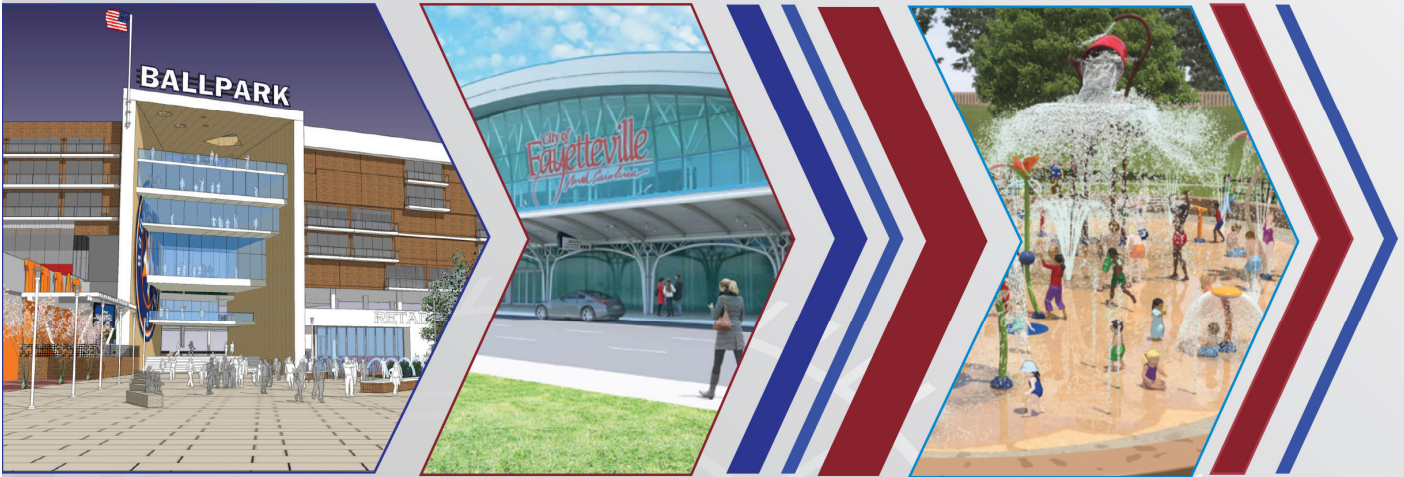


A Focus On The Future»

FY2018 Strategic Plan





Resident input is the foundation of the City of Fayetteville’s strategic plan.

The strategic planning process is managed by the Office of Strategy and Performance Analytics with assistance from Shepherd Johnson Consulting.



Organizational Development & Training
Consulting Services Proposal for
Strategic Performance Services



A Focus On The Future»



City of
Fayetteville
North Carolina

FY2018 Strategic Plan



FY 2018 Strategic Plan

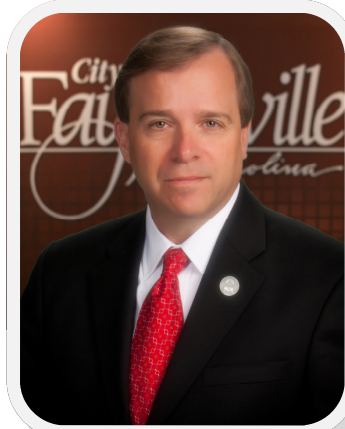
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A Focus On The Future



City Council Members

Nat Robertson
Mayor
mayor@ci.fay.nc.us



Mitch Colvin
Mayor Pro Tem
District 3
mcolvin@ci.fay.nc.us



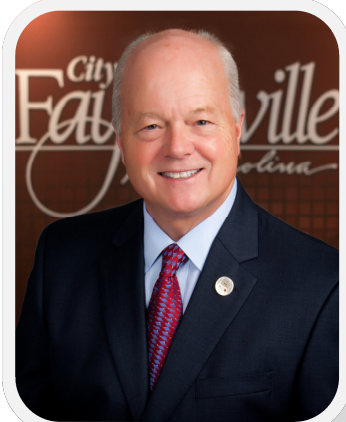
Kathy Jensen
District 1
kjensen@ci.fay.nc.us



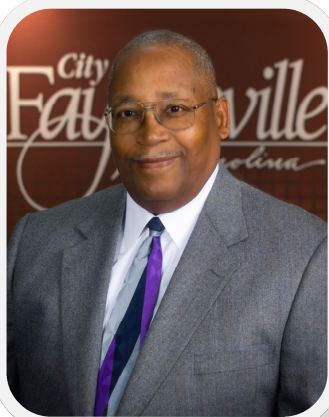
Kirk deViere
District 2
kdeviere@ci.fay.nc.us



