



# Fayetteville, North Carolina

(Population 208,000)

Located in south central North Carolina, Fayetteville is the county seat for Cumberland County. It is a warm and friendly place, a place where life is not complicated, and a place where the welcome mat is always out. In many ways, it is a small city that has retained its values but grown into a diverse metropolitan area. Over 40 nationalities (speaking more than 80 languages) call Fayetteville home. Residents love their community and those who leave often return to raise their families. With a rich history and many of the accoutrements of an urban area, Fayetteville is a great place to live and has been recognized as such. Among its many awards are being named an All-America City in 1985, 2001 and 2011. It was also named the Best City for Recent Grads in 2011 by the Daily Beast and in 2010 as the 18th Best-performing City (among 200 large metropolitan areas) by the Milken Institute. In 2009 the city was named one of the best places to retire by “Where to

Retire” magazine. The city is also well known for its community events such as the annual Dogwood, Dickens Holidays and International Folk Festivals

Fayetteville is a very patriotic town – in 2008, Time Magazine called it, “America’s Most Pro-Military Town – and many current and retired military personnel reside in the city. A large portion of Fort Bragg lies within the city’s boundaries and is the home to the U.S. Army Forces Command (FORSCOM), U.S. Army Reserve Command (USAREC), U.S. Army Special Operations Command (USASOC), the XVIII Airborne Corps headquarters and the 82nd Airborne. Founded in 1918 as Camp Bragg as an artillery training ground, the base covers 251 square miles and is the largest in number of personnel and one of the largest bases in size in the United States. In 2005 Pope Air Force Base was merged into Fort Bragg as Pope Army Airfield. It is a



major employer and a stabilizing influence in the local economy. As a result, Fayetteville does not suffer from the economic ups and downs that many other cities in the state and country are subject to. It is also home to the Airborne and Special Operations Museum and the North Carolina Veterans Park which opened in 2011.

Celebrating its 250th anniversary this year, Fayetteville's quality of life is excellent and the city has much to offer. Traffic is minimal and you can be anywhere in the city in 20 minutes. The only back-ups occur in the morning with employees trying to get to work in Fort Bragg. Outdoor activities (such as fishing, hunting and hiking) abound. The beach is an hour and a half to the east and the mountains are three hours in the other direction. The city's schools are strong and diverse. While the private schools are excellent, the public schools are also quite good and offer a "school of choice program" with programs ranging from traditional to year round, from technical, academic and classical to web. Housing prices are quite reasonable and the cost of living is relatively low (95 versus a national average of 100). The city provides excellent advanced education opportunities and is home to Fayetteville State University Methodist University and the Fayetteville Technical Community College. Methodist University, along with its academics, has a remarkable athletics program. Its men's golf team has won 10 NCAA Division III national golf championships since 1990 while the women's team has won 24 in the same period and the last 14 in a row. With the large military presence, several universities also have satellite campuses in Fayetteville. The local airport (owned and operated by the city) is excellent and fares are quite reasonable. If you want more, Raleigh is 58 miles to the northeast, Charlotte is 130 miles west, Washington, DC, is 320 miles northeast and Atlanta is 375 miles southeast.

What makes Fayetteville special, though, is its' people. They are hardworking, open and honest. They truly care about their community. They are welcoming and hope you will be their next City Manager.



## History

Fayetteville’s early European settlers came from Campbellton, Argyll and Bute in Scotland and built their homes on the Cape Fear River. The Revolutionary War brought conflict to the community as many of those of Scottish heritage remained loyal to Britain while others fought for independence. In 1783, the two settlements of Campbellton and Cross Creek merged into Fayetteville which was named after Revolutionary War hero Marquis de La Fayette. In 1789, North Carolina ratified the Constitution and chartered the University of North Carolina (the oldest state university in America) in Fayetteville.

The city has been subject to two disasters. The Great Fire of 1831 destroyed over 600 buildings and during the Civil War, General Sherman’s 60,000 man army passed through the area destroying the Confederate arsenal, local foundries and cotton factories. In both cases, the city quickly rebuilt and a number of the historic buildings found in the city today are the result.

