

*Building a
High
Performing
Organization
Together*

**FAYETTEVILLE
CITY COUNCIL
RETREAT**

Fayetteville Technical
Community College
Horticulture Center

February 1-2, 2019

Facilitators:
Lydian Altman
Dale Smith



SCHOOL OF GOVERNMENT

Center for Public Leadership and Governance

Commitment to High Performance

Resolution No. R2018-041

RESOLUTION TO SUPPORT HIGH-PERFORMANCE AND GOVERNMENT INNOVATION WITH A FOUNDATION IN OPEN AND TRANSPARENT PRACTICES BY THE CITY OF FAYETTEVILLE

The Council finds that high performance and government innovation is grounded in transparency and accountability which are critical in the public sector for the effective and credible functioning of a healthy democracy, and in fulfilling the government's responsibility to citizens and taxpayers. Transparent and reliable reporting serve to promote accountability, enhance the effectiveness of government services to its citizens, and increase the public's confidence in their government. The Mayor, City Council, and staff share a duty to ensure that the actions of public officials, employees, contractors, and volunteers of the City are carried out in the most responsible manner possible and that city policy, budgets, goals, and objectives are fully implemented.

WHEREAS, the City of Fayetteville ranked as the top overall performer in a national assessment for high performing cities and named the most innovative city in the country by Governing and Living Cities organizations; and

WHEREAS, the City of Fayetteville desires to be data driven and results-focused with a robust strategic plan and performance framework; and

WHEREAS, the City of Fayetteville proactively encourages resident and business participation in government and also seeks to inform and empower those entities by providing diverse engagement opportunities and easy and open access to public data and information; and

WHEREAS, it is the desire of the City of Fayetteville to increase transparency with regard to City revenues, expenditures, budgets, contracts, leases, and grants, and organizational performance; and

WHEREAS, the City of Fayetteville is committed to timely and consistent publication of data which is essential to open and effective government; and

WHEREAS, the City of Fayetteville is committed to using technology to foster open, transparent, and accessible government; and

WHEREAS, the City's official website, social media channels and performance and open data portals provide exceptional vehicles for dissemination of important City information and data to the public, 24 hours a day, 7 days a week; and

WHEREAS, by creating the transparency and accountability web page, the City will provide greater transparency of its public service operations, and through the information provided therein, will enable the public to more fully understand and scrutinize the level of the public services it receives, and will empower the public with information to help improve the ways in which the City conducts the public's business;

NOW, THEREFORE, BE IT RESOLVED THAT the City of Fayetteville does hereby affirm the following:

Section 1. The above recitals are true and correct and incorporated herein.

Section 2. The City Council hereby pledges to establish and maintain a transparency website which will include various data, focusing on efficacy, cost, and completeness.

Section 4. The City Council instructs staff to maintain and enhance the City's existing performance and open data portals.

Section 3. The City Council pledges openly and faithfully to support a high performance government framework through innovation in operations and transparency in results...

PASSED AND APPROVED BY THE CITY COUNCIL OF THE CITY OF FAYETTEVILLE, NORTH CAROLINA, on this, the 25 day of June, 2018:

By: 
MITCH COLVIN, MAYOR

ATTEST: 
PAMELA J. MEGILL, CITY CLERK



- “The City Council pledges openly and faithfully to support a high performance government framework...”
- Our conversations have made this concept come to life.

To be a HPO, we need... (Oct 2018)

- A. Standardized Processes – Produce Consistent Results
- B. Discipline to our Mission (Prioritize, Stay Focus)
- C. Tell our Story (re: accomplishments/success, offering of services)
- D. More Broadly Share Information Beyond the Normal Groups of Citizens
- E. Measure and Constantly Assess Programs
- F. Resources Equal to Expectations

Council's Operating Principles

1. We listen to citizens, communicate with them frequently, and serve them with respect.
2. We are well-prepared decision-makers, open to others' points of view and willing to discuss and work collaboratively.
3. We are good stewards of the public's money and make efficient and tangible investments in people and projects to move the City forward.
4. We are transparent and open. Observers know how all decisions are made, and it is apparent how discussions take place.
5. We strive for results and tackle the tough issues in a straightforward and non-political manner.