Chalmers McDougald
District 4
Chalmers.McDougald@ci.fay.nc.us



Bobby Hurst
District 5
BobbyHurst@aol.com



William J.L. Crisp
District 6
wjlcrist@aol.com



Larry Wright
District 7
Larry.Wright@ci.fay.nc.us



Ted Mohn
District 8
tmohn@ci.fay.nc.us



James William Arp, Jr.
District 9
jarp@ci.fay.nc.us



The Strategic Planning Process

To ensure that the City of Fayetteville continues to grow and thrive, the City Council spends time annually preparing for the future by designing a strategic plan that articulates the vision and road map for our community to move forward and prosper. We are a learning organization. Our progress is tracked so that we continually improve. We seek resident and stakeholder input and use metrics to gauge our progress. This comprehensive strategic planning process allows City Council the opportunity to review and refine the City’s current goals and objectives, and adapt to an ever changing economy and growth patterns, as well as work cohesively to problem solve and overcome obstacles that affect our community’s growth, vitality or sustainability. Our community is always changing and therefore requires us to adapt and respond in the most timely, effective, and efficient way possible in order to protect and provide for our residents and businesses.

The strategic planning process consists of four key phases, starting with gathering input from the Senior Management Team (department directors) and residents, followed by a City Council retreat. The input from these first two phases is used in the development of the strategic plan itself. The final phase of the plan is implementation.





The Strategic Plan Framework

The main elements of the City’s strategic plan represent a commitment to serving the community. Everything we do is built upon the organization’s *Core Values* of *Responsibility, Ethics, Stewardship, Professionalism, Entrepreneurial Spirit, Commitment & Teamwork (R.E.S.P.E.C.T.)*

Each element is essential to the plan’s strategy, and the overall success of the plan: (1) The City’s *Vision & Mission* which paint a picture of what we aspire to be and articulates our purpose; (2) the *Strategic Goals & Objectives* which are our road map to success; (3) the *Action Agenda* which outlines annual policy priorities and defines the current Targets for Action (TFA); and (4) the *Performance Measures* that will be used to measure the organization’s progress in the work that is performed toward achieving the work laid out in the strategic plan.



Creating the FY 2018 Strategic Plan

Phase 1: Staff and Resident Input

The first phase of developing this strategic plan consisted of soliciting input from staff and residents. The City of Fayetteville conducted an employee opinion survey and a resident satisfaction survey. The Senior Management Team held a retreat and the City hosted a Café Conversation with residents to identify priorities for the City Council to consider. These efforts were used to help identify the priorities of the staff and residents.

Resident Satisfaction

During early 2015, a **Resident Satisfaction Survey** of a randomly selected sample of City residents was conducted. Key findings from the survey were as follows:

- Residents have a positive perception of the City
- Areas with highest satisfaction: Fire/ rescue services, solid waste collection and customer service
- Areas with the lowest satisfaction rating: Biking in the City, street repairs/ traffic flow and economic and business development
- In order to improve overall satisfaction with City services, the City of Fayetteville should emphasize the following areas:
 - Traffic flow
 - Maintenance of City streets
 - Economic & Business Development
 - Police services.



Employee Satisfaction

During the fall of 2016, the City conducted an Employee Opinion Survey to obtain information to assist in decision making. The top and bottom ranking areas were as follows:

Top Ranking Areas	Bottom Ranking Areas
<ul style="list-style-type: none"> • Customer service • Understanding mission and goals • Appreciation of City values 	<ul style="list-style-type: none"> • Communication • Pay • Handling poor performance • Appreciation • Overall satisfaction drops after 5 years of employment.

Follow up focus group sessions were held with employees to further explore the bottom ranking areas. The City Manager’s office will coordinate the development of action plans based on the survey and focus group results.

Creating the FY 2018 Strategic Plan

Senior Management Team Retreat

The Senior Management Team participated in their annual retreat in December 2016, which serves to improve team cohesiveness, build trust, improve problem solving, and overall open up the lines of communication between departments and the City Manager. This year’s retreat was focused more on strategic planning than anything else, with the goal of the day to complete a methodical, organized, discussion and prioritization of all current Targets for Action. The team worked together throughout the day to jointly categorize each of the projects into the following categories:

Category A: Critical	Category B: Important	Category C: Community Value
<ul style="list-style-type: none"> • Legally mandated • Contractually obligated • Required for funding • Penalty if not done • Required for daily survival 	<ul style="list-style-type: none"> • Improve performance • Maintain infrastructure or facilities • Protect financial future • Plan future development • Build organizational competency and capacity • Expand tax base • Reduce risk • Allow for citizen mobility 	<ul style="list-style-type: none"> • Community willing to pay for providing • Makes people choose to live in the City • Makes City attractive to business and industry

Their recommendations and feedback were gathered to provide supplemental information for the City Council Strategic Planning Retreat after the first of the year, to aid in decision making and the development of the FY 2018 strategic plan.

