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

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Commitment to High Performance

- "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 touch issues in a straightforward and non-political manner."

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

COMMUNITY FEEDBACK

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

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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

- Goal I: Right Direction 80%, Wrong Direction 20%
- Goal II: Right Direction 57%, Wrong Direction 43%
- Goal III: Right Direction 38%, Wrong Direction 62%
- Goal IV: Right Direction 61%, Wrong Direction 39%
- Goal V: Right Direction 64%, Wrong Direction 36%
- Goal VI: Right Direction 59%, Wrong Direction 41%
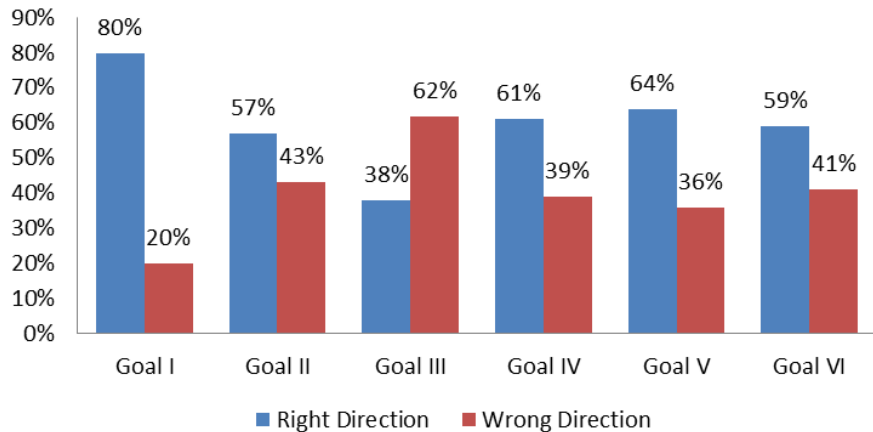
City Performance in Goal Areas

- Goal I: Meet or Exceed Expectations 58%, Below Expectations 42%
- Goal II: Meet or Exceed Expectations 42%, Below Expectations 58%
- Goal III: Meet or Exceed Expectations 46%, Below Expectations 54%
- Goal IV: Meet or Exceed Expectations 74%, Below Expectations 26%
- Goal V: Meet or Exceed Expectations 78%, Below Expectations 22%
- Goal VI: Meet or Exceed Expectations 59%, Below Expectations 41%
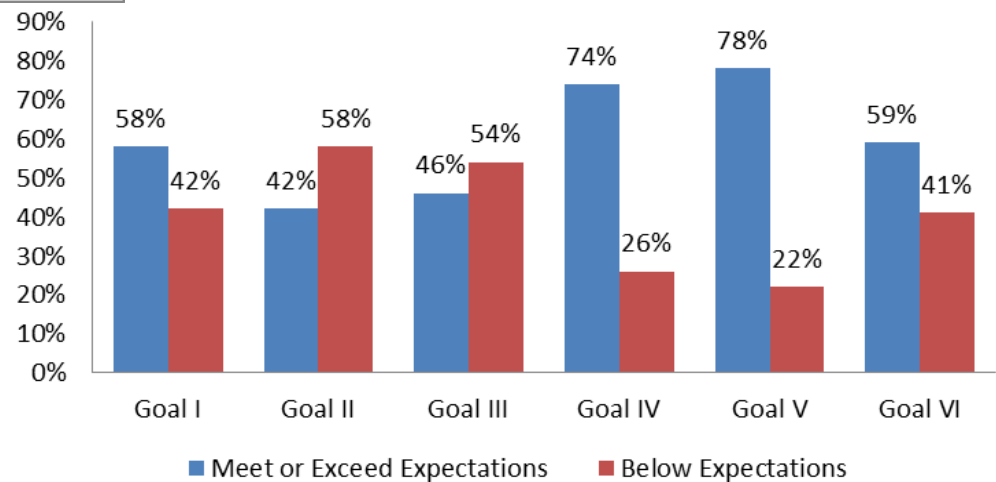
Café Conversation 2019 Future Priorities

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   **Goal II-A**
- TFA- Murchison Road Corridor

Job Creation and Retention for Local Workforce   **Goal II-C**
- TFA- Internship Program

Smart City Capacity   **Goal III-E**
- TFA- Broadband

Collaboration and Empowerment   **Goal VI-A**
- TFA- Young Adult Engagement Program

Quality Stormwater   **Goal III-D**
- TFA- Stormwater Program

Managing the City's Future Growth   **Goal III-A**
- TFA- Comprehensive Land Use Plan

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?

food for thought

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

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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   **Goal II-A**
- TFA- Murchison Road Corridor

Job Creation and Retention for Local Workforce   **Goal II-C**
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Smart City Capacity   **Goal III-E**
- TFA- Broadband

Collaboration and Empowerment   **Goal VI-A**
- TFA- Young Adult Engagement Program

Quality Stormwater   **Goal III-D**
- TFA- Stormwater Program

Managing the City's Future Growth   **Goal III-A,B,C,E**
- TFA- Comprehensive Land Use Plan

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 <u>each</u> strategic priority assigned.

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

Spectrum of Support

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✓ If all members of the group are at levels A-C, then there is some degree of consensus.			

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	ISFJ	INFJ	INTJ
Karen McDonald Telly Whitfield			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 SUCCESSES

"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?
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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?

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?