During the retreat, you will:

- Learn from the most recent citizen engagement efforts. (OP#1)
- Set 'strategic priorities' for the next 12-18 months. (OP#3&5)
- Agree on methods and specifics of reporting, accountability, and communication. (HPO-E)
- Create talking points for strategic priorities. (OP#1, HPO-D)

LEARNING

“We are well-prepared decision-makers, open to others’ views, and willing to discuss and work collaboratively.”

Discussion Guidelines

FOCUS ON INTERESTS, NOT POSITIONS

**Be
specific**

**Balance
advocacy with
inquiry**

**IT'S OKAY TO
DISAGREE**

Share all relevant information

**EXPLAIN
YOUR
REASONING**

**Agree on what
'important' words
mean**

**✓ Check
Assumptions**

Continuous Learning

1. What are you learning about yourselves, your team, or your responsibilities as a result of our time together?
 - small groups – 15 min
 - report out & list on flipchart-10 min
2. Our Observations: sprinkled throughout

CELEBRATE SUCCESS

“We strive for results and tackle tough issues in a straightforward and non-political manner.”

Celebrating Your Work



What has happened in the last year or so that makes you 'most' proud?

Resources Equal to Expectations

- Does this concept also apply to the amount of work that council and staff can accomplish? In other words, where are the limits to what you can tackle given **current staffing** resources?
- How much can Council tackle and still maintain the **'discipline to mission'** you said was needed for HPO?
- Are your dreams for the city limited by **finances**? Or do your **dreams** drive your financing?

What is your sense of how to balance these factors?

Keep this in mind as you consider the community survey and feedback.

Current Strategic Framework

1. Review of **vision, mission, and core values**. We'll look at goals and objectives together and next. **12 min.**
2. Questions, clarifications, concerns (using spectrum) **12 min**
3. Can you reaffirm these elements of the framework as current and relevant for the year ahead? **2 min**

Spectrum of Support

A	B	C	D
<p><i>Full support or agreement with the proposal.</i></p>	<p>Agreement with most aspects of the proposal, and, despite continued concerns with some elements, <i>willingness to go along</i> with the proposal.</p>	<p><i>Significant concerns or outright disagreement with some or all elements of the proposal, but will not oppose</i> the action or decision (“standing aside”).</p>	<p>Continued <i>strong disagreement</i> with the proposal</p>
<p>✓ <i>If all members of the group are at levels A-C, then there is some degree of consensus.</i></p>			

COMMUNITY FEEDBACK

“We listen to
citizens,
communicate
with them
frequently, and
serve them
with respect.”

What is the Community Saying?

Presentation of:

- Resident Survey (2018)
- Social Capital (2018)
- Café Conversations (2019)

Small group discussion about applicability and implications

Resident Survey 2018 Results-overview

- Resident perception of the City is generally positive
- Satisfaction with City services is consistent across the geography of the City
- Emphasize the following to improve overall resident satisfaction
 - Traffic flow (Goal IV, Obj C)
 - Maintenance of City streets (Goal III, Obj C)
 - Police services (Goal 1, Obj A)
 - Economic and business development (Goal II, Obj B & C)

Resident Survey 2018 details

The resident survey results can be found on the City's website at

- <https://fayettevillenc.gov/government/city-manager-s-office/office-of-strategic-performance-analytics/organizational-performance/2018-citizen-survey>



Greater Fayetteville United Partnering with the City of Fayetteville

Working to *Bridge the GAP* in

Social Capital

for the City of Fayetteville and
Cumberland County

FY 2018

Full report provided by GFU



Survey Results: social capital assets

1. Viewed as positive place for military
2. Positive perception of law enforcement
3. High involvement in religious organizations
4. People that are engaged indicated being “very happy” and in “very good health”



Survey Results: social capital deficits

1. Low view of public & mental health & affordable housing
2. Inflexible/demanding work schedules; lack of info
3. Schools do not have the same resources
4. Inequitable treatment in the justice system
5. Rated poorly as a place to live for disabled, LGBTQ, young adults
6. Low neighborhood & civic engagement
7. Low perception of streets and roads.