Resident Café Conversations

The City of Fayetteville hosted its second annual community café conversations in January 2017. Approximately 80 residents from all City districts attended the event, including members of the Fayetteville Cumberland Youth Council and Massey Hill Classical High School student government. The purpose of this meeting was to seek input from the residents about their priorities for Fayetteville. The results of this meeting were used as a source of information for the City Council retreat for priorities. The residents reviewed the six goals the established by the City Council.

Through table discussions and group voting, the participants identified the following priorities for the City Council to consider:

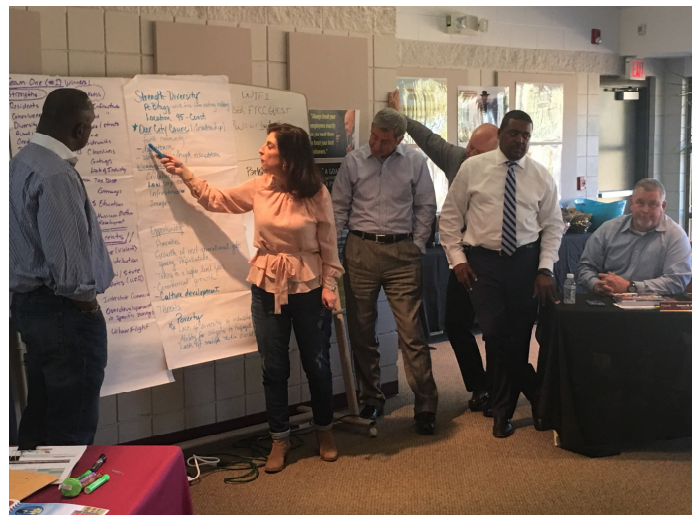
- Increase the number of community/neighborhood/business watch groups
- Promote the City of Fayetteville as an economic destination via collaborations with Cumberland County, the Chamber of Commerce, and the Fayetteville/Cumberland Economic Development Corporation
- Increase the stock of and access to affordable and transitional housing
- Establish a homeless day care center
- Step up code enforcement activity
- Increase the number of walking/biking trails and the amount of accessible green space.

Phase 2: Strategic Planning Retreat

In February 2017, the City Council held a two-day strategic planning retreat at the Wesley A. Meredith Horticulture Educational Center. The purpose of the retreat was to lay the groundwork for the coming year by taking a look at the past year and all of the hard work that has been completed; to carefully consider all of the work that is currently underway; and to spend time strategizing over what projects to take on for the coming year. The goal is to end up with a clearly articulated Strategic Plan that lays out for the organization and the community what the City will be focused on accomplishing in FY2018 and beyond. The annual budget is based on the Strategic Plan, which is aligned to the City's top priorities. The Strategic Plan is an important tool in preserving the City's fiscal health and well-being by ensuring that the approved annual budget provides funding for the Targets for Action selected for the coming year.

The major items discussed during the retreat were:

- Review of the reasons and best practices for strategic planning
- Review of the strategic planning process and phases
- Defining the key elements of a good strategic plan
- SWOT Analysis of current city trends (strengths, weaknesses, opportunities, threats)
- Fayetteville City Snapshot: Current community data indicators, community feedback, employee feedback, SMT feedback, budget update, preliminary FY 2018 revenue and expense forecast
- Defining Targets for Action (TFA): Constraints, Scope, Work Breakdown Structures, Cost Analysis, Defined Deliverables
- Celebrate the completed TFA during the past year
- Review the Vision, Mission, Goals and Objectives
- Review of Current Targets for Action
- Identification of FY 2017 TFA's that will roll forward to FY 2018
- Discussion of Council 2018 Strategic Objective priorities and selection of additional TFA for FY 2018
- Key Performance Metrics for Goals 2022



Vision, Mission, Goals, and Core Values

The Vision, Mission, Core Values, Goals and Goal Objectives were reviewed and no changes were made.

