

**AGENDA
CARRBORO BOARD OF ALDERMEN
BUDGET WORKSESSION
TUESDAY, FEBRUARY 1, 1994
7:30 P.M., TOWN HALL BOARD ROOM**

The Board of Aldermen will hold an informal budget worksession with the town staff to discuss town goals. The Board of Aldermen will consider identifying budget policy goals for the 1994-95 fiscal year.

BOARD OF ALDERMEN

AGENDA ITEM ABSTRACT

MEETING DATE: February 1, 1994

SUBJECT: Informal Budget Worksession/Board and Staff to Discuss Town Goals and Board to Identify Budget Policy Goals

DEPARTMENT: Administration	PUBLIC HEARING: YES ____ NO <u>x</u>
ATTACHMENTS: Departmental Goals and Reports for Quarter 2	FOR INFORMATION CONTACT: Robert Morgan, 968-7706

PURPOSE

The Mayor and Board of Aldermen set an action agenda each year identifying those projects it wishes the staff to work on during the year. The Board uses the annual retreat as the mechanism to put the action agenda together. This evening's worksession with the Town Manager and department heads is the first step of the retreat process to gather information about the state of the town.

SUMMARY

This evening's worksession provides the Board members an opportunity to ask department heads questions concerning their operations as well as their proposed projects for next year.

At the retreat the Town Manager will review with the Board the goals of his office as well as present an update of the five-year financial plan. As designated on the budget calendar, the Mayor and Board of Aldermen will also receive three options for consideration for the bottom line financial goal.

ANALYSIS

In preparation for this evening, each department head has been asked to prepare an assessment of his department and to identify short- and long-range goals and projects. This format is different than previous years but provides the Board with the same information as in past years but in a logical framework which ties projects back to community or organizational concerns. These departmental reports are attached for the Board's review. Also attached are the departmental quarterly reports for the second quarter of the current fiscal year.

This worksession will take place in the Board Room, but the Board members and the town staff will sit around a table to allow conversation. This session will also be televised.

Using the format of previous retreats, each Board member will be given an opportunity to ask each department head questions about the information that was provided to the Board. It is suggested that each Board member be given an opportunity ask two questions per turn until time or questions are exhausted.

The schedule for discussion will be as follows:

- . Recreation
- . Public Works
- . Administrative Services
- . Planning
- . Fire
- . Police

To end this worksession by 9:30 p.m., 20 minutes of discussion is allotted to each department.

RECOMMENDATION

The town administration recommends that the Mayor and Board of Aldermen review the attached information about the town departments and prepare questions for clarification or for additional information.

ACTION REQUESTED

To conduct a worksession to become familiar with individual department concerns and proposed projects.

THE TOWN'S MISSION STATEMENT

The Town of Carrboro's mission is to respond to the community's needs by protecting and enhancing life, property and the environment.

RECREATION AND PARKS
DEPARTMENT

GOALS
and
REPORT FOR QUARTER 2

RECREATION AND PARKS DEPARTMENT

I. Department Mission Statement

To serve the varied leisure services needs of the Town through the provision, with equal emphasis, on both a creative and diverse recreation program and attractive, safe public park system.

The Department and Commission long ago developed a philosophy which has served the department as a mission guide. For informational purposes, this philosophy is included below.

PHILOSOPHY

(adopted by Recreation and Parks Commission on March 6, 1978)

It is the philosophy of the Carrboro Recreation and Parks Commission that recreation should be fun, wholesome, and available to all the people of Carrboro and Southern Orange County. Furthermore, there should be present a proper balance between athletic, cultural and purely entertaining programs. In making such programs available it is felt that recreation will become a major impetus in the strengthening of unity in family ties and the entire community.

II. Community and Organization Assessment

Facilities

Availability - limitations and restrictions. There is difficulty/inability to meet programming demands due to a shortage of facilities.

A. Outdoor facilities

1. Ballfields

In Spring-experience a shortage of outdoor facilities (especially ballfields with lights.)

2. Picnic Shelters

Spring/Summer/Fall - heavy usage, some groups turned away.

3. Other

a. Development of the Town Commons area will affect some programs that currently utilize the Town Hall site.

B. Indoor facilities

1. Gyms

Winter-experience shortage of gym sites (especially gyms with adequate size for games.)

2. Other indoor program facilities

- a. Only one school has facility space available for our use during afternoon hours. This restricts afternoon programming somewhat, and may limit participation by children from other schools. Due to current discussion of expansion of the Carrboro School After School Program, even this space may be lost for the 1994-95 school year.
- b. Lack of available facilities on weekdays from 8am-3pm for non-seniors restricts daytime programming to such a degree that very few programs can be held during these hours.
- c. Facility limitations restrict number of participants. ex. Board Room - Lollipop Series for Preschoolers, Family Series, Fire Department - Kids Bingo. We have had to turn away participants to these special events. A larger space would be more accommodating and suitable for these activities.
- d. Sr. Center issue - The Carrboro Senior Center, administered by the Orange County Department on Aging is currently located in leased space within the ArtsCenter. Almost all Sr. Recreation programs offered by the department are held at this location. There are also two senior centers in Chapel Hill - one on Caldwell St. and one on Elliott Road, for a total of three in Southern Orange County. Upon construction of a new Southern Orange Human Services Complex in Chapel Hill in the next few years, the Department on Aging plans to combine the Caldwell St. and Carrboro sites and move to this new facility.

Recent discussions have included the possibility of merging these two sites prior to the availability of the new facility and eliminating the Carrboro Center. This will eliminate a daytime/downtown location for Senior programming and greatly reduce/eliminate the current level of senior programming in Carrboro if an alternate site is not found/built.

- e. The possible decision to make Carrboro Elementary School into a year round school could:
 - a. reduce facility availability.
 - b. increase need for "camp" programs during school breaks in the off season.
 - c. raise staffing concerns regarding availability of temporary staff during these off season breaks.

- d. increase demand for a wider variety of program schedules.
- f. The expansion of afterschool programming into the middle schools may impact facility availability in the early evening hours.

3. Office Space

- a. Space limitations in Athletic Specialist's office for personnel and equipment.
- b. Lack of space for any part time employees results in disruptions and overcrowding of full-time staff offices.
- c. The lack of office work and event preparation areas has caused and continues to cause multiple uses of inappropriate, non-designated work areas. i.e. hall, employee lounge, etc.
- d. Relocation of Carrboro Baptist may result in loss of church space currently utilized for Sr. Fitness.

4. Storage

- a. Storage/inventory of equipment and supplies is hindered because of limited space. The three separate storage areas at Town Hall require that some program equipment be in multiple locations.
- b. Limited storage space at Community Park for programming materials/equipment requires transportation of such items.

5. Meeting Space

- a. Town Hall Meeting Room space shortage is experienced during day and night hours..

C. Parking

- a. As Town Hall is used as a registration and programming site, parking is often a problem.

D. Scheduling

- a. Facility limitations, both indoor and outdoor, have resulted in interdepartmental scheduling conflicts/restrictions. ex. Having to relocate aerobics from its usual location during basketball season. Special Olympics softball, Egg Hunt and other events restrict regular league use.
- b. Schools cannot always approve facility use as far in advance as requested, particularly in regard to summer hours.

Equipment

- A. Phones: Phone system in the Recreation and Parks offices is frustrating at times and does not create an initial positive impression to the general public.
- B. Computers/Software Equipment:
 - 1. One computer per division hinders/delays/alters programming procedures. Delays output and responses to programming problems and needs.
 - 2. Manual registration and record keeping is time consuming and limits full range of data summary and utilization.
- C. Vehicles
 - 1. Vehicles are limited at times (availability, accessibility).
 - 2. Van (#19) is not accessible to persons with limited mobility or who utilize a wheelchair. This has restricted participation of some regular participants in any travel program.
 - 3. Appropriate vehicle (a truck or utility van) is not available to transport heavy and large program equipment.

Programs

- A. Diversification
 - 1. To offer well-balanced programs, the need for facilities, equipment, and funding becomes apparent. Program demands become difficult to consider with facility, equipment, funding obstacles.
 - 2. There has been drop in Special Population participation in programming. Contributing to the drop is increased community programming and increased educational programs (i.e. Daily Living Skills class, social skills class, etc. provided by other agencies).
 - 3. There is low participation among teens ages 11-15 in non-sports activities.

Budget/Staff

- 1. Budget restraints on program expansion and growth exist.
- 2. Budget restraints keep from hiring needed administrative assistance in front office.

3. Carr Court community center and a community library may or may not impact upon the department budget and staff.
4. New national health insurance plan/requirements may affect department's heavy utilization of part-time staff.
5. The opening of new middle and elementary schools may or may not provide additional facility space. If additional space does become available - additional rental hours and staff hours will be needed.
6. Inconsistent merit program and variances for hiring ranges causes morale problems and creates even more discrepancies in the pay plan.

III. Next Year Goals

- A. Goal: To meet current and growing limitations and restrictions in facility availability.
 1. Objective: Increase use and number of outdoor programming facilities.
 - a. project 1: Investigate the possible increased use of the Chapel Hill High School baseball and softball fields
 - b. project 2: To pursue the lighting of the Community Park Field #1.
 - c. project 3: Investigate the possible assistance (from the town) into the lighting of the Chapel Hill High School Baseball Field.
 - d. project 4: To investigate the availability of the new middle school ball field.
 - e. project 5: Obtain town commons development schedule and develop new program ideas for future program use of Common Site.
 - f. project 6: To develop list of current events using existing sites
 2. Objective: Increase use and available space of indoor programming and administration facilities.
 - a. project 1: To investigate availability of "new" middle school facility space and available hours.

- b. project 2: To investigate available space and hours in currently-used facilities.
- c. project 3: To study pros and cons of offering multiple programs (i.e., a Lollipop Show offered twice instead of once.)

3. Objective: Improve the efficiency of available office space

- a. project 1: Develop office work schedules and assignments that minimize overcrowding and disruption while increasing productivity.
- b. project 2: To evaluate potential design (layout) that may provide more space and/or reduce disruption.
- c. project 3: To investigate needed office, storage and other administrative footage.

4. Objective: Enhance the availability and method of storage of equipment and supplies.

- a. project 1: To improve inventory of existing equipment and supplies.
- b. project 2: To improve inventory system involving issuing and receiving items.
- c. project 3: To investigate alternative storage facilities; especially "out-of-season" storage. (i.e., rental storage space or additional park construction).

