



Newton, 2020

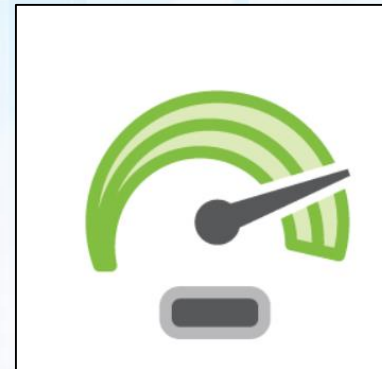
Performance Stat Development Services Using Results-Based Decision-Making

City of
Fayetteville
North Carolina



City Manager's Message to Participants

- Collegiality and Collective Problem Solving
- Shared Communication
- Understanding of Job Results & Processes
- Commitment to Service and Personal Accountability
- Creating a High Performing Organizational Culture



Departmental Brief

Departmental Programs:

1. **Building & Trade Inspections and Permitting**
2. **Code Enforcement**
3. **Planning, Zoning, Subdivisions**

Departmental FTE's and Human Capital:

1. 54 Budgeted FTE's (plus 2 new in 2021 Budget)
27 Inspectors; 13 (15) Code Enforcement Officers; 13 Planning & Zoning
2. One director, one assistant director, one planning manager; two senior administrative assistants

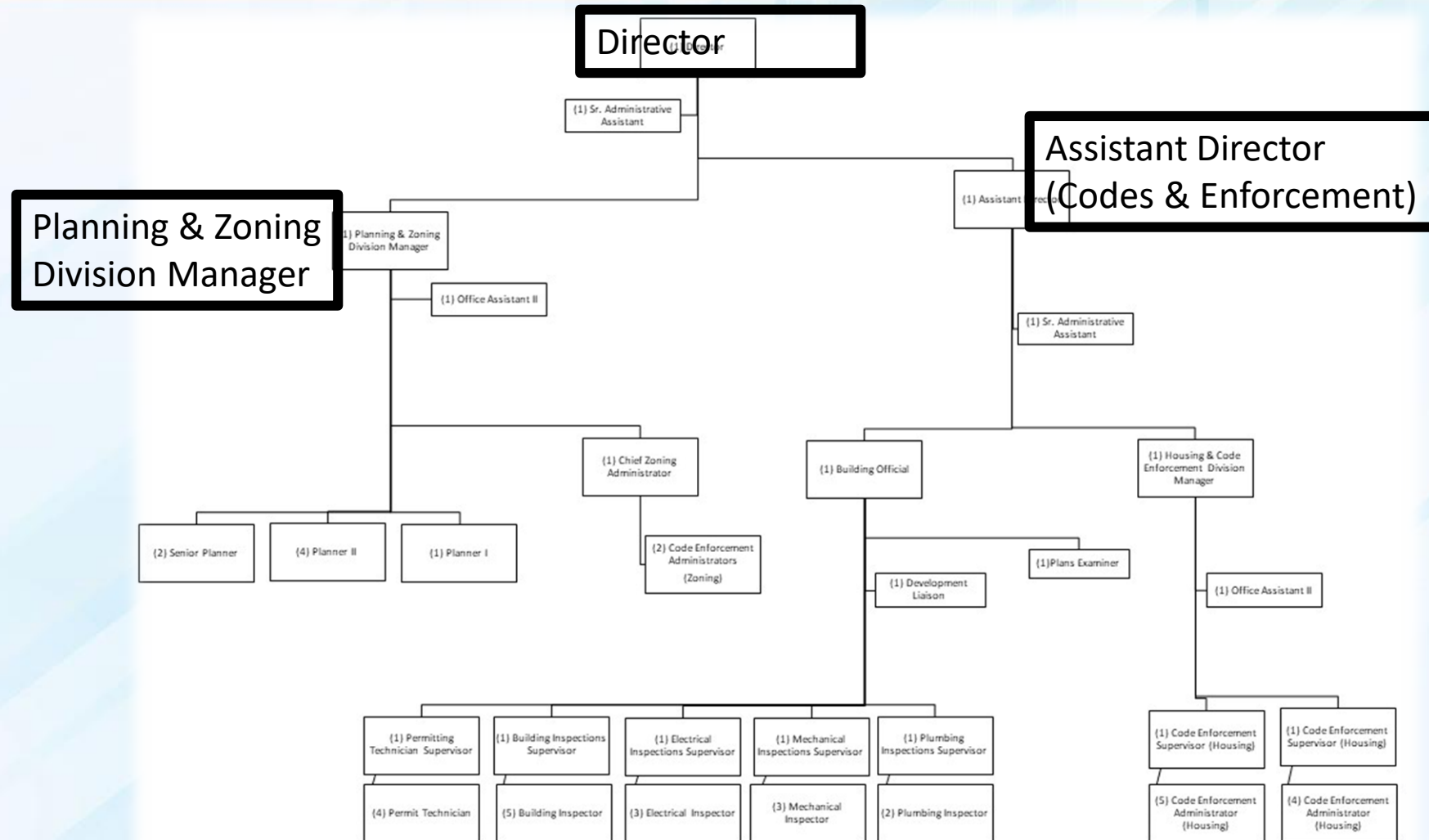
The mission of the Development Services Department is to work with, and within, the community in order to achieve and maintain a high quality of life for existing and future residents and businesses by providing professional guidance and coordination of all planning, construction, and development activities, and to implement the city's regulations and codes while balancing economic, public, and private interests.

We are committed to providing accurate, consistent, prompt, and exemplary service to all of the city's stakeholders. Further, we strive to objectively maintain established community and building safety standards with an emphasis on achieving voluntary code compliance through education, communication, and cooperation.

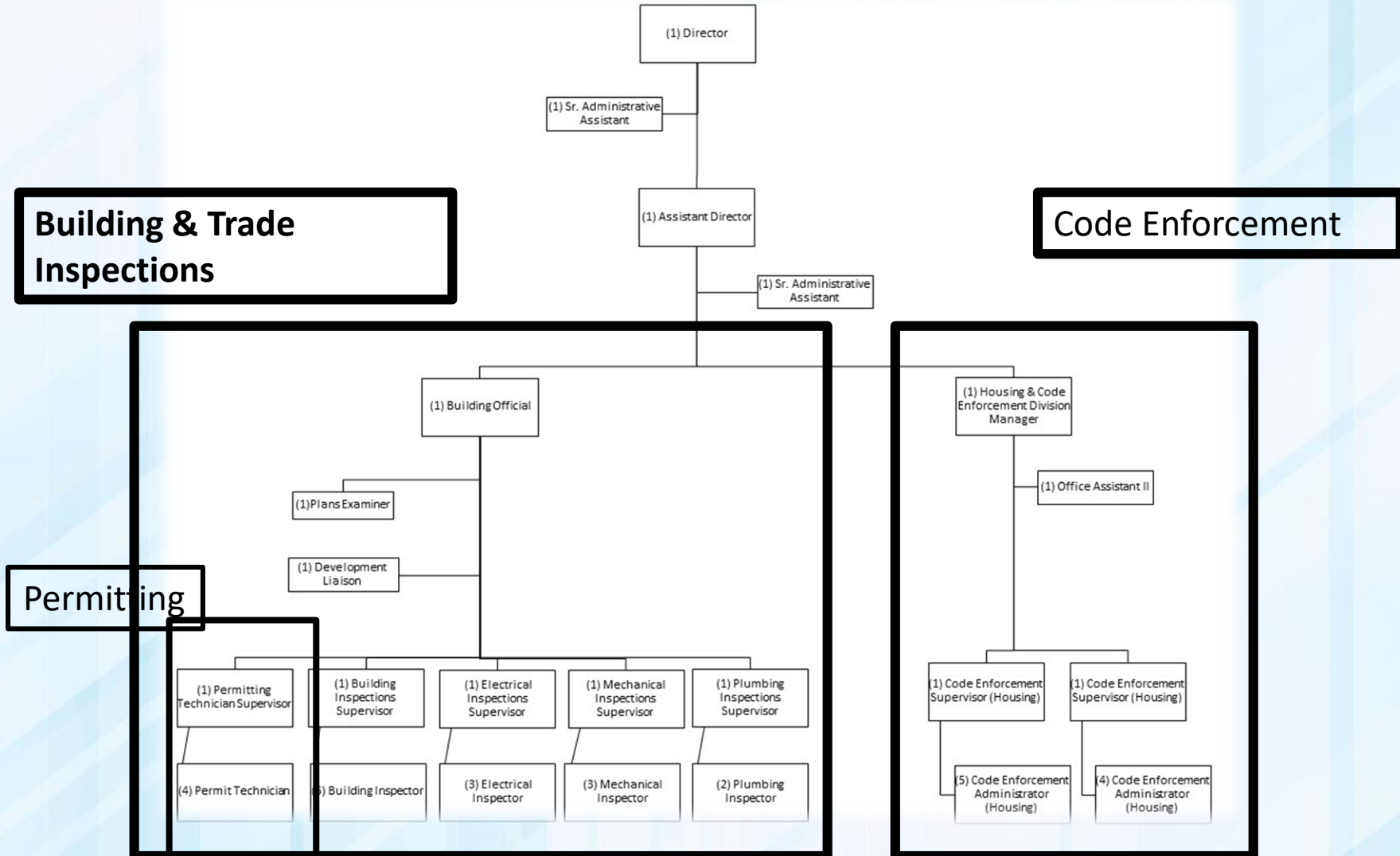
Departmental budget and other significant resources

1. \$4,725,850 Budget for FY 2021
2. \$ 251,850 for site clearing & city council initiated demolition contract services
3. \$ 111,870 planning contract services
4. Vehicle replacement of six vehicles delayed