Social Capital Survey

The full report and community briefing can be found here:

- <https://fayettevillenc.gov/government/city-departments/strategic-performance-analytics/organizational-performance>



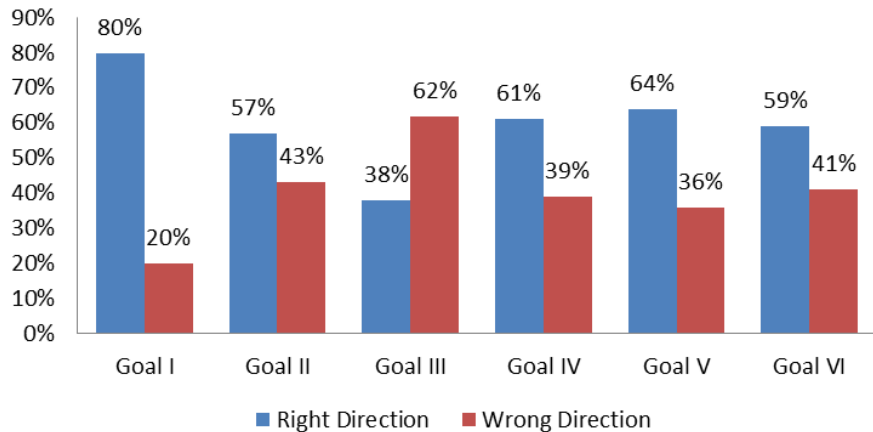
café Conversation!



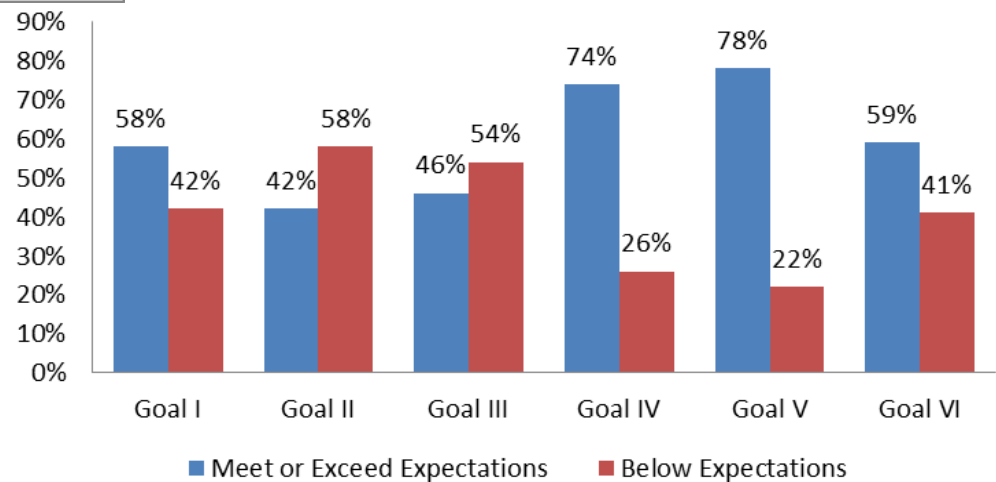
- Engagement
- Accountability
- Transparency
- Quality

Café Conversation 2019 Results

Progress Over the Last Year



City Performance in Goal Areas



Café Conversation 2019 Future Priorities

Goal I - Objective A: Reduce the incidence and severity of crime and improve public perceptions of safety through community engagement and interagency collaboration.

- Increase neighborhood police presence
- Lower the crime rate
- Collaborate more effectively with other agencies and the public (VI-C)

Café Conversation 2019 Future Priorities

Goal II-Objective C: Leverage partnerships for job creation and retention, focus on the local workforce, and increase per capita income

- Attract higher paying businesses
- Retain talent in the community
- Collaborate more effectively with other agencies and the public (VI-C)

Café Conversation 2019 Future Priorities

Goal IV-Objective F: Reduce poverty and homelessness

- Create more affordable housing
- Attract higher paying businesses
- Collaborate more effectively with other agencies and the public

STRATEGIC PRIORITIES

“To be a high performing organization, we need Discipline to our Mission.”

Strategic Priorities for FY 19

Redevelopment and Business Growth

- TFA- Murchison Road Corridor

Goal II-A

Job Creation and Retention for Local Workforce

- TFA- Internship Program

Goal II-C

Smart City Capacity

- TFA- Broadband

Goal III-E

Collaboration and Empowerment

- TFA- Young Adult Engagement Program

Goal VI-A

Quality Stormwater

- TFA- Stormwater Program

Goal III-D

Managing the City's Future Growth

- TFA- Comprehensive Land Use Plan

Goal III-A

Current Strategic Framework

1. Review of **goals and objectives**, especially in light of community feedback. **16 min.**
 - Do the current goals and objectives still stand as complete?
2. Questions, clarifications, concerns **16 min.**
3. Can you reaffirm these elements of the framework as current and relevant for the year ahead? **4 min.**

Creating Strategic Priorities

Does your review of the community feedback tell us to re-focus attention to any particular goal or objective?