5. Objective: Improve the efficiency of available meeting space.

- a. project 1: To investigate the utilization of available space to conduct "joint" meetings (2 or more simultaneously).
- b. project 2: To evaluate meeting space needs.
- c. project 3: To recommend meeting space solutions.

B. Goal: To meet equipment demands that affect Administrative duties and responsibilities.

1. Objective: Improve and increase utilization of computer/software and other equipment to meet program and administration demands.

a. project 1: To investigate software that would enhance overall productivity or program and administration duties and demands.

b. project 2: To develop a better method to utilize the computer to store/retrieve program and participant information.

c. project 4: To obtain funding to purchase additional personal computer(s) and software as determined by program demands.

d. project 5: To create a computerized inventory system to improve our current monitoring/inventory process of our supplies and equipment.

e. project 6: To acquire needed van with wheelchair lift and program truck.

C. Goal: To meet programming demands and needs

1. Objective: To improve and meet demands and needs to offer diversified programs.

a. project 1: To investigate offering a additional summer sports camp to improve teenage/female youth participation.

b. project 2: To investigate offering a fall softball program for youth girls.

c. project 3: To investigate the transformation of the Women's Drop-In Basketball program to a more structured program (i.e., league play).

d. project 4: To increase and improve on providing "safety awareness" material to our program participants.

- e. project 5: To investigate the need or demand for a "Afterschool Program" and Town involvement in school programs for at-risk and youth crime prevention.
- f. project 6: To monitor and develop data on teenage participation in our various programs. Data will be used in future evaluations concerning program participation and program needs, especially in afterschool programming in the middle schools.
- g. project 7: To emphasize social programs rather than instructional in Special Population programming.
- h. project 8: To contact other agencies and evaluate other programs to avoid duplication. re: program evaluation to avoid duplication.

2. Objective: To combat facility, equipment, and funding obstacles in programming.

- a. project 1: To consider staggering or adjusting program calendars to offset facility shortage.
- b. project 2: To investigate availability of equipment within school system to offer programs and off-set equipment acquisition costs.

D. Goal: To meet personnel and safety needs of the department.

1. Objective: To have adequate front office personnel to deal effectively with the public and perform program support services.

- a. project 1: To identify funds to hire a permanent thirty-hour program support person for the front office.

2. Objective: To insure that the department is using the best athletic equipment available.

- a. project 1: Research the market and determine what equipment is being used by area departments.
- b. project 2: Evaluate new safety equipment being sold to determine its "value" in decreasing injury.

IV. Five Year Goals

- A. Goal: To provide for the projected park, greenways and open space needs of the Town as determined by an approved Recreation and Parks Master Plan.
 - 1. Objective: To obtain an approved Recreation and Parks Master Plan that is consistent with the following projects.
 - a. project 1: Work with the Management Group to bring a recommended plan before the Board of Aldermen for their consideration that consists of action plans broken into five-year intervals.
 - b. project 2: Identify all land that have been dedicated or offered to be dedicated for greenways, open space, or parks to the Board for their official acceptance.
 - c. project 3: Identify potential acquisitions of land and identify funds to pursue an active plan for development.
 - d. project 4: Work closely with local school and UNC officials to pursue joint acquisition arrangements or relationships.
- B. Goal: To provide for the most efficient indoor space for offices and programming.
 - 1. Objective: To insure that maximized use of facilities owned and operated by non-town agencies are fully utilized and that adequate Town-owned facilities are available to accommodate community needs.
 - a. Project 1: Evaluate all use of facilities available to and in use by the Town.
 - b. Project 2: Develop a construction project of a community center building to house at a minimum the offices, meeting, storage and full programming needs of the department.
- C. Goal: Expand programming service to meet changing demographics.
 - 1. Objective: To strive to met the needs of the population as it changes in regards to age and other factors.

- a. Project 1: Evaluate every two years the department's program offerings against population profiles made available by the Planning Department.
 - b. Project 2: Develop an outreach program that contacts various "special interest" groups such as senior centers, etc. and attempt to evaluate existing program in regards to meeting needs.
- D. Goal: To minimize use of part-time personnel and make the transition to permanent full-time versus part-time with no benefits.
 - a. Project 1: To develop a strategy to convert part-time hours and costs and consolidate them into full-time positions with benefits.
 - b. Project 2: Stay abreast of new federal health insurance regulations and determine the Town's best financial and ethical position in keeping many staff members at part-time with no benefits versus moving to this strategy of converting to full-time with health benefits.
 - c. Project 3: Determine the timing and over-all plan for managing this conversion.
- E. Goal: To encourage the development of a Town-wide safety plan that identifies and reviews the following specifics in the Recreation and Parks Department to minimize risk to the Town and maximize safety.
 - a. Project 1: The Town's insurance carrier should conduct a Town-wide safety audit.
 - b. Project 2: The audit should review each piece of equipment from mobile stage to play equipment. Corrections should be made accordingly.
 - c. Project 3: Accessibility should be investigated for all Town parks and facilities.
 - d. Project 4: A plan for safety and accessibility should be funded to mitigate all problem areas identified. (i.e. play equipment, etc.)

DEPARTMENTAL REPORT FOR QUARTER TWO

RECREATION AND PARKS DEPARTMENT

January 20, 1994

I. PERFORMANCE MEASURES/WORKLOAD INDICATORS

NUMBER OF	CURRENT FISCAL YEAR PROJECTED	PREVIOUS QUARTER	THIS QUARTER	TOTAL TO DATE
DEPT. REVENUES (DOLLARS)	111,776	27,322	30,185	57,507
PROGRAM FEES/CHARGES (\$)	83,000	20,128	22,991	43,119
MUNICIPAL SUPPORT (\$)	28,776	7,194	7,194	14,388
PAYMENT IN LIEU (\$)	29,786*	26,760*	0*	26,760*
 PARK ACRES OWNED/DED	 77	 77	 77	 77
PARK ACRES LEASED	4	4	4	4
 TOTAL PROGRAM PARTICIPANTS	 23,924	 14,955	 2,942	 20,839
 ATHLETIC PROGRAM				
TOTAL PARTICIPANTS	3,660	1,009	1,040	2,049
-YOUTH	1,427	494	444	938
-ADULT	2,233	515	596	1,111
 GENERAL PROGRAM				
TOTAL PARTICIPANTS	20,264	13,946	1,902	15,848
-LEISURE CLASSES	1,073	244	218	462
-SPECIAL EVENTS	17,454	13,451	1,462	14,913
-OLDER ADULT PROGRAMS	1,295	204	198	402
-SPECIAL PROGRAM	442	47	24	71
 <u>PARTICIPANT HOURS</u>	 124,322	 48,355	 23,986	 72,341
 ATHLETIC PROGRAMS				
-YOUTH ATHLETICS	46,776	13,604	12,040	25,644
-ADULT ATHLETICS	18,024	9,696	1,764	11,460
-OTHER PROGRAMS	18,752	2,298	5,701	7,999
 GENERAL PROGRAMS				
-FAMILY PROGRAMS	1,482	23	92	115
-YOUTH PROGRAMS	2,293	320	765	1,085
-COMMUNITY EVENTS	17,686	17,580	975	18,555
-DAY CAMPS	2,908	1,340	0	1,340
-CLASSES/WORKSHOPS	8,719	1,953	1,500	3,453
-SPECIAL RECREATION	2,561	132	47	179
-OLDER ADULTS	5,121	1,409	1,102	2,511

* Payment in lieu funds above are not calculated in the total departmental fee columns since they do not relate to fees recovered but are predicated upon pre-determined rates and approved at the time of issuance of conditional use permits for the relevant subdivision(s).

II. STATUS OF ANNUAL RETREAT ACTION AGENDA

QUARTER ONE

Completion Goal

- A. Discussion of structure for Carrboro Day. 4th QT.
Board of Aldermen met in April and assigned a committee of Board and Commission members to meet and discuss the concept. Meetings taking place during past quarter and earlier. Sent questionnaire to receive input from others in community and based on responses a budget will be sub-mitted during Fiscal Year 1994-95 budget.

- B. Discuss north central and neighborhood parks. 4th QT.
Board of Aldermen discussed this issue during the quarter and gave several directions. The Mayor, Town Manager and Recreation and Parks Director met with Vice-Chancellor Jones and submitted the Town's request for partial use of the Horace Williams tract for park expansion of property at north central park. Director arranged walking tours of this area with interested Aldermen.

Attorney submitted opinion on sale of part of donated property in August. Town Manager made contact with Vice-Chancellor Jones during November to inquire about the status of the Horace Williams Property. Director will send a report to the Board of Aldermen on the planning process for this park during the Spring of 1994.

Other neighborhood parks will be addressed as a part of the master planning process.

- C. 1. Study and make recommendation on park proposals. On-going
Board allocated budget to fund consultant services for recreation and parks master plan. Details of a request for proposals have been prepared and formulation of a management committee has been approved by the Board of Aldermen to supervise the consultant's work. Commission planning subcommittee and full Commission have developed broad park planning goals to guide the recreation and park master planning process and Board has adopted these goals as well.

The Management Group has chosen firm, Woolpert to provide planning consultation for the comprehensive master plan. The Board has approved and contracts have been executed with the firm. Work is on-going and the process is expected to be completed in calendar 1994.

2. Discussion of purchase of open space- contact UNC about leasing property. On-going

Action similar to that discussed under C.(1). Open space will be an element of the over-all recreation and parks master plan.

III. ACTIVITIES DURING THE QUARTER

- A. The department won the North Carolina Recreation and Parks Society 1993 Arts and Humanities Award for towns with a population between 12,000-25,000 for the Breakfast With An Expert Series.
- B. Chapel Hill-Carrboro City Schools developing Middle School AfterSchool concepts. Met with officials regarding Town involvement.
- C. Completed interviews and hired person, Bruce Haring, to fill vacant position of Athletic Specialist.

- D. Recreation Supervisor completed examination and requirements to obtain a CLP (Certified Leisure Professional) certification from the National Recreation and Park Association. The Director earlier received CLP certification and the Recreation Specialist in the General Programs Division has a Certified Therapeutic Recreation Specialist(CTRS) certification recognized by the National Therapeutic Certification Board.
- E. The entire Recreation and Parks Department Policies and Procedures Manual has been updated and been approved by the Recreation and Parks Commission.

IV. COMMENTS ON THE QUARTER

The department revamped its overview brochure that describes the department in a general, introductory manner. This document is especially helpful to new citizens. The department program brochure was revised and included both Winter and Spring activities in the last edition. This brochure continues to serve as the major marketing tool for the department and is very successful in informing citizens about department programs, events and facilities.