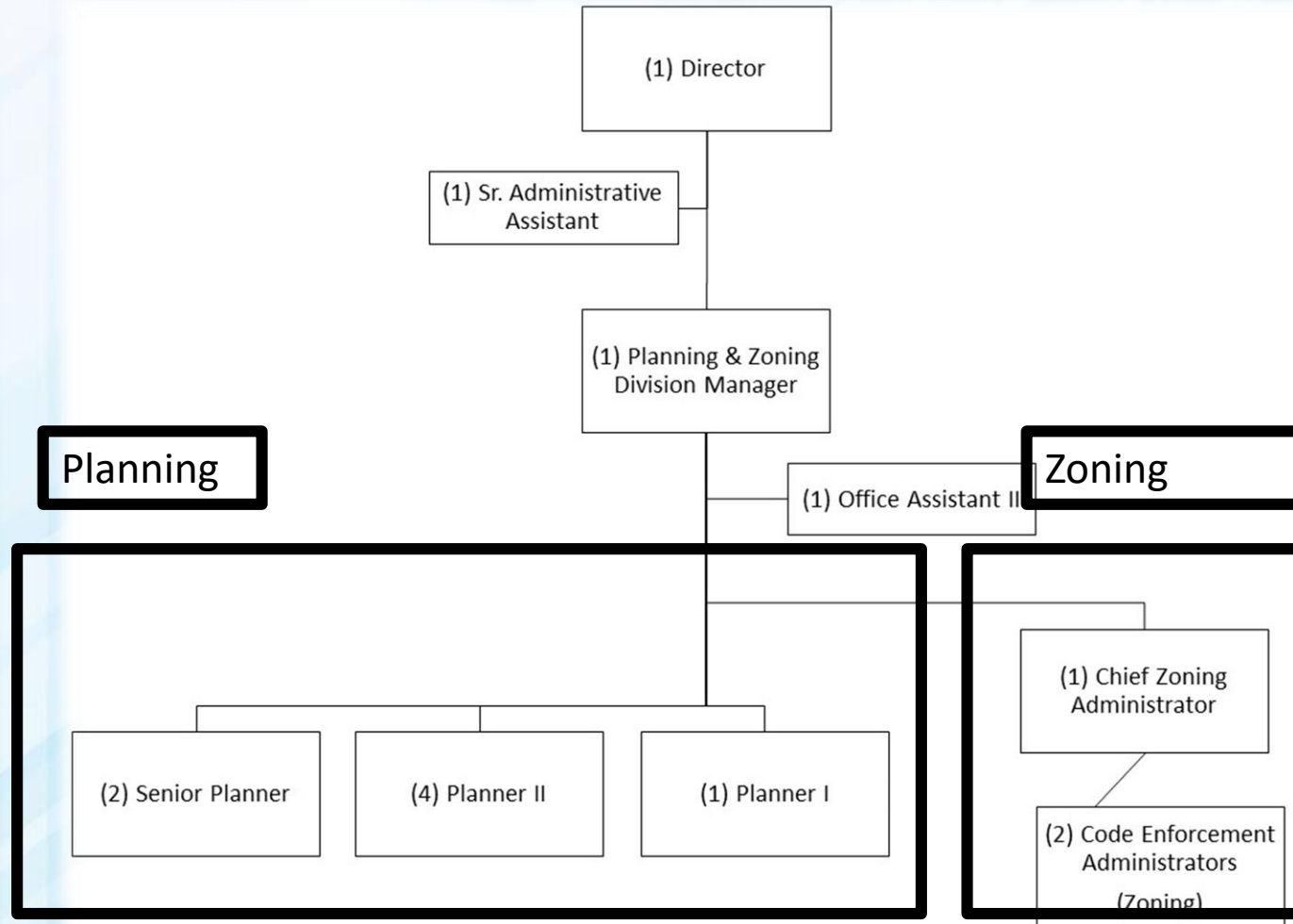
Development Services Organizational Chart



Code Enforcement, Inspections, & Permitting Organizational Chart

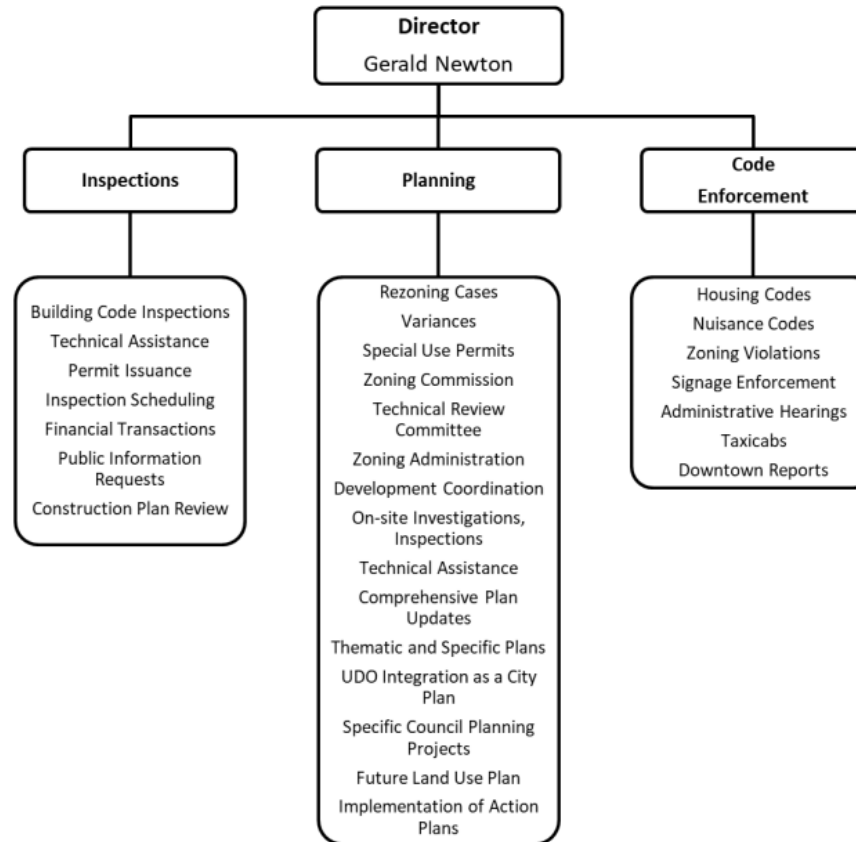


Planning & Zoning Organizational Chart



Development Services Organizational Chart activities

Development Services



Boards, Commissions, Council

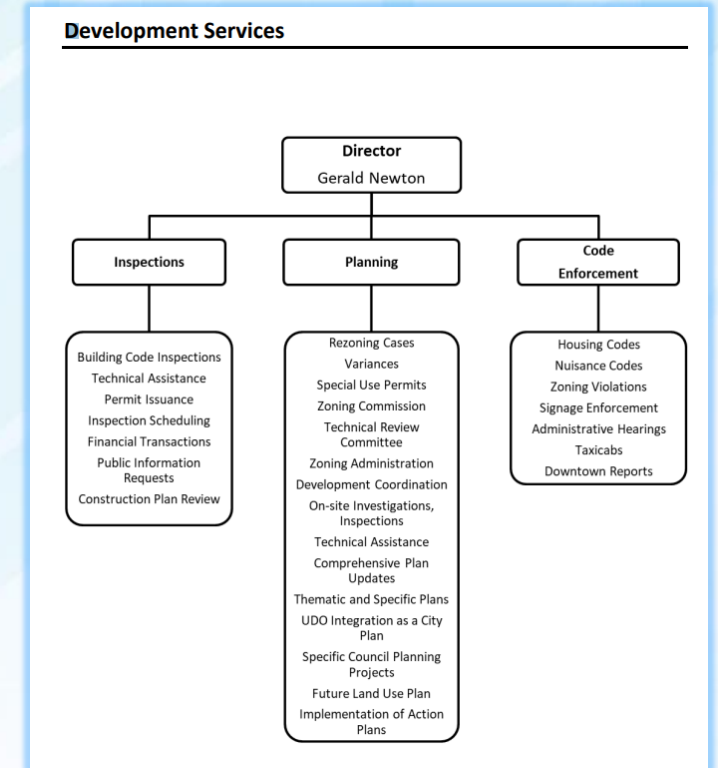
- Technical Review Committee
- Historic Resource Commission
- Joint Appearance Commission
- Planning Commission
- Tree Board
- FAMPO,
- RLUAC
- Public Arts Council
- Zoning Commission
- City Council
- Code Compliance Coordinating Committee (CCCC)
- Administrative Hearings
- Board of Appeals
- Taxicab Review Board
- Appeal Hearings (with City Attorney's office)
- Environmental Court (with City Attorney's office)

Development Services

Organizational Chart activities

Related City Code of Ordinance service areas:

1. Chapter 7- Building Code
2. Chapter 14- Housing, Dwellings and Buildings
3. Chapter 16- Motor Vehicles and Traffic
4. Chapter 17- Offenses and Miscellaneous Provisions
5. Chapter 22- Solid Waste
6. Chapter 24- Streets and Sidewalks
7. Chapter 26- Taxicabs
8. Chapter 27- Trailers, Manufactured Homes, and Manufactured Home Parks
9. Chapter 30- Unified Development Ordinance



Official Department Program Key Performance Indicators

Goal	Council Champio	Obj. #	Strategic Objective	Strategic Level KPIs	Owner	FY20 Actuals	FY21 Target
Goal 3: City Investment in Today and Tomorrow		3.2	Manage the City's future growth and strategic land use	\$ value of residential permits issued	Dev Services	\$54,014,902	\$50,000,000
				\$ value of commercial permits issued	Dev Services	\$125,059,012	\$115,000,000
		3.3	Sustain a favorable development and business climate through timely and accurate construction review and building inspection services	# of building trades inspections	Dev Services	28,031	27,000
				% of building trades inspections completed with in the established deadline	Dev Services	100%	99%
				% of construction plan reviews completed within the established deadline	Dev Services	98%	98%
		3.4	Revitalize neighborhoods with effective code enforcement and violations abatement	# of code enforcement cases opened	Dev Services	14,452	14,000
				# of nuisance properties (ordinance adopted January 28 2019)	Dev Services	104	120
				% of code enforcement cases opened proactively	Dev Services	69%	65%

