



**City Council
Strategic Planning Retreat
Report**

Feb 2 & 3, 2018

Prepared by:



Shepherd Johnson Consulting
Developing People, Growing Leaders
Fayetteville, NC

Introduction & Background

The City of Fayetteville, North Carolina, is a diverse community of approximately 208,000 residents, conveniently located near Interstate 95 (I-95), which is the main interstate highway (and oldest) on the East Coast, running along the Eastern Seaboard from Maine to Florida. Fayetteville is only eleven miles from Fort Bragg, the largest military installation in the world with over 50,000 active duty personnel. Committed to improving the quality of life for all of the people who reside here, the City provides a full-service, chartered municipality with a professionally managed municipal government. The Mayor and City Council, City Manager, and Senior Executive Team strive for excellence in providing great customer care to their residents and the businesses that have made Fayetteville their home. With the help of input from the residents and business partners, the City engages in annual Strategic Planning events to evaluate how well it is serving the community and how to make things better.

In 2017, Fayetteville was awarded for ***Excellence in Performance Management and Leadership*** by the International City and County Manager's Association (ICMA) for its data-driven management and reporting efforts that support the City's Strategic Plan. Fayetteville was also recognized in May 2017 as one of the **Top Ten High Performing Cities** in a national assessment survey launched by *Living Cities and Governing*, which measured participating cities' performance using an integrated, collaborative framework of seven essential elements that define high-performance government:

- | | |
|--------------------------------------|------------------------------------|
| 1. <i>Dynamically Planned</i> | 5. <i>Smartly Resourced</i> |
| 2. <i>Broadly Partnered</i> | 6. <i>Employee Engaged</i> |
| 3. <i>Resident-Involved</i> | 7. <i>Data Driven</i> |
| 4. <i>Race-Informed</i> | |

The City of Fayetteville is proud of its many awards and achievements, and its leaders have a strong desire to continue to build on that history of excellence in 2018 and beyond. Some of the many awards and achievements achieved in the last year included:

- *Distinguished Budget Presentation Award from the Government Finance Officers Association*
- *Fayetteville Regional Airport as first/only airport in North Carolina recognized by N.C. Green Travel*
- *#8 in US for well-managed finances by Fiscal Health Index compiled by California Policy Center*
- *Fayetteville-Cumberland Youth Council recognized as most diverse in N.C.*
- *Nationally Accredited Police & Fire Departments*
- *Recognized by NC City & County Communicators Organization (NC3C) for Hurricane Matthew Informational Campaign*
- *Emergency Dispatch Program Certified by International Academies of Emergency Dispatch*
- *Police Chief Gina Hawkins installed as the City's first African American Police Chief*
- *2017 Marvin Collins Award in Comprehensive Planning for the Cape Fear River Plan*
- *New \$35 million Minor League Baseball Stadium to host the Houston Astros Single A Advanced Team*

Shepherd Johnson Consulting was invited to support the strategic planning process and alignment through the planning and facilitation of two strategic planning retreats, one for the Senior Management Team in December of 2017, and other for the Mayor and City Council in February of 2018. This report documents the City Council strategic planning process, its results and recommendations developed in response.

Planning for the Future: The Process

Planning for the future always starts by taking an evaluative look at where things stand today. Therefore, strategic planning begins with a process of gathering feedback from all of the various Stakeholders of the City of Fayetteville. Listening to the voices of residents, businesses, city employees, and the Senior Management Team, provided the Mayor and City Council the input they needed as they came together at the annual Strategic Planning Retreat on Feb 2 & 3, 2018, to plot the course for FY2019.

The Retreat provided an opportunity for the Mayor and City Council to lay the framework for the future. The elements of that framework included:

- Review and discussion of the existing statements of the municipal government's vision, mission, and core values
- An examination of the current operational environment and identification of external forces and trends that impact the City's ability to perform up to resident expectations
- Assessment of the city organization's strengths, weaknesses, opportunities and threats (SWOT analysis)
- Review of the City's six strategic goals and aligned objectives and identifying areas of lower performance (GAP Analysis)
- City Council recommendations and discussion of new FY2019 Targets for Action and the prioritization of those proposed actions

As this was a newly elected Mayor and City Council, the retreat provided an opportunity to for new members to get to know each other better and to build their team-skills in communication and team decision making. As part of the preliminary retreat activities, the Mayor, Council Members, City Attorney, City Manager and Assistant City Managers, participated in a Personality and Decision making workshop using the Myers-Briggs Type Indicator Personality Type Assessment to provide insight into the different, individual personalities on the team and how each personality approached decision making and problem solving. They were also provided an MBTI Team Dynamics Report that revealed the overall "team type" and how that team type would affect interpersonal communications and group dynamics.

