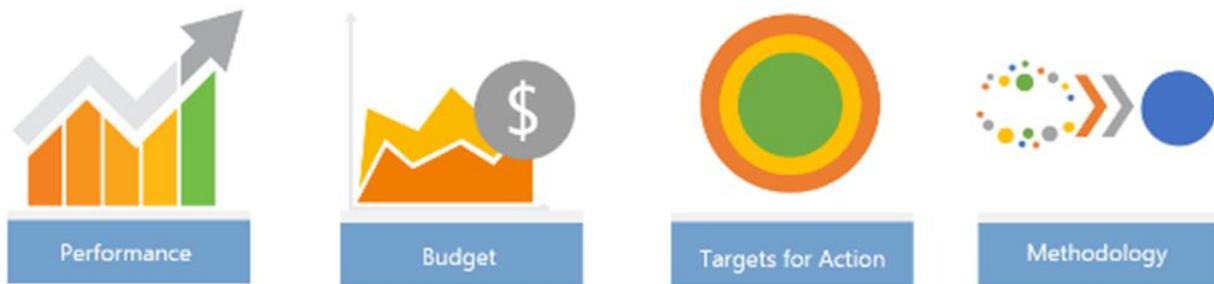




The City of Fayetteville’s organizational performance management process includes a robust strategic planning process aligned to resourcing and performance results, an annual performance measurement integrity audit, citywide data management standards issued by a cross functional Data Analytics Team and approved by the City Manager, Goal team performance review meetings, quality improvement methodologies and annual training programs.

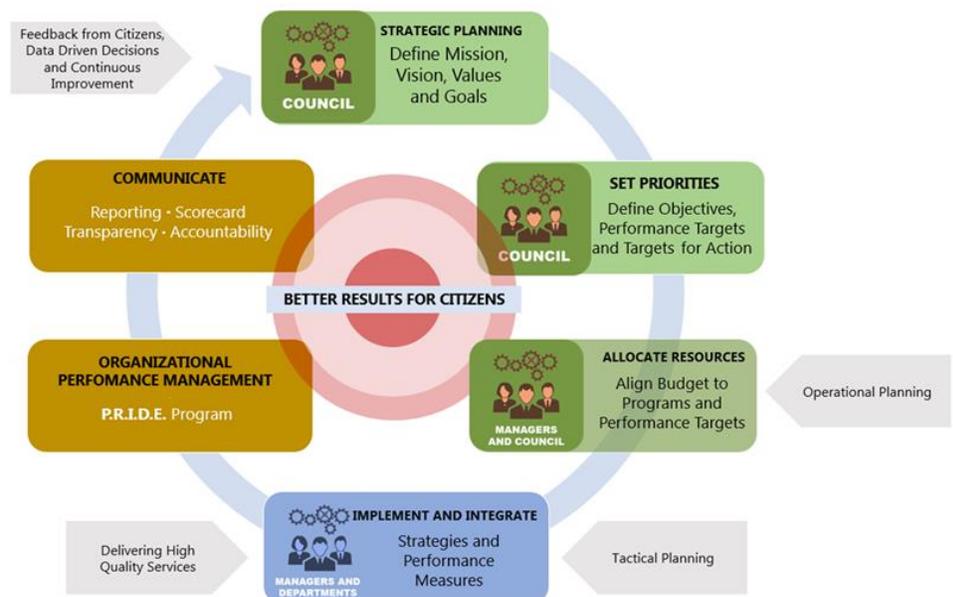
Welcome to TRACStat! Transparent Reporting and Analytics for Citizens

Questions or comments? Please contact us at
tracstat@ci.fay.nc.us



The City of Fayetteville, in its efforts to perform at a high level of efficiency and to provide quality programs and services to its citizens, has developed its own organizational performance management system which is referred to as TRACStat. TRAC is an acronym for Transparent Reporting & Analytics for Citizens. Stat was added as a reference to the CompStat and CityStat models employed by municipalities around the country used to measure and manage organizational performance. TRACStat is built on a hybrid online analytical processing business intelligence platform provided by Board International. The application is built with two distinct environments; an internal environment for staff data entry and analysis and an external environment to display performance results to the public.

Multiple national and international studies have shown that a common key characteristic of high performing organizations is their commitment to organizational strategic planning, performance management and the existence of robust organizational performance management systems. Quality frameworks such as the Baldrige Quality framework and ISO 9001 include organizational performance management as key elements of their structures.



The internal environment allows the City to collect actual performance data from all departments on a schedule that aligns with the creation of the data. For example, measurement data that is generated on a monthly basis can be collected and reported on a monthly basis. Data that is generated less frequently is scheduled for quarterly or annual update. In addition to performance measurement data, the system also allows end users to enter context for this data such as explanations for why a particular measure is important or why a measure is trending in a particular direction. Historical data is also maintained in the system so that end users can see trends in their performance measures and take action as appropriate based on those trends.



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

The external facing portal of TRACStat provides citizens and elected officials with varying levels of detail on the City's organizational performance. Citizens are first presented with a high level look at how well the City is meeting its strategic goals. This data is presented both numerically and visually via a red, amber, green (RAG) color scheme. Key performance measures were chosen in a collaborative effort with citizens through Café Conversations engagement events, where citizens were asked to brainstorm and prioritize what measures were most important to include in each goal area. Users may click through this initial presentation to access detailed data on the individual measures that are aligned to each strategic goal. Percentage achievement for each goal area is a weighted average of the collective achievements of each of the measures assigned to the goals. End users may also view trending for goals, programs, and measures and can see budget data presented side-by-side with performance data so as to be able to see a measure of return on investment (ROI) for budget dollars.



Future development for TRACStat includes further enhancements to the data visualization features of the external portal, development of departmental dashboards for the internal portal to enhance management decisions and business intelligence, and automation of data collection for performance measure data. Continuing refinement of objectives and measures will occur as will continued training in business intelligence and data analytics capabilities of the application for end users.