Evaluation forms in the General Programs Division have been re-evaluated and changed to reflect more essential information regarding programming. Youth basketball registration was enormous with major waiting lists in all leagues. The department was able to minimize these lists by eventually adding where earlier registrants may have dropped and making more school facilities available, such as Sewell Elementary School. Athletic programs now have inundated all available indoor and outdoor facilities. It is anticipated that Youth Spring Baseball will experience heavy registration and waiting lists will be very prevalent. It is further anticipated that numerous children will be on waiting lists with little chance to participate.

Preliminary registration analysis indicates a heavier than normal use of Carrboro programs by Chapel Hill residents. This is especially prevalent in the youth athletic area. This impact is the most direct cause of the problem mentioned above. Results available in this quarter reflect the following figures.

Registered Participant Figures (659 Total)
Period-September 1, 1993 to November 30, 1993

<u>Jurisdiction</u>	<u>Signed Registrants</u>	<u>% of Total</u>
Carrboro	130	19.7
Chapel Hill	466	70.7
Orange County	47	7.2
Other County	<u>16</u>	<u>2.4</u>
Total	659	100

PUBLIC WORKS DEPARTMENT

**GOALS
and
REPORT FOR QUARTER 2**

Public Works Department

Supervision Division

I. Mission Statement

The Public Works Department seeks to promote, support and improve the health, safety, welfare and appearance of the municipal community.

II. Community and Organization Assessment

The Supervision Division of the Public Works Department provides departmental coordination, technical assistance and support for the following operating Divisions: Street, Solid Waste Management, Buildings & Trades, Fleet Maintenance and Landscaping/Grounds.

This Division manages departmental responses to citizen complaints and to emergency situations; oversees Departmental budget preparation; provides expenditure control, coordinates the Town's waste diversion efforts; conducts studies and prepares reports; provides support services for the department; manages Departmental record keeping; provides Departmental coordination of personnel evaluations, policies and procedures; acts as a liaison for the Department to the Citizens Cemetery Advisory Committee, the North Carolina Department of Transportation, the Landfill Owners Group and other Town departments.

In FY 93-94, the Division provided support for the 32 permanent and 4 temporary personnel within the Public Works Department. Currently, the Division consists of two permanent staff people: the Director and an Administrative Assistant II and one temporary part-time Program Support Assistant. The Public Works Department recommends the change of title and reclassification of the Administrative Assistant II to Assistant to the Director of Public Works and a salary grade upgrade from 12 to 16. This reclassification is necessitated due to the complex professional administrative work performed by this position. Also, the Public Works Department recommends the conversion of the temporary part-time Program Support Assistant to a permanent time-sharing Program Assistant I., meaning this position would perform duties for the Public Works Department for half of a work day and perform duties for another Department for the other half of the work day. A time-sharing position would allow the recruitment of more qualified and longer employment duration.

III. Next Year Goals (FY 94-95)

The budget for the Supervision Division reflects a continuation of activities undertaken in recent years. Proposed in this year's budget are funds to upgrade the Administrative Assistant II position (5% salary adjustment) and the conversion of the temporary part-time Program Support Assistant to a permanent full-time Program Support Assistant being time-shared with another Department.

A. GOAL: Provide more timely and cost-effective services to the residents of Carrboro.

1. OBJECTIVE: Improve internal controls for work being processed by the public Works Department

a. PROJECT: Devise a more comprehensive work order system to track activities, costs, and resident's requests

2. OBJECTIVE: Recognize with title change and financial upgrade of some positions

a. PROJECT: Implement position upgrade to more accurately reflect the actual area of work being performed

B. GOAL: More efficiently maintain the Town's cemetery records

1. OBJECTIVE: To maintain records on computer and to revise burial map in-house versus by contract

a. PROJECT: Acquisition of software and computer upgrade to implement record keeping

IV. Five Year Goals

- A. GOAL: Develop controls to help compensate for the increasing costs of solid waste collection and disposal
 - 1. OBJECTIVE: Divert 30 percent of the waste stream away from the landfill
 - a. PROJECT: Continue existing recycling and diversion programs through the assistance of the Orange Community Recycling Program, the Landfill Owner's Group, and the private collection contractors
 - 2. OBJECTIVE: Work with other triangle governments towards the development of a household hazardous regional disposal and collection site
 - a. PROJECT: Participation with staffs of other governmental Public Works Departments to select an actual site
- B. GOAL: More efficiently collect and maintain overall Public Works records
 - 1. OBJECTIVE: Provide a record data base that is resourceful and efficient
 - a. PROJECT: Obtain or develop a computer software program to fulfill these needs

Public Works Department

Street Division

I. Mission Statement

The Public Works Department seeks to promote, support and improve the health, safety, welfare and appearance of the municipal community.

II. Community and Organization Assessment

The Street Division is composed of eight employees: a Supervisor, two Crew Leaders, four Maintenance Technicians, a Sign/Street Specialist and a temporary seasonal Maintenance Technician.

The Street Division's primary purpose is to efficiently and cost effectively provide general repair of the Town's streets and right-of-ways. As a Division of the Public Works Department, it provides service to citizens, other town departments, local/state agencies and to local developers/contractors. Activities include, but are not limited to, asphalt repairs; maintenance to dirt streets, bike paths, municipal parking lots, sidewalks, and drainage systems; street pavement markings and sign installation; street sweeping and right-of-way litter collection; and inclement weather operations. This Division, also, assists with various types of construction improvements, i.e., municipal parking lots, recreational landscaping improvements.

In addition, the Street Division is actively involved in the inspection of streets and sidewalks that will be accepted onto the town's maintenance system. This requires a commitment to excellence to insure a high quality product that will reduce the town's maintenance costs in the future.

III. Next Year Goals (FY 94-95)

The Street Division will continue to provide efficient general maintenance and repair of town streets and right-of-ways.

A. GOAL: To reduce re-surfacing costs in the long run

1. OBJECTIVE: To prevent accelerated pavement surface deterioration

a. PROJECT: To perform timely asphalt repairs to prevent accelerated pavement surface deterioration; re-surfacing costs are directly correlated to the degree of pavement deterioration

2. OBJECTIVE To re-surface streets on a fifteen year cycle to prevent expensive roadway replacement or reconstruction (four miles of streets every two years)

a. PROJECT: To continue to fund the Capital Improvements Fund for the Street Re-Surfacing Program annually in order to maintain a schedule of re-surfacing construction work every two years

B. GOAL: Right-Of-Way Maintenance

1. OBJECTIVE: Enhancing appearance on right-of-ways

a. PROJECT: Litter collection performed on a quarterly schedule and sweeping performed in the residential district bi-monthly and the central business district bi-weekly

2. OBJECTIVE: Efficient sign maintenance

a. PROJECT: Replacing old or missing signs on a timely basis

3. OBJECTIVE: Providing safe and well maintained right-of-ways that reduce liability claims and nuisance traffic impediment as well as provide efficient roadway drainage management

a. PROJECT: Identifying hazardous areas and enforce ordinance requirements regarding vegetation growth

IV. Five Year Goals

The diversity of the Street Division's work requires method refinement and the programming of efforts on a regular basis in the areas of storm drainage, right-of-way maintenance, and concrete and asphalt repairs.

A. GOAL: To provide preventative asphalt maintenance in a more timely fashion

1. OBJECTIVE: Rehabilitate existing streets to offset future expenditures and improve the infrastructure on a yearly basis

a. PROJECT: By requesting additional funding to meet the anticipated asphalt repairs necessitated by the increasing miles of streets maintained

B. GOAL: To address all storm drain networks to alleviate potential flooding problems

1. OBJECTIVE: Formulating of a detailed storm drainage mapping system

a. PROJECT: To better evaluate and analyze the town's drainage network and utilize this database when reviewing future development plans

C. GOAL: Improve sidewalk maintenance and management

1. OBJECTIVE: To more cost efficiently plan for sidewalk improvements and maintenance

a. PROJECT: To conduct a sidewalk condition survey to formulate a condition rating and a map identifying sidewalk locations

Public Works Department

Solid Waste Management Division

I. Mission Statement

The Public Works Department seeks to promote, support and improve the health, safety, welfare and appearance of the municipal community.

II. Community and Organization Assessment

The Solid Waste Management Division is composed of seven employees: a Supervisor, two Equipment Operator II's, and four Equipment Operator I's.

The Solid Waste Management Division's primary purpose is to collect and dispose of household trash, discarded appliance, yard waste, miscellaneous curbside trash, including large and bulky items and to deliver roll-out refuse and recycling containers.

This Division serves two commercial routes, two multi-family routes and four single family routes. The commercial and multi-family routes are serviced twice a week and the single family routes once a week. Recycling collection is provided by a private contractor.

III. Next Year Goals (FY 94-95)

The increasing complexities of solid waste management regulations have adversely affected the timely collection of yard waste and miscellaneous curbside trash. The addition of one Equipment Operator I position and one residential refuse vehicle late in the FY 93-94 will help this Division to meet its collection schedules.

The Public Works Department proposes the utilization of a temporary Sanitation worker during the peak yard waste months (May through October). This position would be a cost effective supplement to the permanent staff. Also, this position would assist the Sanitation Division to provide quality service while keeping pace with the steady growth of the Town and complying with state mandates in the short run.

- A. GOAL: To meet the increasing solid waste disposal needs of the town's residents
 - 1. OBJECTIVE: To provide quality and timely service
 - a. PROJECT: To analyze collection procedures, policies, schedules, and manpower for cost effective and efficient mechanisms to meet the growing solid waste challenges of the Town.

IV. Five Year Goals

With the Town's continued projected growth and the increasing complexities of solid waste disposal, it is anticipated that one new single family route will be needed in FY 94-95. The conversion of the temporary Sanitation Worker to a permanent position will be needed to service the new route. The Solid Waste Management Division will continue to evaluate its collection practices and available resources for the most efficient and cost effective mechanism to fulfill the Town's future solid waste disposal demands.

- A. GOAL: To provide quality and cost effective service
 - 1. OBJECTIVE: To continue to provide quality service while keeping pace with the Town's steady growth
 - a. PROJECT Re-evaluation of manpower and equipment utilization to meet the anticipated growth and required workload

2. OBJECTIVE: To ensure that cost effective service is provided

a. PROJECT: Review current collection operations for the possibility of route re-scheduling and manpower reassignment

Public Works Department

Buildings & Trades Division

I. Mission Statement

The Public Works Department seeks to promote, support and improve the health, safety, welfare and appearance of the municipal community.