After World War II, the area’s population exploded. For example, in the 1960s, it grew by 43%. The area school systems moved toward integration beginning in the early ‘60s and bussing brought about large-scale student integration in the 1970s. Civil rights marches and sit-ins, with students from Fayetteville State Teachers College at the forefront, led to the end of whites-only service at restaurants and segregated seating in theaters. Politics changed. African Americans and women gained office in significant numbers, from the late 1960s and on into the early ‘80s.

Recently, faced with a deteriorating downtown, the city has undertaken an important redevelopment effort and the result has been a startling transformation. Many older buildings have been restored and new ones constructed. The downtown is now characterized by cobblestone streets and attractive, often historic buildings.

## Demographics

As noted, Fayetteville’s population is quite diverse. Over 80 languages are spoken in the community by 40 nationalities. In 11% of the homes, a language other than English is spoken. Approximately 47% of the population is White, 41% African American, 3% Asian, and the remainder is composed of other races or two or more races. Hispanics (all races) make up about 10% of the population. Overall the city’s residents are relatively young. See Table I.

9.3% of the population over 25 years of age do not have a high school degree, 55.2% have a high school degree but no additional degree, 11% have an associate’s degree, 15.9% have Bachelors and 8% have a graduate or professional degree.

It should also be noted that the County’s population in 2010 was 319,431 and hence the City makes up approximately two thirds of the County’s total population.

Table I: Population Distribution by Age

Age Group	Percent
Under 5	8.2%
5 to 15	13.5%
15 to 25	19.3%
25 to 35	16.1%
35 to 45	12.3%
45 to 55	12.3%
55 to 65	8.9%
Over 65	9.4%
Median Age	34

Source: U.S. Census Bureau

Table II: Climate data for Fayetteville (1981-2010 normals)

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	52.5	56.4	64.3	73.4	80.4	87.4	93	88.3	82.7	73.6	65.1	55.6	72.50
Average Low °F	30.6	32.4	39.2	47.3	56.6	66.1	70.4	69.1	62.2	50.1	40.4	33.5	49.83
Precipitation in Inches	3.55	3.16	3.87	3.06	3.31	4.33	5.37	5.40	3.14	2.87	2.87	3.04	45.56
Snowfall in Inches	1.5	2.0	1.0	0	0	0	0	0	0	0	0.6	0.6	5.1

Source: NOAA

## Geography and Climate

The city covers 148 square miles and is located in the temperate Sandhills of North Carolina (that is, between the coastal plains and Piedmont of North Carolina). The area's sandy soil is evidence of a former coastline that existed approximately 20 million years ago. The city is built on the Cape Fear River, a 202 mile long river that originates in Haywood and empties into the Atlantic Ocean near Wilmington. Carver's Falls, the largest waterfall located between the coast and foot hills is also located in Fayetteville and measures at 150 feet wide and 2 stories tall.

Fayetteville experiences four seasons and the climate is characterized as humid subtropical. As can be seen in Table II (above), the weather is quite pleasant all year round.

## Commerce

Fayetteville is a service/retail oriented community due to the fact that much of its population is military with significant disposable income. While some of the city's original manufacturing has closed, a strong manufacturing and commercial presence remains with the Goodyear Tire Plant, DuPont Plant, and a Wal-Mart Distribution Center. Another positive is the city has just finished developing a 260 acre business park located two miles from the gate of Fort Bragg. The first occupant is the Partnership for Defense Innovation's Research and Development Laboratory and it offers great opportunities for businesses who wish to relocate to the area to support the defense

industry. The arrival of FORSCOM and USAREC offer significant potential for gains in the defense sector and continued growth in this area is expected in the future. Table III (on page 4) provides a list of the largest civilian employers in the city.

## The Government

Fayetteville's utilizes the council/manager form of government. The City Council is composed of the Mayor and nine Council Members. The Mayor runs at large and the Council Members each represent a geographic district. They all serve two year terms and stand for election at the same time. Elections are non-partisan and the next election is in 2013. Council members generally conduct themselves professionally and while they may disagree, it does not get personal. They tend to be fiscally conservative.

