

City of  
**Fayetteville**  
North Carolina

CITY HALL

433 HAY ST.



## FY 2014 Strategic Performance Report

Office of Strategy and Performance Analytics

Rebecca Rogers Carter, Director





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**Fayetteville**  
*North Carolina*

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# City Manager's Message

Dear Mayor Robertson and Members of the Fayetteville City Council:

The City of Fayetteville is on a journey. For the past few years, we have been deliberately moving from a “trust us” city government, to one that is data-driven, transparent and accountable. In the last decade, our city has seen tremendous growth and progress. With that good fortune brings not only a responsibility of self-examination and improvement, but also the opportunity to lead by example.

My colleagues and I are deeply committed to best practices and continuous improvement. This is increasingly important as we strive to maintain high quality services without a commensurate expansion of resources. A “results focus” permeates strategies, processes and the organizational culture. It aligns the organization across all levels and functional divisions and sets common goals within a clearly defined context of vision, mission and values. This is where we begin to draw parallels with analytics and really evaluate services so that we provide better results for our citizens. An integrated system of strategic planning, budgeting for results and performance management takes years to fully develop but it is the corner stone of high performing organizations.



In an effort to promote greater accountability for results, City staff is working to develop program budgets and a performance management system. The PRIDE program, a strategy driven effort focused on performance management, will not only allow us to evaluate our current programs and services, but will help elected officials and senior management gain a more thorough understanding of the impact we are having on the community. This understanding will empower and encourage consensus on key solutions.

The PRIDE Report is a performance report, designed to share with our citizens and stakeholders a results-based evaluation of the City's services and programs, reflecting the community's vision, our mission as a local government and the City Council goals. We will continue to grow the internal capacity to manage our performance and to provide this performance report on a semiannual basis. I hope you find the information to be valuable. We are grateful to you for championing this important initiative.

Respectfully submitted,

Theodore L. Voorhees, City Manager





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## Fayetteville Life, Well Run

Fayetteville is a highly diverse area representing more than 80 different cultures. Proximity to Fort Bragg and Pope Army Airfield contributes greatly to the City's economy and diversity. One of the most diverse cities in the United States of America, Fayetteville has many awards and impressive recognitions to its credit and won three All-America City awards for collaborative community initiatives.

Fayetteville has community pride with so much to offer thriving families. We celebrated our 250th anniversary in 2012. With a rich heritage as a pre-revolutionary settlement, Fayetteville has numerous historic sites, seven museums, three colleges and universities, multiple entertainment venues, a historic downtown, and award-winning golf courses. Immaculate parks and lively recreation centers offer citizens the chance to experience the outdoors or work on their jump shot.

If you're looking to travel, Fayetteville Regional Airport and Interstate-95 give City residents many destination options, allowing you to drive or fly to the largest cities on the east coast in a matter of hours. Fayetteville is conveniently located within a two-hour drive from the beach and is only a four-hour drive to the mountains. Its central location affords citizens opportunities for daytrips to the coast and weekend getaways to the Blue Ridge Mountains.

### Fayetteville Headlines

- **Fayetteville named the top community for military families to call home.** According to a USAA study, Fayetteville offers a high quality of life in an affordable, off-installation location. (2014).
- **Fayetteville named second best city in the country to start a business** by Wallet Hub, a website that is dubbed "The Social Network for Your Wallet," Fayetteville is second to only Jacksonville, Fla.
- **Fayetteville ranked the 4<sup>th</sup> best mid-sized city for home buyers in the country** by Movoto Blog (2014)





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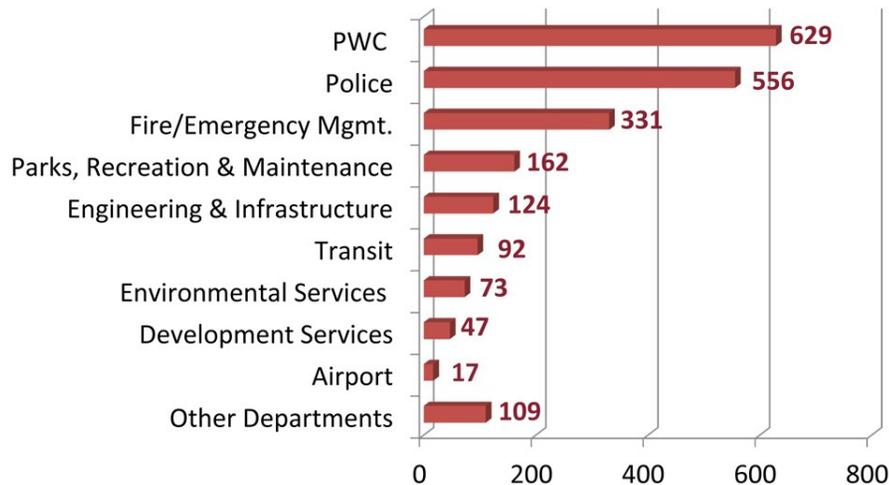
# Our Organization

The City is a public service organization with a common goal of making Fayetteville a better place for all. That goal is realized through our robust strategic planning process that includes our vision statement, community goals, mission statement, core values and annual work priorities for City Council and staff.

The Fayetteville City Council is an elected body representing the citizens of Fayetteville. Under the current electoral system, the City Council consists of nine Council members and a mayor. All nine Council members are elected from their individual districts and the mayor is elected as an at-large representative. Only citizens within each district may vote for their member's seat on the Council, while all citizens residing within the City limits may vote for the mayor.

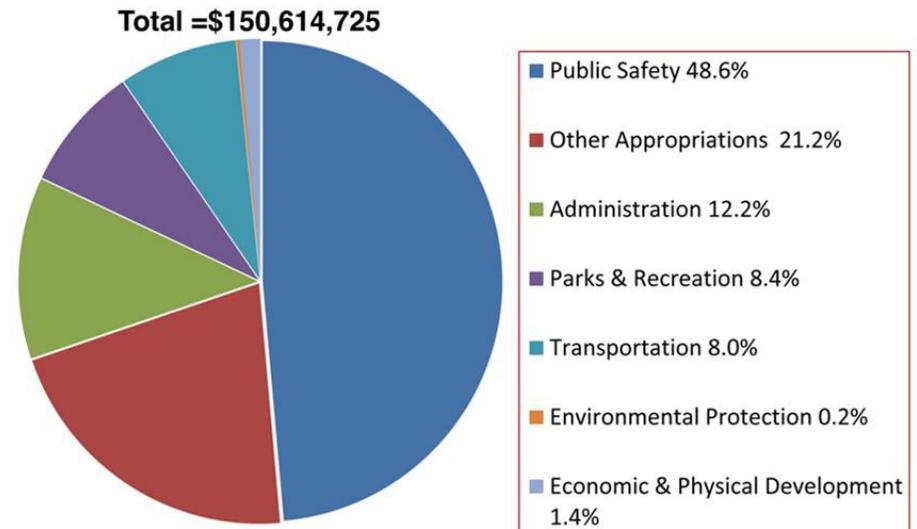
Under the Council-Manager form of government for municipalities, the City Council is responsible for the legislative functions of the municipality, such as establishing policy, passing local ordinances and developing an overall vision. Council appoints a city manager to oversee operations, implement policy, and advise the Council. The city manager position in this form of municipal government is similar to that of corporate Chief Executive Officer (CEO).

## FY 2014 Number of Authorized Positions



**TOTAL # of positions authorized: 2,146**

## General Fund FY 2014 Adopted Budget Excluding Utilities

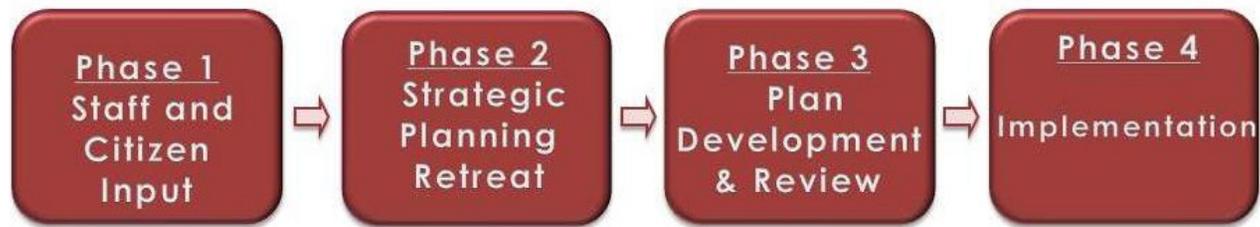




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# Strategic Planning Framework

As the City of Fayetteville continues to grow and thrive, the City Council looks to chart a course with a strategic plan which articulates a vision for our community's future that will ensure vitality and sustainability. The City of Fayetteville is guided by a comprehensive strategic planning process. City Council meets annually to refine the items that comprise the City's strategic plan and to ensure that it is reflective of the changing needs of our growing community.



The strategic plan has five main areas that represent a commitment to serving the community. The plan is comprised of the following components. The Vision for the community, the organizational Mission and Core Values, 5-Year Goals that support the long-term vision for the City and annual Targets for Action (TFA) to advance progress toward the goals.





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# Strategic Planning Framework



The first phase of developing the strategic plan consisted of soliciting input from staff and citizens. The City conducted an organizational climate survey of all its employees and a citizen satisfaction survey of a randomly selected sample of its residents. These two efforts were used to help identify the priorities of citizens and employees.

## Key findings from the employee survey were:

- Overall positive employee climate, 90%+ Employees feel job satisfaction, 90%+ Employees feel they provide good customer service.
- Fair pay, appreciation from City Council and communication with employees were cited as improvement opportunities.

## Key findings from the citizen survey were:

### **Areas with the highest satisfaction include:**

- Fire Services, recycling and solid waste collection, customer service from City employees.

### **Areas with the lowest satisfaction rating include:**

- Code enforcement issues, transportation concerns and infrastructure needs.

### **Combining importance and satisfaction rating, top citizen priorities include:**

- Police services, traffic flow concerns, improvements in City street maintenance, greater access to public pools.

Finally, the Senior Management Team held a retreat in January 2013 to identify priorities and goals for the City of Fayetteville. The input from the Senior Management Team was used to inform the City Council in their planning retreat. The goal of this phase was to gather input that would allow the City to assess the current internal and external environments, including its strengths, weaknesses, opportunities and challenges.

## City Council Retreat



In February 2013, City Council met in a two-day planning retreat. The session included opportunities for Council to build upon ideas and interact in open conversation. Council worked to confirm the community vision statement which reflects a vibrant and engaged City of Fayetteville. Drawn from environmental scans, City Council determined the path our organization must follow in order to reach the community's vision and worked to confirm five year goals. And finally, in preparation for budget development, City Council prioritized elements of a one-year action plan. These are the activities that Council and staff will spend a majority of time during the fiscal year, working hand in hand, to bring each to successful conclusion. The FY 2014 Strategic Plan was adopted in May 2013.

- Community vision
- Environmental scan: Staff presentations
- Five-year goals and performance measures
- Decision filter to help determine which actions should be considered
- Preliminary one year actions that should be pursued.



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# Strategic Planning Framework

Align the Organization for Success  
Begin with the end in mind





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# Vision

## The City's Vision 2024

The City of Fayetteville is a great place to live with a choice of desirable neighborhoods, leisure opportunities for all and beauty by design.

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Our City has a vibrant downtown and major corridors, the Cape Fear River to enjoy, a strong local economy, diverse culture and rich heritage.

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Our City is a partnership with engaged citizens who have confidence in their local government.

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This creates a sustainable community with opportunities for individuals and families to thrive.





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# What This Means For Our Citizens



- An attractive clean and safe community
- Community of neighborhoods that are thriving and connected by sidewalks and trails
- A location of choice for businesses and people

- Quality affordable housing
- Preservation of historic neighborhoods and architecture, history and heritage
- Community gathering places for residents to meet
- Growing population with young professionals and families moving here
- Strong education system that prepares people for the future
- High paying skill opportunities available
- Accessible and efficient transit throughout the City
- Bike trail and lanes connecting our community
- Affordable and convenient public and private leisure activities, programs and services for all family generations
- Choice of entertainment: Nightlife, theaters, professional sports
- Cultural venues and activities that reflect our diverse community
- Well planned neighborhoods and community
- Well landscaped and designed parking lots, streetscapes, buildings.



- Efficient traffic flow
- Preservation of trees and natural resources
- Downtown linked to river and Fayetteville State University
- Redeveloped corridors with attractive buildings occupied by successful businesses
- Beautiful water: Clean and attractive river corridor and waterways
- People living in downtown area
- High quality hotels with space for conferences and community events
- A variety of quality restaurants and retail
- Home of military-related businesses: manufacturing, hi-tech and support services
- Diverse growing city tax base with industries located in City
- Strong military presence and heritage
- Strong community festivals and events with high level of participation
- Diverse people working together with a single vision and common goals
- Transparent governments with civic awareness and informed citizenry
- City and citizens working together to solve problems.





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# Mission and Core Values

## The City's Mission

The City government provides service that makes Fayetteville a better place for all.

The City government is financially sound, and provides a full range of quality municipal services, that are valued by our customers, and delivered by a dedicated workforce in a cost-effective manner.

The City has well designed and well maintained infrastructure and facilities.

The City engages our citizens, and is recognized as a state and regional leader.



## Core Values

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

**SERVE** with

**R**esponsibility

**E**thics

**S**tewardship

**P**rofessionalism

**E**ntrepreneurial Spirit

**C**ommitment

**T**eamwork

to safeguard and enhance the public trust in City government.