Are you willing to try and prioritize a grouping of objectives (Top Ten) to create strategic priorities for the next year or so?

What does this ranking tell us? Questions, concerns? Can you support these as your FY19-20 strategic priorities?



What is the role of staff and council in developing, refining, and finalizing new initiatives that ‘move the needle’ on strategic priorities?

ADJOURN

8:00

Breakfast

8:30

Reconvene
Discussions

Reflections from Yesterday?



ALIGNMENT

“We are good stewards of the public’s money and make efficient and tangible investments in people and projects to move the City forward.”

Strategic Priorities for FY 19

Redevelopment and Business Growth

- TFA- Murchison Road Corridor

Goal II-A

Job Creation and Retention for Local Workforce

- TFA- Internship Program

Goal II-C

Smart City Capacity

- TFA- Broadband

Goal III-E

Collaboration and Empowerment

- TFA- Young Adult Engagement Program

Goal VI-A

Quality Stormwater

- TFA- Stormwater Program

Goal III-D

Managing the City's Future Growth

- TFA- Comprehensive Land Use Plan

Goal III-A,B,C,E

Align Initiatives to Strategic Priorities

1. What new initiatives, if any, would you add to your current list?
2. Which 'Top Ten' goal and objective would it support?
3. What can you tell us about your suggestion?
 - Use small groups to develop talking points.

Create a set of 5-7 talking points

- Which strategic priority [Top Ten objective(s)] does this support?
- What do you hope to accomplish, and why?
- Describe priority
 - Specific focus or area
 - Targeted population
 - Completion
 - Phasing, sequencing, or all at once (what else might this support?)
 - Policy or procedure, physical space or building
- Primary responsibility to complete falls to...
- Who else is involved in making progress (or can block progress)?

Facilitator, Time Keeper, Recorder

Your small group has 20 minutes to discuss, come to a description all can support, and write it on flipchart page for each strategic priority assigned.

- Be prepared to report one each strategic priority for no more than 2 minutes each. 4 min
- Q&A on each for 5 minutes each. 10 min
- Break 10 min
- After all 8, gauge support. 20 min

Spectrum of Support

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ACCOUNT- ABILITY

“We are transparent and open. Observers know how all decisions are made, and it is apparent how discussion take place.”

Understanding Preferences

ISTJ Karen McDonald Telly Whitfield	ISFJ	INFJ	INTJ Barbara Hill
ISTP	ISFP Larry Wright	INFP	INTP Kristoff Bauer Tisha Waddell
ESTP Kathy Jensen	ESFP	ENFP	ENTP Mitch Colvin Doug Hewett Jim Arp
ESTJ Johnny Dawkins Ted Mohn D. J. Haire	ESFJ	ENFJ William Crisp	ENTJ Rebecca Jackson

Accountability Methods

A. Progress Reports

- *How do we want to receive updates to strategic priorities?*
- *What medium would work for the diverse group of councilmen and councilwomen?*

B. Committee structure

- *What are the ways this can be strengthened so our work aligns with our operating principles?*

C. Use of work sessions

- *How can work sessions be used to help keep everyone well-informed and accountable for moving the needle on our strategic priorities?*

D. Sharing of information with council

- *Given preferences, what changes might be needed?*

COMMUNICATE PRIORITIES and SUCSESSES

“To be a high performing organization, we need to Tell Our Story.”

Create a set of 5-7 talking points

- Which strategic priority [Top Ten objective(s)] does this support?
- What do you hope to accomplish, and why?
- Describe priority
 - Specific focus or area
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Reality Check

- Do believe these priority areas capture the work that needs to be done?
- How does this list align with the six goal areas?
- With this clarity and shared understanding, how do these (and any potential additional priorities) fit into the retreat?

GET SPECIFIC

“To be a high performing organization, we need to Standardize Processes and Produce Consistent Results.”

Next Steps

- How do these strategic Priorities influence Council's annual work plan?
- How do these strategic Priorities influence Staff's work plan?
- Any loose ends or remaining questions?

Evaluation of Retreat

- What worked well about the retreat, and you want more of?
- What would you do differently next time?