Myers-Briggs Type Indicator (MBTI) Personality Type Decision Making and Team Dynamics

Learning about different personality types can be useful when trying to improve communication and understanding between people. Having the ability to understand different personality types is an especially useful skill for individuals who serve on an appointed or elected team, such as a City Council, that must work together effectively to make decisions that impact large number of people.

A well-functioning team can accomplish more than a group of individuals working independently. Because the individuals on a team bring differing perspectives into the problem-solving or decision-making process, the solutions and decisions made by the team can be far more successful than if they were made by one individual. However, team decisions can be challenging. Team members have to learn how to listen and communicate with people who may be very different from themselves. Understanding the different personalities on the team can help team members work through conflict, sort out misunderstandings, and make team decisions. At the retreat, the participants were provided two MBTI reports:

1. Myers-Briggs Type Indicator Decision-Making Style Report
2. Myers-Briggs Type Indicator Team Report

The MBTI Team Report provided analysis of the team that includes the Mayor, City Council Members, Assistant City Managers, and City Attorney. It also identified the Team's Personality Report (as a whole) as **ESTP (Extraversion--Sensing--Thinking--Perceiving)**. The team type was derived by calculating the number of team members with each preference. ESTP teams are good at troubleshooting. They are typically full of energy and ready to jump in and deal with whatever the situation may arise in order to resolve the problem. They enjoy taking risks to achieve team goals, and are willing to work around obstacles and doing whatever is necessary to achieve them. Every team has strengths. They also have blind spots that may derail the team unless members consciously work around them. An ESTP team may rely on quick-fix solutions that don't address the underlying problem or may jump into action prematurely. Or they can become distracted on the next interesting problem and fail to follow through on things they have already started. Therefore, it would be wise for this team to take time to carefully analyze issues to ensure that the team's proposed solutions address the underlying causes and not just the symptoms.

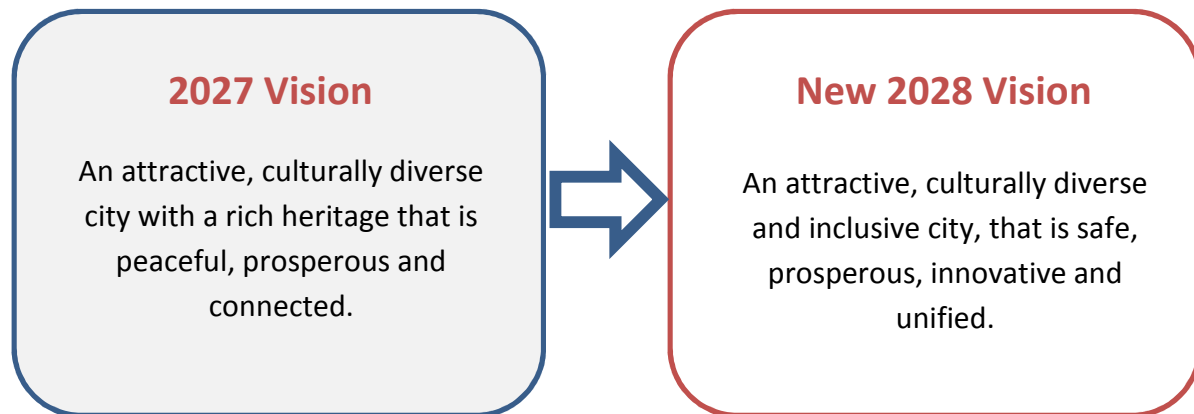
Fayetteville City Council Type Table

ISTJ <i>Karen McDonald Telly Whitfield</i>	ISFJ	INFJ	INTJ
ISTP	ISFP <i>Larry Wright</i>	INFP	INTP <i>Kristoff Bauer Tisha Waddell</i>
ESTP <i>Kathy Jensen</i>	ESFP	ENFP <i>Tyrone Williams</i>	ENTP <i>Mitch Colvin Doug Hewett Jim Arp</i>
ESTJ <i>Johnny Dawkins Ted Mohn D. J. Haire</i>	ESFJ <i>Jay Reinstein</i>	ENFJ <i>William Crisp</i>	ENTJ