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# What This Means For Our Citizens

- Adequate resources to support defined services and service levels
- Strong financial reserves for emergencies, investments and opportunities
- Maintaining or enhancing the City's bond ratings
- Managers acting in a financially responsible manner with prudent use of available resources
- Expanding and growing tax base and revenues
- Responsive to citizen concerns and problems
- Timely responses to an emergency situation
- Committed to the job, the City and serving the community
- Customer-focused – caring and respectful for our customers
- Well-trained, technically competent and well-compensated
- Operating like a “service business”
- Optimizing the City's resources and evaluating performance and outcomes
- Facilities designed with the community in mind
- Community and organization designed for future growth
- Infrastructure supporting efficient service delivery
- Using preventative maintenance on City equipment, vehicles, technology and infrastructure
- Timely information to citizens
- Listening to and addressing community's need
- Focusing on what is “best” for the entire community
- Partnering with community organizations to provide services and building regional relationships.
- Active lobbying for the interests of our City and community in Raleigh and Washington, D.C.
- Professional behavior and ethics, behaving consistently in an honest and fair manner
- Taking personal responsibility for the final product, the process and the outcome
- Defining clear performance expectations and standards for the project, job or services
- Anticipating potential problems and taking appropriate actions
- Keeping your word and delivering on your commitments
- Communicating in an honest, truthful manner with direct responses to questions
- Using the public trust to guide your actions and placing it above personal interest
- Planning work activities to maximize use of resources
- Developing and maintaining professional and technical competence
- Continuously learning by evaluating performance and identifying opportunities for improvement
- Challenging the status quo and questioning the value of the process and work activity
- Taking innovative action and willing to take a reasonable risk which may have positive return to the City
- A personal commitment to the City's mission and values
- Knowing and fulfilling your role and responsibilities to help your team achieve its goals
- Building a sense of City unity.



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# The City's Goals 2019



City Council identified six goals that we hope to achieve in five years. These strategic goals focus on outcome base objectives. They are the path that we must take to achieve the community's vision.



The City of Fayetteville will be a safe and secure community



The City of 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



The City of Fayetteville will have unity of purpose in its leadership, and sustainable capacity within the organization



The City of Fayetteville will be designed to include vibrant focal points, unique neighborhoods, and high quality, effective infrastructure



The City of Fayetteville will develop and maintain strong and active community connections

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**Organizational Performance  
Management  
P.R.I.D.E. Program**





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# P.R.I.D.E. Program

## The City of Fayetteville's Organizational Performance Management Program

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.

## The “**PRIDE**” Program

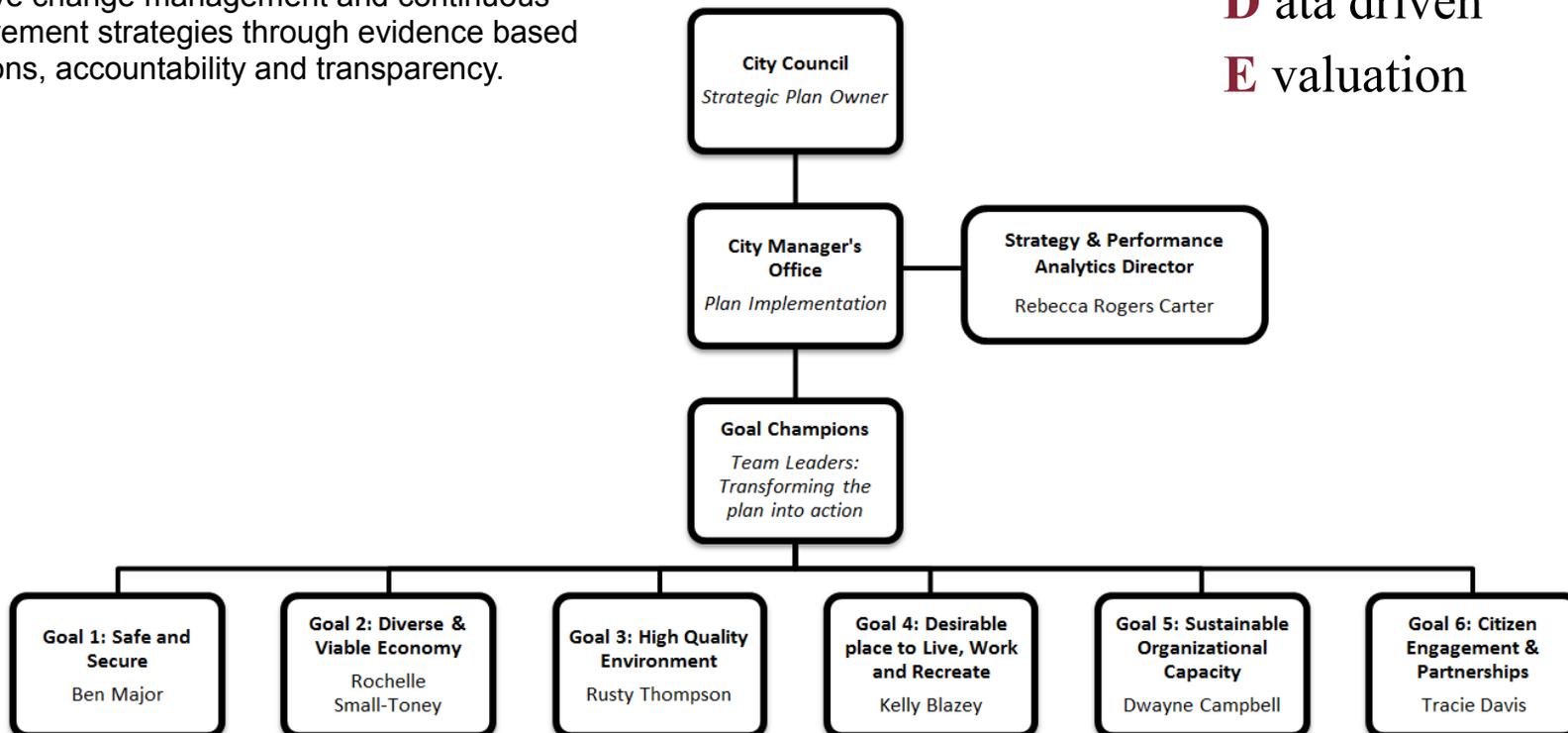
**P**erformance

**R**esults

**I**ntegration

**D**ata driven

**E**valuation





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# P.R.I.D.E. Program

## The City Manager's Office

- Institutionalize and promote the strategic planning process
- Transition to organizational performance management and promote collaboration
- Guide decision making based on data
- Establish data collection protocols and schedule and oversee data analysis reporting
- Develop internal and external communication plan for the Strategic Plan and organizational performance program.



## Goal Champions

- Serve as point of contact for information and reporting progress associated with all aspects of assigned goal and ensure progress is being made and milestones are met.

## Data Analytic 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 audits of performance management metrics for completeness and accuracy.



**Goal 1:**  
Safe & Secure Community



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

*What objectives are we achieving?*



## **Why is this important to me?**

*Providing a safe and secure community is fundamental to the quality of life and economic vitality of our City.*

*We will work to ensure the preservation of life, property and the environment and we are committed to leading the community's problem solving efforts. We must work assertively to address the systemic issues that lead to crime and disorder.*

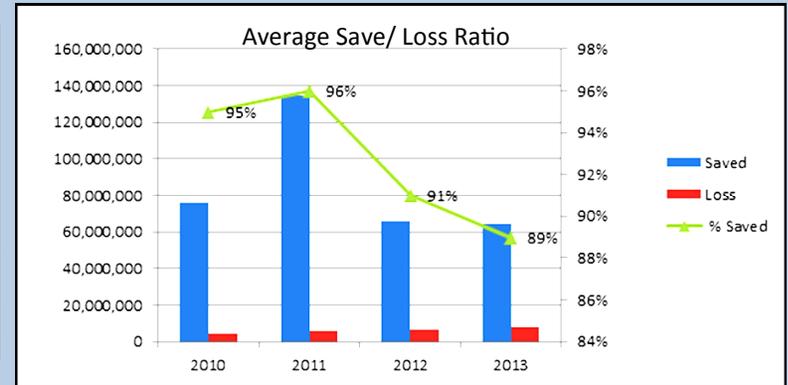


# Safe and Secure Community Performance Results

Programs
Community Risk Reduction
Emergency Management
Emergency Response Services
Fire Administration, Planning & Research
Patrol Operations
Investigations
Police Administration
Crime Prevention
Emergency Communications



Measures	FY 2014
# of fire inspections completed**	2,761
# of public education events**	2,146
# of cooking fires (#1 cause of residential fires and focus of public education)**	77
# of smoke detectors installed**	359
Average dollar loss/save ratio**	89%
% of citizens very satisfied or satisfied with City efforts to prevent fires*	65.2%
*Biennial Citizen Survey 2013	
**Reported on a calendar year basis.	
FY 2014 = Calendar Year 2013 data.	



Increasing the number of smoke detectors installed in residential occupancies also increases the number of incidents to which the department responds where smoke detectors provided early notification. This also has a bearing on confinement of fire to the room of origin, the dollar loss/save ratio and more importantly reduces the risk of fatalities from fire.



**DID YOU KNOW?**  
The fire department has implemented several initiatives that resulted in more efficient and effective service delivery for citizens.

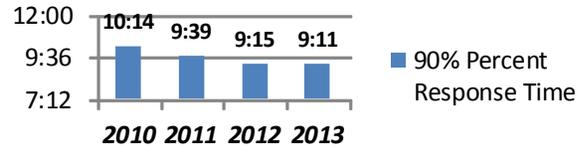
- Fire Inspectors are leveraging technology, completing inspection and risk data entries on site.
- Improved fire investigation team's utilization of resources— relocation and process improvements.
- Firehouse Analytics was installed, providing real time data for assessing operations and improving service delivery.
- Worked with Communications to install audible device, alerting dispatchers when incidents are transferred from the call takers, reducing call processing time.
- Hazmat team won 1st in place the State Hazmat team competition.
- The City maintains an ISO 2 rating, which favorably impacts insurance ratings of local businesses.

# Safe and Secure Community Performance Results

Measures	FY 2014
# of calls for service responded to per year**	27,642
# of actual fires (all)**	7,560
% of calls where fire was confined to the room of origin (structure fires = 435)**	26.2%
90% Percentile Response Time**	9m,11s
% compliance with adopted Standard of Coverage and the Center for Public Safety Excellence**	88.16%
% of citizens very satisfied or satisfied with the overall quality of fire protection and rescue services*	85.6%
*Biennial Citizen Survey 2013	
**Reported on a calendar year basis.	
FY 2014 = Calendar Year 2013 data.	



## 90% Percentile Department Response Time



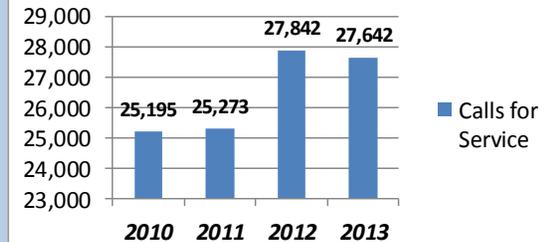
## Total Response Time



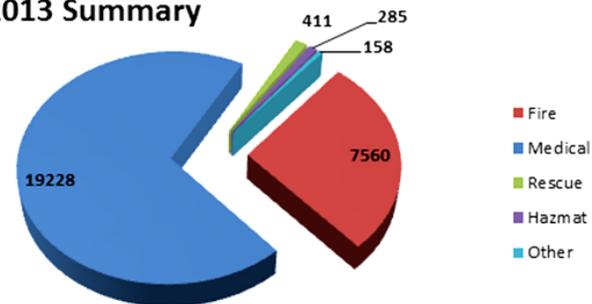
Decreased response times are a result of building systems to document, report and benchmark performance for accreditation, identifying processes to streamline, implementing Mobile Computer Terminals and established daily benchmark and baselines for personnel.



## Calls for Service



## 2013 Summary

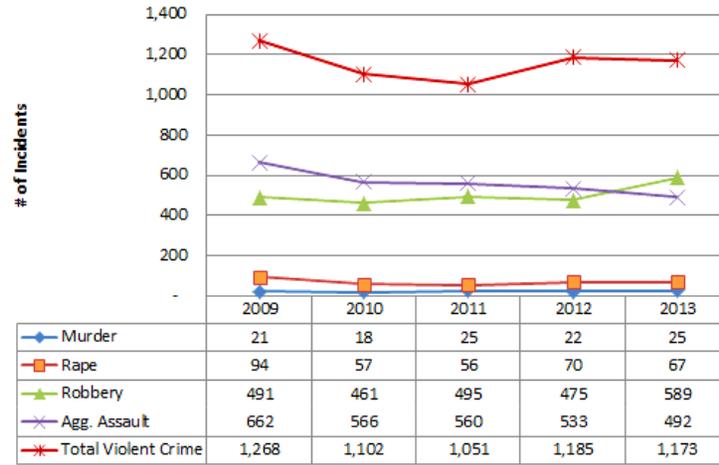


# Safe and Secure Community Performance Results



Measures	FY 2014
# of violent crimes**	1,173
# of property crimes**	12,271
% of citizens very satisfied or satisfied with the frequency that police officers patrol their neighborhoods*	40.4%
Violent crime clearance rate**	44.6%
Property crime clearance rate**	19.1%
# of traffic crashes**	8,754
# of traffic fatalities**	28
% of citizens very satisfied or satisfied with enforcement of local traffic laws*	47.2%
# of priority 1 calls for service**	40,963
Average response time for priority 1 calls**	8m, 2s
% of citizens very satisfied or satisfied with how quickly police respond to emergencies*	53.1%
Sworn vacancy rate**	6.1%
# of active residential community watch groups**	140
% of citizens very satisfied or satisfied with Police efforts to prevent crime*	45.1%
% of citizens with an overall feeling of safety in Fayetteville *	48.9%
*Biennial Citizen Survey 2013	
**Reported on a calendar year basis.	
FY 2014 = Calendar Year 2013 data.	

