



# PerformanceStat

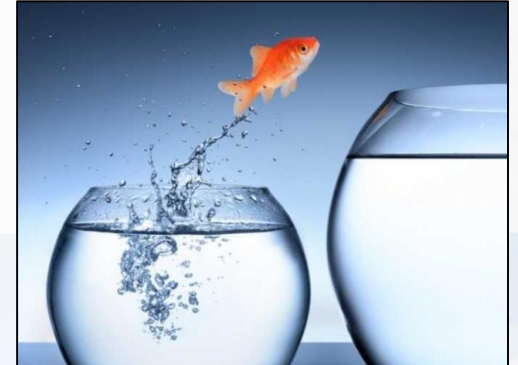
## Using Results-Based Decision Making

Development Services  
September 16, 2021

Updated by COS 4/28/21



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



# FY 22 Departmental Brief

## Departmental Programs:

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

## Departmental FTE's and Human Capital:

1. 55 FTE's  
27 Inspectors; 13 (15) Code Enforcement Officers; 13 Planning & Zoning
2. One director, one assistant director, one planning manager; two senior administrative assistants (regular vacancies)

**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

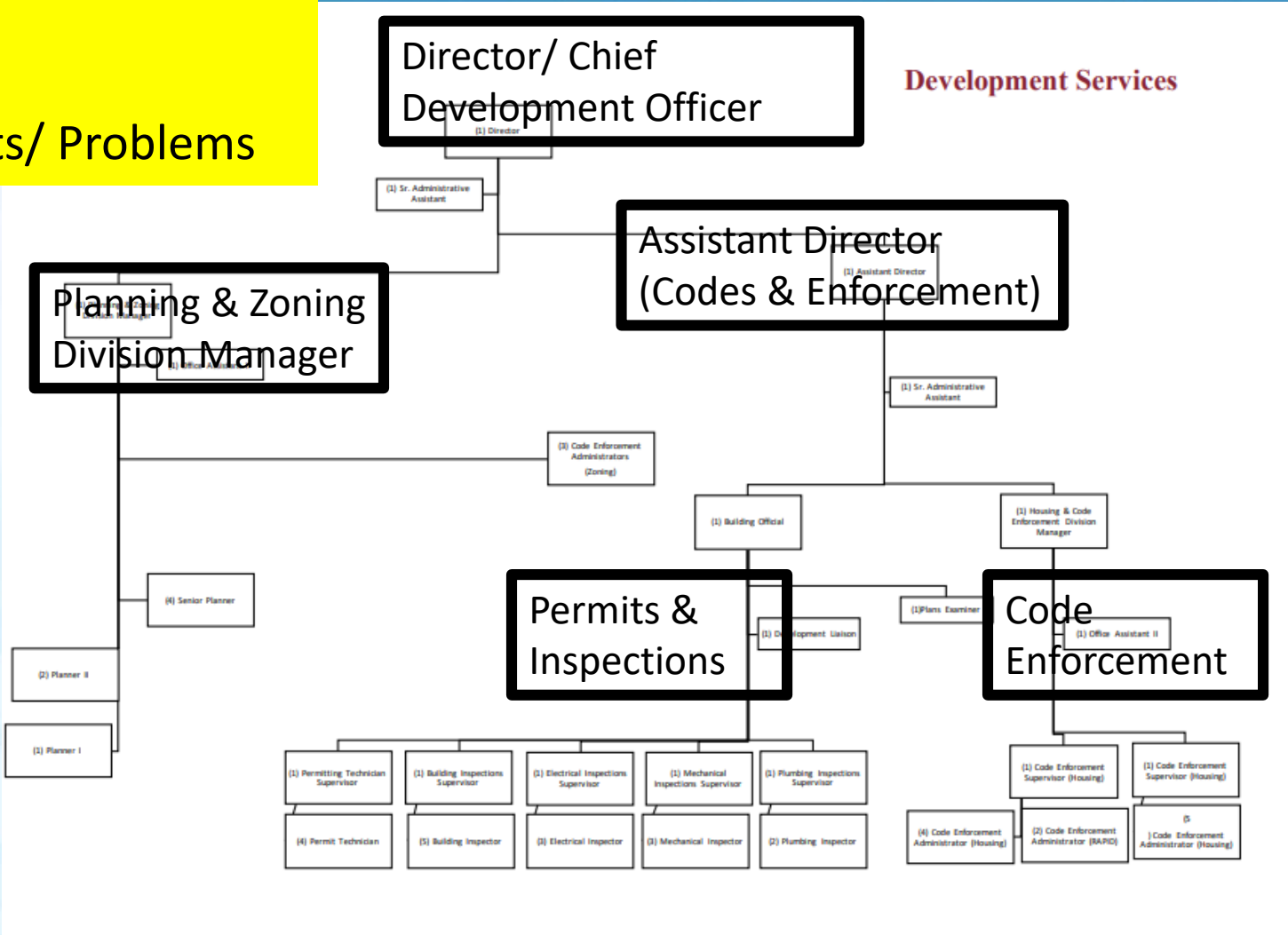
1. \$4,761,198 Budget for FY 2022
  1. \$4.1M personnel
  2. 300K Operating
  3. 300K Contract Services
2. Permit & Plan review fees \$2,000,000