Projected slow down of project values

Planning & Zoning Project Management

Copy of Planning Zoning Projects for presentation 2020

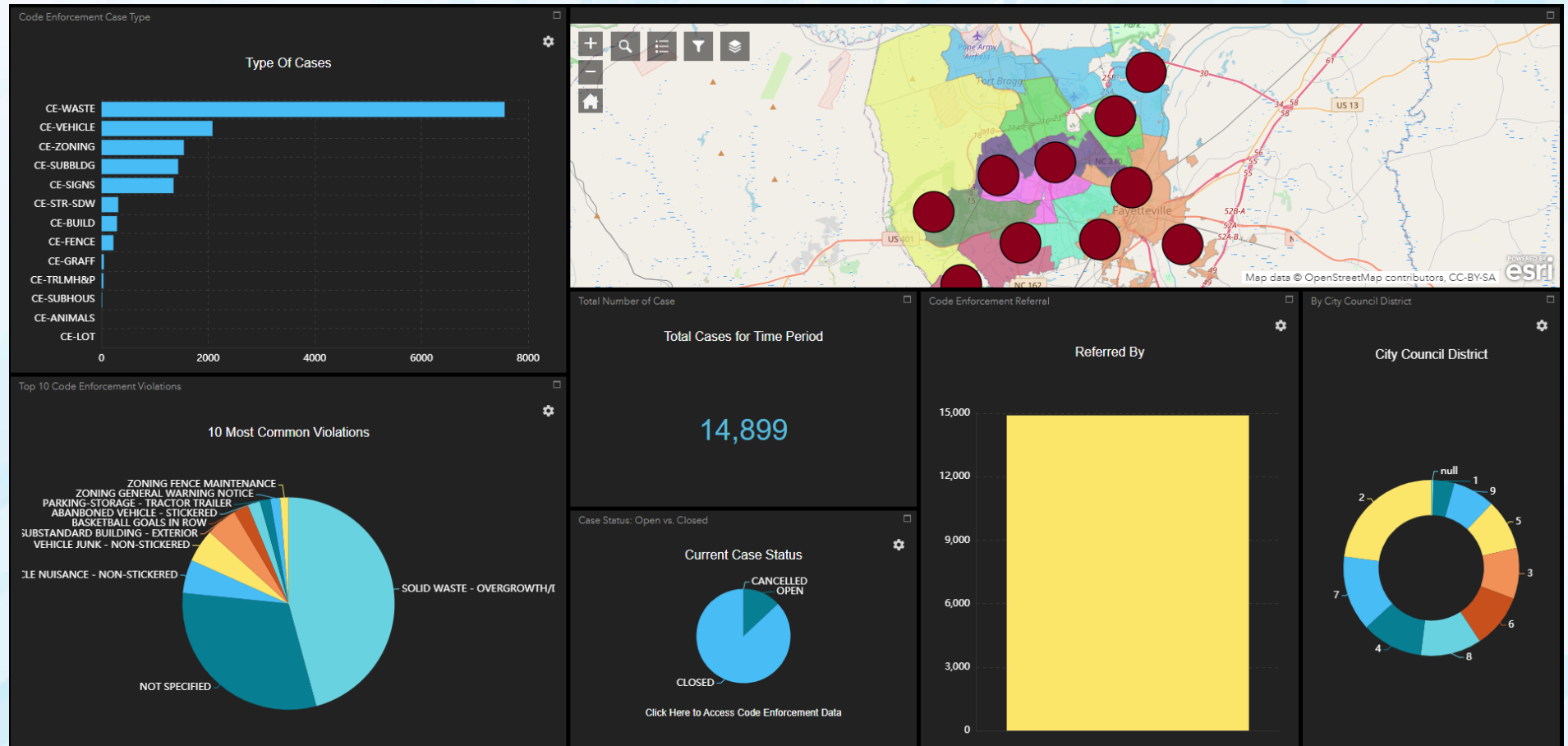
Projects	Deadline	Per.	Next Meeting	Project Manager
Administrative Initiated Rezoning	7/17/2020	85	8/3/2020 CCWS	Freeman/Joseph
COA20-012	7/17/2020	100	7/28/2020 HRC	Baptiste
COA20-015	7/17/2020	100	7/28/2020 HRC	Baptiste
COA20-020	7/17/2020	100	7/28/2020 HRC	Baptiste
Text Amendments: Downtown	7/17/2020	25	8/3/2020 CCWS	Moore
Text Amendments: Spring	7/17/2020	25	8/3/2020 CCWS	Freeman/Moore
Tree Board	7/17/2020	50	8/3/2020 TB	Green
P20-09F: Special Use Permit	7/24/2020	0	8/10/2020 CC	Baptiste
P20-13F: Special Use Permit	7/24/2020	0	8/10/2020 CC	Harmon
P20-19F: Special Use Permit	7/24/2020	0	8/10/2020 CC	Baptiste
P20-22F: Initial Zoning	7/24/2020	0	8/10/2020 CC	Harmon
P20-23F: Rezoning	7/24/2020	0	8/10/2020 CC	Harmon
Central City Trails Master Plan & Design Guide	7/28/2020	15	TBD	Freeman
A20-17F: Variance	7/31/2020	90	8/11/2020 ZC	Joseph
P20-25F: Rezoning	7/31/2020	0	8/11/2020 ZC	Harmon
P20-26F: Special Use Permit	7/31/2020	0	8/11/2020 ZC	Baptiste
P20-27F: Rezoning	7/31/2020	0	8/11/2020 ZC	Harmon
P20-28F: Special Use Permit	7/31/2020	0	8/11/2020 ZC	Harmon
P20-07F: Special Use Permit	8/7/2020	0	8/24/2020 CC	Harmon
P20-15F: Special Use Permit	8/7/2020	0	8/24/2020 CC	Harmon
P20-20F: Special Use Permit	8/7/2020	0	8/24/2020 CC	Harmon
Central Campbellton Neighborhood Plan	8/21/2020	90	9/7/2020 CCWS	Sharpe
A20-21F: Variance	8/28/2020	0	9/8/2020 ZC	Joseph
P20-24F: Initial Zoning	8/28/2020	0	9/8/2020 ZC	Baptiste
P20-29F: Conditional Rezoning	8/28/2020	0	9/8/2020 ZC	Baptiste
P20-30F: Rezoning	8/28/2020	0	9/8/2020 ZC	Harmon
P20-31F: Rezoning	8/28/2020	0	9/8/2020 ZC	Joseph
P20-32F: Conditional Rezoning	8/28/2020	0	9/8/2020 ZC	Harmon
P20-33F: Rezoning	8/28/2020	0	9/8/2020 ZC	Baptiste
GIS: Zoning	8/31/2020	100	NA	Freeman
P20-12F: Rezoning	9/11/2020	0	9/28/2020 CC	Baptiste

- Scrolling projects list.
- Assigned, scheduled, Tracked.

Code Enforcement Program Key Performance Indicators

Online
Dashboard for
Code
Enforcement
Cases

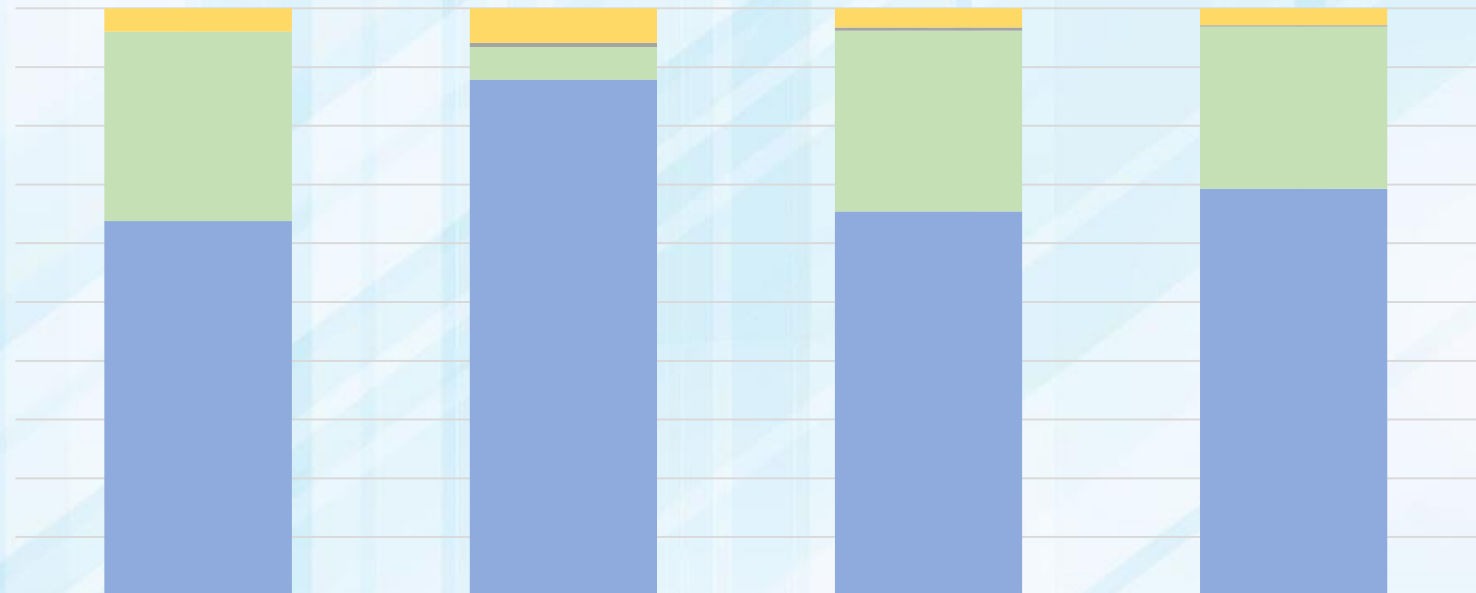
<https://faync.maps.arcgis.com/apps/webappviewer/index.html?id=43fbb99a90d641e6953e702c7b7a86c1>



Code Enforcement Program Key Performance Indicators

Code Enforcement Violation Cases FY 2017-2020

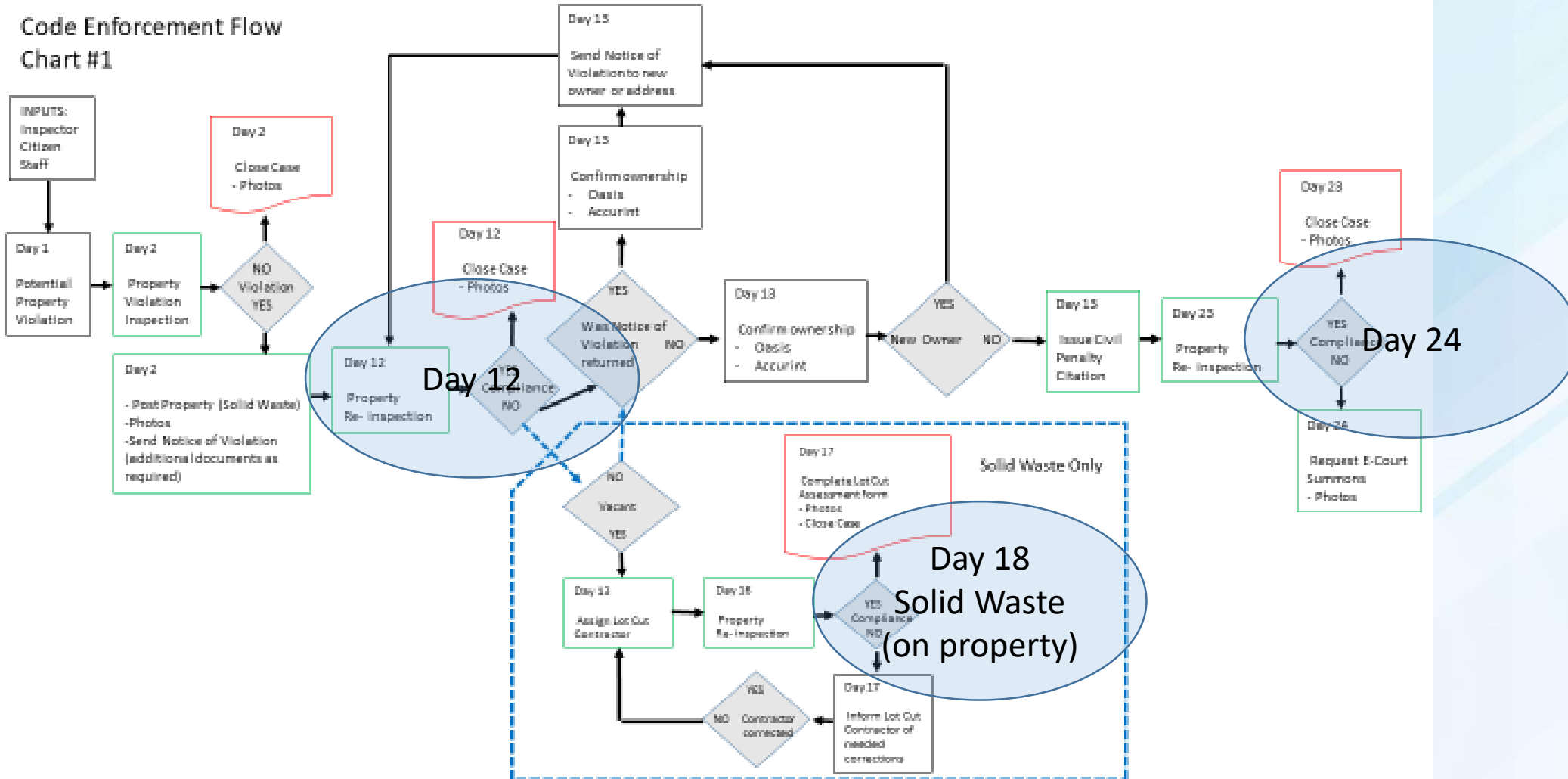
- Averaging 15,000 new cases a year
- 2/3rds Officer initiated



	FY 17	FY 18	FY 19	FY 20
Staff Referrals	581	631	459	413
City Council Complaints	0	77	83	32
Citizen Complaints	4,712	593	4,354	3,990
Officer Initiated	9,328	9,429	9,259	10,017