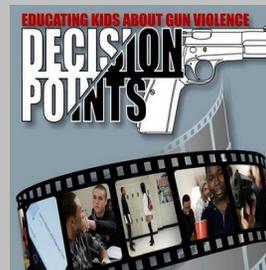
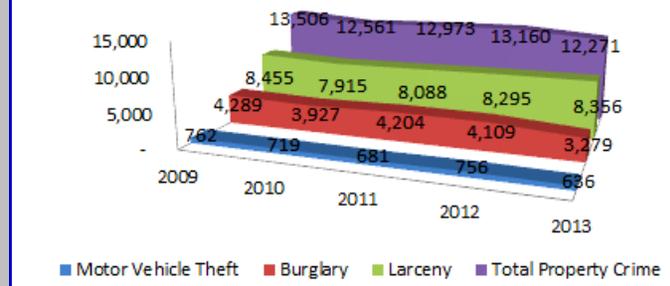
Total Violent Crime Five-Year Trend



These charts depict FBI Uniform Crime Reporting Part 1 Crime on a calendar year basis.

Looking at the crime by type and by year can provide a snapshot of how crime changes over time.

Total Property Crime Five-Year Trend



# Safe and Secure Community Performance Results

“More than anything, I envision the City of Fayetteville a city that no longer has to consider crime its biggest problem.”

- **Chief Harold E. Medlock**



The Fayetteville Police Department had numerous initiatives in 2014. The focus of these initiatives is to prevent or reduce crime, while increasing the quality of life of our citizens.

## Electronic Monitoring (EM Program)

The Fayetteville Police Department implemented electronic monitoring technology on subjects identified as chronic offenders and those who pose significant risks to individuals or the community. Individuals are subject to electronic monitoring as an additional bond condition. The FPD applies electronic monitoring technology in a manner that associates offender and crime locations within time parameters in which a crime was committed. The same electronic monitoring technology enables the FPD to identify offenders who violate curfews, territorial restrictions or other conditions of release.

Offenders who are elected for electronic monitoring are selected through a process established by the FPD with approval from the Cumberland County Court System and the District Attorney's office. The purpose of this process is to ensure consistency in the selection criteria and ensure offenders who pose a continued threat to the community are selected. The offenders will be considered for electronic monitoring based on their criminal history, threat to the community and pending charges. Offenders with a pattern of recidivism, which includes robbery, burglary, auto theft and larceny from auto, will be prioritized for this program.

## City-Wide Camera System

The Fayetteville Police Department received a federal grant that assisted with purchasing security cameras that are being installed in the downtown, major thoroughfares and chronic problem areas. The cameras will operate 24 hours a day and will be in plain view on light poles and buildings. The cameras are monitored from the **Crime Information Center (C.I.C.)**. The mechanisms under which the cameras aim to reduce crime are based upon the following assumptions:

**Deterrence:** The potential offender becomes aware of the presence of the camera, assesses the risks of offending in this location to outweigh the benefits and chooses either not to offend or to offend elsewhere.

**Efficient deployment:** Cameras allow those monitoring the scene to determine whether police assistance is required. This ensures that police resources are called upon only when necessary.

**Self-discipline:** The potential victims are reminded of the risk of crime, therefore altering their behavior accordingly. The potential offenders are reminded of the risk of being caught and act to produce a self-discipline in which individuals police their own behavior.



## FY 2014 Strategic Targets For Action

## Updates



### Increase law enforcement community engagement and collaboration

Improve community awareness of Sector Lieutenant Model and strengthen relationships with POCs	Oct. 2013	Completed. The community has positively embraced the Sector Lieutenant concept and continue to work with the FPD to increase the quality of life.
Study impact of Sector Lieutenant Model on Community Watch Groups	Oct. 2013	Completed. The Sector Lieutenant Model has strengthened the relationship between the FPD and the Community Watch Groups.
Measure and report results: Number of calls-for-service for calendar year 2013 as compared to 2012.	Dec. 2013	Calls for service through dispatch have not increased as we originally thought. The strengthened relationships with the Sector Lieutenant and Sector assigned officers resulted in increase calls and communication between citizens and Sector officers directly. Officers continue to build positive relationships with members of the community, thus, citizens are contacting them directly via cell phone and email when non-emergency issues/concerns arise.



### Enhance gang reduction and prevention strategy

Research and develop grant for implementation of "Educating Kids about Gun Violence Program" (E.K.G.)	July 2013	Completed. The FPD was awarded a grant to establish the "EKG". Total project budget= \$37,185.
Develop partnerships with the CCS, CCSO and DA's Office regarding the E.K.G. Program	June 2014	Produced video and developed curriculum for a training program provided to all 7th & 9th graders in the county-wide school system. The video is shown in health class. It is followed by a writing assignment and discussion facilitated by trained police personnel to understand the consequences of gun violence. The goal is to help students better understand key decision points and how to make wise decisions in certain situations.
# of guns confiscated by the Gun & Gang Violence Unit (GGVU) and the department, as whole.	Dec. 2013	The GGVU has confiscated 105 weapons in FY 2014.



### Develop traffic safety improvement strategy

Identify intersections to further implement the Crash Analysis Reduction Strategies (CARS)		Implemented strict and fair enforcement activities at "CARS" intersections to increase public awareness. The CARS program was re-evaluated and operating in a new direction towards crash reduction by speed enforcement and high visibility on major thoroughfares prior to the intersections.
Measure and report results: # of citations issued in the targeted areas since the implementation of the CARS Program; # of incidents in school zones that were targeted by CARS.	Dec. 2013	There is not prior year comparative data for CARS intersections to allow for analysis. Overall, calendar year 2013 citations have decreased as resources were focused on major intersections.





## Goal 2: Diverse & Viable Economy



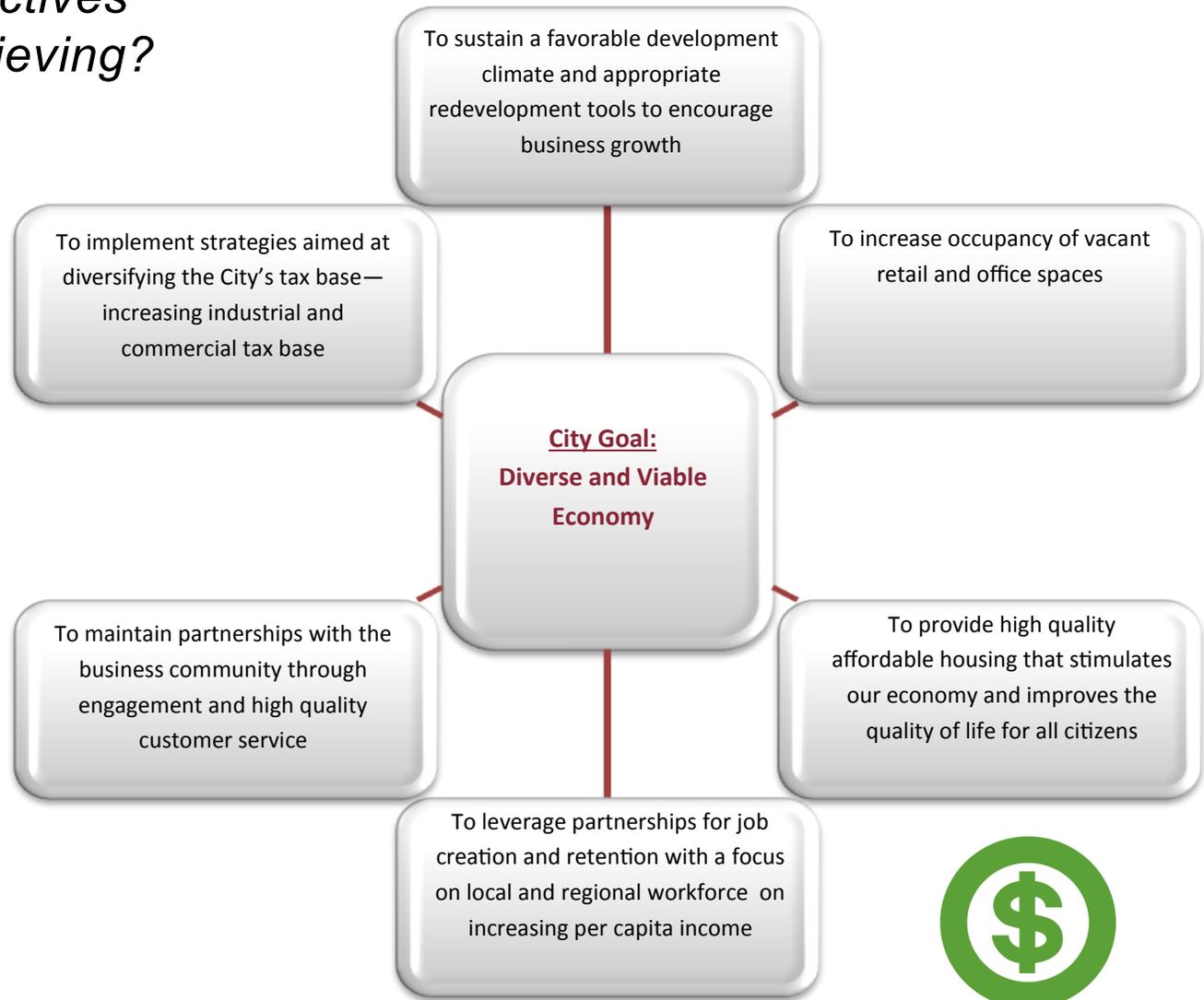
# The City of Fayetteville will have a strong, diverse and viable local economy.

*What objectives are we achieving?*

## **Why is this important to me?**

*The City is fostering economic health and vitality for our community by creating jobs and supporting strategic industry initiatives. We utilize appropriate development and redevelopment tools and leverage partnerships.*

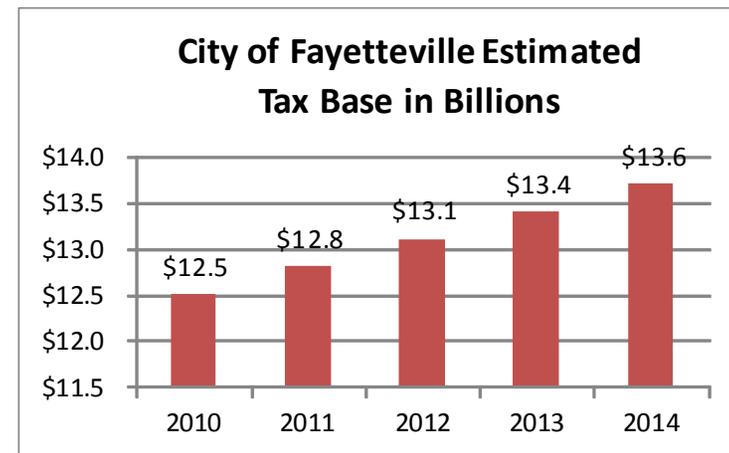
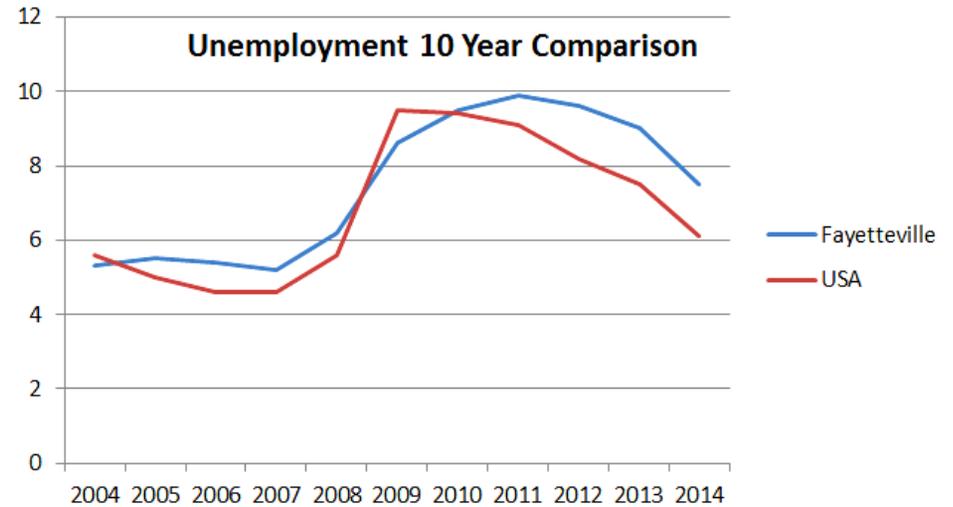
*A healthy economy is essential to a community's overall quality of life. This helps support more opportunities to develop and grow your own business, higher paying jobs for citizens and their children and less reliance on property tax for homeowners.*



# Diverse and Viable Economy Performance Results

Programs
Economic and Business Development
Community Development Administration
Community Investment
Housing

Measures	FY 2014
Total tax base (Ad valorem tax base)	\$13.6 B
Unemployment Rate (June 2014, Bureau of Labor Statistics)	7.5%
Median household income (U.S. Census Bureau 2013)	\$44,924
# of new commercial or retail enterprises located in the City from Business License Issuance (Development Svcs).	1,015
# of loan and grant applications approved for assistance to small businesses (CD)	14
# of new jobs created (CD 14; CEED 107; The Alliance 461)	582
# of clients assisted (CD 128; CEED 858)	986
# of single family affordable housing units constructed in partnership with Community Housing Development Organizations	5
# of participants completing homebuyer education and counseling classes	204
# of units fully rehabilitated	12
# of units that were provided emergency repairs	221
**Reported on a calendar year basis. FY 2014 = Calendar Year 2013 data.	