Overall, the city government is well run. It has an AA+ from Standard and Poors for general obligation bonds and an Aa2 from Moody's. The city staff is well regarded by the elected officials and has won a number of awards for programs and projects they have created and overseen. They are dedicated and serious about their work. They live the City's values as encapsulated by the acronym RESPECT which stands for Responsibility, Ethics, Stewardship, Professionalism, Entrepreneurial spirit, Commitment and Teamwork.

The city government provides all the services typically found in a local government as well as operating a transit system. Overall the government is divided

Table III: Principal Employers in Fayetteville

Employer	Employees
Cumberland County Board of Education	6,807
U.S. Department of Defense (civilians and contractors)	6,530
Cape Fear Valley Health System	4,990
Wal-Mart	3,018
Goodyear Tire and Rubber Company	2,540
Cumberland County Government	2,360
City of Fayetteville (City and PWC)	1,969
Fayetteville Technical Community College	1,200
State of North Carolina	1,198
Veterans Administration	1,187

Total	31,799
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Percentage of Total County Employment	26%
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Source: City of Fayetteville 2011 CAFR

into two entities. The first is the portion overseen directly by the City Council. It is composed of essentially everything except utilities and has 1500 full time employees. The largest single element is public safety with 844 full time employees. The second component of the city government is the Public Works Commission or PWC with 525 employees. It provides water, sewer and electric service to businesses and residents as well as some areas outside the city. The latter is overseen by a board appointed by the City Council.

Financially the City is strong although resources are very tight as is typical of most communities during these economic times. Although total assessed value has increased steadily from \$6.4 billion in 2002 to \$12.9 billion, the Council opted to lower the tax rate from .530 to .456. The annual operating budget for the city (excluding the PWC) is \$161.2 million and the PWC's budget is \$299.0 million.

## The Challenges

While Fayetteville is a wonderful place to live and work, there are challenges the growing city must face. The military presence and the

civilian Federal payroll associated with Fort Bragg has mitigated the impact of the recent economic downturn, however, resources remain tight. City employee wages have lagged behind comparable for local municipalities, but the gap is closing. The city has increased employee salaries from 2006 to present with a 2.5% raise in 2012 (2009/2010 salaries were frozen) and a comprehensive compensation study was recently completed. The salary increases have proven instrumental in minimizing the departure of newly trained and experienced employees for other jobs both locally and in the region. The city is seeking ways to reduce the burden of personnel cost through technology and efficiencies while simultaneously identifying an appropriate compensatory package for employees to retain the best and the brightest on staff. The situation is complicated by the fact that PWC employees have significantly higher salaries than other city employees.

Second, the Council has identified a need for performance metrics (e.g. a performance scorecard) to be introduced so it can measure and track performance of City services and staff with specific interest in customer satisfaction (citizen satisfaction).

Economic development is another challenge facing the community. While the downtown has improved significantly over the past decade, room remains for further improvements across the city. The implementation in 2011 of the new Unified Development Ordinance (UDO) brings significant and consistent zoning and aesthetic



requirements for new development in the city. Sidewalks in residential and commercial designs, “Green” ways, building setbacks, parking, building density and building types are now clearly and succinctly defined. While there was concern the UDO might inhibit development, it appears those concerns were unfounded.

A fourth challenge the city faces is the completion of a large annexation effort begun in 2005. Growing issues with zoning, building codes and density, septic issues and clean water were driving factors in the annexation process. The city, in cooperation with PWC, is engaged and on schedule to deliver water and sewer services to all. The 47,000 annexed residents on the west side of Fayetteville.

Still another challenge the city has dealt with is a perception among some that there was potential for racial profiling of drivers due to targeted police efforts. This community is an extremely diverse community with African Americans making up almost half of the residents. The statistics of traffic stops led some to believe that African American drivers were being stopped at a higher rate than other drivers. This issue was a very sensitive issue in Fayetteville over the course of the last 16 months. To resolve the perception, the City took extraordinary steps to ensure transparency and to establish processes and procedure to ensure that the police stops were constitutional and proportionate. The City hired the National Organization of Black Law Enforcement (NOBLE) to conduct an independent review and the findings were presented in February. NOBLE’s findings indicated there were some process changes needed, but no specific issues of inappropriate police work or conduct. The recommendations of NOBLE are being implemented and the City is completing the installation of video and audio devices on all patrol cars to provide a subjective means of assessing police officer and citizen behaviors during traffic stops.