# Development Services Organizational Chart FY 22

Constant Alignment & review of work to

- Comprehensive Plan,
- Strategic Plan,
- Manager's Intent
- Department Mission
- State Requirements
- Stewardship

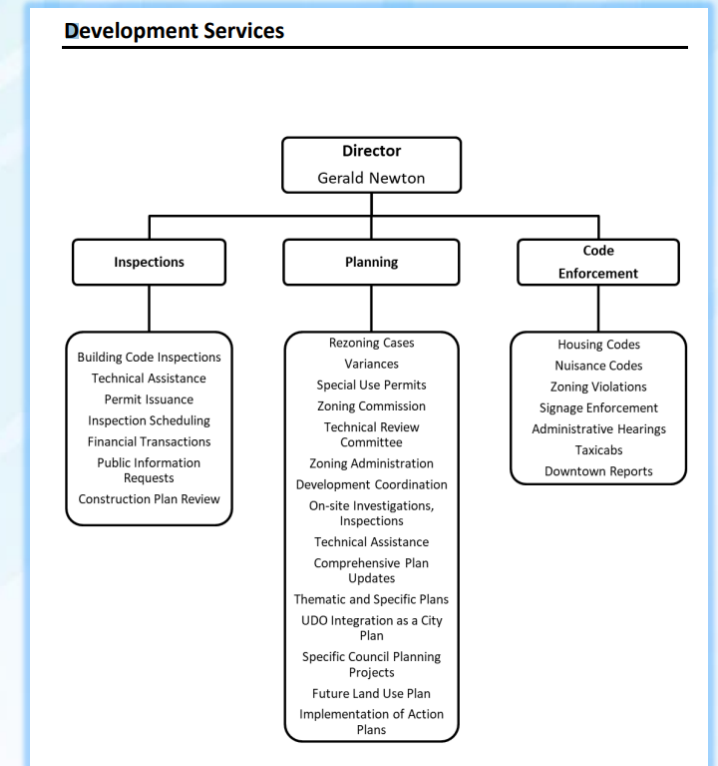
Triage People/Projects/ Problems



# 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



# Boards, Commissions, Council

1. Technical Review Committee
2. Historic Resource Commission
3. Joint Appearance Commission
4. Planning Commission
5. Tree Board
6. FAMPO,
7. RLUAC
8. Public Arts Council
9. Zoning Commission
10. City Council
11. Code Compliance Coordinating Committee (CCCC)
12. Administrative Hearings
13. Board of Appeals
14. Taxicab Review Board
15. Appeal Hearings (with City Attorney's office)
16. Environmental Court (with City Attorney's office)

# Significant Projects

All tie back to city alignment

## Departmental Projects

-Project Management designed to provide **workload management and overload control.**

- New Ft. Bragg connections and coordination
- **First floor changes**, temporary, allocation and adjustments

**Continual Process Improvement with people first**

**Code Enforcement.** Working effective code enforcement through a re-focused code enforcement program that ties in with our Rapid team and other departments.

(Ties to existing Department project that is designed through December 31, 2021 and **FY 22 TFA 3.4.1 “Develop and Implement Council Policy to Incentivize Positive Property Ownership.**

- Coordinating with Finance Collection on **Civil Penalty Collections**
- Reducing time of seeing to abatement of code violations (with SPA and strong support of CMO)
- Adjusting political signs in rights-of-way
- re-examine basketball goals in ROW restrictions
- Full Mobile Manor MHP close out

# Significant Projects

All tie back to city alignment

## Planning.

### -Plans **implementation.**

- Revise and energize the downtown
- Historic Preservation District's design guidelines while actively implementing downtown plans.
- Redistricting and related Census work.
- Council reactive for MIA and ETJ actions.