**Community Development Stats for FY 2014**

- One Business Assistance Loan, 4 Small Business Retention Grants, 7 Façade Improvement Grants and 2 Small Business Development Grants were approved totaling 14 approved loans or grants during the program year.
- There were 14 jobs created and 88 jobs retained by the small businesses assisted with the City programs and monitored during the program year.
- The business loan was approved for gap financing in the amount of \$125,000 leveraging approximately \$1.3 million in expected project costs. The project has not yet started construction.
- Façade grants were approved totaling \$26,947 leveraging \$43,831 in total project costs; Small Business Retention Grants approved totaling \$16,473 leveraging \$27,675 in total project costs and Small Business Development Grants approved totaling \$10,000 leveraging \$28,750 in total project costs.
- The City's Neighborhood Resource Centers served 5,705 individuals with various programs, training opportunities and a free computer lab during the program year.

**Community Development and  
Housing Programs**

- 40 applications were received and approved for the Water and Sewer Assessment Assistance Program which assists with fees charged by private plumbers to hook-up to the City's sewage lines and/or for the assessment levied by PWC for making the sewage lines available to residents.
- 28 dilapidated housing and commercial structures were demolished through the Acquisition and Demolition Program to eliminate slum and blight throughout the City.
- A new program called Mobile Home Urgent Repair was developed in the housing rehabilitation program to address the urgent and/or emergency repair needs of mobile home owners within the City that were ineligible for any assistance in the past.

**Advance and Support Local Businesses Initiatives**

- In 2014, the City partnered with CEED to provide counseling, training, and other technical assistance to small businesses. They served 858 clients, exceeding their total annual projected goal of 450 clients.
- CEED provided assistance to small businesses that resulted in 107 jobs being created.
- The Alliance's assistance resulted in the creation of 461 jobs.
- BlueCross BlueShield announced it will open a regional customer service center in the City-owned Festival Park Plaza building bringing 107 full-time jobs!

The Whimsical Dogwoods public art project was unveiled in June. The public was invited to tour the Whimsical Dogwoods art pieces in their various downtown locations and participated in programs, such as scavenger hunts and art contests. The project is designed to increase tourism by showcasing local artists, increasing visibility of our museums and parks, as well as our side streets, and unifying our community.



**FY 2014 Strategic Targets For Action**

**Update**



**Implement local business initiatives**

Community Development Dept. will market and promote current economic development programs and develop new incentive programs

Progress and KPI reported in Dec. 2013

Staff is in the process of enhancing current programs and creating new programs. We will expand the program areas to focus on the City's corridors to encourage commercial redevelopment along the City's corridors as well managing the current program areas. We are also designing programs to singularly focus directly on corridor redevelopment. Staff will update Council with recommendations through the budget process.



The Community Development Department continued its marketing efforts with update and distribution of program brochures. Advertisements of the programs have been produced and aired on FAY TV7. Brochures have been distributed throughout the community at various events in which the department attended. The Small Business Retention Grant and the Facade Improvement Grant programs were revised with the adoption of the 2014-2015 Annual Action plan to expand the program to include main corridors such as Bragg Blvd., Ramsey Street, Eastern Boulevard and Murchison Road to retain business, jobs and encourage revitalization along these important corridors.

Establish Economic Development Task Force: Council adopts concept, approves scope, membership and focus areas. Subcommittees are formed

Quarterly progress reports

In August 2013 City Council approved the Task Force's Scope of Work that will be guided under the direction of the joint partnership between the CMO and The Alliance. The four key focus areas are: Corridor Redevelopment, governmental relations, workforce development and new and existing industries.



Staff developed a recommended slate of names for invitation to participate on the Task Force, subject to the approval of City Council. The Establishment of the Task Force has been tabled until there is direction from City Council .

To advance and support local businesses initiatives, partner with and promote activities of the Strategic Alliance of Business Resources for Entrepreneurs (SABRE), the Center for Economic Development and Empowerment and the Chamber of Commerce.

Report progress Dec 2013.

Completed. Performance results included in this report.





# Goal 3: High Quality Built Environment



# The City of Fayetteville will be designed to include vibrant focal points, unique neighborhoods and high quality, effective infrastructure

*What objectives are we achieving?*

## **Why is this important to me?**

The City's efforts to improve corridors and to stimulate placemaking enhancement opportunities (like the new "District" development at Cross Creek Mall and the North Carolina Veterans Park) are part of a strategic economic development initiative that uses improved quality of life to promote commercial and residential growth.

The City promotes revitalization of existing neighborhoods as a way to effectively preserve the pattern and character of our neighborhoods, to more efficiently utilize existing infrastructure and to combat crime.



# High Quality Built Environment Performance Results

Measures	FY 2014
% of City streets rated 85 or better (Peer benchmark is 85%)	42%
# of miles maintained (Total inside City limits)	760 miles
# of miles resurfaced	14.3
Resurfacing cycle	36 years
Linear miles of new sidewalk constructed	3.4 miles
% of residents very satisfied or satisfied with the overall maintenance of City streets *	38.5%
% of construction projects completed within 85% -115% of contract budget	90%
% of plan reviews completed in 20 days or less (Peer benchmark is 80%)	89%
% of properties acquired within schedule	95%
% of citizens very satisfied or satisfied with cleanliness of stormwater drains and creeks in neighborhoods*	45.6%
% of citizens very satisfied or satisfied with drainage of City streets*	53.3%
% of traffic signal equipment inspected twice annually	100%
% of signalized intersections requiring emergency repair	43%
% of citizens very satisfied or satisfied with the overall flow of traffic in the City*	27.9%
# of demolition cases	74
Total # of permits issued	15,525
Total permit fees collected	\$2,014,836
# of total building inspections	56,619
# of code violation cases	14,689
% of residents satisfied with the overall enforcement of codes and ordinances*	45%
*Biennial Citizen Survey 2013	

Programs	
Construction Management	Development Review
Engineering	Current Planning
Real Estate	Long-Range Planning
Stormwater	Permitting
Street Maintenance	Inspections
Traffic Services	Plan Review
	Enforcement



Measures	FY 2014
# site plans reviewed	53
# of current planning (not long-term) cases	46
% of staff recommendations accepted by City Council	95%
% of citizens very satisfied or satisfied with overall preparedness to manage development and growth*	32%

# LEADERSHIP DRIVING CHANGE

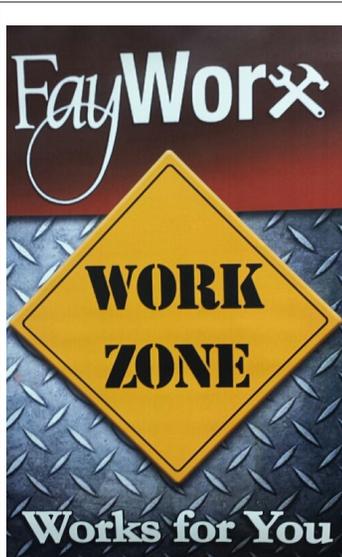
## Other Goal Advancements



### Airborne & Special Operations Highway

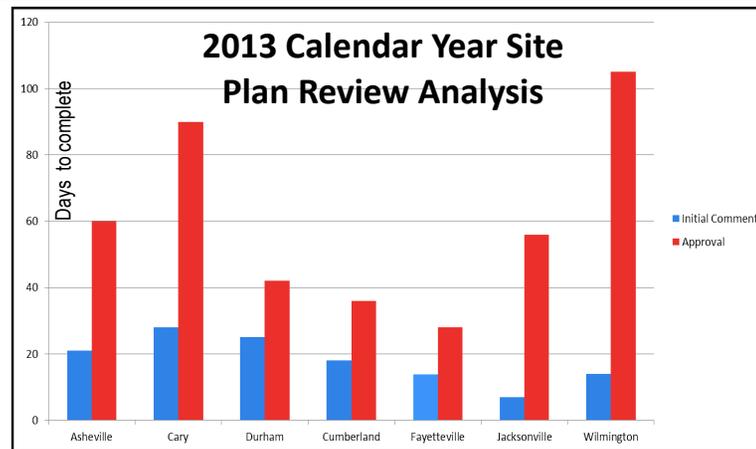


The Army, City and NCDOT officials unveiled a special name for the I-295 Outer Loop as the “Airborne & Special Operations Highway” at the National Airborne Day August 16. The greater Fayetteville community is the proud home of more than 57,000 military personnel and 23,000 family members stationed at Fort Bragg. The forces stationed here are a critical component of national defense and deploy anywhere with little warning. The construction of I-295 has long been a priority of our community and was selected for funding as a part of NCDOT's Strategic Prioritization process for Statewide Mobility projects. In addition to alleviating congestion and improving connectivity, I-295 is critical to post security. Upon completion, it will improve deployment of soldiers and equipment to port and will enhance the mobility and readiness of Fort Bragg. By the end of 2014, the Outer Loop was either under construction or open for travel from Ramsey Street to Cliffdale Road.

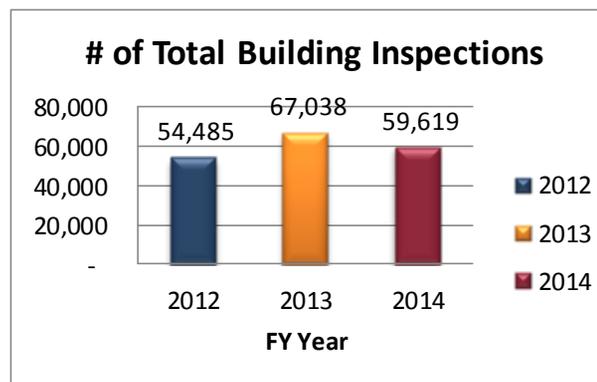


Development Services, with the assistance of Information Technology, is implementing a new building permit software program that will enable applicants to view their plan review and inspections results in real-time. Citizens will be able to see this information as well so they can track the progress of the construction of that new house down the street or a favorite restaurant or shop that is under construction.

This should greatly increase the transparency of this program for customers and citizens alike.



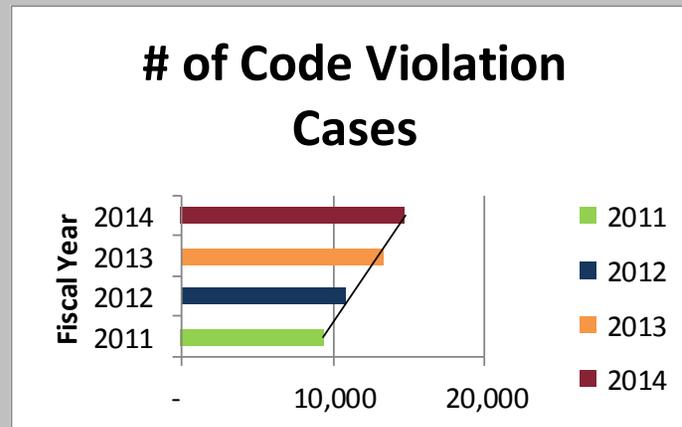
A review of peer communities in North Carolina reveals that the City of Fayetteville is among the fastest in processing site plans, rezoning cases and variances.





**RAMP UPDATE**

- The City's Rental Action Management Program has decreased the number of chronic code violations (3 or more per year) on rental property by 91%.
- To date there are now 77 active warning cases with 378 property owners that have corrected issues and avoided RAMP after being warned (80%). There are 8 active registered properties; 7 inactive registered properties (registration period expired with no further violations); 13 active registration revocations; and, 3 inactive registration revocations (revocation period expired with no further violations).
- Code violation most prevalent of those registered in RAMP: Solid waste (overgrown and/or trash & debris) 72% of total.
- RAMP is tool for improving quality of life and revitalizing deteriorating neighborhoods to stop repeat victimization.
- RAMP has successfully acted as a huge deterrent of code violations and nuisance abatement. It solves the problems of chronic violators just as strict enforcement and higher penalties increased driver's seatbelt use.
- RAMP needs to retain ability to assess \$1,000 fine, extensive civil penalties, threat of environmental court and revocation of authority to rent property for noncompliance.
- RAMP is a successful communication tool that ensures proactive communication with property owners - one the City has not had prior to this program.



Nearly 75% of the code violation cases in the City of Fayetteville are generated by the code enforcement officers who patrol the City investigating violations. The remainder comes from complaints from citizens. We have been able to increase the number of cases we process by 55% since FY 2011 through improved training and procedures, including dispatching inspectors from home.

**FY 2014 Strategic Targets For Action** **Update**



**Increase street maintenance funding and shorten time for resurfacing**

Identify available funding sources to determine resource shortfall for a 30-year and 20-year resurfacing cycle



Dec. 2013

The Quality of Streets index is used to rate the condition of streets. The City uses a nationally recognized pavement rating that was developed at the NC Institute for Transportation Research and Education. It rates the roads through a list of weighted criteria to arrive at a number. The numbers represent 100 for a newly built road to a 1 for paved road that has essentially become dirt road. The City of Fayetteville's benchmark is 85% of City Streets rated 85% or better. The statewide average is 68% +/- 2%.

Provide report and recommendations for Council consideration.