II. Community and Organization Assessment

The Buildings and Trades Division is composed of three employees: a Supervisor, a Maintenance Worker and a Custodian.

The Buildings and Trades Division's purpose is to maintain the environment of the work place for all town employees with the primary objective of providing cost effective and efficient maintenance to all town owned buildings. This work includes custodial service, preventative maintenance and corrective repair or renovations required to assure all departments are well equipped to perform their respective responsibilities.

This Division's foremost responsibility is the detection and repair of any facility failure prior to an actual failure and the scheduling of all repairs with minimal disruption to the departments. In an event of a failure, this Division provides temporary measures to accommodate the department involved to insure minimal interruption of daily operations.

This Division is also responsible for the efficient maintenance of the park comfort stations and picnic shelters with the primary objective of providing a safe environment for all citizens who utilize the town's parks. This work includes preventative maintenance as well as corrective repair or renovations.

In addition, this Division administers the sale of burial rights to the public, coordinates the interment/disinterment of persons, maintains burial records and coordinates the erection of monuments/markers within the town maintained cemeteries.

The Buildings and Trades Division is responsible for two town owned buildings, the Town Hall complex and the Public Works Facility, which encompasses a total of 26,000 square feet of building space; two park comfort stations and three picnic shelters; and two town maintained cemeteries encompassing a total of six acres.

III. Next Year Goals (FY 94-95)

A. GOAL: To provide cost savings by upgrading existing facilities, through preventative maintenance

1. OBJECTIVE: To upgrade existing facilities, specifically addressing space requirements and deteriorating building components

a. PROJECT: To continue to fund the Capital Improvements Fund for the Town Hall Maintenance Fund annually in order to meet future maintenance and expansion needs

IV. Five Year Goals

A. GOAL: To address the expanding space requirements of the Public Works Facility

1. OBJECTIVE: To plan for the relocation of the Public Works Facility to a larger site

a. PROJECT: To establish a Capital Improvements Fund for the Public Works Facility Relocation in order to reserve funds annually for the acquisition of property and construction of a new Public Works Facility

- B. GOAL: To meet EPA requirements for underground fuel storage tanks by 1998
 - 1. OBJECTIVE: To replace the underground fuel tanks at the Public Works in FY 96-97
 - a. PROJECT: To continue to fund the Capital Improvements Fund for the Replacement of Underground Fuel Tanks in order to meet the EPA compliance date of 1988
- C. GOAL: To offer convenient facilities for Americans with Disabilities
 - 1. OBJECTIVE: Comply with Americans with Disabilities Act
 - a. PROJECT: To inspect facilities; identify and correct existing conditions

Public Works Department

Fleet Maintenance Division

I. Mission Statement

The Public Works Department seeks to promote, support and improve the health, safety, welfare and appearance of the municipal community.

II. Community and Organization Assessment

The Fleet Maintenance Division is composed of a Supervisor and two Mechanic I's.

This Division's primary purpose is to efficiently and cost effectively maintain, repair, and service all Town vehicles and equipment. This work includes rehabilitation of police vehicles to administrative vehicles, welding and fabrication of parts and painting of vehicles/equipment.

An essential function of this Division is preventative maintenance. Preventative maintenance is achieved by the timely servicing, systematic inspection and early detection/correction of a component failure thus reducing or eliminating downtime. Preventative maintenance is the key to providing durable, long lasting and safe vehicles and equipment.

The Fleet Maintenance Division operates on the same basis as a privately owned garage, recovering direct and indirect costs by charging user departments for the services rendered through internal accounts.

III. Next Years Goals (FY 94-95)

A. GOAL: To provide cost savings and decrease downtime through preventative maintenance

1. OBJECTIVE: To perform quality work

a. PROJECT: Strive to minimize re-works

2. OBJECTIVE: Maximize cost savings by providing in-house service

a. PROJECT: Provide an effective maintenance program which detects and corrects component failure prior to further component deterioration and extensive downtime

Five Year Goals

A. GOAL: To increase overall efficiency and management of the Town's fleet

1. OBJECTIVE: To continue to utilize the fleet maintenance software for more efficient planning

a. PROJECT: To provide an effective preventative maintenance program

2. OBJECTIVE: Provide cost savings by providing the majority of services in-house

a. PROJECT: Upgrade the fleet maintenance diagnostic and component repair equipment to decrease contracted repairs and services

Public Works Department

Landscaping/Grounds Division

I. Mission Statement

The Public Works Department seeks to promote, support and improve the health, safety, welfare and appearance of the municipal community.

II. Community and Organization Assessment

The Landscaping/Grounds Division is composed of eight employees: a Supervisor, one Crew Leader, three Groundskeepers, one Groundskeeper/First Responder II (crew leader), two Groundskeeper/First Responder I's and two temporary seasonal Groundskeepers.

The Landscaping/Grounds Division's primary purpose is to enhance the town's appearance through cost effective and efficient maintenance to all town maintained grounds. These grounds include, but are not limited to, Town Hall/Town Commons, Public Works Facility, two cemeteries, six parks including ball fields, three entryway sign planters and seventeen other planters. This maintenance includes: mowing, trimming, re-seeding, fertilization, watering, and seasonal change of plantings within planters. This Division also collects leaves curbside between November and March and recycles the leaves into compost at the town's community compost site.

In addition, the Landscaping/Grounds Division actively provides support to the Fire Department and the Recreation Department. Support includes, but is not limited to: Fire Department - First Responder Program whereby three Groundskeepers are certified as firefighters and perform groundskeeping duties as well as respond to designated fire calls during the work day; Recreation Department - marking of playing fields, safety inspection and maintenance of playground equipment, cleaning of park picnic shelters and comfort stations and special event set-up, personnel assistance and dismantlement.

II. Next Year Goals (FY 94-95)

The maintenance responsibilities of the Landscaping/Grounds Division will continue to expand with the Town's anticipated growth pattern. This Division will be seeking ways to perform necessary tasks more efficiently.

- A. GOAL: To provide quality maintenance while maximizing cost and time efficiency
1. OBJECTIVE: To enhance the appearance of the Highway 54 Bypass median
 - a. PROJECT: To execute an agreement with the North Carolina Department of Transportation whereby the Town will be responsible for the general maintenance of this median
 2. OBJECTIVE: To provide curbside leaf collection according to a standard schedule
 - a. PROJECT: To revise the curbside leaf collection schedule so it complements the same schedule utilized by the Solid Waste Management Division for curbside extra trash collection.

IV. Five Year Goals

The Landscaping/Grounds Division will strive to equip its employees with the tools necessary to achieve high levels of productivity without sacrificing quality and, at the same time maintain cost efficiency.

A. GOAL: To continue to provide quality grounds maintenance while keeping pace with the steady growth of the town

1. OBJECTIVE: Quality grounds maintenance at the most cost efficient basis

a. PROJECT: Request additional manpower and equipment to meet the anticipated growth and the workload.

DEPARTMENTAL REPORT FOR QUARTER TWO

PUBLIC WORKS DEPARTMENT

Revised January 20, 1994

I. PERFORMANCE MEASURES/WORKLOAD INDICATORS

NUMBER OF . . .	CURRENT FISCAL YEAR PROJECTED	PREVIOUS QUARTERS	THIS QUARTER	TOTAL TO DATE
STREETS MAINTAINED (IN MILES)	28.00	24.57	24.57	24.57
LITTER COLLECTION (IN MAN HOURS)	480.00	50.00	73.50	73.50
INSPECTIONS (IN MAN HOURS)	600.00	216.00	141.25	357.25
ROLL-OUT CONTAINERS (SERVICED WEEKLY)	2,135.00	2,070.00	2,095.00	2,095.00
COMMERCIAL DUMPSTERS (SERVICED TWICE WEEKLY)	116.00	114.00	114.00	114.00
MULTI-FAMILY DUMPSTERS (SERVICED TWICE WEEKLY)	193.00	191.00	191.00	191.00
ROLL-OUT CONTAINER TONS	1,714.00	429.37	401.68	831.05
COMMERCIAL DUMPSTER TONS	2,666.00	661.56	667.03	1,328.59
MULTI-FAMILY DUMPSTER TONS	2,585.00	643.49	553.65	1,197.14
EXTRA TRASH TONS	835.00	65.19	163.77	228.96
SANITATION WORKERS:CITIZENS	1:2083	1:2045	1:2058	1:2058
MAINTENANCE-VEHICLE/EQUIP. (MAN HOURS)	6,526.00	1,631.00	1,632.00	3,263.00
LEAF COLLECTION (CUBIC YARDS)	2,885.00	0.00	2,070.85	2,070.85
PARKS MAINTAINED	6.00	6.00	6.00	6.00
MOWED ACRES	54.00	54.00	54.00	54.00
PLANTERS MAINTAINED	17.00	17.00	17.00	17.00

PUBLIC WORKS DEPARTMENT

II. STATUS OF ANNUAL RETREAT ACTION AGENDA

No action agenda items were scheduled for Quarter Two

III. ACTIVITIES DURING THE QUARTER

- A. Proposed Sidewalk Installation on Main Street to Jones Ferry Road intersection

Consulting engineer began design preparation and construction drawings for the Chapel Hill Tire Company/Walker Auto Part's property

- B. Groundskeeper/First Responder Positions

The two vacant positions were filed

- C. Cul-de-sacs in the Quarterpath Subdivision

Widened the asphalt travel areas on two of the cul-de-sac

- D. Sanitation Equipment Operator I position

Funding was approved in the present budget for the addition of one Sanitation Equipment Operator I position effective January 1, 1994; interviews were conducted in December and Doug Farrington has accepted an offer of employment with a January 20 start date

- E. Spring Valley Subdivision Streets

Staff coordinated the fulfillment of the conditions set forth by the Board of Aldermen for the Home Owners Association; Town to accept the streets effective January 10.

IV. COMMENTS ON THE QUARTER

Workload is as anticipated

TOWN MANAGER'S OFFICE

GOALS

Town of Carrboro

Manager's Office -- January 1994

Mission Statement

To ensure that the policies of the Mayor and Board of Aldermen are carried out by the Town staff and communicated to the community; to be receptive and responsive to the community and assist in resolving its problems; and to nurture the community's economic and social well-being.

Community & Organization Assessment

1. Not having the ability to identify or assess the needs of town employees as a whole in order to address them.

Over the last two years, the Administration has stayed in touch with the town employees through various methods such as personal contact, surveys and the Employee Committee. This experience has shown that each of these methods has specific value. The challenge has been to assess the needs of the employees as a whole to ensure that what is being addressed is of interest to the large majority of them.