## Zoning.

- Administrative rezonings.

- Implementing adopted land use plans
- **Coordinating the new TFA "Incentivize Development" to fold in impacts of nonconforming landscaping requirements**
- Census information and coordination
- Annex history of city mapped and impact
- HRC guidelines new, adopted; historic landmark structure database
- New housing in Central Campbellton (with EDC) and other primer locations
- Redevelopment of 50 year old retail/commercial developments in specific areas
- Downtown two tier rezoning (text and map)
- University rezonings (text and map)
- Central Campbellton text and zoning map amendments; additional pocket parks
- Coordinate new small placemaking spaces- pocket parks, active gardens, "friendly" parking lots



## Inspections & Permitting.

Express Plan Review,

**Residential Change-out inspector, and Plans Examiner programs.**

- Coordinate affordable housing actions (likely zoning and potentially subdivision regulation changes).
- The construction “template plan” help
- iDT Permitting option determined and implemented or not
- Assist in Choice Neighborhood Initiative
- “Project Bronco” and related business development to improve perceived and real gaps of help
- Brokers & Permits, Developers & issues videos, meetings
- **New high-rise construction in the downtown**
- Control and coordinated city projects with permits and inspections

## Inspections & Permitting.

(Anticipating the reactive)

Developing capacity for high coordination of high profile, city-owned/developed & quasi-owned projects (anticipated Senior Center West, Senior Center East, projects on top of the parking deck, Cross-Creek Redevelopment Plan),

-other un-named but out there projects (Market House, Veteran’s Park, Tennis Court, Multi-sports complex, etc.)

# PROGRAM & WORK PROCESS Key Performance Indicators

## KEY METRICS

- 3.2 Construction Value over \$200 Million, steady & increasing (Program)
- 3.3 33,000 inspections (way up from prior years, expected 27,000) (Work Process)
- 3.3 All inspections within two days (99+% within one day) (Work Process)
- 3.3 All Construction Plans completed within target (10 business days) Average 7. (Work Process)
- 3.4 Officer Initiated code enforcement 66.8 %, total down from 14,452 to 12,3025 (Program)

FY 2021 City Council Yearend Scorecard											
Goal	Obj. #	Strategic Objective	Strategic Level KPIs	Owner	Data Source	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY21 Target	% Variance from Target
Goal 3: City Investment in Today and Tomorrow.	3.1	Enhance City street connectivity, traffic flow and stormwater systems	5 Completed Stormwater Projects	Public Services	Public Services Office Records	\$5,730,000	\$7,510,000	\$5,660,000	\$897,868	\$850,000	5.632
			Miles of Streets Resurfaced	Public Services	Cityworks	12.60	13.16	11.26	20.31	15.00	35.40
			% of streets rated with an excellent or good pavement condition rating	Public Services	PCR executive summary	78%	78%	78%	78%	78%	0.00
			% of traffic signal intersection equipment meeting NCDOT standards of inspection biannually	Public Services	Faywork	98%	99%	100%	100%	100%	0.00
	3.2	Manage the City's future growth and strategic land use	5 value of residential & Commercial permits issued	Dev Services	Cityworks	\$283,453,576	\$195,969,745	\$176,421,118	\$201,079,600	\$200,000,000	0.54
			% satisfaction overall preparedness to manage development and growth	SPA	Resident Survey	31%	31%	37%	37%	37%	0.00
	3.3	Sustain a favorable development and business climate through timely and accurate construction review and building inspection services	# of building trades inspections (Residential / Commercial)	Dev Services	Cityworks	24,676	25,184	28,031	33,223	27,000	23.05
			% of building trades inspections completed with in the established deadline	Dev Services	Cityworks	96%	99%	100%	100%	99%	1.01
			% of construction plan reviews completed within the established deadline	Dev Services	Cityworks	95%	95%	98%	100%	98%	2.04
	3.4	Revitalize neighborhoods with effective code enforcement and violations abatement	# of code enforcement violation cases opened by type	Dev Services	Cityworks	14,024	14,155	14,452	12,325	14,000	-11.96
			% of code enforcement cases opened proactively	Dev Services	Cityworks	66%	66%	69%	66.80%	65%	2.77
			% satisfaction overall enforcement of codes and ordinances	SPA	Resident Survey	38%	38%	37%	37%	37%	0.00
	3.5	Increase our smart city capacity	% uptime of network connected devices & applications	IT	IT Office Records	99.98%	99.98%	96.26%	95.00%	99.99%	-4.99
			% Of city properties with Wi-Fi Access	IT	IT Office Records				87%	New KPI	New KPI
			% of residents indicating they have internet access	SPA	Resident Survey	89%	89%	96%	96%	96%	0.00