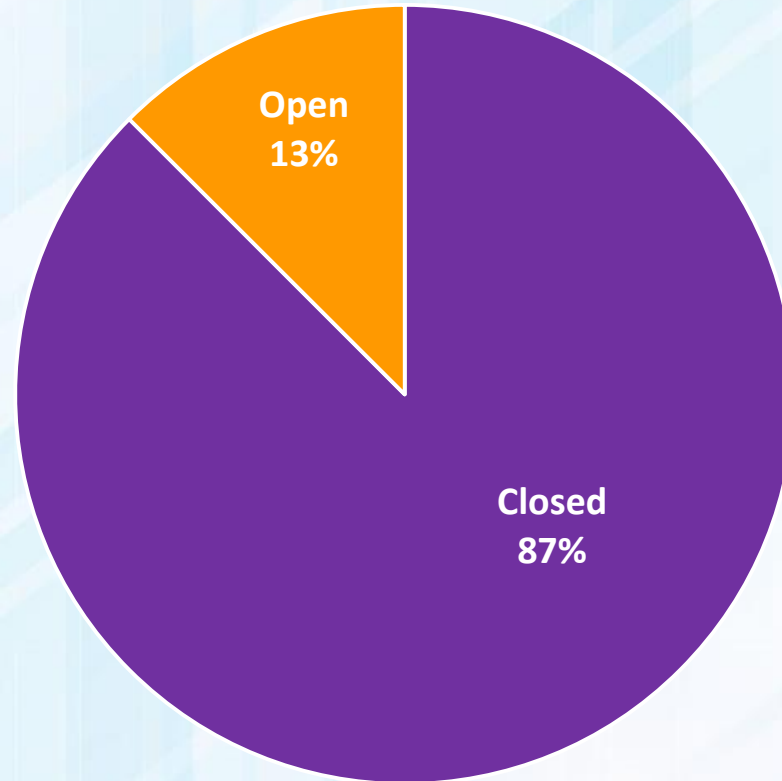
Development Services Code Enforcement Process Mapping

Code Enforcement Flow
Chart #1



Code Enforcement Program Key Performance Indicators

Code Enforcement Violation Case Status FY 2019-2020

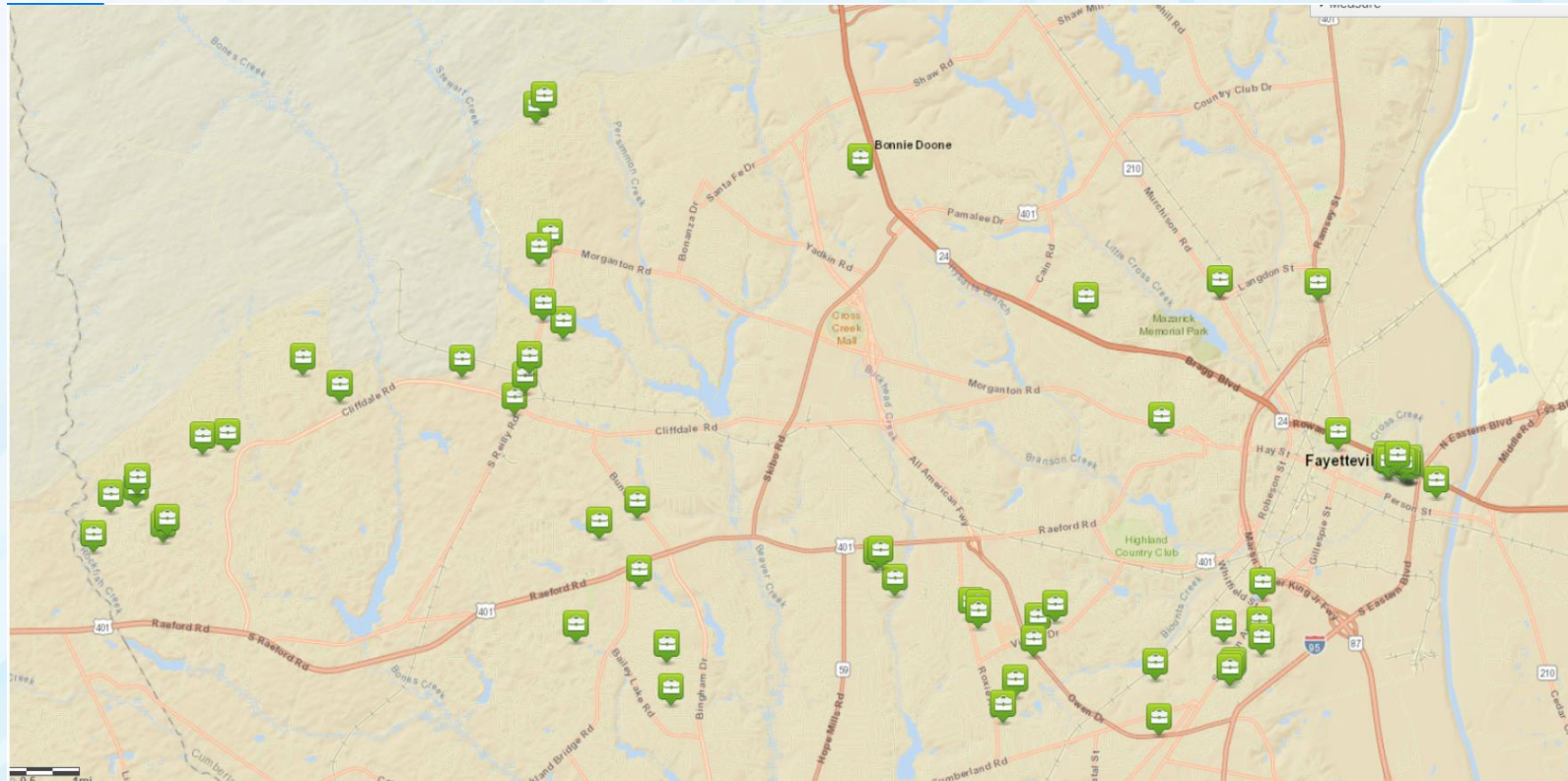


Program

Key Performance Indicators

Initiated and Open Code Enforcement Cases

70 New cases
opened
July 1, 2020 (and rising)

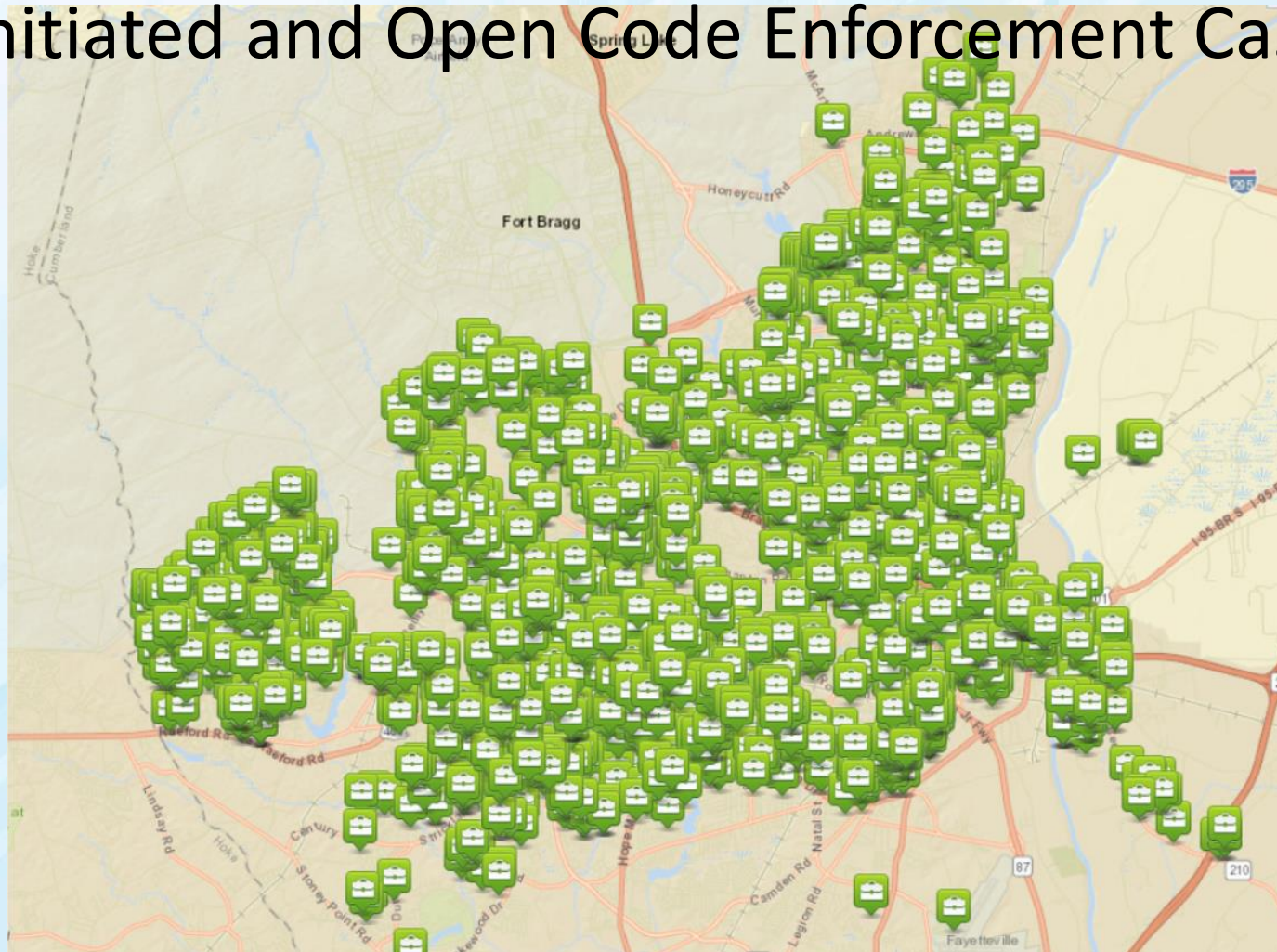


Code Enforcement Program Key Performance Indicators

Initiated and Open Code Enforcement Cases

2,292

Open cases
as of July 1, 2020
(and rising)