Developing the Action Plan for FY 2018

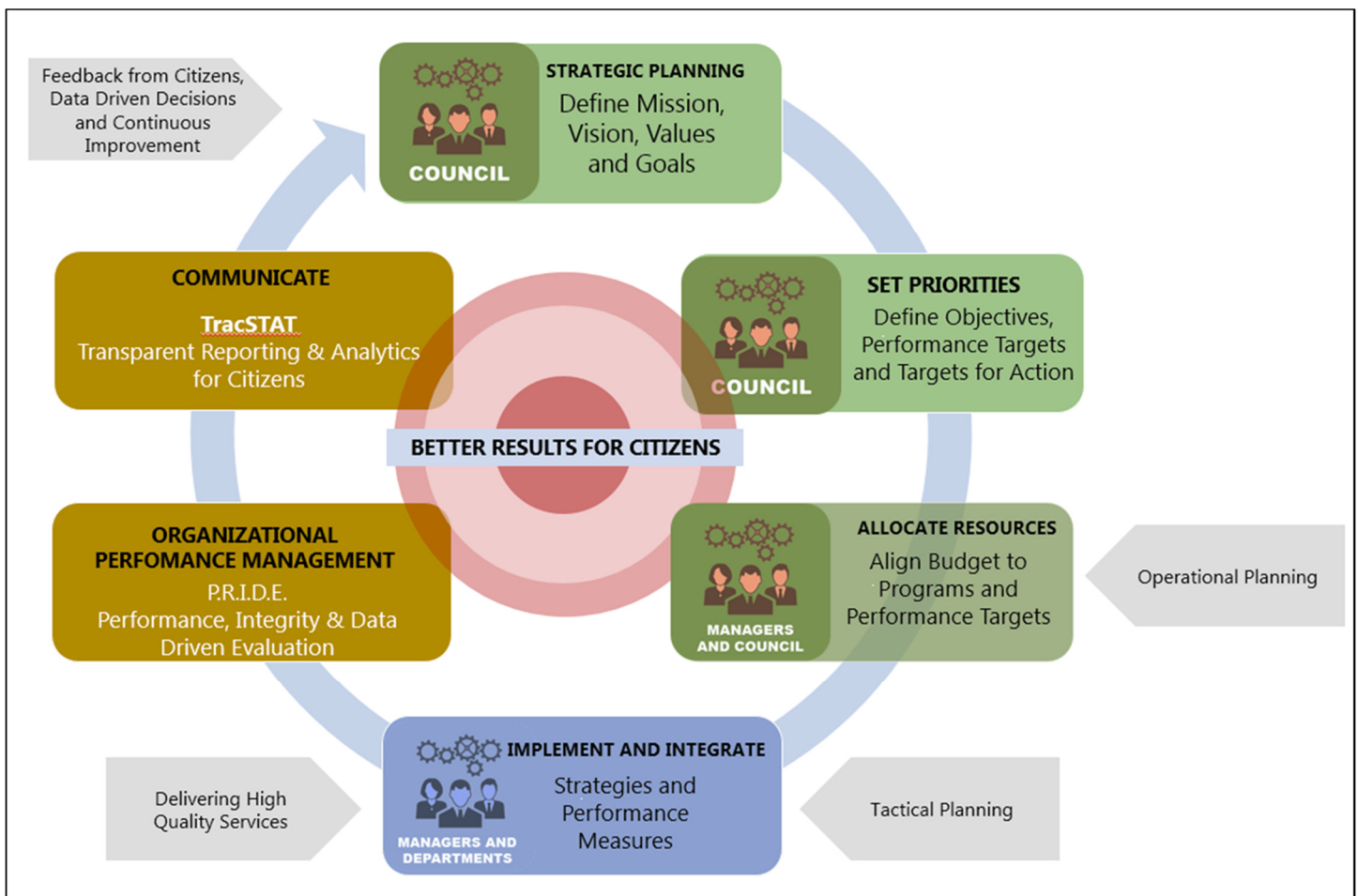
The City Council spent a great deal of time identifying and discussing potential strategic priorities for the coming year. Working together and challenging each other, they carefully considered each issue that was brought to the table by individual council members. They worked together to clarify each issue and define success in measurable outcomes that could be realistically achieved. They then worked through the list of recommendations for TFA to rank them according to what the group thought were the highest priorities for FY 2018. Once the final list was selected and ranked, Council members were also asked to define their expectations for the completion of the project and in terms of performance measures.

Phase 3: Plan Development and Review

City Council met with the consultant in March to review the new Strategic Plan that came out of the retreat in February. The session was titled “**Budgeting for Outcomes**” which focused on achieving results and providing information to staff that helped guide Budget preparation and clarified Council’s desired outcomes for the FY 2018 Action Agenda. Specifically, City Council reviewed the TFA detailed information, which was distributed in advance of the meeting. City Council went through the list of the TFA and had an opportunity to clarify and ask questions of staff in preparation for the FY 2018 budget development process.