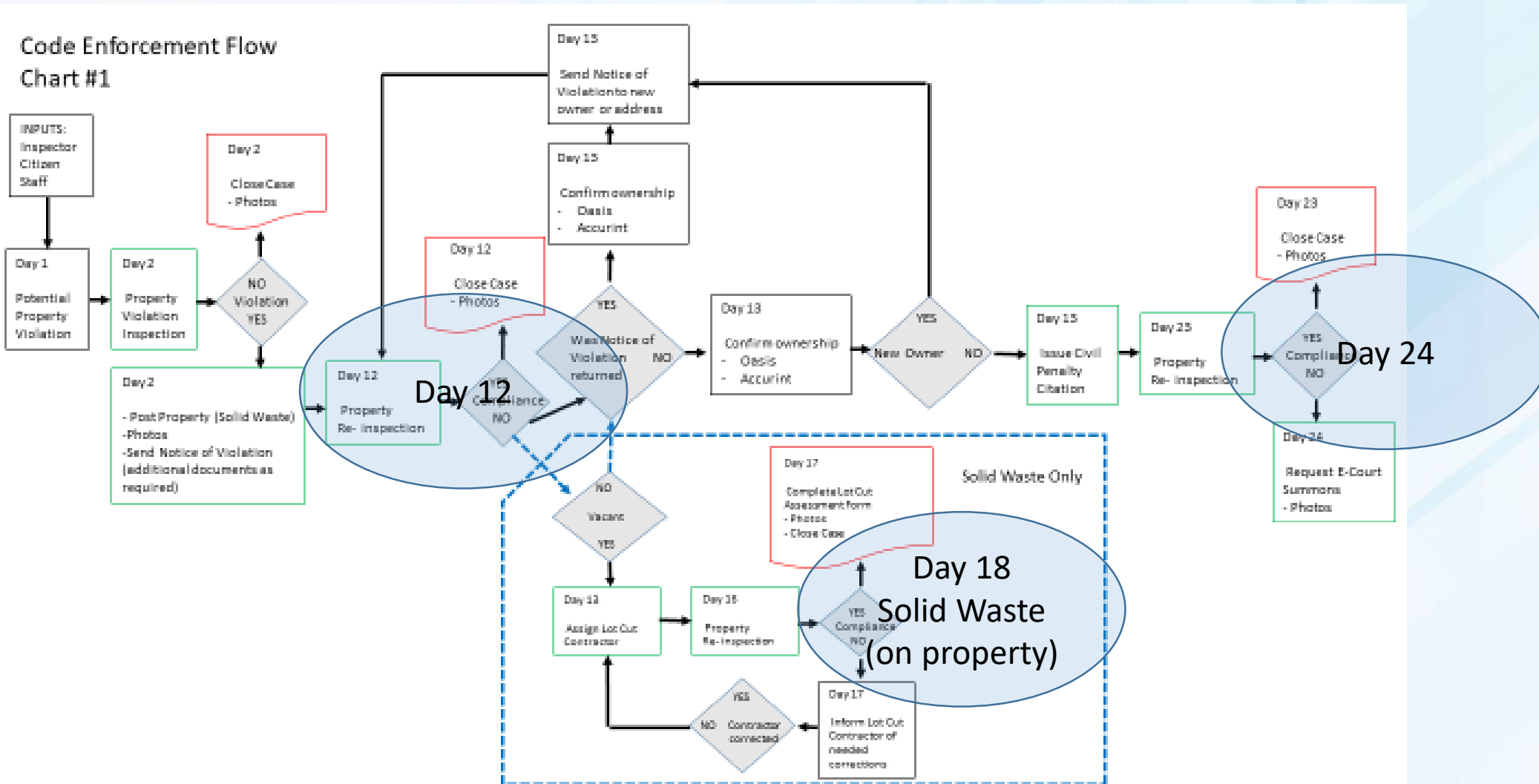
# Quick KPIs connecting details

## Other key points:

- **Permits and values of construction up** in residential, Steady on commercial. 361 Comm renovation, 73 commercial new; 231 Residential Renovation, 302 new  
Likely not covering close to actual renovations.
- **Demo by owner up** with total returning to about 55
- Commercial compliance better (Violations down, substandard down)
- Overall violations down 15%- variety of possible reasons
- **Nuisance properties up** (8 to 18)