Code Enforcement Program Key Performance Indicators

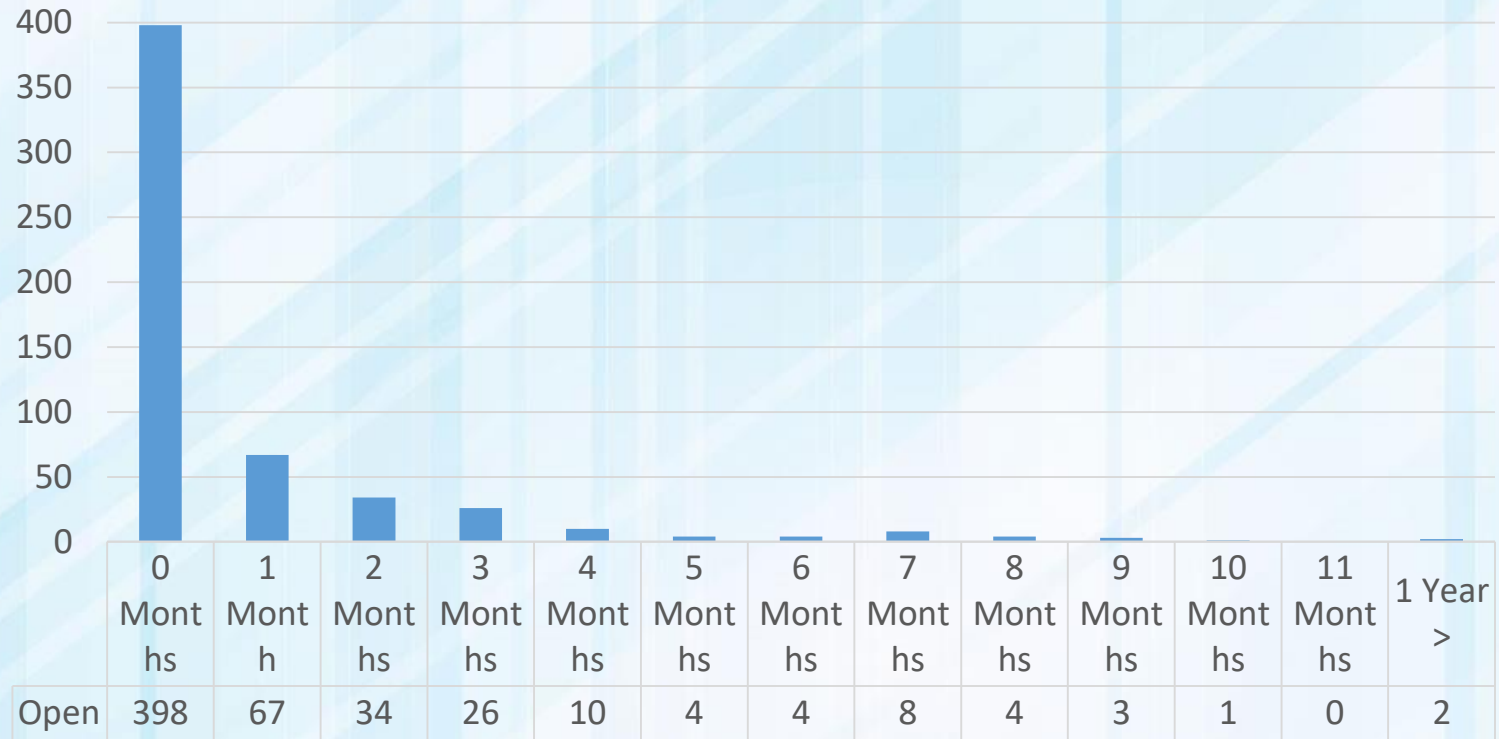
Past Due Code Enforcement Cases

2,292 Open cases as of July 1, 2020 (and rising)

- 500 “overdue”
- 120 less than one week,
- 400 less than one month

(Past due cases as on July 17th)

Past Due Cases as of July 17, 2020



Program Key Performance Indicators

Code Enforcement Environmental Court Cases FY 2017-2020



	FY 17	FY 18	FY 19	FY 20
■ Cases Referred for Court Ordered Abatement	7	8	4	0
■ Cases Referred for E-Court Summons	147	204	185	277

Permits Program

Key Performance Indicators

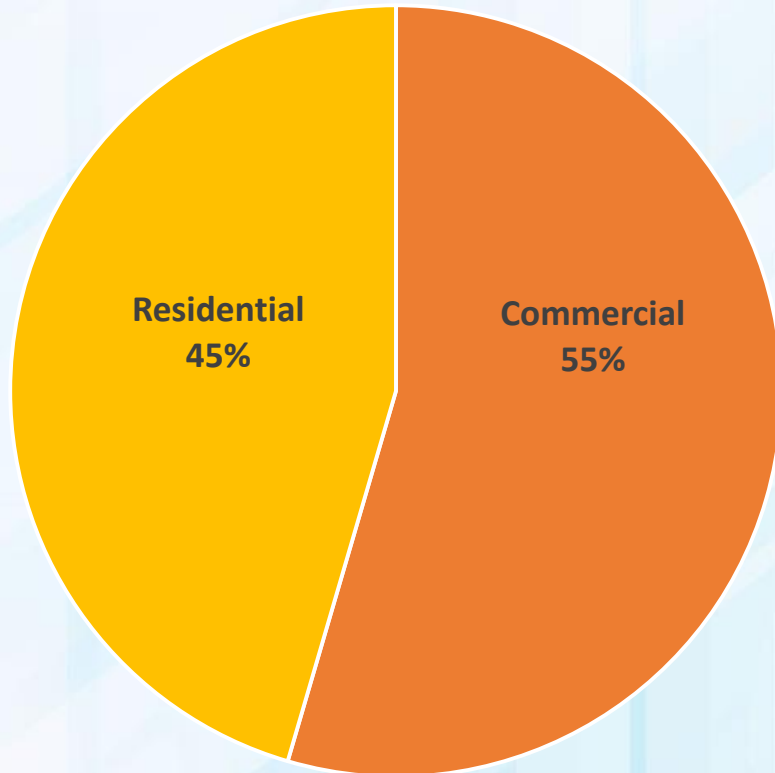
Online Dashboard for Permits

<https://faync.maps.arcgis.com/apps/webappviewer/index.html?id=62cac37ddede4a9d95dcfe01d4389162>