2. Not knowing how competitive town salaries and benefits are in the market place.

Over the last two years, the Administration has received frequent inquiries or comments concerning compensation and benefits from employees. Department heads have identified several positions that they feel need to be reviewed from a classification standpoint. The last pay and classification study done by the Town impacted few town employees significantly. It primarily benefited new employees and did little to increase compensation for experienced employees. We don't know how competitive town salaries and benefits are in the market place (private and public sector).

3. Not having sufficient revenues to address the town's needs.

Not having sufficient revenues to address Town needs continues to be a matter of frustration to everyone. We are all aware of worthwhile and justifiable needs that can't be funded.

4. Not knowing what principles or values the community desires the town staff to have in carrying out its mission.

Every organization has a written or perceived mission. An organization is more effective if that mission is written and understood by all stakeholders. That mission can be carried out in a variety of ways by each employee. Employee effectiveness in carrying out their mission can be improved by each employee clearly understanding what principles or values the community holds. These principles or values provide daily guidance in their work.

5. Inability to expand or meet new capital improvement needs and to avoid higher future costs.
Currently, the Town is only addressing capital needs that maintain the present infrastructure. New capital improvements are not being met which in the long run will cost the Town more due to inflation and higher interest rates. Each department has indicated a need for additional space. Use of Town Hall by outside groups needs to be curtailed due to competition for space and parking with Town needs.
6. Misinformation, or misunderstanding about town programs, activities, or services.
Good quality government is dependent on an informed electorate. This electorate needs to understand what the Town is trying to do and the results of that effort. Accurate information is essential for the electorate's assessment of its government. The town needs to increase the probability that the electorate will receive this accurate information and understand it.
7. Balancing town resources to meet service demands.
Demands for new town services, programs, and policies need to be reviewed just as carefully as raising taxes, cutting services or restricting budgets. These demands are often increased incrementally but they have an accumulative cost. Limited town resources need to be focused to deal with community problems identified by a majority of the elected officials.

Goals

Goal #1: To assess the needs of town employees and to address them.

Objective:

- A. To identify a tool to determine employee needs.

Projects:

1. *Conduct a survey of all town employees to identify their needs. (training, services, benefits, work environment, etc.)*
2. *Summarize these needs and address them.*

Goal #2: To determine how competitive town salaries and benefits are in the market place

Objective:

- A. To conduct a position classification and compensation study.

Projects:

1. *Select a consultant to conduct a position classification and compensation study.*
2. *Identify a process that guides and monitors the study including an appeal process.*
3. *Identify the marketplace and the position in the market place in which the town wants to compete.*

Goal #3: To identify additional ways to generate revenues

Objective:

A. To understand where the town currently receives its operating revenues

Projects:

1. *Report to the Mayor and Board of Aldermen a detailed study on town revenues and tax base.*
2. *Develop policies that increase revenues*

Objective:

B. To identify any study specific services or programs that can be eliminated, reduced or altered to reduce town cost.

Project:

1. *Mayor and Board of Aldermen to identify two services or programs to review this year.*

Objective:

C. To carry out the Economic Development Goals adopted by the Board of Aldermen on February 18, 1992.

Projects:

1. *Identify property suitable for zoning as a PUD*
2. *Investigate the possibility of a downtown business incubator for small businesses.*
3. *Construct a town parking facility on Rosemary Street or vicinity.*

Goal #4: To identify the community principles and values that the town staff uses in carrying out its mission statement.

Objective:

A. To create a list of community principles.

Project:

1. *To identify and conduct a community process to create a list of community principles.*

Goal #5: To identify capital improvement needs.

Objective:

A. To identify, set priorities, and fund capital improvement needs

Project:

1. *Adopt a five year capital improvement plan.*

Goal #6: To improve and make accessible information concerning town programs, services, and activities.

Objective:

A. To identify ways to communicate with citizens.

Projects:

1. *Create and distribute a brochure listing town services.*
2. *Create and distribute a business listing.*
3. *Create and distribute a citizen newsletter.*

Goal #7: To balance demands for town services and programs with limits on town resources.

Objective:

A. To set priorities and focus town response to deal with them.

Projects:

1. *Retreat projects should address specific community needs as identified by a majority of the board.*
2. *Use goal and objective process to address community problems as identified by the board.*

ADMINISTRATIVE SERVICES

**GOALS
and
REPORT FOR QUARTER 2**

ADMINISTRATIVE SERVICES

I. Mission Statement

To provide financial, purchasing, and personnel management services for Town departments that promote effective and efficient use of Carrboro's financial and human resources while ensuring compliance with federal and state laws governing municipal activities.

II. Organizational Assessment

One of the most pressing needs for Administrative Services as we approach FY 1994-95 is to address deficiencies in the computer program provided through our contract with Orange County. Many of the problems confronting the department are related to the outdated, labor-intensive procedures necessitated by our present system. Some of the key problems with this system are as follows:

- (1) The purchasing and personnel functions are entirely manual operations. Accessing records stored in file cabinets is cumbersome, especially when answering phone inquiries. These functions should be automated so that records can be accessed more easily from multiple locations and forms can be computer-generated;
- (2) The purchasing, personnel and accounting functions are presently disconnected. These should be integrated so that: changes made in the Personnel Office are linked to the payroll files in the accounting system, eliminating repetition of data entry by the Accounting Office; issuance of purchase orders automatically updates the general ledger's encumbrance files, providing accurate information on unencumbered balances; and payments to vendors are tracked directly to purchase orders to remove encumbrances;
- (3) Our existing payroll, accounts payable, and general ledger procedures are not as economical (in terms of numbers of steps and time consumed) as those associated with new personal computer-based systems. For example, monthly recurring journal entries are re-entered each month instead of simply updating dates and amounts. Employee time sheets are recorded manually and then data is entered again by the Accounting Office;

Administrative Services

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(4) The present accounting system provides information in a limited number of report formats; transaction summaries of individual accounts cannot be singularly printed and data from system reports is frequently re-entered manually into personal computer spreadsheets to create the reports that are needed. This approach is time-consuming and prone to error.

As a result of these problems, staff is spending too much time handling transactions, retrieving and processing stored records, and not enough time reviewing records for errors, working with departments to monitor expenditures and resolve problems, ensuring compliance with regulations, and with other important proactive measures.

Moving from the County mainframe to an in-house system would allow the Town to upgrade our capabilities significantly at little or no cost. The current market offers personal computer-based software packages for accounts payable, general ledger, payroll, inventory control, purchasing, and personnel. Financed through a lease-purchase arrangement, these systems would cost less than our existing contract with Orange County.

As we enter a new year, compliance with federal and state regulations and mandates remains a major concern of the department. The Town needs to develop a safety program with regular safety committee meetings, training and routine inspections to ensure compliance with OSHA regulations. In failing to comply the Town risks serious injury of employees and/or fines in excess of \$10,000.

In addition to doing more to ensure a safe environment, the department needs to better inform supervisors of personnel policy and to make training and other resources available to strengthen the skills of first-line supervisors.

Over the next several years, we will also need a more sophisticated system for supporting electronic equipment - telephones, computers, and copiers. At the moment, Administrative Services has been fielding complaints about telephones and computers and passing them along to our various vendors and service providers. Very soon we will need someone on staff assigned to support computers and equipment users, at least on a part-time basis, or perhaps as a collateral duty of a current employee.

Administrative Services

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Once the new computer system is installed, the finance, purchasing, and personnel staff should work more diligently to assist departments in improving productivity and exploring cost-saving alternatives. Staff should assist departments with time studies, benchmarking/best practices, and in analyzing operations and turnaround time; improved efficiency should be a natural outgrowth of our efforts to streamline Town operations.

An improved computer system will also support our efforts to strengthen compliance with federal mandates - namely, OSHA's Bloodborne Pathogens Exposure Control Plan, OSHA Safety Regulations, Equal Employment Opportunity Regulations, and Americans with Disabilities Act.

III. GOALS AND OBJECTIVES FOR FY 1994-95

Goal: Improve the efficiency and responsiveness of the Administrative Services Department.

A. Objective: Streamline the operations of the department by integrating the purchasing, personnel, and accounting functions and automating time-consuming manual tasks, especially purchasing and personnel record-keeping.

Project to accomplish objective: Replace existing accounting system, moving from County mainframe to in-house personal computer-based system.

B. Objective: Offer direct deposit of payroll checks to all Carrboro employees, decreasing the volume of paper transactions.

Project to accomplish objective: Purchase modem and transmit payroll information to facilitate direct deposit for all employees.

Administrative Services

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C. Objective: Provide greater guidance to the Town Manager and department heads concerning spending and status of departmental budgets throughout the year.

Project to accomplish objective: Use upgraded technology to shift finance staff time from handling of accounting transactions to review, analysis, and preparation of interim financial reports.

D. Objective: Continue to maximize cash flow and investment earnings.

Project to accomplish objective: Obtain additional training from the Institute of Government and Local Government Commission on new strategies for maximizing interest earnings.

E. Objective: Encourage minority participation in Town contracts and purchases.

Project to accomplish objective: Implement procedures which ensure that minority firms are invited to bid on Town projects and purchases.

F. Objective: Make better use of volunteers in the Town organization, especially in the front desk/switchboard area.

Project to accomplish objective: Coordinate with RSVP (Retired Senior Volunteer Program) to schedule volunteers (12 to 15 hour per week) to relieve Program Support Assistant I at the switchboard. Use these individuals to answer the phone, assist with the mail, greet visitors, and perform light clerical work. In addition to freeing the Program Support position for support of the Community and Economic Development and Purchasing Officers, this assistance will improve public relations, broaden community support for Town operations, and help postpone the need for additional paid staff.

Administrative Services

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G. Objective: Provide confidentiality of personnel records, produce high quality documents, and provide more efficient service to employees and citizens.

Project to accomplish objective: Replace existing dot matrix with a laser jet printer.

Goal: Ensure compliance with federal and state regulations and mandates, in addition to Town personnel policies.

A. Objective: Educate employees on disciplinary actions, grievances, OSHA regulations, and EEO guidelines as they pertain to recruitment, interviewing, and appropriate supervisory practices.

Project to accomplish objective: Provide training for all first-line supervisors, covering key personnel policy issues.