# Development Services Code Enforcement Process Mapping

Code Enforcement Flow  
Chart #1



# Code Enforcement Program Key Performance Indicators

3	Violation Case Type.	Count	% of Total	Average Days Case Open thru 8/23/2021
4	Overall	12,320	100.0%	36
5	Animals	2	0.0%	28
6	Building	151	1.2%	78
7	Fence	172	1.4%	103
8	Graffiti	31	0.3%	33
9	Signs	792	6.4%	73
10	Streets & Sidewalks	290	2.4%	32
11	Substandard Building	895	7.3%	84
12	Trailers	82	0.7%	17
13	Vehicles	1,647	13.4%	25
14	Solid Waste	6,552	53.2%	22
15	Zoning	1,706	13.8%	39
16				
17	0-15 Days	5,537	44.9%	
18	16-30 Days	2,982	24.2%	
19	31-60 Days	1,751	14.2%	
20	61-90 Days	748	6.1%	
21	91+ Days	1,302	10.6%	
22		12,320		
23				

1. Nearly 95% of all cases closed and average 1 month
2. Over 1/2 of cases are the **visual of SOLID WASTE** (53.2%), Vehicles (13.4%) – hence focused enforcement
3. 1 in 7 cases investigated is **NOT** a City Ordinance **Violation** (14.5%, About 1.5 FTE) - education
4. **Substandard Structures**, Zoning, Fence often have required longer correction protections by laws

5	Closed Cases	11,664	94.7%
6	Open - Solid Waste, Vehicles, Zoning, etc.	248	2.0%
7	Open - Sign & Fence Inspection Cases	203	1.6%
8	Open - Substandard Building Cases	205	1.7%
9		12,320	
10			
11	Closed cases average days open	29	
12	Open cases average days open	153	
13			
14	Cases closed as No Violation	1,782	
15	Percentage of total cases	14.5%	

- Major focus on substandard
- Many options for developer/public help on projects to curb Zoning & non-permitted construction

# Program KPI (lag)

## Environmental Court-

highly ineffective, inefficient

- Hence, major change to move away from staff time
- Changed approach now has total E-Court cases **under 200 remaining** from over 300 a year ago
- Other major issue is APPEALS and Automatic stays & Cost

1152 CLOSED Environmental Court Cases (since tracked May 2011)

931 Abated prior to hearing

131 New property owner before hearing (24 dead)

12 Court Ordered Abatement

198 OPEN Cases

120 opened in 2020

7 opened in January 2021

Redirecting all we can away from this system

Cases Referred for E-Court Summons	204	185	257	138
Cases Referred for Court Ordered Abatement	8	4	0	4
	212	189	257	142

# Code Enforcement Program KPI (lag and lead blended)

Code Enforcement - Division Activity FY22				
	FY 18	FY 19	FY 20	FY 21
<b>Violations</b>				
Officer Initiated	9,429	9,259	10,017	8,235
Citizen Complaints	593	4,354	3,990	3,757
City Council Complaints	77	83	32	22
Staff Referrals	631	459	413	311
<b>Total</b>	<b>14,221</b>	<b>14,155</b>	<b>14,452</b>	<b>12,325</b>
<b>Signs ROW</b>	<b>6,840</b>	<b>7,669</b>	<b>5,827</b>	<b>5,170</b>
<b>Directed Activities (Neighborhood Sweeps)</b>				
	86	22	14	9
<b>Substandard Building Hearing Orders</b>				
Dangerous Buildings	14	39	38	39
Blighted Buildings	12	11	23	9
Emergency Property-Building Conditions	34	36	18	9
<b>Total</b>	<b>60</b>	<b>86</b>	<b>79</b>	<b>57</b>
<b>City Council Demolition Ordinance Approval</b>				
Dangerous Buildings	15	5	19	20
Blighted Buildings	2	12	15	7
<b>Total</b>	<b>17</b>	<b>17</b>	<b>34</b>	<b>27</b>
<b>Buildings Repaired/Demoed by Owner in Lieu of Ordinance</b>				
	5	4	10	15
<b>Demolitions</b>				
Demo Via Council Ordinance	20	11	10	7
Demo Via Council Waiver	0	0	0	0
Demo City/County Buildings	4	4	1	1
Court Ordered Abatement	0	0	0	0

## Monthly list of actions with Fiscal Year comparisons.

- Regularly reviewed. Supervisor adjustments of workload weekly
- Significant items – COVID, sign adjustments in ROW, Council Demo ordinance to actual, cost savings by owner demo