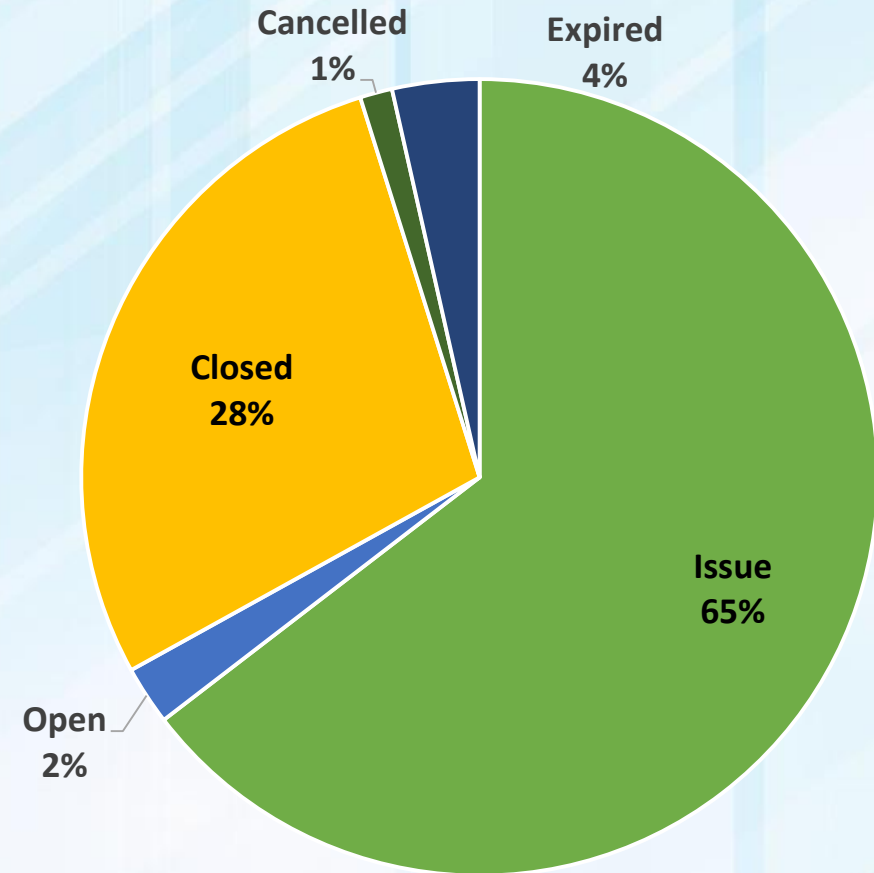


Permit Program Key Performance Indicators

Permit Type FY 2020



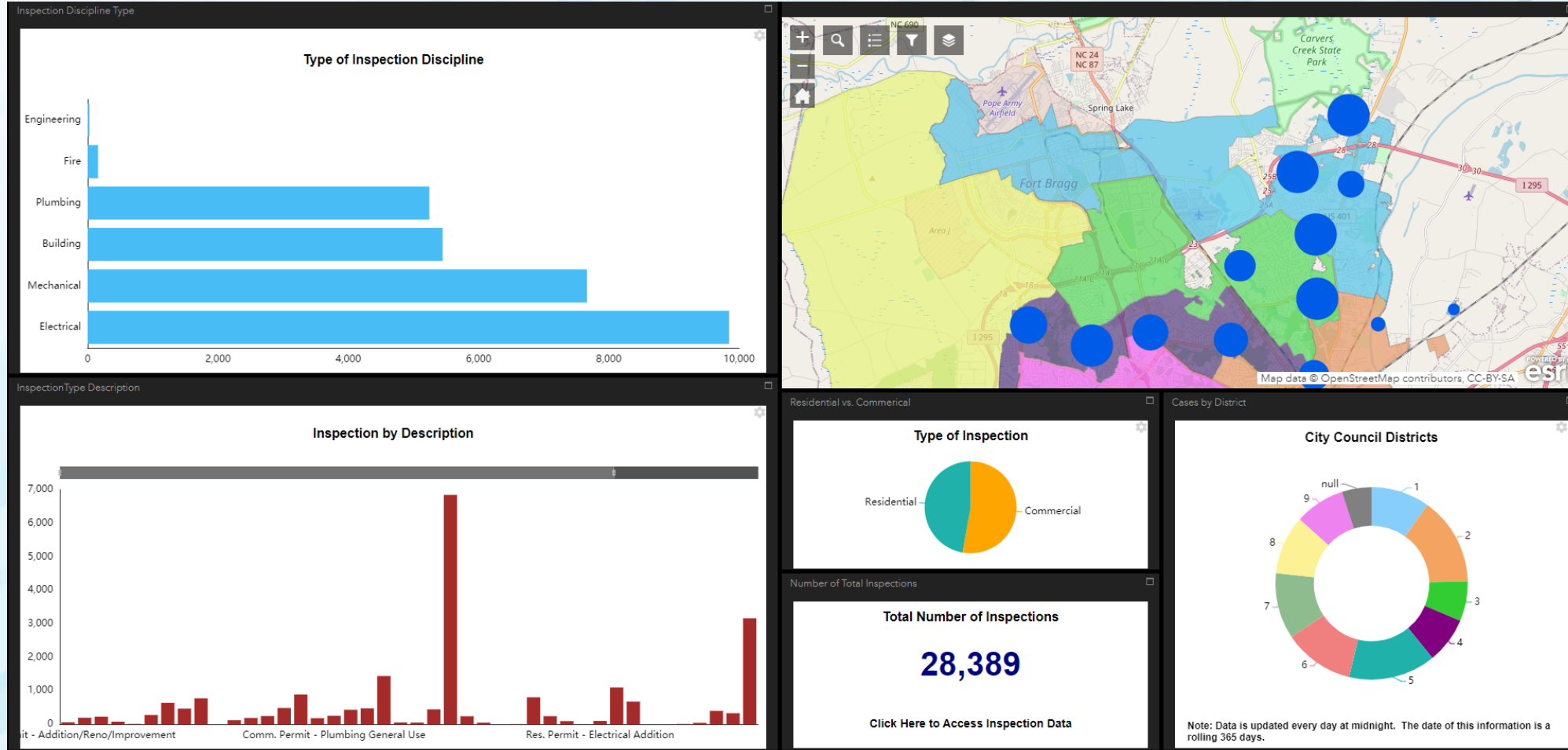
Permit Status FY 2020



Inspections Program Key Performance Indicators

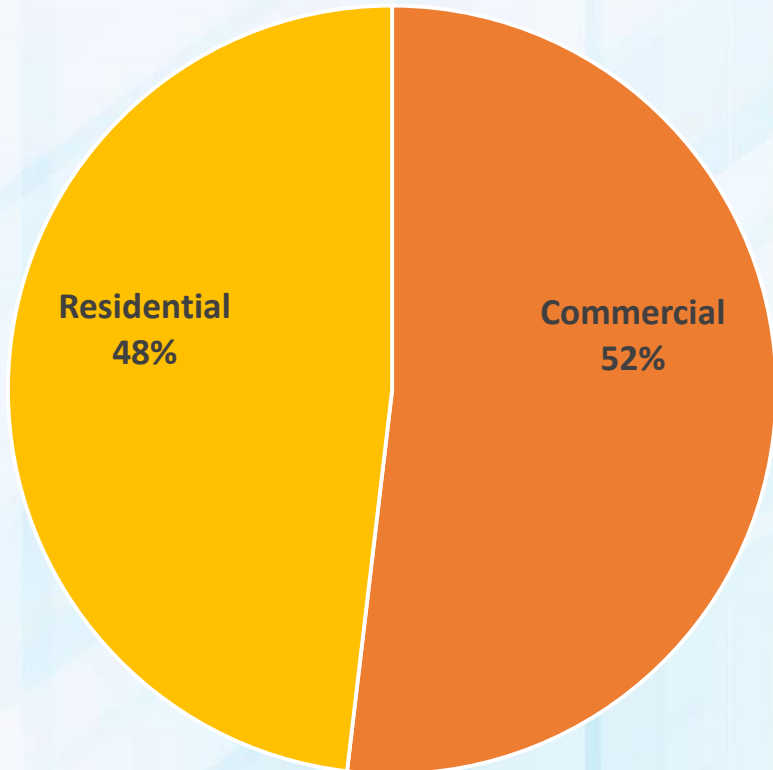
Online Dashboard for Inspections

<https://faync.maps.arcgis.com/apps/webappviewer/index.html?id=e75541903ff8412490c22cdc04dea887>

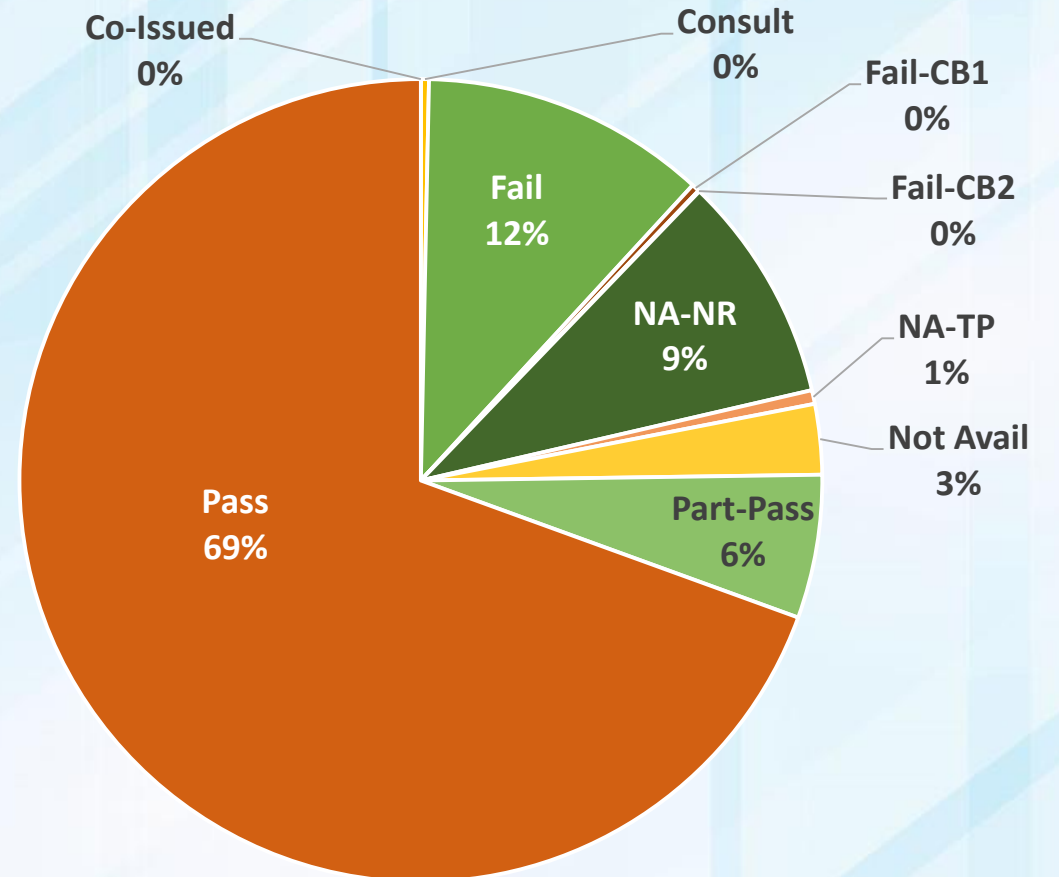


Inspection Program Key Performance Indicators

Inspection Type FY 2020



Inspection Results FY 2020



Inspection Program

Multi-jurisdictional issues

Inspections and Zoning varies on different governmental buildings and uses in the City of Fayetteville.

List developed June 25, refined 7/17/2020

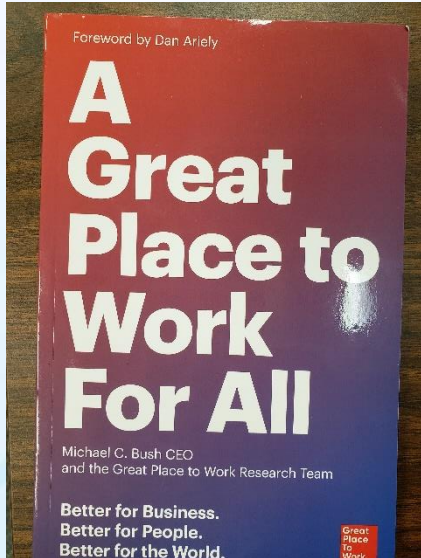
Inspection and Zoning

Name	Owner	Inspection	Zoning
Airport (Fayetteville)	City	Y	N
ASOM (land building is on is Federal, surrounding land is City property)	Federal	N	N
Cape Fear Hospital (as of 2006)	Private	Y	Y
Courthouse (Dick Street)	County	Y	Y
Courthouse (Green Street)	Federal	N	Y
Crown Complex*	County	N	N
Cumberland County Jail	County	Y	Y
DMV on 301	State	N	N
DOT District Office	State	N	N
Fire Dept. #14 on FSU Property	?	?	?
Fort Bragg	Federal	N	N
FSU Apartments	Private	Y	Y
FSU Campus	State	N	N
FSU Dean Houses (2813 Skye)	State	N	N
FTCC (various owners)	Private	Y	Y
Gov't Contractors**	Private	N	Y
Bill Heffner Elementary on Ft. Bragg	County	N	N
Highsmith-Rainey Hospital (as of 2018)	Private	Y	Y
Methodist University	Private	Y	Y
Post Office (leased property)	Private	Y	Y
Post Office (owned property)	Federal	N	N
PWC	?	Y	Y
SBI (leased property)	Private	Y	Y
SBI (owned property)	Federal	N	N
Senior Center East	City/FSU	Y	Y
Senior Center West (leased by City)	State	Y	Y
VA Clinic (Raeford)	Private	Y	Y
VA Hospital (Ramsey)	Federal	N	N

*Per agreement
 **Depending on contractor

Great Place to Work FOR ALL

(Department-wide repeatable survey)



“What was good enough to be great is no longer good enough” (Ariely, p. 69).

“**Trust** is what we discovered to be the cornerstone of great workplaces 30 years ago” (p. 61).

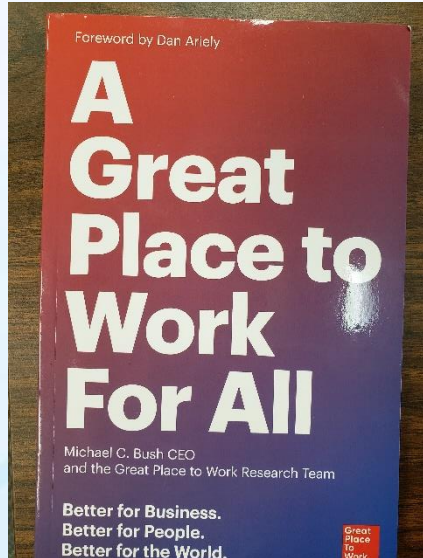
Everyone counts. Maximize human potential accelerates performance (p. 73). “Any person left behind in a company culture is bad for business. Each person, and their potential, matters (p. 101) “In short, organizations face a business imperative to create a consistently great place to work” (p. 73) (Ariely, pp. 73-101).

Two key parts on very short department survey

1. What great places provide. Are you working at a place where- trust & enjoy workers, pride of work.
2. How they feel. Feeling challenged, respected, treated fairly, and appreciated.

Great Place to Work FOR ALL

(Department-wide repeatable survey)



Two key parts on very short department survey

1. **What great places provide.** Are you working at a place where- trust & enjoy workers, pride of work.
2. **How they feel.** Feeling challenged, respected, treated fairly, and appreciated.

6-point Likert where

Strongly Disagree= 1 to Strongly Agree = 6

Set 1

Trust the people I work for	4.19,	4.55,	4.28
Take pride in what I do	5.74,	5.71,	5.56
Enjoy the people I work with	4.82,	5.22,	5.08

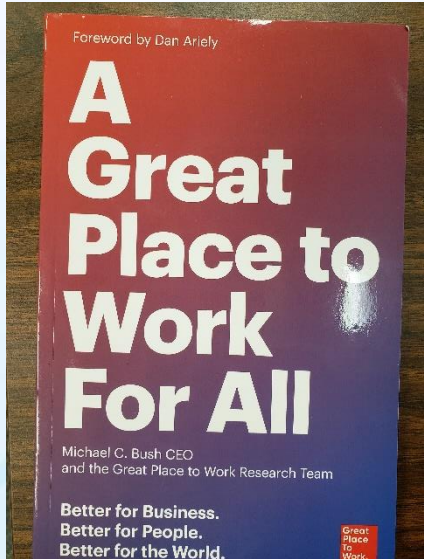
Set 2

Feel positively challenged	4.26,	4.30,	4.97
Feel respected	4.00,	4.15,	4.95
Feel treated fairly	4.06,	4.24,	4.74
Feel appreciated	3.81,	3.95,	4.71

November 2019, December 2019, July 2020

Great Place to Work FOR ALL

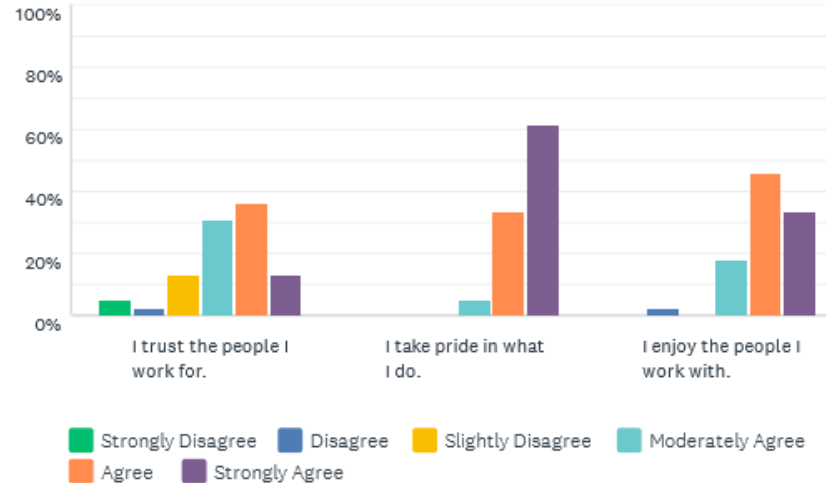
(Department-wide repeatable survey)



Copy of Employee Satisfaction Survey - Development Services

Q1 I currently work at a place where I feel that...