Jan. 2014

During budget preparation, staff recommended annual funding of \$3.85 million, keeping the City at the current level. Staff also proposed a bond initiative of \$10 million. However, the approved FY 2015 Budget included a reduction of \$445,000 in maintenance and resurfacing funding and did not include bond initiative.



**Improve gateways**

Partner with NCDOT to improve minor and major thoroughfares (Median landscaping etc.).

Dec. 2013

Entered into an agreement with NCDOT to improve 7 major/minor thoroughfares:

- Ramsey St. is completed
- Bragg Blvd. and Glensford Drive are under contract
- Legion Road Owen Drive, Grove Street and Eastern Blvd are other thoroughfares on the list.

Implement new initiatives in outdoor adoption program for benches, bridges and gateways.

Dec. 2013

Outdoor Adoption Program was adopted by Council  
 4 new adoptions have been processed: 2 on the Cape Fear River Trail, American Sign at Festival Park and a Downtown planter. Montibello, Cliffdale West, Autumn Drive, Massey Hill at Center and Delcross Streets neighborhoods have volunteered to maintain right of ways near entrances.

Reinstate 2 litter crews for thoroughfares (additional \$44K in FY 14)

Dec. 2013

Litter crews were reinstated.

**The Resurfacing Story**

**The City maintains 760 miles of road.** 760 miles of road multiplied by \$170,000 per mile to resurface (current cost) = \$129,200,000  
 Street resurfacing program receives \$ 3.6 million per year, which puts the City on a **36 year cycle**.

**The goal of most cities is to achieve a 20 year cycle.**

To achieve a 30 year cycle we would need \$4.3 million *using todays costs*, or an additional \$700,000.

To achieve a 20 year cycle we would need \$6.25 million annually, or an additional \$2.65 million.

**Fact Check!!**





**Goal 4:**  
Desirable Place to Live,  
Work and Recreate



# The City of Fayetteville will be a highly desirable place to live, work & recreate with thriving neighborhoods and high quality of life for all citizens

*What objectives are we achieving?*

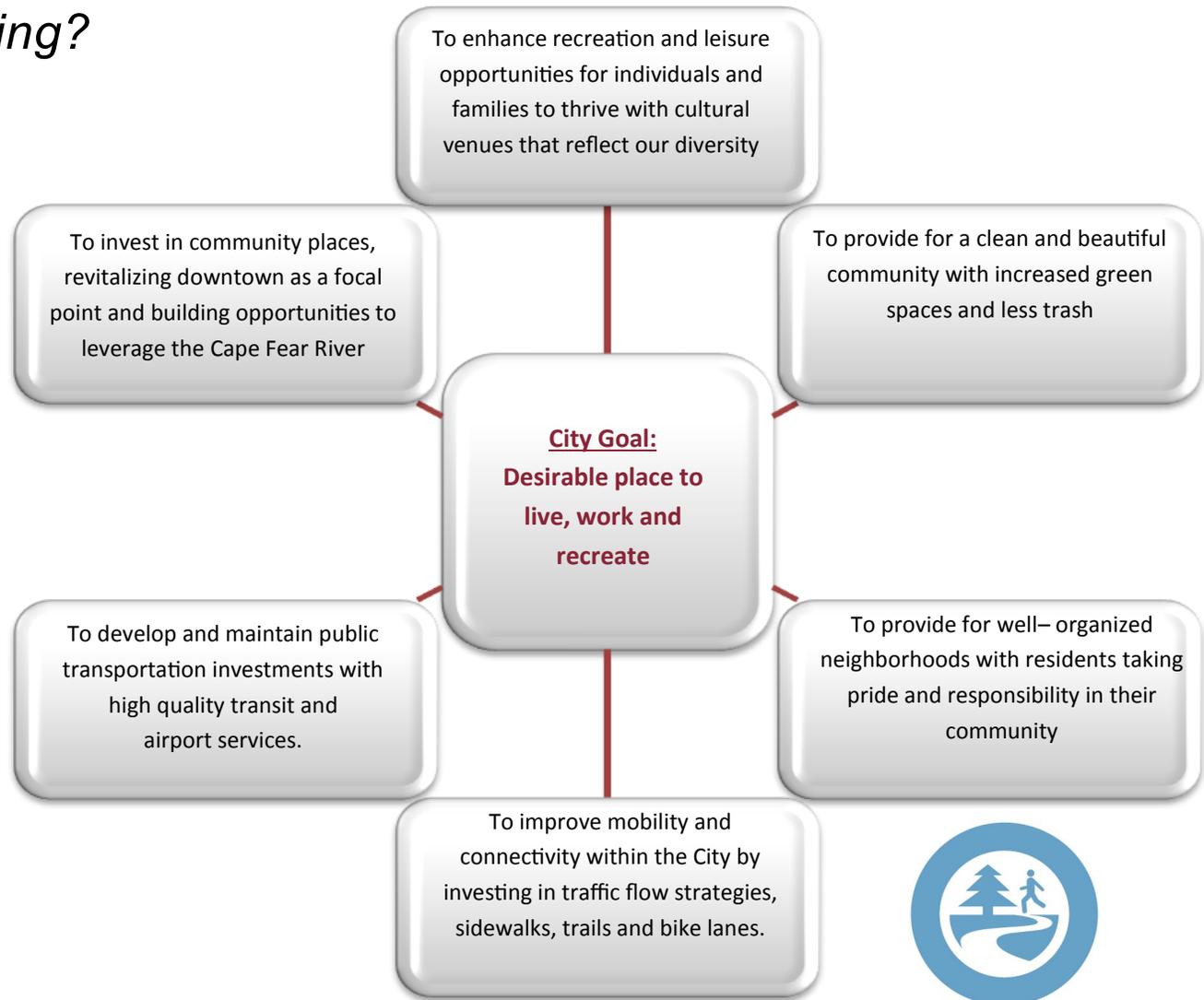
## **Why is this important to me?**

*The City of Fayetteville strives to be a choice destination—  
“A Great place to Live”.*

*We have a growing population with young professionals and families moving here to enjoy the community surrounding them.*

*The City works to ensure that neighborhoods are thriving and connected and that public transportation is accessible.*

*The City values beauty by design in community gathering places and plentiful recreation and leisure opportunities.*



# Desirable Place to Live, Work and Recreate Performance Results

Programs			
Environmental Services Administration	Recreation	Airport Administration	Transit Administration
Residential Waste Collection	Grounds and Right-of-Way Maintenance	Air Carrier Operations	Fixed Route
Residential Yard Waste Collection	Facility Management	Parking and Rental Car Operation	FASTTRAC
Bulky Item Collection	Parks Administration	Airport Maintenance	Transit Facilities Maintenance
Recycling Collection		ARFF/Fire Training Services	

Measures	FY 2014
# of tons of refuse collected annually	45,730
# of tons of refuse collected per 1,000 collection points	755.53
% of surveyed citizens that are very satisfied or satisfied with solid waste collection services*	76.4%
# of tons yard waste collected annually	19,861
% of surveyed residents that are very satisfied or satisfied with yard waste collection service*	70.6%
# of tons of bulky items collected	1,807
% of surveyed citizens that are very satisfied or satisfied with bulky collection services*	65.7%
# of recycling tons collected per year	9,280
Diversion rate (# of tons recycled as % of total tons of refuse and recyclables)	15%
% of surveyed citizens very satisfied or satisfied with recycling services*	77.9%
Litter index rating	1.81
# of recreation programs offered	1,317
# of recreation participants registered	10,318
# of athletic programs offered	583
# of athletic participants	10,864
*Biennial Citizen Survey 2013	

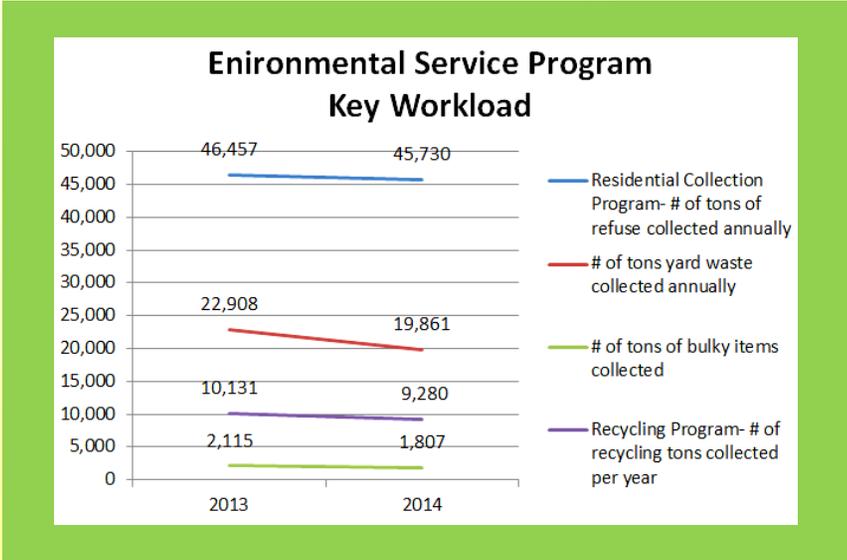
Measures	FY 2014
% of citizens very satisfied or satisfied with the overall quality of Parks and Recreation facilities and programs*	61.1%
% of recreation centers achieving Level 1 standard	100%
% of athletic fields achieving Level 1 standard	100%
% of citizens very satisfied or satisfied with the overall quality and condition of City parks and recreation facilities*	65.7%
# of passengers (Fixed Route)	1,570,139
Average daily fixed route ridership	5,530
# of valid customer complaints related to on-time performance	6
# of routes which operate within zero to five minutes of published schedules at least 75% of the time	10
# of total FASTTRAC! Passengers	54,662
Average FASTTRAC! passengers per revenue hour	2.46
Average daily FASTTRAC! ridership	201
% of citizens very satisfied or satisfied with the overall quality of the public transportation system (FAST)	37.7%
# of enplaned and deplaned passengers	473,917
# of Airport Operations	43,740
% of citizens very satisfied or satisfied with condition and usability of the Fayetteville Regional Airport*	71.2%

# LEADERSHIP DRIVING CHANGE

## Other Goal Advancements



Four automated side-loaders have been delivered replacing 4 rear-loaders. This will improve our efficiency and allow us to add an excess trash crew once the drivers for these vehicles are fully trained.



Fleet Mind on-board communications equipment has been installed on 29 of 37 trucks and back-end software has been installed on the server.

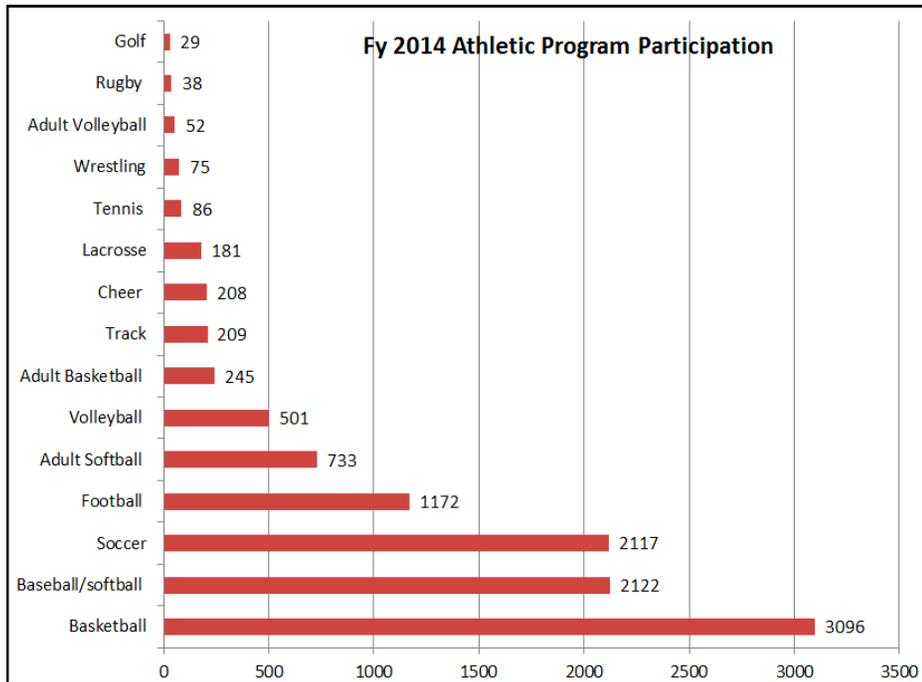


The City is currently testing a new, more comprehensive method for collecting limb piles from the curbside vs. "call-in" method. If successful, this will reduce the time piles of limbs stay on the street and help keep our City beautiful and clean.



# LEADERSHIP DRIVING CHANGE

## Other Goal Advancements



### KaBOOM!

On May 17, 2014 Fayetteville-Cumberland Parks and Recreation went to work with community partners. This play area was built in just one day, by more than 200 volunteers, Clark Park is located north of Historic Downtown Fayetteville and its eastern boundary fronts the Cape Fear River. From Clark Park you can access the 4.2 mile Cape Fear River Trail and nature center. This spectacular space now features an awesome KaBOOM! Playground for the community.



*The first All-America Marathon and Mike-to-Mike Half Marathon on May 2014 was a huge success! Co-sponsored by the City of Fayetteville and Fort Bragg.*



Thanks to City Council, staff and citizens there is continued progress in Fayetteville Beautiful's mission to encourage our citizens to create and maintain a cleaner and more beautiful Fayetteville.