# Code Enforcement Peer Comparison – 2020

1	2	3	4	5	6	7	8	9
City	Source	Population	Cases	Residents per case	FTE's	Residents /FTE	Cases/FTE	Perf Vs. Fayetteville
Fayetteville	Internal Data	191,304	14,383	13.3	13	14,716	1,106	100.0%
Greenville, NC	E-mail Les Everett	93,400	8,375	11.2	9	10,378	931	84.1%
Charlotte	E-mail Elissa Gilleland	885,708	55,085	16.1	61	14,520	903	81.6%
Salisbury	E-Mail Hannah Jacobson	33,988	1,698	20.0	3	11,329	566	51.2%
Durham	E-mail Faith Garner	278,993	6,543	42.6	13	21,461	503	45.5%
Greensboro	Web site	296,710	8,702	34.1	19	15,616	458	41.4%
Winston-Salem	E-mail Bruce Bailiff	247,945	9,689	25.6	26	9,536	373	33.7%
High Point	E-mail Lori Loosemore	112,791	3,660	30.8	10	11,279	366	33.1%
Wilmington	E-mail Brian Renner	123,744	2,159	57.3	6	20,624	360	32.5%
Hope Mills	Emily Weidner - CE Inspector	15,849	277	57.2	1	15,849	277	25.0%
Raleigh (2019, 2020 was 1423)	E-mail Bruce Abernethy	474,069	3,572	132.7	29	16,347	123	11.1%
Cumberland Co.	Scott Walters - CE Manager	95,998	452	212.4	7	13,714	65	5.8%
Peer Cities		2,659,195	100,212	26.5	184	14,452	545	
Fayetteville				13.3		14,716	1,106	



# Peer City Code Enforcement Comparison – 2020

## Calendar Year

- Total of 11 other NC cities responded to the requests for data ranging in population from 15,849 to 885,708
- Average number of residents per case was 26.5 with Fayetteville posting 13.3. This illustrates that Fayetteville is more aggressive with code enforcement and/or that the city has a larger issue with citizens complying with the city code.
- The average number of residents per Code Enforcement FTE is 14,452. Fayetteville is in line with the average with a 14,716.
- The most compelling statistic is the number of cases each FTE in Code Enforcement produces and manages. Fayetteville weighs in at 1,106 cases per FTE per year. The average of the peer cities in NC is only 545. This shows that Code Enforcement staff are operating at twice the tempo of the peer cities in NC.

# Code Enforcement (to become like the rest)

Fayetteville statistically produces a high number of officer initiated cases. This is to keep enforcement pressure on the community and to maintain the level of code compliance typically seen in Fayetteville. To "tighten up compliance" and come more in line with peer cities in NC, Fayetteville would have to reduce case counts from current levels or increase staffing to reduce the case per FTE ratio.

Based on 2020 data, Fayetteville managed 14,383 cases with 13 FTE's. That is 1,106 cases per FTE/year. **The average of NC peer cities is 528 or less than half what Fayetteville is producing and managing.** I am still waiting for 3 NC cities to respond. The current matrix is made up of Fayetteville and 12 other NC cities.

**To keep the same volume of Code Enforcement, we would have to add several new inspectors and supervision. Estimated at 5 new inspectors and 1 Supervisor.**

**With no changes in staff, our case load would have to dramatically reduce from current levels to less than 8,000 per year.**

The addition in staff or reduction in case count would allow staff the needed time to spend on case management instead of inspection and production.

## To come close to Peer Cities

- REDUCE volume of officer initiated
- ADD a minimum of six new positions
- SLOW DOWN on Abatements