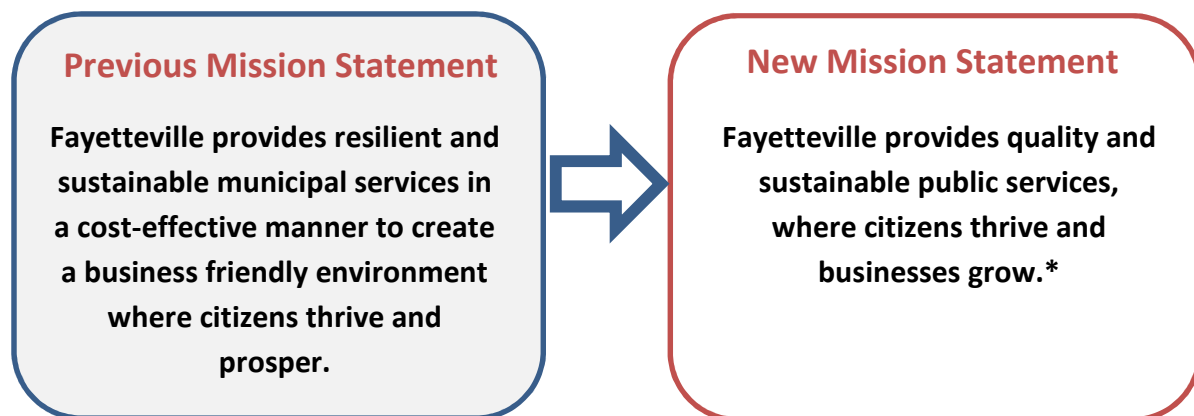
Vision, Mission and Values

After the MBTI Personality Type workshop, the participants reviewed and discussed the existing City of Fayetteville statements of Vision, Mission, and Values to determine if the statements needed to be revised in any way in order to best capture the sentiments of the people.

The organization's **Vision** is aspirational in nature and defines where the organization is going and what it wants to achieve. It paints a picture of the desired future state of the community. The Mayor and City Council decided to revise the Vision statement to reflect a more desirable, inclusive future state.



A **Mission Statement** describes the organization's purpose and defines why the organization exists, and its relationship to its customers. The participants reviewed and discussed the existing mission statement and decided to make the following changes:



**Council did not reach consensus on this, so the CMO will come back with a suggestion for shaping it further, after which the Council will finalize.*

An organization's **Core Values** are the fundamental principles that guide how members of the organization will conduct themselves while carrying out the **Mission** in pursuit of the **Vision**. Together, they provide the framework for decision making and taking action. The Mayor and City Council reviewed and confirmed the existing set of values as shown below:

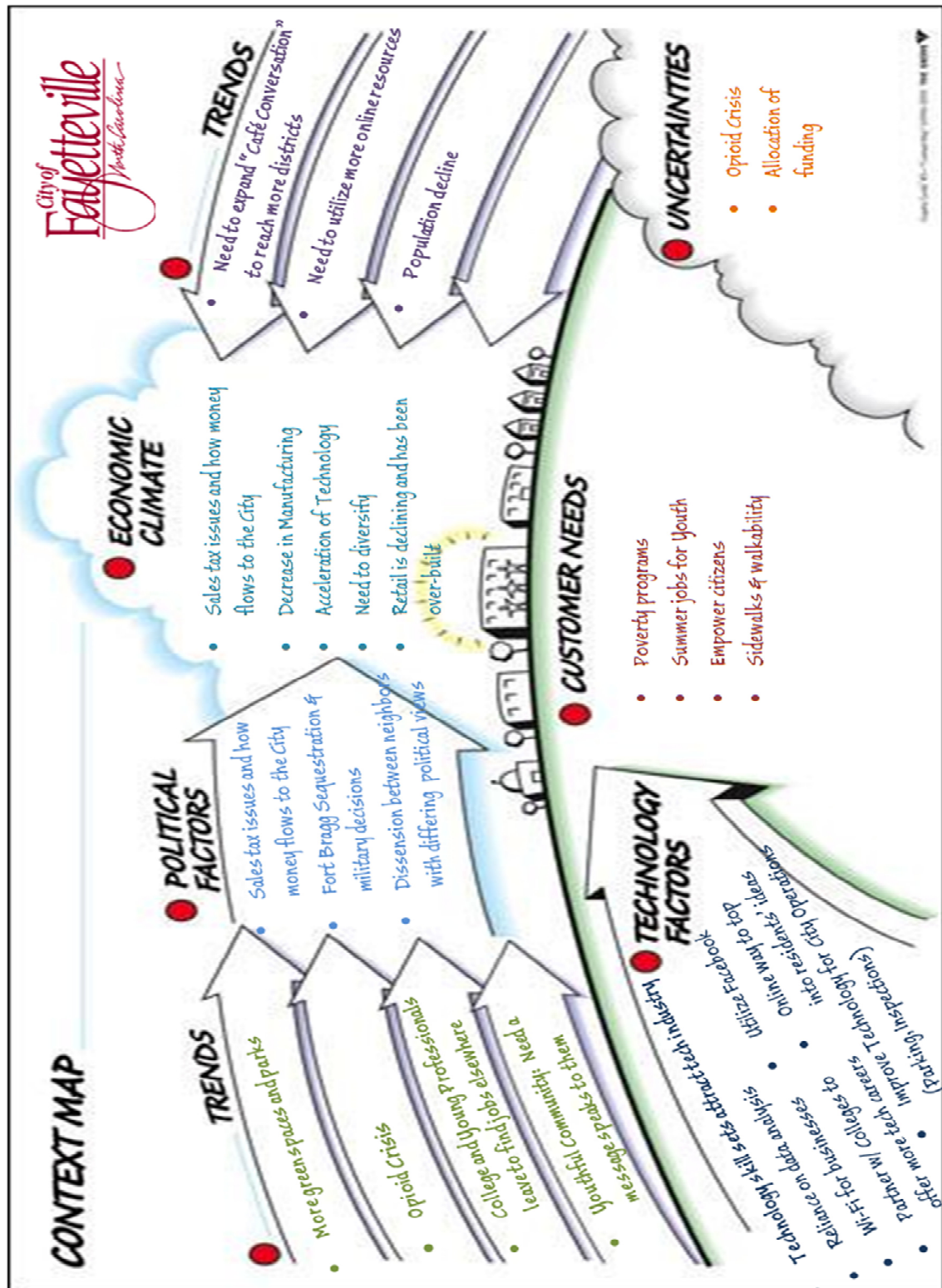


Environmental Scan/Context Map

Before plotting a course for the future, it is good to start out by first developing a clear understanding of the present environment. The Mayor and City Council participated in a structured exercise to describe current conditions impacting the City of Fayetteville's ability to deliver services to their residents. This exercise focused the thinking of the participants on the following aspects of the current operational environment:

- *Societal and organizational trends*
- *Political factors*
- *Economic climate*
- *Citizen needs*
- *Technology factors*
- *Uncertainties*

Participants were provided feedback and data from multiple sources, such as: *Fayetteville Community Snapshot*, *Fayetteville 24/7 brochure*, *2018 Café Conversation Report*, *2016 Resident Survey*, and the *2017 Social Capital Survey Report*. These sources were reviewed and discussed to analyze the social factors shaping the community. Also, Guest speaker, Ted Abernathy, an Economic Strategist, provided insight into economic trends that will most likely impact Fayetteville. The result of the environmental scan activity is shown in the graphic context map on the following page.





SWOT Analysis

A SWOT analysis is a strategic planning tool that was used by our participants to critically and constructively consider the attributes of the city government organization. Whereas the Environmental

Scan focused more on the external conditions affecting the City government, the SWOT focused more internally. SWOT is an acronym used to evaluate the City's Strengths, Weaknesses, Opportunities, and Threats. Together, the Mayor and City Council answered the following questions:

- *What are our Strengths? What is going well? What positive results have we been experiencing? What do we have going for us? What behaviors are positively influencing our organization?*
- *What are our Weaknesses? Where is our performance less than we want? What areas need attention and resources? What behaviors are negatively affecting our organization?*
- *What Opportunities do we have before us? What are the positive external factors that we should take advantage of at this time? What relationships should we build in order to improve our future?*
- *What Threats are we facing as an organization or community? What are the things that need to be resourced before something negative happens and the organization or the community?*

As part of the SWOT analysis, participants were provided feedback and data to provide a context for completing the analysis. Feedback was shared from the Employee Survey, Employee Focus Groups, and the Senior Management Team Retreat. Presentations were made by the directors of Budget and Finance in order to provide an up-to-date report on the City's finances and financial forecast. The SWOT matrix on the following page shows the answers provided by the Mayor and City Council.