Phase 4: Implementation

The City Manager has the overall responsibility of ensuring the strategic plan is implemented. Individual Targets for Action have project managers assigned that will lead implementation. The staff will continue the current practice of providing updates to the City Council on the advancement of the strategic plan during Council meetings. The TracStat system will also be used to monitor performance results and communicate results to the public in an effort to ensure transparency and accountability.



A Focus On The Future»



City of
Fayetteville
North Carolina

FY2018 Strategic Plan



The City Council revisited its vision and mission statements and affirmed its support of the current goals and objectives. The vision statement articulates a long-term view of the ideal future for the City of Fayetteville. The mission statement describes why the City of Fayetteville exists and what it will do to help achieve its vision.

The vision and mission statements will guide the work of the City of Fayetteville, ensuring that all activities it undertakes will help achieve the vision. The vision and mission are sustained with the Core Value statement, which represent the beliefs that are shared among the stakeholders of the organization and in turn drive the organization's culture and priorities by providing a framework in which decisions are made.

2027 Vision

An attractive, culturally diverse city with a rich heritage that is peaceful, prosperous and connected.

Mission Statement

Fayetteville provides resilient and sustainable municipal services in a cost-effective manner to create a business friendly environment where citizens thrive and prosper.

Core Values

We, the Mayor, City Council, Managers, Supervisors and Employees serve with

Responsibility
Ethics
Stewardship
Professionalism
Entrepreneurial Spirit
Commitment
Teamwork

to safeguard and enhance the public trust in City Government.



Core Values Service Standards

SERVE:

- Delivering excellent customer service in a courteous, responsive and enthusiastic manner
- Listening to customer needs and looking for creative ways to deliver service
- Giving more than what our customers expect.

ETHICS:

- Behaving consistently in an honest manner and giving 100% effort
- Communicating in an honest, truthful manner and delivering on your commitments
- Acting in an ethical and equitable manner and avoiding any perception of impropriety
- Using the public trust to guide your actions.

PROFESSIONALISM:

- Helping to develop the knowledge and skills of others through coaching and mentoring
- Presenting a positive image for the City in your appearance and work space
- Participating in professional or trade associations to enhance our ability to serve
- Learning about trends and best practices and maintaining professional and technical competence.

COMMITMENT:

- Displaying personal commitment to the City's mission
- Willing to adapt to our changing community and operating environment
- Working with the community by listening to their needs and involving them appropriately
- Promoting understanding among residents and employees of what is important to the City.

RESPONSIBILITY:

- Taking personal responsibility for your behavior, actions and decisions
- Defining clear performance expectations and taking responsibility for the process and the final outcome
- Taking the initiative, anticipating potential problems and taking appropriate action
- Taking responsibility for your team's performance and holding self and others accountable.

STEWARDSHIP:

- Placing the public interest above personal interest
- Managing work activities and daily schedules to maximize use of resources and provide services that add value to the quality of lives of our residents.
- Looking for ways to leverage City resources, maximize efficiencies and expand revenue
- Taking proactive measures to protect City assets.

ENTREPRENEURIAL SPIRIT:

- Challenging the status quo and willingness to develop and implement process improvements
- Using technology to enhance productivity
- Using innovative methods to provide service or resolve problems
- Willing to take a reasonable risk which may have positive return to the City.

TEAMWORK:

- Working together to accomplish the City's mission and build a sense of unity
- Knowing and fulfilling your role and responsibilities to help your team achieve its goals
- Cooperating and collaborating to define goals, to complete tasks to communicate and to resolve conflicts.
- Willing to pitch in and go beyond your defined role.

Goals 2023

The City of Fayetteville's strategic plan contains six goals that support the long-term vision for the city. Six top policy priorities have been identified as important action items for fiscal year 2018 to advance progress toward the goals.



The City of Fayetteville will be a safe and secure community.



Fayetteville will be a highly desirable place to live, work and recreate with thriving neighborhoods and a high quality of life for all residents.



The City of Fayetteville will have a strong, diverse and viable local economy.



Fayetteville will have unity of purpose and sustainable capacity across the organization.



The City of Fayetteville will be designed to include vibrant focal points, desirable industrial, commercial and residential opportunities with high quality and sustainable infrastructure.



Fayetteville will continue to develop and expand strong and active community connections.



Goal Objectives 2023

The City's six strategic goals focus on outcome based objectives. They are the path we must take to reach the community's vision.



GOAL I: The City of Fayetteville will be a safe a secure community.