B. Objective: Establish formal safety and risk management program.

Project to accomplish objective: Have Personnel Administrator work with Fire Chief and appointed Safety Committee members to coordinate safety meetings, assure compliance with OSHA regulations, and periodically report to the Town Manager.

IV. GOALS AND OBJECTIVES FOR NEXT FIVE YEARS

Goal: Improve efficiency and responsiveness of the department.

A. Objective: Provide better support for the Town's various electronic equipment (computers, copiers, and telephone system) and their users.

Project to accomplish objective: Develop new program for supporting electronic equipment which includes a part-time in-house equipment support employee, training programs, and a handbook for computer, telephone, and other equipment users.

B. Objective: Provide better information for Town Manager and departments concerning budget and personnel matters.

Project to accomplish objective: Use personal computer-based system to generate a greater variety of reports on the Town's financial position, compliance with federal mandates, and personnel and purchasing activities.

DEPARTMENTAL REPORT FOR QUARTER TWO

ADMINISTRATIVE SERVICES

January 25, 1994

I. PERFORMANCE MEASURES/WORKLOAD INDICATORS

NUMBER OF...	FY93-94 PROJECTED	PREVIOUS QUARTER	2ND QUARTER	TOTAL TO-DATE
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Accounting/Collections

Payroll Checks	3,592	848	962	1,810
Accounts Payable	3,904	1,262	905	2,167
Cash Receipts	5,515	1,392	3,279	4,671
Journal Entries	240	30	53	83

Personnel

Employment Applications	1,000	370	346	716
Positions Recruited	12	3	8	11
Personnel Transactions	275	130	45	175
Benefits/Other Requests	200	45	240	285

Purchasing/Risk Management

Purchase Requisitions	1,400	295	321	616
Purchase Orders	1,200	362	317	679
Lease-Purch Transactions	7	2	2	4
Insurance Transactions	16	4	3	7

II. NOTES/COMMENTS ON THE QUARTER'S ACTIVITIES

1. The number of cash receipts is running considerably above our projections for the year as well as above the midyear totals of previous years. This growth stems from increases in the number of recreation program registrations.

2. During the quarter ending December 31, 1993, the Personnel Office created an exit interview questionnaire; revised procedures for advertising position vacancies; provided a BB&T information session on 401K accounts; attended a BCBS benefits administration seminar; updated OSHA injury records; conducted five new employee orientations; revised EEO documentation forms; created universal

Departmental Report for Quarter Two -Administrative Services
Page 2

address form; assisted in the Fire Chief's assessment center; conducted dental insurance open enrollment; designed and produced certificates recognizing employees' years of service; and drafted a form for employee grievances.

3. During the second quarter, the Accounting Office completed the Annual Financial Information Report for the 1992-93 year- a comprehensive survey of town finances; updated general ledger with the auditor's adjustments; conducted a midyear review of departmental budget accounts to identify errors and overspending; and prepared payroll and lease-purchase information for budget instructions issued in January.

4. During this past quarter, the Purchasing Office completed the work associated with awarding contracts for the police records system, a refuse truck, a Public Works dump truck, police cars, and police weapons. The Purchasing Officer worked with the Accounting Officer and Assistant Town Manager to identify specifications for new information system to automate and integrate purchasing, accounting and personnel functions. The Purchasing Officer also attended Intermediate Purchasing seminar at the Institute of Government.

PLANNING DEPARTMENT

**GOALS
and
REPORT FOR QUARTER 2**

PLANNING DEPARTMENT

DEPARTMENTAL MISSION STATEMENT

The mission of the Planning Department is to serve the community's land use, housing, environmental protection, transportation, and State Building Code needs through the formulation of plans, recommendation of policy, and enforcement of local ordinances.

COMMUNITY AND ORGANIZATION ASSESSMENT

FIRST YEAR NEEDS ASSESSMENT

- o Demands and expectations for prompt, courteous, and, dependable services continue;
- o Inadequate and /or antiquated office equipment lessens office efficiency and productivity;
- o Secretarial or receptionist help is not available for extended absences resulting in part from situations such as sickness or vacation;
- o A shortfall in engineering consulting service funds may result from an increase in anticipated land use activity;
- o Land use permit, building permit, ordinance amendment, and map amendment files have not been duplicated to protect against accidental loss;
- o Digitized topographic maps have not been made available to the town by the county in the current GIS contract;
- o An increase in the need for training, continuing education, and professional enrichment opportunities will occur due in part to recent staff turnover, new software requirements, and changes in development codes;
- o The town will continue to seek new and different solutions for managing land use activities, transportation, and the environment;
- o Expectations will continue for the provision of timely building and land use inspection services;
- o Stormwater quality monitoring data will be needed in anticipation of new state and federal requirements;
- o The federal flood insurance rating program will require the town to obtain and store more information on flood prone properties;
- o The current arrangement of the planning department's office space is awkward and confusing to patrons, inefficient for providing centralized staff support, and creates an obstacle to creating departmental continuity;
- o Inspection Division vehicles will continue to deteriorate as inspection travel increases with the increasing inspection activity in the Town's transition area.

FIVE YEAR NEEDS ASSESSMENT

- o Population, land use, and building activity increases will require more staff and office resources;
- o Computer software and hardware improvements coupled with the need to process, store, and share more information will necessitate incremental and well planned investments in

1994 BUDGET INFORMATION (con't)

- computer technology;
- o Demands for engineering services have and will continue to increase due in part to more sophisticated engineering needed to oversee flood plain management, storm water quality, and general construction activities;
- o Demands and expectations for prompt, courteous, and dependable service will continue.

FIRST YEAR GOALS, OBJECTIVES, AND PROJECTS

GOAL I: TO ASSIST THE TOWN IN PLANNING FOR FUTURE LAND USE, TRANSPORTATION, AND ENVIRONMENTAL PROTECTION NEEDS.

OBJECTIVE A: *Continue to provide ongoing levels of staff support for the town and appointed advisory boards.*

PROJECTS:

1. Provide on going research and cooperative support for line departments, the administration, and town boards;
2. Review site plans to assure consistency with the town's land use planning policies;
3. Review land use ordinance amendments and make recommendations;
4. Process applications for voluntary annexation;
5. Carry out annual work projects as directed by the town's "Planning Retreat Action Agenda";
6. Conduct special studies associated with new planning concepts and growth management strategies as requested by the town.

OBJECTIVE B: *Continue to provide professional transportation planning assistance for the town.*

PROJECTS:

1. Assist in the preparation of transportation planning documents such as the annual Transportation Improvement Program, Planning Work Program, and related documents;
2. Review site plans for consistency with local plans and ordinances;
3. Provide intergovernmental transportation planning assistance to agencies such as the Durham, Chapel Hill, Carrboro Metropolitan Planning organization (MPO), the Triangle Transit Authority (TTA), and the NC Department of Transportation (DOT);
4. Coordinate specific transportation projects such as bikeway, park and ride lots, bus shelters, road improvements, and pedestrian facilities.
5. Assist the town in preparing annual public transit

1994 BUDGET INFORMATION (con't)

budgets and contracts.

OBJECTIVE C: *Continue to provide environmental planning and management assistance.*

PROJECTS:

1. Begin to evaluate and propose a method for monitoring storm water quality;
2. Contract for storm water quality sampling services;
3. Apply to the Federal Emergency Management Agency for participation in the Flood Insurance Rating Program;
4. Review and inform the town of pertinent inter jurisdictional policy proposals;
5. Purchase digital topographic maps for land use and storm water evaluation.

GOAL II: TO PROVIDE PROMPT, COURTEOUS, AND DEPENDABLE SERVICES.

OBJECTIVE A: *Promote a professional image throughout the department.*

PROJECTS:

1. Provide employees with appropriate training in customer service techniques, computer software proficiency, and mastering trade skills.
2. Provide employees with appropriate software, hardware, and resource materials.
3. Refurbish the Planning Department office space and locate in a centralized area.
4. Replace and upgrade the furniture used by the Program Support Assistant I and Administrative Assistant/Deputy Town Clerk.
5. Provide the Zoning Division with two hand-held radios.
6. Increase the uniform budget for the Inspections Division.

OBJECTIVE B: *Replace worn and/or antiquated equipment.*

PROJECTS:

1. Purchase 3 new transcribing machines (for the Appearance Commission, Planning Board, and Transportation Advisory Board).
2. Purchase a laserjet printer for the zoning and inspections divisions.
3. Purchase a new copying machine for the department.

OBJECTIVE C: *Provide all employees with computer capabilities.*

PROJECTS:

1. Purchase a computer for the zoning administrator, planning and economic development director, chief

1994 BUDGET INFORMATION (con't)

- building inspector, and building inspectors.
2. Network all computer equipment within the department.

OBJECTIVE D: *Provide the Inspections Division with adequate transportation.*

PROJECTS:

1. Lease-purchase a pick-up truck for the Inspections Division.
2. Replace the remaining two (2) inspections vehicles with fleet rotation vehicles until they can be replaced with pick-ups in future years.

GOALS III: ADMINISTER AND ENFORCE THE TOWN'S LAND USE ORDINANCE

OBJECTIVE A: *Continue to assist the public in complying with the Land Use Ordinance with pre-application, application, and follow-up staff consultations.*

PROJECTS:

1. Review all land use permit applications for Land Use Ordinance compliance.
2. Issue required zoning permits in a timely fashion.
3. Process conditional use permit and special use permit requests for a timely review and approval.
4. Provide the public with information regarding the Town's Land Use Ordinance.
5. Provide the Town's advisory boards with staff assistance needed for their review of special use permits, conditional use permits, variances, appeals, and etc.

OBJECTIVE B: *Enforce Land Use Ordinance requirements throughout the Town's jurisdiction.*

PROJECTS:

1. Monitor all construction to ensure that proper permits have been issued.
2. Monitor and enforce previously issued land use permits on a scheduled basis.
3. Respond to citizen complaints and inquiries associated with land use activities.

GOAL IV: THAT ALL BUILDINGS WITHIN THE TOWN'S JURISDICTION ARE CONSTRUCTED AND MAINTAINED TO A SAFE, HEALTHY, AND DECENT STANDARD.

OBJECTIVE A: *All new buildings will be constructed at a minimum to State Building Code standards.*

PROJECTS:

1. Administer and enforce the N.C. State Building,

1994 BUDGET INFORMATION (con't)

- Electrical, Plumbing, and Mechanical Code.
2. Assist the public by providing building code information and educational seminars.
 3. Maintain building inspections activities records.
 4. Monitor all construction to assure that proper permits have been issued.

