Date: May 7, 2015.

Status Update: The Master Plan has been through multiple revisions based on various stakeholder input meetings throughout the year. A final draft is nearing completion with assistance from Historical Concepts.

Action Item 4: Economic Development Plan/Strategy

During the retreat the topic of economic development came up on a regular basis. Staff advised the Council that the City has not adopted a formal plan or strategy for dealing with economic development related matters.

Responsible Party: City Manager, Community Development Director, and consultants

Target Date: December 31, 2015.

Status Update: Staff will be preparing an RFP in the month of April after a stakeholder meeting is held to assist with the creation of a project scope.

Action Item 5: Creation of TAD Districts in West Fayetteville and Downtown Fayetteville

In February of 2105, the Council approved a contract agreement with Bleakly Advisory Group to complete a Redevelopment Plan for West Fayetteville. During the retreat the Council also supported completing a Redevelopment Plan for a portion of Downtown Fayetteville to be the catalyst for the creation of a new Downtown Center.

Responsible Party: Community Development Director and Consultant

Target Date: December 31, 2015.

Status Update: The consultant has started this project.

Action Item 6: Update City Ordinances and Development Processes

The Council had discussion about the overall development process with the hopes of eliminating or amending some zoning and development code regulations. The goal is to improve process while better supporting economic development initiatives.

Responsible Party: Community Development Director and City Manager

Target Date: December 31, 2015

Status Update: This project will begin in May of 2015.

Action Item 7: Increase Event Activity at the Amphitheater

The Council had discussion about increasing the use of the Southern Ground Amphitheater. Staff will be putting together a list of potential events/concerts for the amphitheater separate from the summer concert series.

Responsible Party: Community Development Director

Target Date: May 31, 2015

Status Update: Ongoing

Public Safety Action Items

Action Item 1: Develop Fire Service Delivery Plan for West Fayetteville Development

In February 2014, staff presented a plan to deliver fire protection services to the West Fayetteville area. The plan was designed to be implemented over the next several years as revenues permitted. This plan included the addition of personnel, apparatus, and a fire station to service existing and future demand in the area.

Responsible Party: Fire Chief

Target Date: Ongoing

Status Update: On September 5, 2014, staff secured a Federal DHS grant to fully fund the hiring of nine additional firefighters from November 27, 2014 – November 26, 2016. A temporary fire station located on the campus of Piedmont Fayette Hospital was placed into operation on September 30, 2014. A revised automatic aid agreement with Fayette County was also developed and became effective on October 1, 2014. Staff will continue to monitor growth and activity in this area to ensure resources are adequate to meet the service demands.

Action Item 2: Fire Department Insurance Service Office (ISO) Rating Update

Evaluate Results of ISO Public Protection Classification Inspection.

Responsible Party: Fire Chief

Target Date: August 1, 2015

Status Update: On February 3, 2015, ISO completed its first inspection of the City of Fayetteville according to the new public protection classification schedule. This evaluation reviewed the capabilities of the local fire department, water system(s), and 9-1-1 Communications system. The results of this inspection should be available within 6 to 8 months. Staff is utilizing information obtained through this process to determine any adjustments that may help improve the City's score in future inspections. ISO inspection results significantly factor in the development of fire insurance rates for City businesses and residents.

Action Item 3: Revitalize the Volunteer Fire Fighter Program

The Council wanted staff to look into the feasibility of revitalizing the City's volunteer program within the Fire Department.

Responsible Party: Assistant City Manager/Fire Chief

Target Date: August of 2015

Status Update: Staff is evaluating programs costs as part of the FY 2016 Budget process.

Action Item 4: Explore the Possibility of Creating a separate Public Safety millage for the City of Fayetteville

Both the City's Fire Department and Police Department are part of the City government and funded through the general fund budget, derived from property, sales, and other taxes. The Council would like staff to look into the possibility of creating a Public Safety millage to help fund a portion of the Public Safety operations.

Responsible Party: City Manager, Assistant City Manager/Fire Chief, and, Finance & Administrative Services Director

Target Date: July 16, 2015

Status Update: An initial meeting will be held in March of 2015 regarding this action item.

Action Item 5: Police Department Staffing and Service Delivery

Council authorized City staff to develop staffing plans for the police department to begin increasing staffing levels for the West Fayetteville Area, currently serviced by the Fayette County Sheriff's Department. This would also include providing an additional School Resource Officer in coordination with the Fayette County School Board, as well as maintaining and enhancing the auxiliary police department.

Responsible Party: City Manager, Finance & Administrative Services Director, Police Chief

Target Date: July 16, 2015

Status Update: Ongoing. Updated staffing plans were prepared with the FY 2014 Budget process and Updated Five Year Forecast. The Police

Department was able to expedite the previous five year plan and hire additional officers to increase the patrol division to seven (7) officers per shift. This brings the patrol division back to pre-recession level staffing. The police department will continue to work with city staff and recommend additional officers as the West Fayetteville area begins father development. The current projections for addition officers will continue through FY2017 as follows:

FY2015	1 Police Officer
FY2016	1 Police Officer
FY2017	2 Police Officers

In addition, to the current staffing levels, the department maintains a Mutual Aid Agreement with the Fayette County Sheriff's Office, this agreement contains language from the Georgia Mutual Aid Act and reinforces the good mutual working relationship the department has with the Fayette County Sheriff.

Action Item 6: Purchase of Body Cameras for the Police Department

Council authorized City staff to move forward and look at the feasibility of purchasing body cameras for police department staff.

Responsible Party: City Manager, Finance & Administrative Services Director, Police Chief

Target Date: July 16, 2015

Status Update: The Police Department is currently testing out various body camera models and will be presenting options to the Council in May or June of 2015.

Action Item 7: Improve Crime Perception at the Fayette Pavilion

Council authorized City staff to implement a strategy for improving the crime perception at the Fayette Pavilion.

Responsible Party: City Manager, Finance & Administrative Services Director, Police Chief

Target Date: February of 2016

Status Update: A meeting will be held in April of 2015 to plan a strategy for improving the perception of crime at the Pavilion. Staff is currently

working with Georgia State MPA students to conduct a survey on overall perceptions of crime in the community.