- To reduce the incidence and severity of crime and to improve public perception of safety through community engagement and interagency collaboration in crime/safety initiatives.
- To ensure traffic safety by striving to reduce preventable vehicle accidents and traffic related fatalities and injuries.
- To ensure disaster readiness and to increase disaster recovery and resiliency through effective preparation and interagency collaboration.
- To ensure a high survivability rate and improve dollar loss ratios for fire, medical, hazardous incidents and other emergencies.



GOAL II: The City of Fayetteville will have a strong, diverse and viable local economy.

- To sustain a favorable development climate through continual improvement of internal processes and by providing redevelopment tools to encourage business growth.
- To implement strategies that diversify the city's tax base and increase the industrial and commercial tax bases.
- To leverage partnerships for job creation and retention, with a focus on local and regional workforce and increasing per capita income.
- To invest in community places, revitalizing downtown as a focal point and building opportunities that leverage the Cape Fear River.



GOAL III: The City of Fayetteville will be designed to include vibrant focal points, desirable industrial, commercial and residential opportunities with high quality and sustainable infrastructure.

- To manage the City's future growth and support strategic land use policy by supporting quality development and decreasing the oversupply of commercial land and underdeveloped buildings and increasing occupancy of vacant retail and office space.
- To provide timely and accurate construction review and building inspection services in an effort to sustain a favorable development climate and support the business environment.
- To revitalize neighborhoods with effective zoning, code enforcement, and violation abatement.
- To develop and maintain city street and storm water systems to established target level of effectiveness and quality, improving connectivity.
- To develop and sustain access to connectivity that increases our smart city capacity.

Goal Objectives 2023 Continued



GOAL IV: Fayetteville will be a highly desirable place to live, work and recreate with thriving neighborhoods and a high quality of life for all residents.

- To enhance recreation, leisure and cultural opportunities for all to thrive that reflects diversity.
- To provide for a clean and beautiful community with increased green spaces.
- To improve mobility and connectivity by investing in traffic flow strategies, sidewalks, trails and bike lanes.
- To develop and maintain public transportation investments with high quality transit and airport services.
- To provide high quality affordable housing that revitalizes neighborhoods.
- To reduce homelessness.



GOAL V: Fayetteville will have unity of purpose and sustainable capacity across the organization.

- To ensure strong financial management with fiduciary accountability and plan for the future resource sustainability by aligning resources with City priorities.
- To promote an organizational climate that fosters an exceptional, diverse, engaged and healthy workforce that delivers excellent services.
- To identify and achieve efficiencies through innovation and technology utilization, by increasing data-driven decisions and using business intelligence strategies, including performance management, process mapping, evaluation and improvement.









GOAL VI: Fayetteville will continue to develop and expand strong and active community connections.

- To inform and educate about local government by enhancing public outreach, telling the City's positive story and increasing community dialog, collaboration and empowerment.
- To increase trust and confidence in City government through high quality customer service.
- To expand collaborative relationships between government units, the local military and stakeholders.



City Council’s FY 2018 Strategic Objectives

The City Council’s strategic objectives were developed at its February strategic planning retreat with input from citizen engagement sessions and individual citizen encounters. The Council strives each year to understand the City’s gaps in service to residents and develops these objectives as a way to provide policy direction to reduce or eliminate those gaps.

FY 2018 Strategic Objectives	Goal
Economic Development	
Public Safety	
Beautification/Greenways	
Infrastructure Investment	
Affordable Housing	
Parks and Recreation	

Getting things done! FY 2018 Targets for Action



Goal I: Safe and Secure Community



Goal Objectives	Targets for Action
<p><u>Objective I. A:</u> To reduce the incidence and severity of crime and to improve public perception of safety through community engagement and collaboration in crime and safety initiatives</p>	<ul style="list-style-type: none"> • Complete study for Joint 911 Center and seek Council approval
<p><u>Objective I. B:</u> To ensure traffic safety by striving to reduce preventable vehicle accidents and traffic related fatalities and injuries</p>	
<p><u>Objective I. C:</u> To ensure disaster readiness and to increase disaster recovery and resiliency through effective preparation and interagency collaboration</p>	<ul style="list-style-type: none"> • Hurricane Matthew recovery
<p><u>Objective I. D:</u> To ensure high survivability rate and improve dollar loss ratios for fire, medical hazardous incidents and other emergencies</p>	<ul style="list-style-type: none"> • Build Fire Station 12