- NC Veterans Park Planting February 2, 2014.
- Litter Index - A measurement tool is essential to identify and understand the extent of the litter problems in Fayetteville. The Litter Index measures the litter geographically spread over 65 miles of roadside. The City's current Litter Index is 1.86 on a scale of 1 – 4 (1 being very little litter). The Litter Index took 15 volunteers 3 days to assess the litter throughout the City of Fayetteville.
- Online Mapping - Live on the Fayetteville Beautiful website! Citizens can simply go to our website and pick a project/site in the city to cleanup and Fayetteville Beautiful/Parks and Recreation are notified to assist with supplies and manpower.
- Anti-Cigarette Butt Campaign April 21, 2014 kickoff. Cigarette Butts count for 38% of litter in the USA, the most littered item. They take 15 years to decompose!
- Citywide Cleanup May 3, 2014 - 783 volunteers picked up 27,155 lbs. of litter.
- E-Waste Drive May 17, 2014 - Collected 4.19 tons of electronic waste.
- Lake Rim Cleanup June 14, 2014 was a collaborative effort with fishing clubs, Boy Scouts and neighbors.
- Honeycutt Park Planting June 21, 2014 was one of Epicenter Church's "Ways 2 Love Fayetteville" projects.

# LEADERSHIP DRIVING CHANGE

## Other Goal Advancements



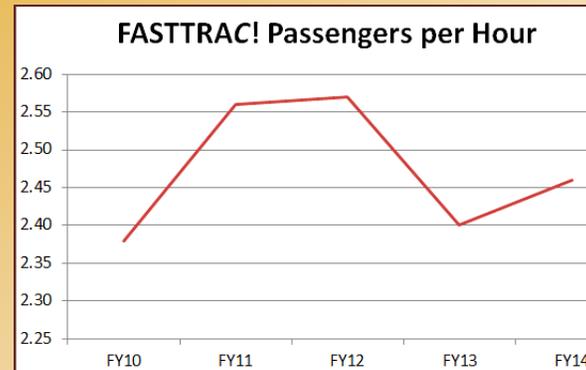
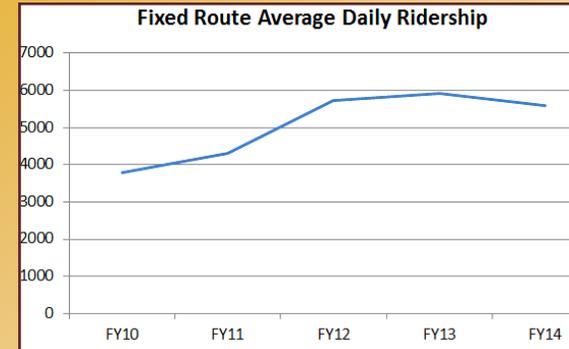
The multimodal center is moving forward! In FY 2014, we completed the final demotion to prepare for construction. Groundbreaking ceremony was held on November 20, 2013. FAST awarded the construction contract for the "FAST Center" to Construction Systems, Inc. on August 11th. Construction is expected to begin later this fall, with the FAST Center opening to the public in late 2015.



FAST implemented several route changes effective June 2, 2014, including a new route covering Strickland Bridge Road. The new bus design was unveiled the same day during a ribbon cutting ceremony.



Is our system growing?



# LEADERSHIP DRIVING CHANGE

## Other Goal Advancements



Recently the **Airport** conducted a customer feedback survey on the free WiFi service and in four months obtained 4,000 responses! The following is a snapshot of the information obtained.

### Demographics of travelers:

- 32% Business
- 42% Personal
- 24% Military
- 2% Other
  
- 64% Male;
- 36% Female

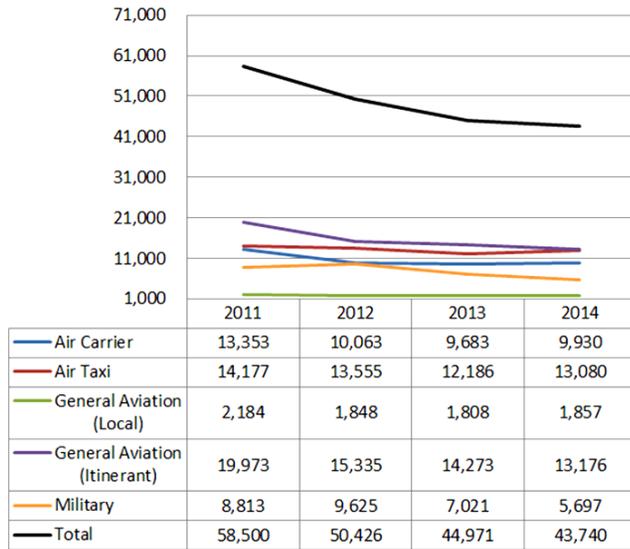
Question	% Positive Response
Auto parking facilities are convenient and accessible	97%
Bathrooms are clean and well maintained	95%
Gate waiting areas were comfortable and clean	94%
Airport signage was clear and helpful	94%
Free wireless service was easy to use and operated as advertised	91%
Complimentary baggage carts provided a valuable additional service	91%
Checked bags were timely received	88%

### Runway 4/22 Paved Shoulders

The ongoing project includes the construction of paved shoulders for Runway 4/22. Recently, the airport added paved shoulders along the parallel taxiway (Taxiway A) and the associated stub taxiways. Adding paved shoulders along the runway will bring the runway environment into fuller compliance with design standards. The total project cost for this airport development project was \$4,212,975.



### FY 2014 Aircraft Operations



FAY is focused on maintaining a safe and secure environment as evidenced by receipt of a “no deficiencies noted” during the 2014 FAA Airport Certification Inspection.



**FY 2014 Strategic Targets For Action** **Update**



**Revisit funding plan for Parks and Recreation with smaller or phased package**

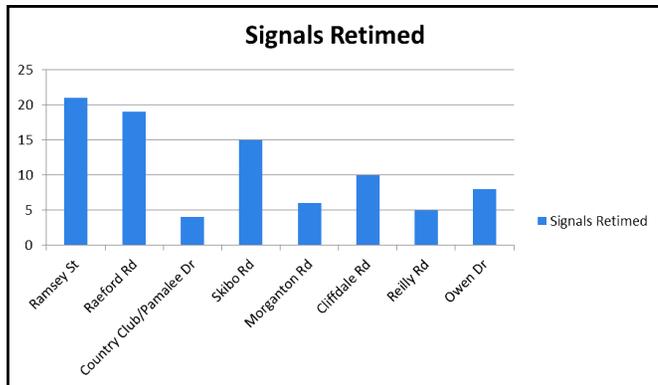
Research and develop options for a phased and smaller packaged plan; include community input	Jan. 2014	The TFA and Bond Proposal Project is on hold pending direction from Council.
Report options to Council at strategic planning workshops.	Feb. 2014	Parks and Recreation understands that a bond package is not an interest of City Council. Currently no amount of funding has been identified by City Council to put together a Capital Improvements Project.



**Develop traffic flow improvement strategy**

Assessment: Develop and conduct customer survey to determine specific traffic flow concerns within the City	Nov. 2013	The citizen survey indicated that the overall satisfaction of the flow of traffic in the City had a 37.9% satisfaction rating. This TFA seeks to identify strategies to improve this rating. Staff reviewed and evaluated geographical data that resulted from the citizen survey. It was noted that although the overall satisfaction rating was deficient, satisfaction ratings for signs and signals was at a 63.7% positive response. Staff has been working to garner additional citizen feedback through the Community Watch meetings and coordinators. FayettevilleOutfront, a social media engagement tool, was launched in January and staff will incorporate additional surveying through this tool in February.
Determine traffic flow improvement strategies, partnering with outside agencies such as NCDOT and FAMPO	Dec. 2013	Staff coordinated a meeting with NCDOT and FAMPO to assess current traffic flow strategies and identified performance gaps. They worked to develop future strategies to improve traffic flow. Work group will continue to meet monthly.

Report recommendations



Jan. 2014	<p>In partnership with NCDOT and FAMPO Traffic Services Division formulated recommendations and presented March 3, 2014.</p> <p><b>Strategies:</b> Dispatchers notifying motorists in an accident to move their vehicles from the roadway; NCDOT's SPOT with project to upgrade the Fayetteville Computerized Signal System; advocated for the next phase of the Outer Loop to Raeford Road; Monthly meetings with NCDOT to review and develop spot safety projects; Utilize Fayetteville Outfront to conduct periodic surveys about traffic flow.</p> <p>The City of Fayetteville operates and maintains a computerized traffic signal system that serves to improve the traffic flow in the City.</p> <p>213 traffic signals (184 NCDOT owned, 29 City Owned)</p> <p>22 Closed Circuit Surveillance Cameras (CCTVs)</p> <p>90 Miles of Fiber Optic Communication Cable.</p>
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# Goal 5: Sustainable Organizational Capacity





# The City of Fayetteville will have unity of purpose in its leadership and sustainable capacity within the organization.

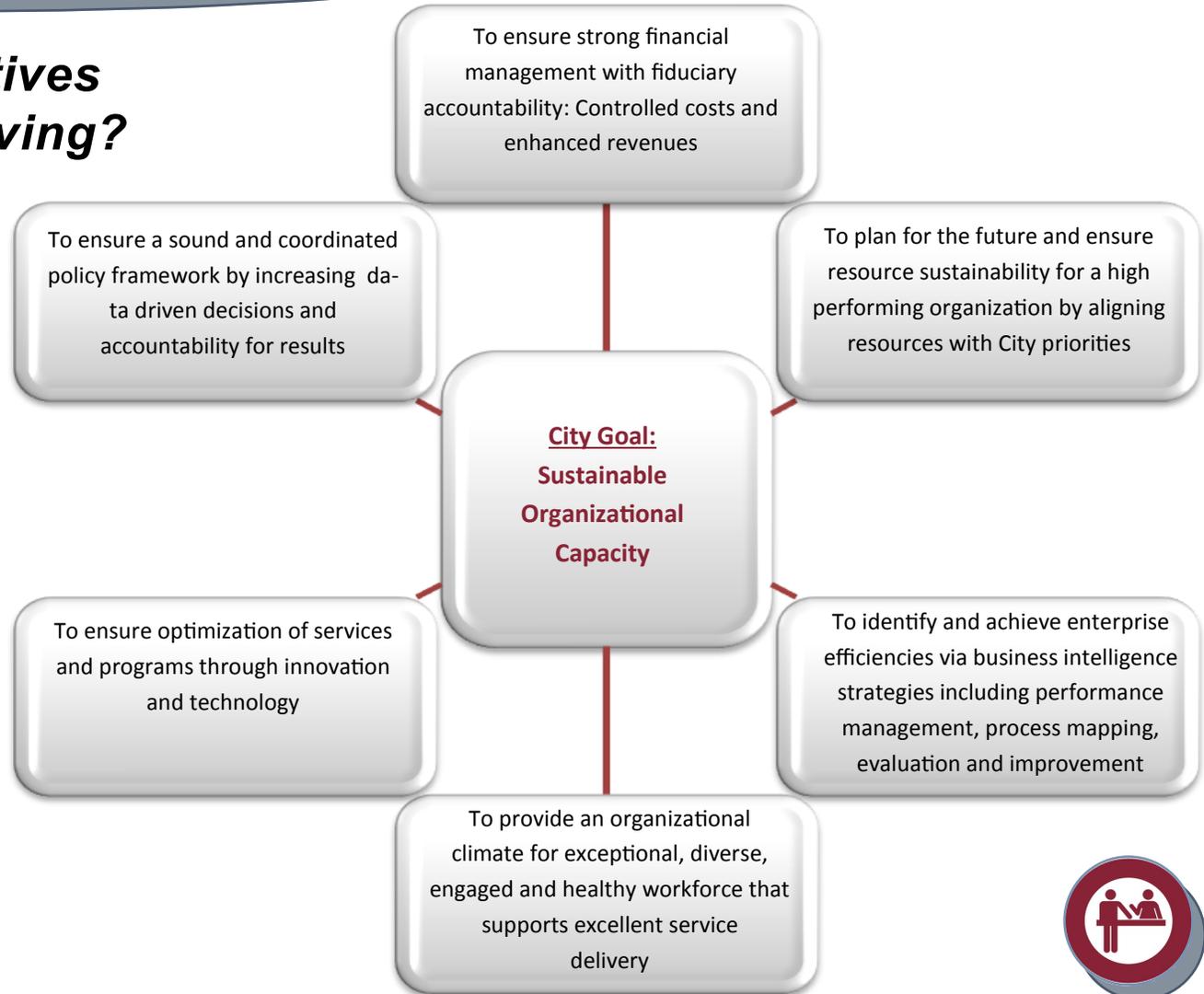
## What objectives are we achieving?