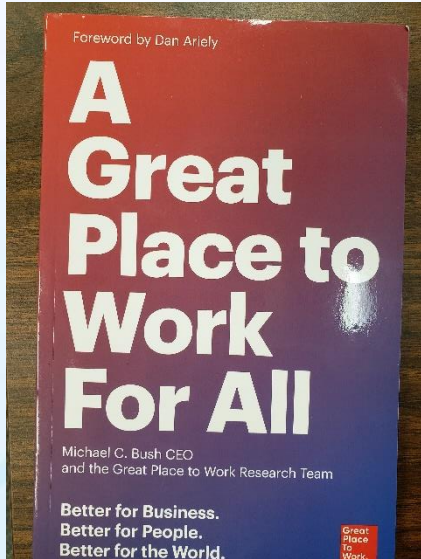
Answered: 39 Skipped: 0



	STRONGLY DISAGREE	DISAGREE	SLIGHTLY DISAGREE	MODERATELY AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
I trust the people I work for.	5.13% 2	2.56% 1	12.82% 5	30.77% 12	35.90% 14	12.82% 5	39	4.28
I take pride in what I do.	0.00% 0	0.00% 0	0.00% 0	5.13% 2	33.33% 13	61.54% 24	39	5.56
I enjoy the people I work with.	0.00% 0	2.56% 1	0.00% 0	17.95% 7	46.15% 18	33.33% 13	39	5.08

Great Place to Work FOR ALL

(Department-wide repeatable survey)



Copy of Employee Satisfaction Survey - Development Services

Q2 I am currently motivated to perform well in my position when...

Answered: 39 Skipped: 0



	STRONGLY DISAGREE	DISAGREE	SLIGHTLY DISAGREE	MODERATELY AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
I feel positively challenged.	2.56% 1	0.00% 0		2.56% 1	17.95% 7	46.15% 18	30.77% 12	39 4.97
I feel respected.	2.56% 1	2.56% 1		5.13% 2	20.51% 8	25.64% 10	43.59% 17	39 4.95
I feel treated fairly.	2.56% 1	2.56% 1	15.38% 6	12.82% 5	30.77% 12	35.90% 14	39 4.74	
I feel appreciated.	2.63% 1	5.26% 2	10.53% 4	15.79% 6	31.58% 12	34.21% 13	38 4.71	

Great Place to Work FOR ALL (Customer Satisfaction)

- Began asking for customer feedback in July 2018. “How was our service?”
- Consistently, (overly) high positive feedback. 1 to 10 scale.
- Stopped the feedback when building closed to public in March 2020.

City of Fayetteville North Carolina DEVELOPMENT SERVICES

Customer Service Survey

Welcome to the City of Fayetteville Development Services Department. Please complete the customer satisfaction survey below. We would like to ask four brief questions. Thank you for your time!

On a scale of 1-10, with 10 being very satisfied and 1 being very dissatisfied, how was our service?
10 9 8 7 6 5 4 3 2 1

What did we do well?

What did we do poorly?

How can we do better?

Great customer service is the City of Fayetteville's goal. If requested, I would like to be able to share your comments with the Director. Would you mind providing your email address so I can send to you an overview of your answers that could be shared with the director?

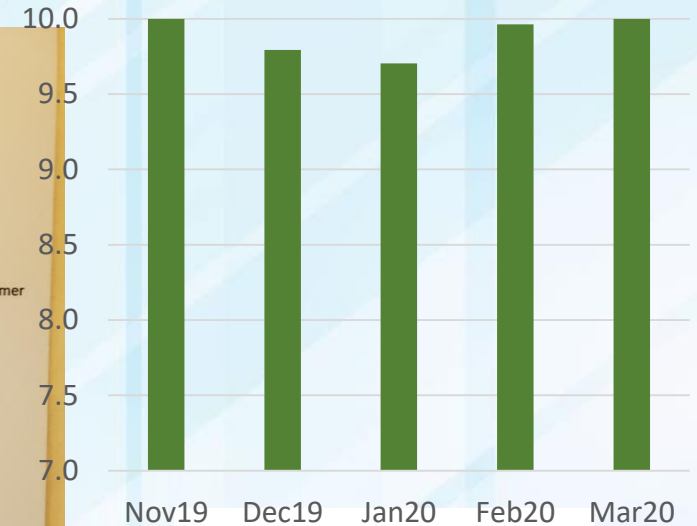
*** Your information will only be used internally. Please write legibly***

Name of person/business pulling permit: _____

Address of permit: _____

E-mail: _____

Phone number: _____



	A	B
1	Month	Average
2	Nov19	10.0
3	Dec19	9.8
4	Jan20	9.7
5	Feb20	10.0
5	Mar20	10.0
7		9.9

Customer Satisfaction

(Actual comments, February 2020)

What did we do well

Everyone was pleasant, helpful. Info needed was promptly provided & explained.

From the entry to the issue of a permit, the process was smooth and the city employees did all they could to assist me.

Jeff Wade & Sabrina McLauin were so helpful with my needs

Love the sense of community and patience to take my questions

Take care of clerical issues in a timely manner

Everything

explain in detail

Answered questions, gave me hand out

customer service-Jeff Wade Very nice every time I come in

Provided info w/ a smile & quickly about load centered and house wire in general

courteous & professional

Very Informative

Helpful answered all my questions/ Acquiring my permit was a pleasant process.

Very nice and friendly

Very helpful, clear information

Everything

professional and quick service. Informative process a CO (Jeff was great)

customer service-

always

Best Service ever

pleasant attitude

everything

everything done well-Sabrina has great customer service skills

Jeff Wade was extremely helpful during the permit process. He went above and beyond to help us and point us in the right direction.

Great customer service

Customer Satisfaction

(Actual comments in February, 2020)

What did we do poorly?		How can we do better?	
	not a thing		
nothing		not sure as it was my first permit	keep up the good work
nothing	not a thing	more online options	
a little slow on review, but understandable considering new year		communication via telephone	
Nothing		Give girls a raise	have brownies back here and other snacks
	nothing		
nothing	nothing		keep doing what you are doing
nothing			all is good especially new permit application.
7/15/2020	no complaints		
	never	absolutely nothing	

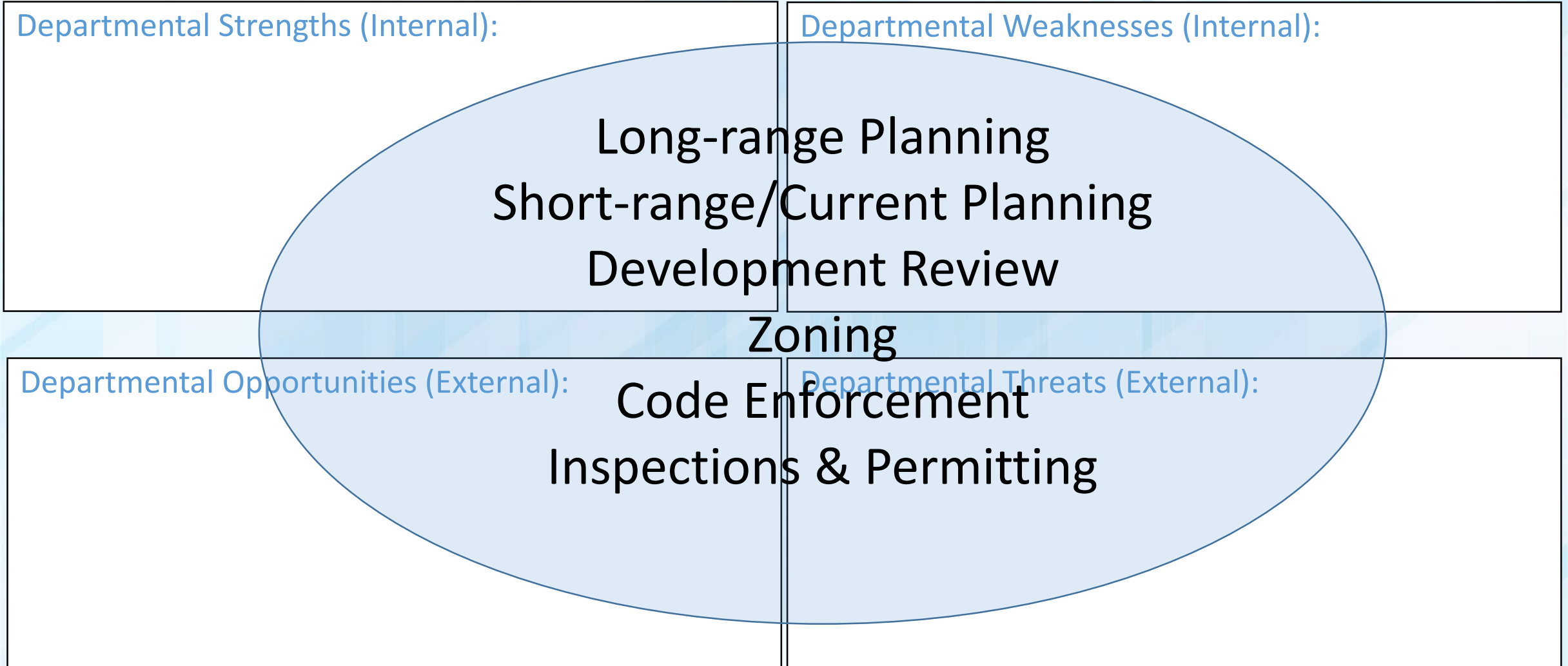
Great Place to Work FOR ALL

(Production impacts)

Safety- COVID, threats, job security
Institutional knowledge- retirements

5-YEAR TURNOVER STATISTICS							
FISCAL YEAR 15/16 - 19/20							
CITY DEPARTMENT	Turnover 15/16	FY	Turnover FY 16/17	Turnover FY 17/18	Turnover FY 18/19	Turnover FY 19/20	FY 20/21
DEVELOPMENT SERVICES	16.67%		24.07%	14.81%	9.43%	9.43%	?
CITY TURNOVER	10.06%		12.97%	13.27%	12.29%	12.42%	?

Departmental SWOT



Departmental SWOT Long-Range Planning

Departmental Strengths (Internal):

1. New staff, new ideas. 7
2. Support from CMO & Attorney's Office. 9
3. Future Land Use Plan adoption. 9
4. Compliance with 160D requirements for Chapter 30 underway. 8; need for 160A to 160D other chapters 5.