Strengths	Weaknesses
• Diversity • Financial stability – bond ratings • Qualified workforce • Open-mindedness for future growth • Crisis management	• Priority projects not funded or moving forward • Resistance to change • Political grid-lock (Council) • Need more upward mobility • Budget pressure
Opportunities	Threats
• PWC fiber • Solar energy • New NC gas line • I-295 • New baseball stadium • Parks & Rec bond • Performing Arts Center • Tax cuts to corporations	• Financial uncertainty • Fort Bragg decisions • Lack of coordinated vision • Economic inclusion • County changing formula for sales tax • Utility tax rate change • Bus passenger safety due to behavior problems of unruly passengers

Strategic Goals and Objectives

The next area of focus for the Retreat participants was that of reviewing the strategic goals and objectives. The City of Fayetteville has six strategic goals that provide the framework for measuring performance and the City's success in moving closer toward the Vision defined in the Strategic Plan.



The following is a list of the goals and the objectives for FY2018. Only one minor change is recommended for FY2019, which is to add the word "poverty" to Objective 4.6.

Goal 1:

- **Objective 1.1:** 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
- **Objective 1.2:** To ensure traffic safety by striving to reduce preventable vehicle accidents and traffic related fatalities and injuries
- **Objective 1.3:** To ensure disaster readiness and to increase disaster recovery and resiliency through effective preparation and interagency collaboration
- **Objective 1.4:** To ensure high survivability rate and improve dollar loss ratios for fire, medical, hazardous incidents and other emergencies

GOAL 2: Diverse and Viable Economy

- **Objective 2.1:** To sustain a favorable development climate through continual improvement of internal process and by providing redevelopment tools to encourage business growth
- **Objective 2.2:** To implement strategies that diversify the city's tax base and increase the industrial and commercial tax bases
- **Objective 2.3:** To leverage partnerships for job creation and retention, with focus on local and regional workforce and increasing per capita income
- **Objective 2.4:** To invest in community places, revitalizing downtown as a focal point and building opportunities to leverage the Cape Fear River

GOAL 3: High Quality-Built Environment

- **Objective 3.1:** 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 increasing occupancy of vacant retail and office space
- **Objective 3.2:** 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
- **Objective 3.3:** To revitalize neighborhoods with effective zoning, code enforcement, and violations abatement
- **Objective 3.4:** To develop and maintain city street and storm water systems to an established target level of effectiveness and quality improving connectivity
- **Objective 3.5:** To develop and sustain access to connectivity that increases our smart city capacity

GOAL 4: Desirable Place to Live, Work and Recreate

- **Objective 4.1:** To enhance recreation, leisure and cultural opportunities for all to thrive that reflects diversity
- **Objective 4.2:** To provide for a clean and beautiful community with increased green spaces
- **Objective 4.3:** To improve mobility and connectivity by investing in traffic flow strategies, sidewalks, trails and bike lanes
- **Objective 4.4:** To develop and maintain public transportation investments with high quality transit and airport services
- **Objective 4.5:** To provide high quality affordable housing that revitalizes neighborhoods
- **Objective 4.6:** To reduce poverty and homelessness

GOAL 5: Sustainable Organizational Capacity

- **Objective 5.1:** To ensure strong financial management with fiduciary accountability and plan for the future resource sustainability by aligning resources with City priorities
- **Objective 5.2:** To promote an organizational climate that fosters an exceptional, diverse, engaged and healthy workforce that delivers excellent services
- **Objective 5.3:** 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 6: Citizen Engagement & Partnerships

- **Objective 6.1:** To inform and educate about local government by enhancing public outreach and increasing community dialog, collaboration and empowerment
- **Objective 6.2:** To increase trust and confidence in City government through high quality customer service
- **Objective 6.3:** To expand collaborative relationships between government units, the local military and stakeholders.