# Permitting & Inspections Peer City Review Data

## Peer Review of top 12 largest cities in North Carolina for FY 21

population taken from 2020 info

Source: <https://worldpopulationreview.com>

jurisdictions with county listed is where county does inspect

Jurisdiction	Population	Plan Reviewers	Inspectors	Admin Staff	Permits Issued	Inspections Performed		inspector per citizen	avg. # inspect. per permit
Charlotte/ Mecklenburg	1,143,570	53	138	46	111325	343539	Charlotte	8286.73913	3.085910622
Raleigh	483,579	28	45	36	52423	144866	Raleigh	10746.2	2.763405376
Greensboro	301,094	9	20	7	22045	67632	Greensboro	15054.7	3.067906555
Durham	287,865	9	32	8	34778	111840	Durham	8995.78125	3.215826097
Winston- Salem	250,765	6	21	10	23,879	71,701	Winston-Salem	11941.19048	3.002680179
Fayetteville	213,475	0	15	7	12263	34178	Fayetteville	14231.66667	2.787083095
Cary	174,762	2	22	6	10381	58975	Cary	7943.727273	5.681051922
Wilmington/ New Hanover	238,907	7	29	15	30699	77221	Wilmington	8238.172414	2.515423955
High Point	114,227	2	11		5562	16996	High Point	10384.27273	3.055735347
Concord/ Cabarrus County	216,453	4	21		15646	72466	Concord	10307.28571	4.631599131
Greenville	94,822	1	7	4	7523	16416	Greenville	13546	2.182108202
Asheville	93,350	0	14		6713	39254	Asheville	6667.857143	5.847460152

Report Output

Date Range  Between

Application Types  
  
 1.1) Commercial Plan Review  
 1.2) Residential Plan Review  
 1.3) Cell Tower Review

Workflows  
  
 Commercial Plans Check - Building Review  
 Staff Review  
 Staff Review

Review Cycles  
  
 1st Review Cycle  
 2nd Review Cycle  
 3rd Review Cycle

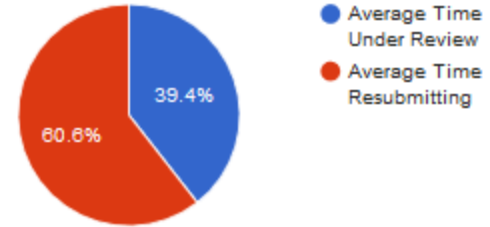
Status  
  
 Application In Progress  
 Submittal In Progress  
 Plan Review Fee - Waiting for applicant to pay fees.

Disciplines  
  
 Administrative  
 Development Services  
 Development Services - Building

Reviewers  
  
 Annie Melvin  
 Anthony Ramsey  
 Ashley Yun

Project Report Overview

Plan Review Time Allocation



Average Review Cycles	2.1
Average Review Time	7.83 days
Average Resubmittal Time	12.02 days
Average Approval Time	33.36 days

Commercial Plan Review Data

**Report Output** Review Cycle Processing ▾

**Date Range** Review Cycle Complete ▾ Between ▾ 07/01/2020 06/30/2021

**Application Types**

- All Application Types
- 1.1) Commercial Plan Review
- 1.2) Residential Plan Review**
- 1.3) Cell Tower Review

**Workflows**

- All Workflows**
- Residential Plan Review - Building Permit

**Review Cycles**

- All Review Cycles**
- 1st Review Cycle
- 2nd Review Cycle
- 3rd Review Cycle

**Status**

- All Project Statuses**
- Application In Progress
- Submittal In Progress
- Plan Review Fee - Waiting for applicant to pay fees.

**Disciplines**

- All Reviewed Disciplines**
- Administrative
- Development Services
- Development Services - Building

**Reviewers**

- All Reviewers**
- Annie Melvin
- Anthony Ramsey
- Ashley Yun

**Project Report Overview**

**Plan Review Time Allocation**

● Average Time Under Review  
● Average Time Resubmitting

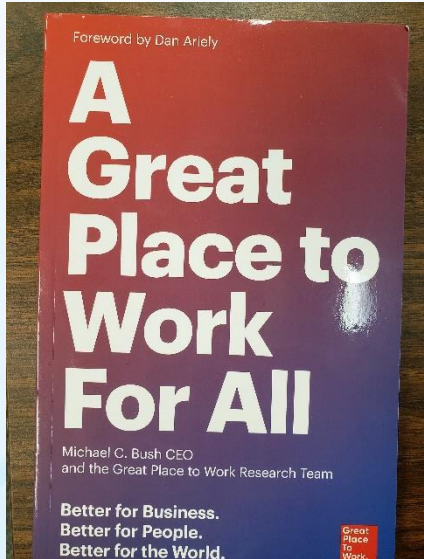
Average Review Cycles	1.4
Average Review Time	2.51 days
Average Resubmittal Time	2.44 days
Average Approval Time	6.92 days

# Residential Plan Review Data

# Several points for Permitting & Inspections

- **Zero plan reviewers** for a municipality that is 6<sup>th</sup> largest in North Carolina. 434 Commercial Plan Reviews- team approach suffers with multiple poor plan submittals. Need more nimble adjustments on personnel moves.
- Fayetteville's inspector to citizen ratio is 2<sup>nd</sup> highest. Greensboro has the highest inspector to citizen ratio. Inspection staff (plan reviewer, inspector, admin staff) is one of the lowest staffed departments per ratio to population.
- Not all work load is predictable and the state continues to create new code & inspection requirements for local jurisdictions to follow.
- Fayetteville's **inspections per permit** average when averaging the peer city's is 2.8 and internal averaging is 2.7. Other places hit 4 and 5 inspections per permit

# Great Place to Work FOR ALL



“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).