Getting things done! FY 2018 Targets for Action



Goal II: Diverse and Viable Economy



Goal Objectives	Targets for Action
<p><u>Objective II.A:</u> To sustain a favorable development climate through continual improvement of internal processes and by providing redevelopment tools to encourage business growth</p>	<ul style="list-style-type: none"> • Establish a revolving loan pool for small business
<p><u>Objective II.B:</u> To implement strategies that diversify the City’s tax base and increase the industrial and commercial tax bases</p>	<ul style="list-style-type: none"> • Execute approved plan to redevelop Centre Business Park • Develop a targeted tax incentives policy • Develop a Shaw Heights annexation implementation plan
<p><u>Objective II.C:</u> To leverage partnerships for job creation and retention, with focus on local and regional workforce and increasing per capita income</p>	<ul style="list-style-type: none"> • Develop both an LSDBE and HUB program
<p><u>Objective II.D:</u> To invest in community places, revitalizing downtown as a focal point and building opportunities to leverage the Cape Fear River</p>	<ul style="list-style-type: none"> • Project Homerun redevelopment • Policy direction for Murchison Road and other corridor redevelopment

Getting things done! FY 2018 Targets for Action



Goal III: High Quality Built Infrastructure



Goal Objectives	Targets for Action
<p><u>Objective III.A:</u> To manage the City’s future growth and support strategic land use policy by supporting quality development and decreasing the oversupply of commercial land and under developed buildings and increases occupancy of vacant retail and office spaces</p>	<ul style="list-style-type: none"> • Complete Comprehensive Land Use Plan
<p><u>Objective III.B:</u> To provide timely and accurate construction review and building inspection services in an effort to sustain a favorable development climate and support the business environment</p>	<ul style="list-style-type: none"> • Improve the timeliness and quality of building trades inspections
<p><u>Objective III. C:</u> To revitalize neighborhoods with effective zoning, code enforcement and violations abatement</p>	<ul style="list-style-type: none"> • Review changes to the Unified Development Ordinance
<p><u>Objective III.D:</u> To develop and maintain City street and stormwater systems to an established target level of effectiveness and quality improving connectivity</p>	<ul style="list-style-type: none"> • Complete study and develop a plan of action that will accelerate stormwater projects by 25%
<p><u>Objective III.E:</u> To develop and sustain access to connectivity that increases our smart city capacity</p>	<ul style="list-style-type: none"> • Develop comprehensive review of broadband capabilities in city to leverage City’s fiber assets to improve speed, reliability and coverage

Getting things done! FY 2018 Targets for Action



Goal IV: Desirable Place to Live, Work and Recreate



Goal Objectives	Targets for Action
<p>Objective IV.A: To enhance recreation, leisure and cultural opportunities for all to thrive that reflects our diversity</p>	<ul style="list-style-type: none"> • Complete Parks and Recreation Capital Bond Project • Complete pedestrian master plan and seek Council approval
<p>Objective IV.B: To provide for a clean and beautiful community with increased green space that reflects our diversity</p>	<ul style="list-style-type: none"> • Adoption of Fayetteville Beautiful by Fayetteville Cumberland Parks and Recreation
<p>Objective IV.C: To improve mobility and connectivity by investing in traffic flow strategies, sidewalks, trails and bike lanes</p>	<ul style="list-style-type: none"> • Complete Cape Fear River Trail through Part C
<p>Objective IV.D: To develop and maintain public transportation investments with high quality transit and airport services</p>	<ul style="list-style-type: none"> • Airport Terminal Renovations
<p>Objective IV.E: To provide high quality affordable housing that revitalizes neighborhoods</p>	<ul style="list-style-type: none"> • Develop target area revitalization strategy • Conduct a comprehensive housing study
<p>Objective IV.F: To reduce homelessness and poverty</p>	<ul style="list-style-type: none"> • Conduct an anti-poverty summit • Develop Homelessness Solution: Execute approved IA with County

Getting things done! FY 2018 Targets for Action



Goal V: Sustainable Organizational Capacity



Goal Objectives	Targets for Action
<p><u>Objective V.A:</u> To ensure strong financial management with fiduciary accountability and plan for the future resource sustainability by aligning resources with City priorities</p>	<ul style="list-style-type: none"> • Conduct a vehicle maintenance cost benefit analysis
<p><u>Objective V.B:</u> To promote an organizational climate that fosters an exceptional, diverse, engaged, and healthy workforce that delivers excellent services</p>	
<p><u>Objective V.C:</u> To identify and achieve efficiencies through innovation and technology utilization, by increasing data-driven decisions and using business intelligence strategies, including performance management, process mapping, evaluation, and improvement</p>	<ul style="list-style-type: none"> • Improve performance management and reporting