Gap Analysis of Organizational Goal Performance

After reviewing the six strategic goals, participants were asked to rate each goal according to organizational performance, using an electronic polling device. Here are the results of that poll:

GOAL	Exceeds Performance	Meets Performance	Below Performance	<i>Goals with Lowest Performance</i>
1	10%	70%	20%	
2	0%	30%	70%	<i>Low Performance</i>
3	0%	20%	80%	<i>Low Performance</i>
4	20%	60%	20%	
5	0%	90%	10%	
6	0%	80%	20%	

Based on the polling of the Mayor and City Council members, Goal 3 (High Quality-Built Environment) and Goal 2 (Diverse and Viable Economy) are the lowest areas of organizational performance and therefore could benefit from additional focus in FY2019 in the way of new Targets for Action.

Targets for Action

The next step in the process was to review the current Targets of Action in 2018 to ensure an understanding by the group of which TFA's were completed, stopped, or in-progress. Because several of the current TFA's are multi-year projects, it was important to know which ones would be carried into FY2019 and required funding and resources. Here is a list of the TFA's that will be carried forward into the next fiscal year:

Current TFA/Projects (Listed by Goal), continuing as Council strategic priorities in FY2019:

Goal	TFA/Project Name
1	- Hurricane Mathew recovery continues with a focus on CDBG DR and HMPG - Complete study for Joint 911 Center and seek Council approval - Expand Corridor Cameras
2	- Project Homerun Development - Execute approved plan to redevelop Centre City Business Park - Policy Direction for Murchison Road and Corridor redevelopment - Develop a targeted tax incentives policy
3	- Develop comprehensive review of broadband capabilities in city to leverage City's fiber assets to improve speed, liability and coverage - Review changes to UDO - Complete Comprehensive Plan
4	- Complete Parks and Recreation Capital bond projects; FY19 to focus on addressing locations of facilities - Airport Terminal Renovations
5	<i>All completed</i>
6	- Complete City Hall renovation - Rebrand City with community stakeholders

After the participants had reviewed, discussed and affirmed the projects that would be carried forward to the next fiscal year, the Mayor and City Council turned their attention to discussing and making recommendations for new Targets for Action for FY2019.

The Mayor and City Council were provided the opportunity to recommend three new Targets for Action. They completed TFA Recommendation Cards that assisted in defining the project and what Goal and Objective it would be supporting, as well as identified what "type" of action it would require. Then each participant presented their recommendations before the rest of the Council and the other members were given the opportunity to ask clarifying questions to ensure the group understood each project and what the positive outcome would be. After presenting their recommendations, the TFA Cards were posted in the front of the room under signs marking their associated Goal, allowing participants to see a visual display of how many new TFA's were being recommended for each Goal.

The next step in the process required participants to narrow down the 30+ list of new TFA's down to short, manageable list that could be realistically added to the FY2019 Strategic Plan. To accomplish this, each participant was asked to use stickers (dots) to select their individual five TFA's from all of the ones recommended, that they would like to see move forward. Once their selections were completed, the group had a clear visual of which TFA's had the most Council support because those TFA's had the most stickers (representing participant votes) on them. Those TFA cards with the most support were moved to a different chart, where participants could then begin to discuss and refine their selections. This process resulted in five new strategic TFA's for FY2019.

New FY19 Targets for Action:

	Goal	Target for Action
1.	Goal 1	Develop a unified street lighting plan
2.	Goal 2	Develop an internship program
3.	Goal 3	Develop MSD options for concentrated retail areas
4.	Goal 5	Analyze and consider outsourcing of solid waste collection services
5.	Goal 6	Develop options for a young adult engagement program

Next Steps in the Strategic Planning Process

After the retreat, the City staff will work to clearly define what "success" looks like for each TFA, so that the organization can track and measure the organization's performance. Each TFA will be assigned a Project Lead who will be responsible for managing, tracking, and reporting back to the Mayor and Council on the progress of TFA, through the use of TRACTStat, the City's performance tracking program. The Office of Strategic Performance Analytics will guide the tracking of all organizational performance and reporting throughout the year, so that City leaders can stay up-to-date on how projects are progressing.

Because the Strategic Plan is linked to the Annual Budget, there will be further discussions with the Mayor and City Council in late spring, to discuss the new Action Plan and the relative cost involved, before adopting the new FY19 Budget that will begin July 1, 2018.