OBJECTIVE B: *All existing buildings should be maintained to meet the Town's minimum housing code standards.*

PROJECTS:

1. Administer and enforce Carrboro's Minimum Housing Code.
2. Periodically survey the community to locate possible minimum housing code violations.
3. Respond to inquiries regarding possible minimum housing code violations.
4. Provide the public with information related to the Minimum Housing Code.
5. Maintain minimum housing code inspections activity records.

FIVE YEAR GOALS, OBJECTIVES, AND PROJECTS

GOAL I: **PROVIDE THE COMMUNITY WITH ON-GOING SERVICES IN THE MOST EFFICIENT, COURTEOUS, AND COST-EFFECTIVE MANNER POSSIBLE.**

OBJECTIVE A: *To provide staff and resources at a level needed to meet service demands.*

PROJECTS:

1. Work with management to identify the need for new staff positions and upgrades for existing positions.
2. Centralize the Planning Department's office space to provide a central receiving area for the public, a filing room, drafting and GIS area, conference room, an cohesive office space for each division.
3. Upgrade and replace computer hardware according to a pre-determined schedule.
4. Purchase two (2) trucks for the inspections division.

OBJECTIVE B: *To provide the community with an information storage and retrieval system that will link all departments and Orange County.*

PROJECTS:

1. Establish an information management division.
2. Purchase and set-up a GIS workstation with ARC-CAD and a size E-plotter.
3. Network with Orange County and other departments

1994 BUDGET INFORMATION (con't)

- and purchase a software network license and maintenance agreement.
4. Provide GIS software training.
 5. Purchase hardware to establish a GPS (Global Positioning System) to interactively locate and map physical features.
 6. Continue to acquire and update digitized topographic information as needed.

OBJECTIVE C: *Provide the community with in-house engineering capabilities.*

PROJECTS:

1. Establish an engineering division.
2. Collect and digitize physical features needed for a community-wide engineering information base, i.e., water and sewer system, drainage system, and roadway system.
3. Continue to monitor stormwater quality throughout the jurisdiction.
4. Create a stormwater management model based on GIS topographic and actual survey information.

GOAL II: DEVELOP A COMPREHENSIVE PLAN FOR CARRBORO

OBJECTIVE A: *Work with citizens to produce a small area plan for the southern and central portion of Carrboro's planning jurisdiction.*

OBJECTIVE B: *Work with the Town boards and citizen groups to combine small area plans into a comprehensive plan for all of Carrboro's planning jurisdiction.*

PERFORMANCE MEASURES/WORKLOAD INDICATORS

QUARTERLY REPORT (October - December 1993)

	'93-94	PREVIOUS QUARTERS	THIS QUARTER	TOTAL TO DATE
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PLANNING DIVISION

Special Projects	N/A	3	*	*
Ordinance Revisions	12	1	2	3
Annexations	2	0	2	2
Rezoning Cases	3	1	0	1

**=This function has been transferred to the Manager's Office.*

ZONING DIVISION

Cond Use Permits	6	0	2	2
Special Use Permits	2	1	0	1
Zoning Permits	90	7	6	13
Final Plat Appr	12	8	2	10
Permit Modification	4	0	1	1
Construc Plan Appr	6	1	3	4
Appeals/Variances	0	0	0	0

INSPECTIONS DIVISION

Bldg Permit-Town*	140	29	12	41
Bldg Permit-Plan Area*	10	1	9	10
Inspections	3,300	956	964	1,920
Cert. of Occupancy	125	39	37	76
TOTAL NEW CONSTRUCTION (MILLIONS OF DOLLARS)	14.0	3.7	2.7	6.4

**=Single Family*

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II. STATUS OF ANNUAL RETREAT ACTION AGENDA

(January - March 1993)

<u>AGENDA ITEM</u>	<u>AGENDA</u>
1. Request NCDOT to install a traffic signal at Jones Ferry Road and Old Fayetteville Road (letter received from NCDOT on April 26, 1993 approving signal as requested.)	COMPLETE
2. Discussion of open space zoning. Report made on June 22, 1993 and the worksession was held on January 04, 1994 which resulted in another worksession scheduled for January 25, 1994.	CONTINUED

- | | | |
|----|--|-----------|
| 3. | Statewide TIP (1994-2000) endorsement delayed by Board of Aldermen until the project descriptions for Smith Level Road, and Hillsborough/Old Fayetteville Road are revised or clarified by the State. The TAC included revised description in their new TIP request for this year. | CONTINUED |
| 4. | Review Table of Permissible Uses worksession held on March 23, 1993, April 14, 1993, October 26, 1993, and January 04, 1994. A public hearing to discuss amendments to the Table of Permissible Uses will be scheduled by the Agenda Planning Committee. | CONTINUED |
| 5. | Revise Section 15-217(b). Reviewed by Aldermen on March 23, 1993, referred to May 11, 1993 and Board decided to take no action. | COMPLETE |
| 6. | Historic and Natural Inventory Report (Report approved by Aldermen on March 09, 1993 - publication underway.) | COMPLETE |
| 7. | Variance on setbacks - text amendment. Public hearing held on March 23, 1993 and town attorney requested to re-draft amendment. This amendment was approved on November 09, 1993. | COMPLETE |
| 8. | 2000 Task Force Policies Update - The Board of Aldermen approved revisions to the 2000 Task Force Policies on August 24, 1993. | COMPLETE |

(April - June 1993)

- | | | |
|-----|---|----------|
| 9. | Report on entranceway beautification and protection. Submitted to the Board on April 20, 1993 and referred to Appearance Commission to recommend an agenda on how to proceed with each of the areas contained in the plan. To be reviewed by the Appearance Commission in 1994. | ON-GOING |
| 10. | Meeting with South Greensboro Street property owners to discuss what improvements should be made to that street. (Report made on April 27, 1993.) | COMPLETE |
| 11. | Viewing of Duany and Arandt tapes by advisory boards. Tapes were reviewed by the Small Area Planning Work Group (SAPWG) and Planning Board. | COMPLETE |
| 12. | Pedestrian crossings proposed at North Greensboro Street near railroad and reduce speed limit to 20 MPH. (DOT refused to reduce the speed limit.) | COMPLETE |

13. Zoning on Smith Level Road (Referred to Annexation Work Group and public hearing held on September 21, 1993.) Action on this matter was proposed for 11/23/93, but has been postponed until 1994. ON-GOING
14. Prepare a report on space needs of the Police Department and alternatives to meet those needs. (Considered by the Aldermen on June 15, 1993 and referred to the Agenda Planning Committee to specifically discuss the Police Department space needs set for 11/09/93.) **TRANSFERRED TO TOWN MANAGER'S OFFICE**
15. Park and Ride Lot Report provided to the Aldermen with a request for the staff to negotiate a new lease with the owner(s) of Carrboro Plaza (09/29/93). COMPLETE

(July - September)

16. Review of downtown improvements (i.e., sidewalks, parking lot on South Greensboro Street, and walkways). Report presented on October 05, 1993. COMPLETE
17. Small Business concerns. Staff met with chair of the DDC and the DDC will present a list of substantive ordinance concerns for further consideration. ON-GOING
18. Request TAB to present a recommendation on a transportation plan for the area beyond Homestead Road. A transportation plan was presented by the TAB to the Small Area Planning Work Group (SAPWG) for incorporation into the Small Area Plan. TAB and the SAPWG finalized a plan for this area which will be presented to the Aldermen in 1994. COMPLETE

(October - December)

19. Report on townwide traffic controls and neighborhood protection. The Board received a report on November 23, 1993 and authorized the staff to pursue grant funds to study traffic calming devices. CONTINUED
20. Encourage energy efficient construction - delayed to receive a report on energy efficient construction produced by Wake County. RE-SCHEDULED FOR 1994
21. Subdivision regulation/review of road widths, radii, curb and gutter, etc. (included as part of the townwide design guidelines). Presented to Aldermen on June 22, 1993; Aldermen referred to sub-committee. ON-GOING

- | | | |
|-----|--|--------------------------------------|
| 22. | Request postal service to change address for residents in northern area of town. (awaiting post office construction) | DELAYED |
| 23. | Continuation of sidewalk program - Board received report on October 05, 1993 and requested that a sidewalk be placed along Main Street (near Chapel Hill Tire Company and that signs be placed along North Greensboro Street indicating presence of a crosswalk at Poplar Avenue). | REPORT COMPLETE |
| 24. | Townwide Design Guidelines and review of subdivision regulations (presented to Aldermen on June 22, 1993; Aldermen referred to sub-committee). | ON-GOING |
| 25. | Meet with UNC in reference to traffic problems. Currently meeting with Ray Magyar and Bill Kline of the University Transportation staff. | ON-GOING |
| 26. | Study space needs at Town Hall. | TRANSFERRED TO TOWN MANAGER'S OFFICE |
| 27. | Report on bikepath projects - two reports were made in this quarter; on October 12, 1993 and November 09, 1993. | ON-GOING |
| 28. | Report on improvements to Estes Drive, South Greensboro Street, and Hillsborough Road. Discussed as part of the 94-95 TIP on November 23, 1993. | COMPLETE |
| 29. | HOME Program. | TRANSFERRED TO TOWN MANAGER'S OFFICE |
| 30. | Community Development Block Grant. | TRANSFERRED TO TOWN MANAGER'S OFFICE |

III. ACTIVITIES DURING THE QUARTER

CONDITIONAL USE PERMITS

1. Fair Oaks Phase VI - CUP modification -- 21 units on 8.3 acres.
2. OWASA - University Lake Warden's office

SPECIAL USE PERMITS

NONE

ORDINANCE REVISIONS

1. Deviations from applicable setback requirements permitted upon recommendation of the Appearance Commission; 11/09/93.
2. Definition of "water dependent structures" and exemption from setback requirements within watershed buffer areas within the watershed districts; 12/14/93.

REZONING

NONE

GENERAL PLANNING REPORTS

1. Report on Buck Taylor Gravesite
2. Resolution/Charge to Shaping Orange County's Future.
3. Report on Mr. Watt's property located at the Old A&P Shopping Center.
4. Revisions to the Table of Permissible Uses.
5. Report on the status of the new Post Office.
6. Report on Cane Creek Watershed Protection.

ANNEXATIONS

1. Wexford Phase III - 10.5 acres, 20 lots effective November 30, 1993.
2. Cates Farm, Phases 1 & 2; 23.75 acres, 36 lots effective March 31, 1994.