# 5. Great Place to Work FOR ALL

(Review of items from Employee Survey, April 2021)

**Answers Based on ...  
Department/Work Group**

Beginning on this page, we show the ratings given for each statement based on Department/Work Group. By reviewing and using this information, Department/Work Group leadership can focus their efforts.

Note: If a respondent did not provide their department then their answers are not included in these tables.

	S1	S2	S3	S4	S5	S6	S7	S8
5 Permitting and Inspections	4.53	4.73	3.93	5.20	4.00	4.93	4.40	3.87
6 Planning and Code Enf - Planning	4.17	4.67	3.00	5.17	4.50	5.00	4.50	3.80
7 Planning and Code Enf - Code Enf	5.38	5.13	5.13	5.50	4.38	5.25	4.88	4.50
<b>All Groups</b>	<b>4.55</b>	<b>4.82</b>	<b>3.96</b>	<b>5.06</b>	<b>4.48</b>	<b>4.97</b>	<b>3.63</b>	<b>3.36</b>

**In General:**

The following questions relate to your overall experience in working for the City of Fayetteville.

	Strongly Disagree					Strongly Agree				
	1	2	3	4	5	6	7	8	9	10
1. Overall, I am satisfied with my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I have a clear idea of what is expected of me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The City inspires me to do my best.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. My job contributes to the success of the City.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I have access to the things I need to do my job well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I know what I need to do to be successful in my role.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The City offers a competitive benefits package.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I am paid fairly for the work I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Significant items for Department

### Planning & Zoning

- 3.0 S3 The city inspires me to do my best (3.96)
- 2.2 S14 I've thought of resigning over the past six months (3.08)
- 3.0- 3.5 S21 thru S26 dealing with immediate supervisor (4.24-4.66)
- 2.17 S51 I believe that the City Council appreciates it's employees (2.91)

### Code Enforcement

Only one item on negative side

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### Inspections & Permits

- 2.73 S51 I believe that the City Council appreciates it's employees. (2.91)



# Great Place to Work FOR ALL

(Response- Approach for improvement)

## People-Projects-Problems

*Constant review of Teams on Way up/on Way Down;  
Listen/Discern; Pushing decisions (lowest levels & closing,  
Quarter Board; Continual Affirmations & Accountability to  
the person*

## Planning & Zoning-

1. Change in the reporting relationships & personnel
2. Financially directly address job market pressures
3. Push to fill vacated positions; work improvements in process; market
4. Heavily protect central purposes & saying no to other requests for assistance

## Code Enforcement-

1. Get more data presented back to City Council.

## Inspections & Permits

1. Find a method to make quicker personnel to workload adjustments

## Significant items for Department

### P&Z

- 3.0 S3 The city inspires me to do my best (3.96)
- 2.2 S14 I've thought of resigning over the past six months (3.08)
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Tasks/Milestones for completion:	Qrt	Status
Planning Manager (EDC help, change)	2	On
Office Manager (Administration support)	2	B
Liaison & Plan Reviewers (One project, one person stewardship model)	2	On
Chief Development Officer functions	3	A

**Scope:**

Ensure all positions are filled with qualified and motivated team members.

**Primary Objectives (Specific deliverables):**

1. Pay Rates.
2. Advertise, interview and hire.
3. Right talented professionals in proper positions

Qrt.	% Project Complete	% of Budget Expended Total = \$?????
1	10% then restart	N/A
2		
3		
4		

**Success Factors (Important to the tasks):**

CMO, Personnel Department support

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

Hot job market; lack of qualified; overall city job market

PerformanceStat is held on 2<sup>nd</sup> SLT of the month.

**April:** Review and Improvement Effort

**May:** Airport & Transit (temp. moved to Aug & Jan)

**June:** Corp Comm. & Call Center

**July:** - **BREAK!**

**August:** Parks and Recreation & Airport

**Sept:** Dev. Srvs & ECD

**October:** Public Serv (E&I/ Solid Waste)

**Nov:** HRD , Finance & IT

**Dec:** Police & Fire

**Jan:** Transit & Construction (moved from Aug)



 **FAYETTEVILLE** NC  
AMERICA'S CAN DO CITY

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