### Why is this important to me?

*We are deeply committed to delivering high quality services in an efficient manner.*

*Sustainability, stewardship, customer service and innovation are four priorities that drive policy and management decisions.*

*By ensuring results in this goal area, the City increases accountability, and rewards innovation and efficiency.*

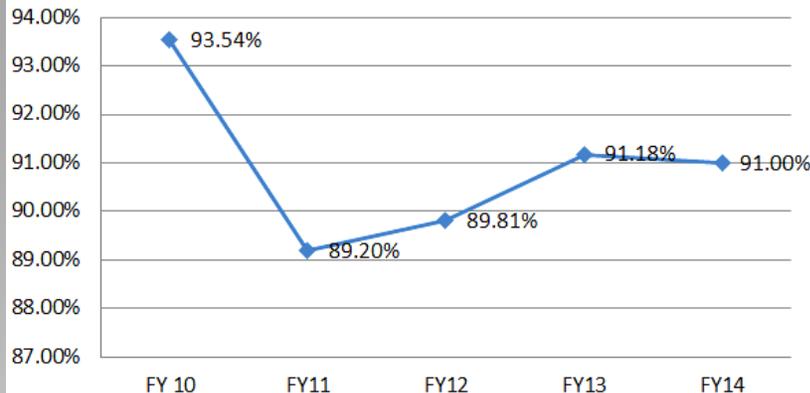


# Sustainable Organizational Capacity Performance Results

Programs	
City Administration	Recruitment
Strategic Initiatives	Retention/Employee Relations
Litigation	Compensation/Benefits
Legal Reviews, Advice & Opinions	Training and Development
City Council Support	Safety
Records Management	IT Policy, Planning and Administration
Financial Planning & Reporting	Business Intelligence, Innovation and Solutions
Accounting Operations	Network, Infrastructure and Workplace Management
Risk Management	Procurement and Asset Disposal

Measures	FY 2014
% of positive responses in customer survey for Business Intelligence, Innovation and Solutions	94%
# of network devices supported	1,122
% of system availability	99.78%
% of litigation resulting in a favorable disposition during the fiscal year of either a dismissal or a settlement	100%
Retention Rate	91%
# of applications received per year	13,310
# of positions filled per year	262
Average city-wide fill time (from posting date to new hire start date)	84 days
% change in annual health plan renewal cost	2%
% of employees that are satisfied with their pay**	28%
% of employees that feel performance is fairly evaluated and delivered in a timely manner**	71.3%
General Obligation bond ratings	AA+/Aa1
Days Away, Restricted or Transfer (DART Score)	5.6%
% of citizens very satisfied or satisfied with the overall quality of services provided by the City of Fayetteville*	60.1%
% of performance reports approved by City Council	100%
% of citizens that heard about the City's Strategic Plan*	19.5%
% of employees that understand how their job supports the City's mission and goals**	92.6%
*Biennial Citizen Survey 2013	
**Biennial Employee Survey 2013	

**Retention Rate**



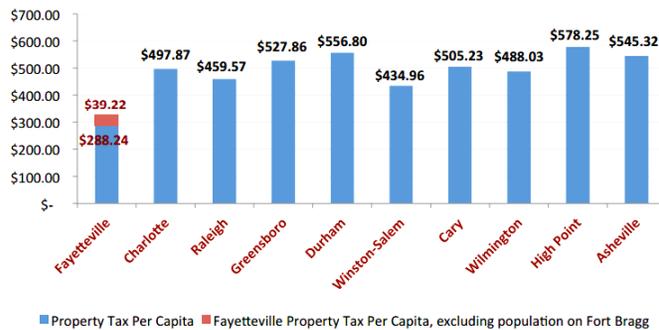
The retention rate was 91% which was slightly better than the 90% target (10% turnover rate). Of the employees who turned over, 21% were retirements, 20% were terminations or pending terminations who resigned, with the remainder leaving for voluntary/personal reasons.

# Sustainable Organizational Capacity Performance Results

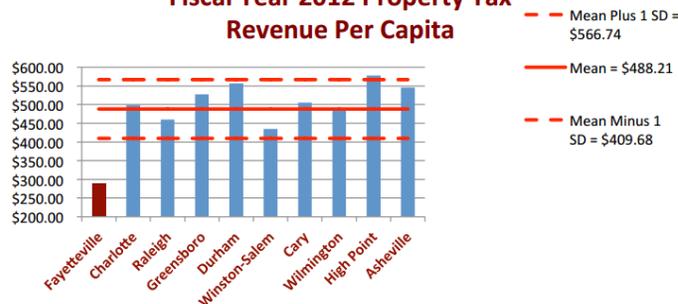
Fayetteville has a relatively low tax base when compared to the ten largest cities in North Carolina. We also do not have the industrial property that these cities have. Average home values in Fayetteville are lower than our peers. The net result is a low tax base overall, which when multiplied by a relatively low tax rate, results in an unusually low property tax revenue stream per capita.

Fayetteville's unusually low tax burden results in underfunded municipal services and a City Council that is challenged to direct resources to foster community change and meet the demands at the desired level. Much of the second half of FY 14 was dedicated to strategic planning and budget analysis: Understanding where we are as a community, where we want to be and how we plan to achieve success.

**FY2012 Property Tax Per Capita**



**Fiscal Year 2012 Property Tax Revenue Per Capita**



## Transition to Program Budgeting and Performance Measurement

In 2014, the City worked to transition into program budgeting and to develop an organizational performance management system. The objective was to complete the transition with the adoption of the City's 2015 budget. We began with a structured approach to ensure that the change was implemented smoothly and successfully to achieve lasting benefits. We prepared for the transition by assessing the organizational gaps, developing strategy and building the tools needed to transition into program budgeting and performance management. Communication and training plans were both essential to our success.

The City Manager's Office appointed **Goal Champions**. These organizational leaders develop goal teams to identify strategic initiatives, build action plans and track and evaluate organizational performance.

What's DAT? A Data Analytics Team was established to support data collection methods and develop protocol. The team will also recommend standards, benchmarks, and best practices to be used in the development of performance management metrics for purposes of uniformity in reporting. They will perform periodic audits of performance management metrics for completeness and accuracy.

### Quick Facts \$\$\$\$

The City's current General Obligation Bond Ratings:

- Standard & Poor's AA+
- Moody's Investor Services Aa1

The sale of over \$100 million in City revenue bonds was the first N.C. competitive revenue bond sales for a utility and received national attention for the sale.

During FY 2014, the Finance Department received Certificate of Achievement for Excellence in Financial Reporting from the GFOA for the FY13 CAFR and the annual audit was completed with no findings or questioned costs.

# Sustainable Organizational Capacity Performance Results

**The City of Fayetteville's Core Value Awards (CVA)** was developed as part of City Council's strategic plan initiative. The objective was to recognize and motivate excellence and high performance in service to our citizens. The CVA is designed to create a culture of recognition, increase employee engagement and reinforce behavior that exemplifies the City's Core values. This program is a result of the hard work and dedication of the employee recognition committee that is comprised of members from each of the City's departments, Senior Management and a City Council liaison. It is truly a program that was presented and implemented by the employees for the employees with support from every level of the organization. All employees are eligible for recognition and any City employee and member of the public can make a nomination.

Nominations can be completed online or by hand delivery in our drop boxes located throughout City facilities.

[http://www.cityoffayetteville.org/core\\_values\\_award/](http://www.cityoffayetteville.org/core_values_award/)



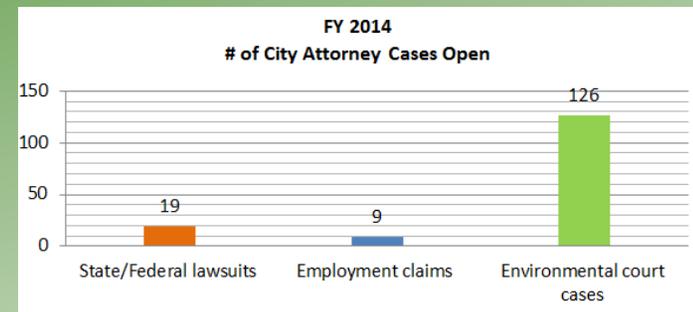
## **Information Technology 2014 Performance Analysis**

Positive customer survey responses as to the quality of service delivered were at 94%, well above targeted levels. While positive customer survey responses are above targeted levels, they are still slightly below the numbers reported by benchmark cities Durham, NC and Greensboro, NC. Durham reports a 96.88% overall positive response from its internal customers while Greensboro reports a figure of 98%. IT is participating in several customer service initiatives including focus groups with the Support Services Portfolio.

Percent system availability was also significantly above projected levels, coming in at almost 100%.

The number of devices attached to the network continues to expand and IT management will continue to monitor that expansion and plan for growth in human resources as needed.

Uptime percentages for Fayetteville run slightly ahead of those benchmark partners as Durham's reported uptime was 99.6% and Greensboro reports uptime at 98%.



The percent of closed litigation during the fiscal year resulting in a favorable disposition of either a dismissal or a settlement shows a trend of 100%, which is achieved through dedicated litigation support by in-house attorneys and outside counsel. Lack of in-house support could result in costly legal fees. Litigation is largely driven by outside factors, as litigation matters principally originate from claims and lawsuits filed by plaintiffs. However, the City does initiate civil cases as the plaintiff for those ordinance violations that are not resolved in environmental court. These are represented by in-house attorneys.

FY 2014 Strategic Targets For Action		Update
<b>City Council recognition of employees</b>		
Evaluate current employee environment: Review 2012 employee opinion survey and conduct focus group conversations using new technology.	Oct. 2013	Completed. City leadership evaluated the Employee Survey results and implemented focused communication and action plans. City Council attended employee picnic and honored retiring City employee with the Order of the Long Leaf Pine.
Develop options for employee recognition program, including options for Council participation.	Dec. 2013	Completed. Staff developed options for an Employee Recognition Program. Recommendation to establish a City Council liaison.
Report recommendations for Council consideration.	Jan. 2014	Core Value Awards (CVA) program developed and launched,. First awards to be presented in Jan. 2015.
<b>Study PWC efficiencies and consolidation opportunities</b>		
Complete initial evaluation of opportunities for consolidation and provide to Council for consideration.	Aug. 2013	Report completed and delivered.
Seek Council direction regarding scope of implementation study	Aug. 2013	Completed with the adoption of Council Resolution.
Initiate implementation study	Fall 2013	Completed. Stakeholder committee meetings underway, study underway.
Present proposed implementation plan for Phase 1 programs.	Spring 14	Completed.
<b>Identify efficiencies through IT to increase effectiveness</b>		
<p>Several large IT initiatives, supporting strategic alignment and improving delivery of services are currently underway.</p> <ul style="list-style-type: none"> <li>• Granicus –Improving agenda process &amp; citizen engagement</li> <li>• Cityworks—Enterprise-wide asset management system to share and easily access data, facilitate better communication, improves data integrity, and enhance productivity.</li> </ul>	<p>Report on progress</p> <p>Dec. 2013</p>	<ul style="list-style-type: none"> <li>• Completed. Implemented Legistar module improving agenda process &amp; civic engagement module. FayettevilleOutFront.com launched</li> <li>• Cityworks developed. Training for all staff completed. Launch in FY 2015</li> <li>• Geocoding for buses &amp; routing data for solid waste collection.</li> </ul>
<p>IT will continue to support efficiency assessments of City departments (six sigma model) and report on KPIs</p>	<p>Report</p> <p>Dec. 2013</p>	<p>Brown Paper mapping sessions to improve efficiencies: Call Center, Mail Room, Finance-Privilege License, Development Services – Privilege License</p> <p>Assessed and recommended process improvements for Environmental Services – Trash Collection.</p>
Refining Service Level Agreement and improving customer service delivery	Continu-ous	Ongoing.





# Goal 6: Citizen Engagement & Partnerships



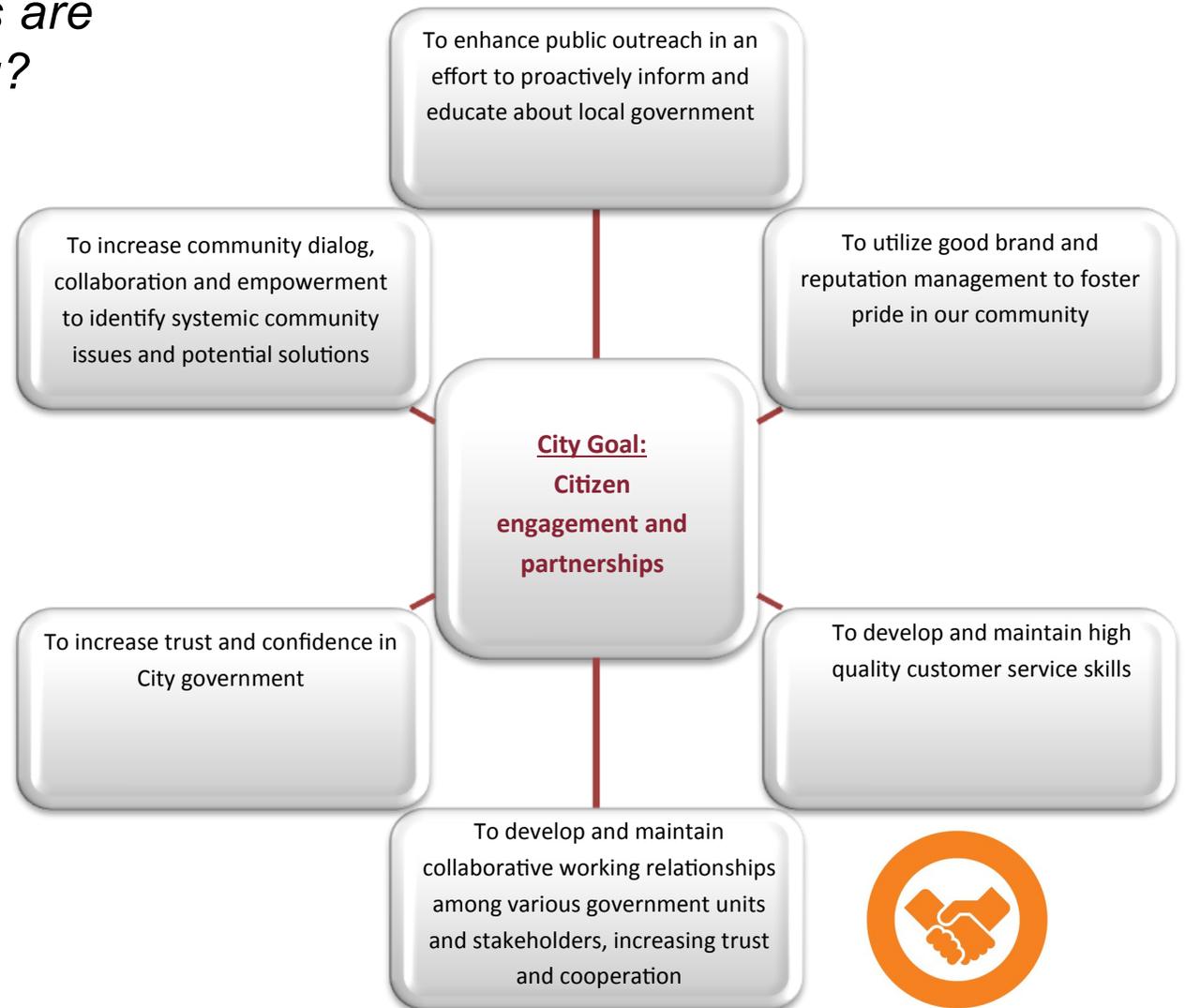
# The City of Fayetteville will develop and maintain strong community connections.