Getting things done! FY 2018 Targets for Action



Goal VI: Citizen Engagement & Partnerships



Goal Objectives	Targets for Action
<p><u>Objective VI.A:</u> To inform and educate about local government by enhancing public outreach and increasing community dialog, collaboration and empowerment</p>	<ul style="list-style-type: none"> • Develop RFP to rebrand City with community stakeholders
<p><u>Objective VI.B:</u> To increase trust and confidence in City government through high quality customer service</p>	<ul style="list-style-type: none"> • Complete City Hall renovation including first floor • Develop and execute Ombudsman program for improved customer service
<p><u>Objective VI.C:</u> To expand collaborative relationships between government units, the local military and stakeholders</p>	



Performance Management

Execution and Reporting: Transparent and Accountable

Objectives, key performance measures and performance targets are identified for each goal and serve as a foundation for performance evaluation, assessment and reporting.

The **PRIDE** program enables the City of Fayetteville to be an **ENGAGED LEADER** in the community for innovation, effective change management, and continuous improvement strategies through evidence based decisions, accountability, and transparency.

P.R.I.D.E.

Performance
Results
Integration
Data driven
Evaluation

The purpose of the **PRIDE** team is to ensure the strategic plan is used as a roadmap for organizational efforts. There are a number of specific responsibilities that are essential to its success.

Office of Strategy and Performance Analytics

- Institutionalize and promote the strategic planning process
- Oversee organizational performance management, offer training programs and promote cross functional collaboration and innovation
- Establish data collection protocols and oversee data analysis and reporting
- Oversee quality improvement and data analytics projects.

Data Analytics Team

- Provide support and guidance with development of performance management metrics
- Recommend standards, benchmarks, and best practices to be used in the development of performance management metrics for purposes of uniformity in reporting
- Perform periodic reviews of performance management metrics for completeness and accuracy
- Participate in data analytics and quality improvement projects.



Performance Management



International studies have shown that a common key characteristic of high performing organizations is their commitment to organizational strategic planning, performance management and the existence of robust organizational performance management systems.

The City of Fayetteville's organizational performance management process includes a dynamic strategic planning framework aligned to resourcing and performance results, an annual performance measurement integrity review, citywide data management standards issued by a cross functional Data Analytics Team and approved by the City Manager, quality improvement projects and annual training programs.

The City of Fayetteville, in its efforts to perform at a high level of efficiency and to provide quality programs and services to its citizens, has developed its own organizational performance management system which is referred to as **TRACStat**. **TRAC** is an acronym for Transparent Reporting & Analytics for Citizens. **Stat** was added as a reference to the CompStat and CityStat models employed by municipalities around the country used to measure and manage organizational performance.



TRACStat allows the City to collect actual performance data from all departments on a schedule that aligns with the creation of the data. In addition to performance measurement data, the system also allows end users to enter context for this data such as explanations for why a particular measure is important or why a measure is trending in a particular direction. Historical data is also maintained in the system so that end users can see trends in their performance measures and take action as appropriate based on those trends.

Projects related to strategic goals for the City are also documented in **TRACStat**. Project managers are expected to make updates in the system on their assigned strategic projects. The system allows for project descriptions, project updates, and detailed action plans with both targeted and actual start and end dates. This structured reporting ensures that project progress will be recorded, stored, and reported on a consistent basis.



The public can easily see how we are doing through the online portal. TRACStat provides residents and elected officials with varying levels of detail on the City's organizational performance. Residents are first presented with a high level look at how well the City is meeting its strategic goals. This data is presented both numerically and visually via a red, amber, green color scheme. Key performance measures were chosen in a collaborative effort with citizens through Café Conversations engagement events, where citizens were asked to brainstorm and prioritize what measures were most important to include in each goal area. Users may click through this initial presentation to access detailed data on the individual measures that are aligned to each strategic goal. Percentage achievement for each goal area is a weighted average of the collective achievements of each of the measures assigned to the goals. End users may also view trending for goals, programs, and measures and can see budget data presented side-by-side with performance data so as to be able to see a measure of return on investment (ROI) for budget dollars. The City employs its QuEST (Quality, Engagement, Sustainable Solutions, and Training) framework to address areas of underperformance. QuEST is built on tools, methodologies, and guidance from Lean, Six Sigma, and ISO 9001 and provides a common way for everyone in the City to approach process improvement. Through cycles of performance monitoring and incremental improvement, the City is able to continuously elevate the level of quality of the services it delivers to its residents.



City of
Fayetteville
North Carolina

433 Hay Street
Fayetteville, NC 28301-5537
www.FayettevilleNC.gov