Finally, North Carolina is not a home rule state so the state government has more influence in what happens in Fayetteville and other local governments than is typical in other states.

## The Ideal Candidate

More than anything else, the City is looking for someone of high integrity who will partner with its elected officials, be responsive and keep them well informed. The ideal candidate will work with the council to develop and implement a vision for the city. The manager will be open, honest and direct with the elected officials – someone they can trust to provide them with all the information as well as the individual's best professional advice. They are not looking for a yes person but rather someone who is strong and with whom they can work to take the city to the next level. They want to know that when they turn a matter over to the manager, it will be taken care and the results reported to the appropriate parties. The individual will have a passion for the city and always act in its best interests.

Outstanding communications skills (including listening) and the commitment to use them will be critical as the staff and the public must also be kept informed. The individual will understand the manager's role in the council/manager form of government and also understand how to encourage the elected officials to make policy and not be involved in the day-to-day operations. The ideal candidate will be energetic, creative and open to new paradigms and understand how to use technology to improve the quality and efficiency of city operations. The individual will be constantly analyzing operations, seeking for ways to improve them and not just asking why but also asking why not. To do so, the manager will be in the field, watching, communicating, reviewing, encouraging and supporting the staff. The individual will also be in the community as an ambassador constantly touting the city's strengths.

Outstanding customer service skills will be important to the manager and he/she will not accept anything less than the very best. The ideal candidate will be forward thinking and a leader, someone the staff and elected officials have faith in, someone who says what she/he will do and then does what he/she has said will be done. The manager will encourage initiative, mentor and seek diligently to develop all staff members to their maximum potential. The individual will also have high expectations and hold staff accountable. She/he will be personable, friendly and approachable with a good sense of humor. The ideal candidate will understand politics but not be involved in them.

In terms of experience, the manager will have a track record of achievement and should be strong in terms of strategic planning, financial management, budgeting and economic development. He/she will have a talent for developing outstanding relationships with other organizations such as the county, PWC and the military and work well with them in non-controversial way while also representing the city's interests. The individual will have an appreciation for the military and what it brings to the community. The manager will also be very comfortable out in the community as well as talking and working with the media. Transparency will not be just a catchy phrase but rather a way of life. The manager must be a deal maker, seeking ways to achieve win-win scenarios for the city and its partners.

The next manager will recognize the City's ongoing desire to overcome racially driven divides and pay attention to all parts of the City. She/he will be comfortable with and appreciate diversity. The individual will be sensitive to race and culture and will treat everyone equally. He/she will understand the importance of history, respect the past and use it as a foundation for moving forward. The individual will be empathic and understanding of the community and its residents. He/she will be charged with making the right decisions for the City regardless of any outside pressures.

The ideal candidate will have a minimum of seven years of progressively responsible experience in public or private sector management and at least two years as manager overseeing the efforts of at least 200 employees. A Bachelor degree from an accredited college or university, with a major in administration, management or a related field, is required. A Master degree is preferred.

## Compensation

The starting salary will be \$200,000+ based on experience and qualifications. Benefits are excellent.

## Confidentiality

Under North Carolina law, it is illegal to release candidate names. Consequently, all applications will be kept strictly confidential and no candidate's names will be released without the candidate's prior permission. The City Council is committed to a transparent process and will consider releasing the names of the finalists for the position but only with their permission.

## How to Apply

E-mail your resume to [Recruit27@cb-asso.com](mailto:Recruit27@cb-asso.com) by May 18th. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537.

## Schedule

Candidates will be screened between May 19th and June 19th. Interviews are anticipated to be held on June 29th and 30th with a selection made shortly thereafter.

## Other Important Information

The City is an Equal Opportunity Employer and strongly encourages minorities and women to apply. It is also a drug free workplace.