*What objectives are we achieving?*

## **Why is this important to me?**

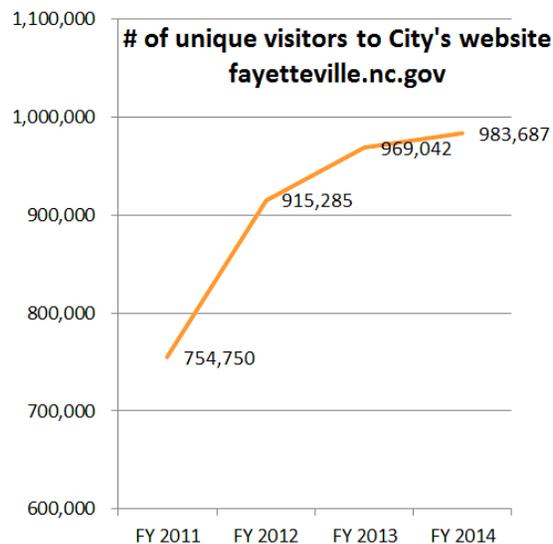
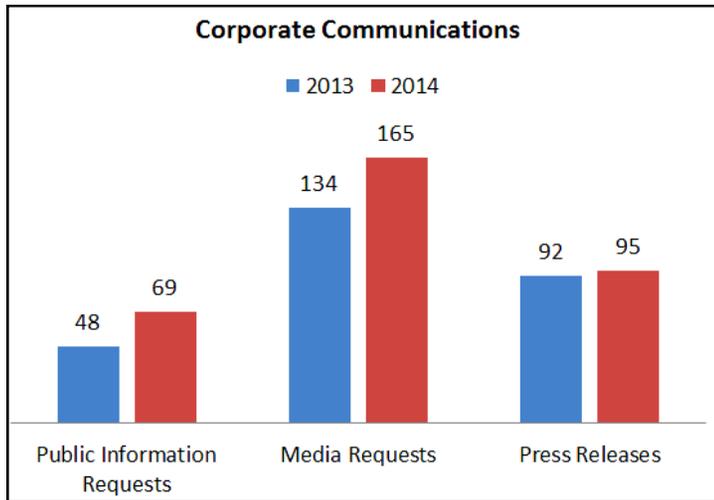
*The City of Fayetteville doesn't just hear—we listen! We know that citizens want to feel like part of an engaged community. Citizens value opportunities to participate in government and to be part of the decision-making process that shapes the plans for our future.*

*Your City is working to protect citizen interests, to ensure the City is part of the solution and a positive advocate. We are building greater community awareness, collaboration and empowerment.*



# Citizen Engagement and Partnership Performance Results

Programs	
Communications	Citizen Representation
Customer Call Center	Community Services
Auxiliary Services	Equity



Measures	FY 2014
% of citizens very satisfied or satisfied with the overall effectiveness of communication with the public*	51.2%
% of citizens very satisfied or satisfied with availability of information about City programs and services*	60.6%
% of citizens indicating they receive information about the City via Channel 7, a public access channel.* In July 2013, TWC Channel 7 transitioned and rebranded to FayTV7, a Government Access Channel run by the City of Fayetteville.	24%
# of FayTV7 on-demand Youtube views per year	16,662
# of Twitter followers	2,442
# of Fayetteville Outfront subscribers	259
# of Facebook likes	2,462
# of unique visitors to City's website fayetteville.nc.gov	983,687
% employees satisfied with communications within the City**	46.6%
% increase in phone audit score for Call Center (customer satisfaction rating)	10%
Total Human Relations outreach participants	1,160
% of Community Services program educational event participants indicating a very satisfied or satisfied on performance in areas trained.	85%
% of minutes prepared and presented for Council approval within one month	68%
% of meetings noticed at least 48 hours in advance	100%
# of boards and commission seats	173
% of vacant boards and commissions seats filled during semi-annual appointments	91%
% of citizens very satisfied or satisfied with the level of public involvement in local decisions*	51.2%
% of residents that rate the City as an excellent or good partner with its citizens	36.9%

\*Biennial Citizen Survey 2013 ; \*\*Biennial Employee Survey 2013



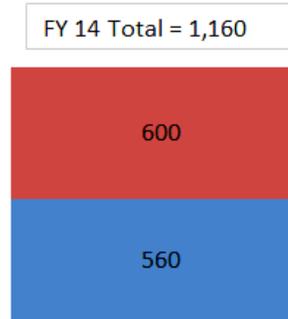
**Goal Accomplishments**

- Restructured the Corporate Communications Department
  - Rebranded Kaleidoscope into a new bimonthly Public Safety magazine show
  - Broadened social media reach
  - Improved media relationships
  - City Council inauguration & onboarding
- Public outreach and special events coverage including the Safe Streets Symposium, National Airborne Day, Dogwood and International Folk Festival, Rotary Christmas Parade, FireAntz & SwampDogs
- Managers' Messenger Weekly Report
  - Launched City LinkedIn company page
  - Branded new FAST buses
  - PIO coordination and comprehensive communications through 3 snowstorms
  - NCLM General Government Legislative Action Committee for policy development and advocacy goals overview
  - Established media briefs for Council, CMO and SMT
  - Martin Luther King Jr. Scholarship Award Program: Partnered with Cumberland Community Foundation to provide five \$1,000 scholarships.

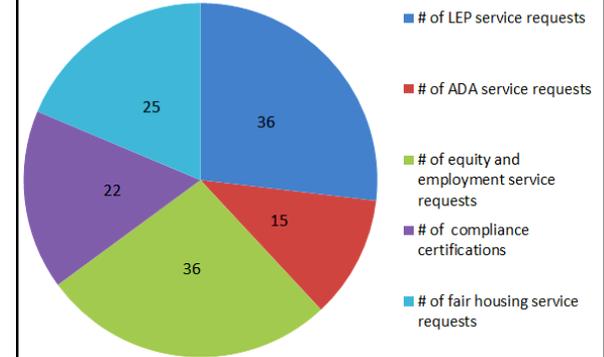


**Human Relations Outreach Participants**

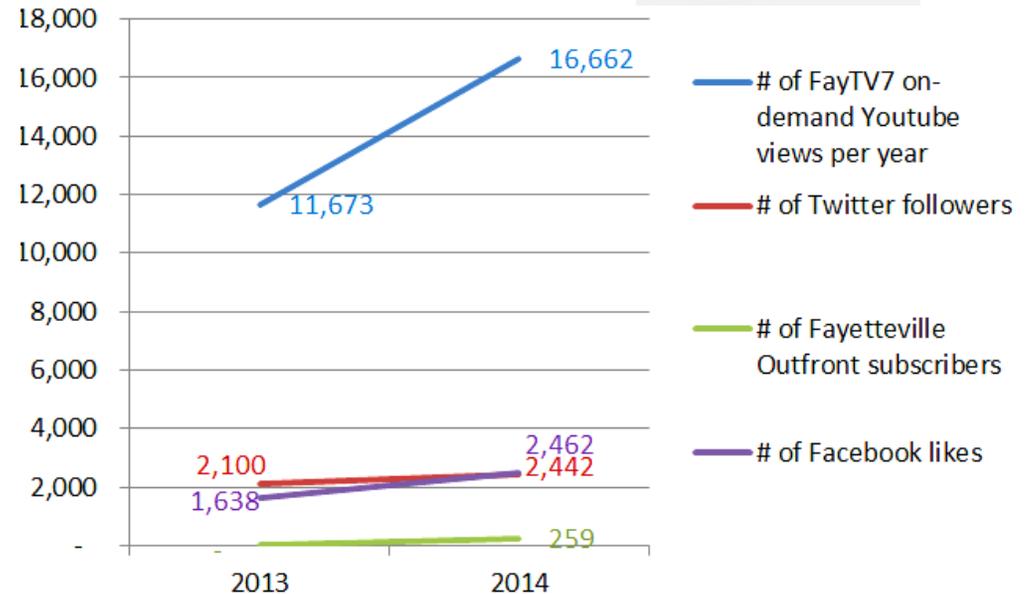
- # of community engagement participants
- # of educational participants



**Equity Program Services**



**Social Media Reach**



**FY 2014 Strategic Targets For Action** **Update**



**Develop and deliver ongoing coordinated information campaign**

Conduct focus group conversations which will inform the development an integrated communication campaign and citizen engagement program.

Dec. 2013

- Branded Fayetteville Outfront and launched Jan. 1, 2014
- Repurposed and launched communications liaison group to improve and leverage communications
- Expanded Facebook and Twitter.

Launch the City's first Government Access Channel and continue to build programming and content. Report on progress.



Jan. 2014

Launched FayTV7 and faytv7.com. Created station's branding and graphic identity. Developed policies and procedures manual.

Develop and report recommendations for communication plan to CMO and Council.

Jan. 2014

The communications plan draft was completed at the end of FY14. The plan will be finalized as a strategic initiative in FY15.



**Develop partnerships**

Develop a program for a diverse group of citizens in the city to identify systemic issues and work collaboratively to address them

Sept. 2013

Completed. Community conversation is the program that enables the City to work in partnership with citizens and organizations to identify issues and solutions which assist the Council in creating priorities and making decisions that will move the City forward with an inclusive and sustainable manner.



Some of the partnerships developed in the process include work with: Greater Fayetteville United, Fayetteville-Cumberland Ministerial Council, Fayetteville-Cumberland Council for People with Disabilities, Fayetteville State University, Fayetteville Technical Community College, Methodist University.

Establish a program and host "Community Conversations" citywide meetings

2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> Qrt.

Completed. Coordinated the initial City-wide conversation under the theme, "Working Together for Fayetteville's Success"

**Community Conversations**



- January 20, 2014- Initial conversation will bring together participants, broken down into small groups. Facilitated conversation by trained facilitators and note takers.
- Promoted Community Conversation kickoff event at the Crown through media campaign, FAYTV7 staff recorded for TV and encouraged residents to participate on Fayetteville OutFront.

Lead, engage and support community empowerment. Report KPIs.

Continuous

Continue Community Conversations. Engage City departments to identify community engagement intersections for collaboration and overall efficiency. Ongoing outreach through social media, Fayetteville OutFront, media releases, City website, FAYTV7 and Citizens' Academy.





City of  
**Fayetteville**  
North Carolina

# Leading with Vision

## City Council Members\*



**Anthony G. Chavonne**  
Mayor



**James William Arp, Jr.**  
Mayor Pro Tem,  
District 9



**Keith A. Bates, Sr.**  
District 1



**Kady-Ann Davy**  
District 2



**Robert A. Massey, Jr.**  
District 3



**D.J. Haire**  
District 4



**Robert Thomas Hurst, Jr.**  
District 5



**William J.L. Crisp**  
District 6



**Valencia A. Applewhite**  
District 7



**Wade R. Fowler, Jr.**  
District 8

\*The adopting Mayor and City Council Members of the FY 2014 Strategic Plan.

## Senior Management Team

**Theodore L. Voorhees**, City Manager  
**Karen McDonald**, City Attorney

**Kristoff Bauer**, Deputy City Manager  
**Rochelle Small-Toney**, Deputy City Manager

**Dwayne Campbell**, Chief Information Officer  
**Tracie Davis**, Corporate Communications Director  
**Jerry Dietzen**, Environmental Services Director  
**Michael Gibson**, Parks & Recreation Director  
**Craig Hampton**, Special Projects Director  
**Randy Hume**, Transit Director  
**Erica Hoggard**, Interim Human Resource Development Director  
**Benjamin Major**, Fire/Emergency Management Chief  
**Harold Medlock**, Police Chief  
**Pamela Megill**, City Clerk  
**Ron McElrath**, Human Relations Director  
**Rebecca Rogers Carter**, Strategic Initiatives Manager  
**Victor Sharpe**, Community Development Director  
**Scott Shuford**, Development Services Director  
**Lisa Smith**, Chief Financial Officer  
**Rusty Thompson**, Engineering & Infrastructure Director

This report is dedicated to the memory of Council Member Keith A. Bates in appreciation for his service to our country and our community. Mr. Bates was first elected to the City Council in 2005 as District 1 representative and was re-elected three more times, last serving during the 2011-2013 term. While on City Council, he served on the North Carolina League of Municipalities Board of Directors and the National League of Cities University Community Council and the Human Development Committee.

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City of  
*Fayetteville*  
North Carolina

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[www.faytv7.com](http://www.faytv7.com)  
[www.facebook.com/  
cityoffayettevillegovernment](http://www.facebook.com/cityoffayettevillegovernment)  
Twitter@CityOfFayNC

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