Departmental Opportunities (External):

1. GIS Changes. 6
2. Multi-department Project opportunities to fold in more components to Comprehensive Plan. 9
3. Coordinate other 160D across various city code of ordinances. 9

Departmental Weaknesses (Internal):

1. Department silos return as new personnel come into organization. 5
2. Need to push the full impact of other city activities to the Comprehensive Plan. 3
3. Clarity on next big focus. 3

Departmental Threats (External):

1. Developer opposition to UDO in general sense without specificity. 5
2. **Fort Bragg commercial buildings and overall base changes.** 2
3. Continual challenge to see, know, other departments' plans. 3
4. Commission and boards turnover and vacancies. 4

Departmental SWOT

Short-range/Current Planning

Departmental Strengths (Internal):

1. Relationship with customers. 9
2. Experienced, diverse staff. 9
3. New comprehensive Plan and Map. 7
4. Local nuances in zoning cases and actions. 9
5. Ability to resolve complicated issues. 7

Departmental Opportunities (External):

1. Become more involved with community activities. 5
2. Redesign staff reports/CCAMs. 5
3. “State of Development in the City of Fayetteville.” 5

Departmental Weaknesses (Internal):

1. Use of data and clarity. 4
2. No GIS Specialist. 5
3. Short deadlines for new case submittals impedes full process evaluation of cases. 4
4. Institutional Knowledge (System 1 thinking) versus actual ordinance; and knowledge transfer 3
5. Return to early team based staff recommendations. 3

Departmental Threats (External):

1. **How all departments use the Future Land Use Plan & Map and future additions to the new Comprehensive Plan.** 2
2. How staff responds to community, state, national changes, desires, while adhering to city standards. 4
3. Understanding city council thoughts for potential code changes (and related implications) 3
4. Folding in new projects with existing workloads that are externally dependent. 4
5. Open hostility of some board members to staff. 3

Departmental SWOT Development Review

Departmental Strengths (Internal):

1. Timely reviews of plan submittals and performance of inspections. 9
2. Quick response time for addressing questions from development community. 9
3. Technical Review Committee structure. 8

Departmental Weaknesses (Internal):

1. Improve knowledge transfer with new employees (mentor/mentee; institutional knowledge) 3
2. Outside agencies not utilizing our online review software to make comments. 4

Departmental Opportunities (External):

1. Have an existing working relationship with other departments. 8

Departmental Threats (External):

1. Employee turnover and loss of institutional knowledge from other departments. 4

Departmental SWOT Zoning

Departmental Strengths (Internal):

1. Timely plan review and contact with applicants. 8
2. Willingness to direct and work with customers through application process. 9

Departmental Opportunities (External):

1. Adoption of Land Based Classification Standards. 6
2. Improve/rewrite sign ordinance. 8

Departmental Weaknesses (Internal):

1. Inconsistent application of ordinance. 5
2. Slow move to more technological resources (blend of inter-departmental, customer, and stress of staff). 3
3. Time for complete analysis. 4
4. **Vague Use Table and interpolating consistency. 2**

Departmental Threats (External):

1. Slow or lack of cooperation with other sections/departments on full plan reviews. 6
2. Requests from others that remove us from being able to focus on specific zoning duties. 5
3. **Political will to do administrative rezonings 2**

Departmental SWOT Code Enforcement

Departmental Strengths (Internal):

1. Record system of all actions on properties. 10
2. Highly experienced personnel in all forms of code enforcement activities. 9
3. Focus on compliance not penalize. 7

Departmental Opportunities (External):

1. Further integration with other city departments and their own enforcement. 5
2. **Identifying what “successful code enforcement means and agreed upon by management and the City Council.” 1**
3. Design of full coordination of all departments involved in code enforcement. 5
4. Increased coordination with Police Department in/ during unsafe times and locations. 3

Departmental Weaknesses (Internal):

1. Too few personnel to address all cases. 2
2. So little time to address cross-coordination that may reduce officer activities. 3
3. Too many active and open cases. 5
4. Pending retirements 3

Departmental Threats (External):

1. View that this division is responsible for keeping the city clean versus property owner responsibility. 2
2. Handling other departments’ work. 5
3. Repeated political issues (enforce, pull back). 2
4. **Safety of code enforcement officers. 1**

Departmental SWOT Inspection & Permitting

Departmental Strengths (Internal):

1. Loyal team members 8
2. Accountability & accuracy of work 7

Departmental Weaknesses (Internal):

1. Lack of communication within department (cross-functional and specific permit issues). 4

Departmental Opportunities (External):

1. Educate public and contractors on City policies. 5
2. Continue to develop inter-departmental project coordination so no surprises. 3
3. Continually fresh insight of trends, state building code interpretations, and information sharing. 4

Departmental Threats (External):

1. Bad information given to public about inspectors, plans under review, need for permits. 4
2. Software issues which stops the flow of work. 3
3. Software inconsistencies (CityWorks and POS). 5
4. Timely plan reviews by other departments for plan comments. 6
5. Unresolved issues of new 160D impacts 4

P1: “Successful” Code Enforcement

Tasks/Milestones for completion:	Qrt	Status
Work Session presentation of code enforcement types, activities with details; Concurrence of “success”	1-2	
Consolidated (All Departments) Work plan	3	
Alignment of enforcement to adjusted focus	4	
Alignment of enforcement personnel to adjusted focus	3-4	

Qrt.	% Project Complete	% of Budget Expended Total = \$XXX
1		
2		
3		
4		

Target (Central Mission) Purpose:

1. Define “successful code enforcement”
2. Implement adjusted Coordinated Codes Enforcement

Primary Objectives (Specific deliverables):

1. Multi-departmental, City Council agreed “success” by January 15, 2021`
2. Implement adjustments NLT June 1, 2021.

Success Factors (Important to the tasks):

1. Agreement of what successful enforcement means
2. Executive Team & multi-department buy-in

Barriers and/or Risks (Obstacles, issues and concerns):

1. Individual council “requests,” and disagreements over existing codes and level of enforcement
2. Change of direction over election time versus long-term
3. Political signs- Fall elections

P 2: Comprehensive Plan elements & 160D

Tasks/Milestones for completion:	Qrt	Status
Council approval of Ft. Bragg JLUP	2	
Complete City Code of Ordinance changes from 160D	3	
Council approve of 2 or more additional plan elements	4	

Qrt.	% Project Complete	% of Budget Expended Total = \$XXX
1		
2		
3		
4		

Target (Central Mission):

1. Adopt various city plans and projects as part of City's 2040 Comprehensive Plan
2. Become fully consistent with requirements of General Statute 160D

Primary Objectives (Specific deliverables):

1. Parks Master Plan and related added by June 1, 2021
2. Adopt Fort Bragg Joint Land Use Study by Jan 15, 2021
3. Complete Text amendments to City Code of Ordinances by April 1, 2021
4. Fold in Storm Water Master Plan by June 1, 2021

Success Factors (Important to the tasks):

1. City Council action to approve various documents
2. City Council focus on long-term impacts

Barriers and/or Risks (Obstacles, issues and concerns):

1. Delay or changes in various plans and projects altering document
2. Further changes in NCGS160D approvals.
3. Reluctance of City Council to adjust local ordinances
4. New obligations presented for Planners to handle not yet known

P3: Inspection & Zoning: Resolve multiple jurisdiction issues

Tasks/Milestones for completion:	Qrt	Status
Identify all zoning conflicts	1	
Clarify all inspection jurisdictions (with mutual documentation)	1	
Finalize all related Administrative Rezoning	3	
Complete any interlocal agreements needed	4	

Qrt.	% Project Complete	% of Budget Expended Total = \$XXX
1		
2		
3		
4		

Target (Central Mission) Project:

1. Resolve Permitting & Inspections of various jurisdictional lands, properties within City of Fayetteville
2. Correct underlying Zoning Districts of various governmental agencies

Primary Objectives (Specific deliverables):

1. Corrected zoning, City Council approved by 4/1/2021
2. Interlocal agreements or other clarifying documents by 6/1/2021

Success Factors (Important to the tasks):

1. Various governmental agencies acceptances
2. City Council resolve to correct rezoning administratively

Barriers and/or Risks (Obstacles, issues and concerns):

1. City Council resolve to correct rezoning administratively
2. Disagreements over Federal/NC/County/City authorities

Project 4: Great Place to Work for All

Tasks/Milestones for completion:	Qrt	Status
Code enforcement succession plan	1-2	
Cross-training of line staff designed and implementation begins	2	
Quarterly Safety training programs begin	2	
Mentor/Mentee program designed and underway	3-4	

Target (Central Mission) Purpose:

1. Full staff appreciation understood
2. Employee safety & succession plan

Primary Objectives (Specific deliverables):

1. New department safety protocols for external functions by 12/31/2020
2. Realigned & cross-trained line staffing by 3/31/2021
3. Safety training programs begin NLT 12/1/2020
4. Mentor/Mentee program by 3/31/2021

Qrt.	% Project Complete	% of Budget Expended Total = \$XXX
1		
2		
3		
4		

Success Factors (Important to the tasks):

1. City Manager support & potential outside training
2. Staff acceptance of cross-training

Barriers and/or Risks (Obstacles, issues and concerns):

1. Delay in defining “success in Code Enforcement” delays two tasks
2. External impacts (unknown-unknowns, if not working in office full-time, office design adjustments)

What is on the horizon?

- Troubleshooting and case management resolution occurs daily
- HRC Design Guidelines, Downtown adjustments
- Ongoing Census work
- Demolitions, construction delays, Online shopping impacts
- Sign Ordinance
- Reuse of structures and multi-use (inclusive) zoning discussions
- Rapid Disaster Assessment
- Increased interdepartmental coordination
- Projects, of various types, come in weekly short and long-term
- Increased **Disruptive** process management. Interesting challenge in the Age of Speed & Information and folding in “known unknowns” and “unknown unknowns” in project management.



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ANDROID APP ON Google Play

7/14/2020

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Draft PerformanceStat schedule through the calendar year 2021

Nov 18 2019

Transit (Pilot)

Jan 20 2020

Fire (Model)

Feb 17 2020

Airport

Mar 16 2020

Parks, Recreation, and Maintenance

Apr 20 2020

cancelled due to COVID-19

May 18 2020

cancelled due to COVID-19

Jun 15 2020

Development Services

Jul 20 2020

Police

Aug 17 2020

Public Services

Sep 21 2020

ECD

Oct 19 2020

Finance

Budget

Nov 16 2020

CMO

Construction

Internal Audit

SPA

Jan 19 2021

Corporate Communications

Mayor, Clerk, and Council

City Attorney's Office

Feb 15 2021

Human Resource Development

Human Relations

Thank you for your attention.

Are you ready to join the team?

Questions?

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Visit <https://www.fayettevillenc.gov/city-services/development-services>

***The mission of the Development Services Department** is to work with, and within, the community in order to achieve and maintain a high quality of life for existing and future residents and businesses by providing professional guidance and coordination of all planning, construction, and development activities, and to implement the city's regulations and codes while balancing economic, public, and private interests.*

***We are committed** to providing accurate, consistent, prompt, and exemplary service to all of the city's stakeholders. Further, we strive to objectively maintain established community and building safety standards with an emphasis on achieving voluntary code compliance through education, communication, and cooperation.*