TRANSPORTATION

1. Downtown Sidewalk Improvements.
2. Bicyclepath update.
3. Revisions to Carrboro-Chapel Hill Thoroughfare Plan responding to DOT's request for more information regarding Old Fayetteville Road Extension (aka, Laurel Hill Parkway).
4. Status report on the Elm/North Greensboro Street Bikepath.
5. Report on traffic calming devices.
6. 1994-95 TIP approved by the Aldermen on 11/23/93.
7. Report on 3-way stop signs on Old Pittsboro Road - continued to receive a petition from residents in the area of Old Pittsboro Road and Lantern Way.
8. Petition form for street regulation amendments -- to be revised and brought back for further consideration.

FIRE DEPARTMENT

**GOALS
and
REPORT FOR QUARTER 2**

FIRE DEPARTMENT

I. DEPARTMENTAL MISSION STATEMENT

The mission of the Carrboro Fire Department is to protect lives, property and the community environment from the destructive effects of fire, disasters or other life hazards by providing public education, incident prevention and emergency response services.

II. COMMUNITY AND ORGANIZATION ASSESSMENT

- . Personnel Needs - The recent study completed by Charlie Coe pointed out the personnel needs of the fire department. There has been a significant increase in fire incidents and fire loss over the past few years and the town and the fire district continues to grow. The department continues to see a decline in the number of volunteer firefighters as well as a decrease in their response. Major development in the northern part of the fire district as well as restricted access increases pressure for services.
- . Cooperation - The study by Charlie Coe pointed out several areas where the two municipal fire departments (Chapel Hill and Carrboro) could mutually benefit through formal cooperation (improved utilization of personnel and equipment in prevention, training, education, purchasing and incident control).
- . Inspection Fees - The department has seen an increase in inspections due to new State laws and an increased demand by the public for home inspections and Chapter 11 enforcement. There is a growing trend in the state to charge fees for inspections, especially for repeat inspections. It would be desirable to charge fees that are compatible with those of other Orange County jurisdictions.
- . Fire Prevention Awareness - The number one priority of the Carrboro Fire Department is to save lives through proper education of the public. We feel we could greatly reduce death, injuries and property damage due to fire with an awareness program.

- . Training - Governmental regulations require stricter policies to properly train and certify personnel, lengthening the amount of time needed to train personnel.
- . Space Needs - Governmental regulations require additional space for sleeping quarters.

III. PROBLEMS FACING THE FIRE DEPARTMENT

- . Insufficient manpower to provide adequate fire protection to the community and South Orange Fire District.
- . Governmental regulations requiring stricter policies to properly train and certify personnel in a reasonable time.
- . Major development in the northern part of the fire district will create a demand for increased services.
- . Meeting public demands for home inspections and meeting the state inspection schedule with limited manpower and enforcement of Chapter 11 of the Town Code.
- . Inadequate sleeping quarters for personnel with no room to expand.

IV. NEXT YEAR'S GOALS

GOAL #1

To improve the fire department's capabilities to keep pace with growth.

Objective

To monitor growth to determine the need for additional personnel, equipment, substations, etc.

Projects

1. Add two additional personnel to provide four (4) shift personnel on each shift.
2. Refurbish Engine 932.

GOAL #2

To form an automatic mutual aid response between the Carrboro and Chapel Hill Fire Departments.

Objective

Implement a more formal cooperation agreement between Carrboro and Chapel Hill to provide the best return on investment for the two communities.

Project

1. The two town will develop agendas from a priority list.
2. Standardization of procedures, joint training program, cooperative education program and shared purchasing.

GOAL #3

To provide adequate accommodations for shift personnel and make facilities more energy efficient.

Objective

To comply with NFPA 1500 Standards to provide adequate sleeping space and facilities for both males and females.

Project

Look at existing facilities for means of better utilizing space.

GOAL #4

To establish a fire inspection fee.

Objective

To generate sufficient revenue to recover a portion of the time spent performing fire inspections.

Project

To charge a fee for fire inspections that is compatible with surrounding jurisdictions.

V. FIVE YEAR GOALS

GOAL #1

Meet the recommended staffing level that was recommended in the feasibility study.

Objective

Continue to monitor growth to determine the need for additional personnel, equipment and substations.

Project

- . Add three (3) additional fire personnel for the next five years.
- . Refurbish Engine 933.
- . Investigate possible sites for locating a future fire substation and training facility.

GOAL #2

To ensure immediate response to medical emergencies in the corporate limits of the South Orange Fire District.

Objective

Implement a medical first responder program.

Project

- . Provide a first responder course for all fire personnel.
- . Certify all fire personnel as EMS/First Responders.

CARRBORO FIRE DEPARTMENTAL QUARTERLY REPORT

FOR SECOND QUARTER

January 12, 1994

I. PERFORMANCE MEASURES/WORKLOAD INDICATORS

Number of	Current Fisical Year Projected	Previous Quarters	This Quarter	Total to Date
Emergency Calls Town	295	103	65	168
COUNTY	95	21	40	61
Inspections	250	93	89	182
Training Hours	5,000	1,306	1,265	2,571
Average Response Paid	5	5.6	5.2	5.4
Auxiliary	1	1.8	2.0	1.9
Injuries Citizens	5	0	0	0
Firefighter	4	0	0	0
Deaths Citizens	0	0	0	0
Firefighter	0	0	0	0
Numbers of Members Paid	16	14	15	15
Part-Time	5	5	3	5
Auxiliary/Traffic Control	13/1	11/1	12/1	12/1
Est. Property Value	52,000,000	17,201,185	14,263,045	31,464,230
Est. Property Damage	400,000	37,600	7,340	44,940
Response Time Town County	N/A N/A	3.3 min. 5.3 min.	3.3min. 6min.	3.3 min. 5.7 min.
Time Spend on Calls	N/A	67hr 1min	54hr49min	121hrs 50 mins

II. Status of Annual Retreat Action Agenda

- A. The cooperation with Chapel Hill study had been reviewed by both departments and Town Managers. The study was present to both board of alderman with a recommendation of a more formal cooperation of the fire departments. Staff has been present with four priorities 1. Shared purchasing, 2. Joint training, 3. Standardization of procedures, and 4. Cooperative public education programs. The two staffs are now working together on the development of these priorities.

III. Activities During The Quarter

- A. With the outcome of the study, the town manager continued the search for a new fire chief. On December 15, 1993 announced Rodney Murray as the next fire chief for the town. Chief Murray will assume the duties of chief February 2, 1994.

IV. Comments On The Quarter

- A. None

POLICE DEPARTMENT

**GOALS
and
REPORT FOR QUARTER 2**

CARRBORO POLICE DEPARTMENT

MISSION STATEMENT

The mission of the Carrboro Police Department is to protect persons and property within the Town of Carrboro and to provide those law enforcement and community services that are necessary to maintain a safe living environment within the Town.

COMMUNITY & ORGANIZATION ASSESSMENT

The Town of Carrboro is a community in transition. Over the past decade the Town has seen itself grow from a small, densely populated "bedroom" community to a community much like its more urbanized neighbors. While it still maintains many of its "small town" characteristics, Carrboro continues to develop within a highly sophisticated metropolitan atmosphere. This transition brings with it all the "problems" associated with urban growth. As the population and area of the Town increase in size, so, too, does the demand for services. Also, as the population becomes more diverse, the demands for service become more varied. The Police Department, like all Town Departments, continues to work to provide services in this climate of growth and change. Over the last eight years, while the population of Carrboro has increased by 37%, calls for service responded to by the Police Department have increased by 82%. The greatest impact on the Police Department, however, has been with the increase in the number of "criminal calls" which has risen by 106% over the past 8 years. During this same period, the Department has grown by only 6 officers (28%) with no additional civilian support staff. Coupled with this increase in calls for service has been an expectation on the part of the citizens of Carrboro for a more "personalized" response by the Police Department. As problems arise in various neighborhoods and commercial areas, the residents and business owners want more than just the "traditional" response to their calls. They desire a more comprehensive approach which will not only solve the immediate issue at hand, but also serve to prevent other possible problems from occurring in the future.

It is within this framework that the Police Department seeks to change and adapt to the needs of the community.

NEW YEAR GOALS

GOAL

To continue to provide a full range of law enforcement services to the citizens of Carrboro.

OBJECTIVE

To provide adequate personnel and equipment to effectively answer all calls for service (anticipated 14,000).

PROJECTS

- Implement a program in which non-emergency calls for service are processed by civilian "call-takers". This would allow patrol officers to spend more time on more serious calls and provide more time for special projects and activities.
- Implement a program of "working" reserves who could supplement Uniform Patrol officers in their regular duty, providing more personnel at peak periods.

OBJECTIVE

To provide adequate personnel to follow-up on serious criminal calls and to further enhance the Department's ability to respond to narcotics trafficking within the community.

PROJECT

- Creation of an additional Criminal Investigator position.

GOAL

To develop and implement an organizational strategy aimed at responding to the needs of the community in a more pro-active, personalized manner.

OBJECTIVE

To provide personnel and resources to enable the Department to respond to specific problem oriented situations within the Town.

PROJECT

- Implementation of a team of personnel who can be deployed to deal with specific problems or concerns which are identified as already existing or are anticipated by the community.

OBJECTIVE

To continue to move the Department and the Town toward a more formalized program of Community Oriented Policing.

PROJECTS

Provide all members of the Department with training concerning Community Oriented Policing.

- Implement on some level, community policing units in certain area(s) of the Town.
- Make plans to observe other police departments' community policing projects on an on-site basis and possibly send officers to train within these agencies.

OBJECTIVE

To begin to develop a framework within the community which works toward understanding and acceptance of Community Oriented Policing.

PROJECT

- Begin workshops throughout the Town to discuss and explain the concept of Community Policing, how it would be implemented and what role the citizens would play in this implementation.

GOAL

To improve and enhance the physical environment within the Police Department.

OBJECTIVE

To provide for additional work space as the needs of the community and Department continue to grow.

PROJECTS

- Continuation of the evaluation concerning space needs for expansion of police facilities.
- Take specific recommendations as to how to meet the specific space needs of the Police Department.

GOAL

To improve the operational effectiveness of Departmental employees.

OBJECTIVE

To continue to insure that Departmental personnel receive the most up-to-date training available.

PROJECTS

- Provide state mandated training in Basic Law Enforcement Training for all new uncertified recruits.
- Provide state mandated training in firearms, radar operation, and intoxilyzer operation.
- Provide updated training in the areas of laws of arrest, search & seizure, use of force, defensive driving, criminal investigations, narcotics investigations, community relations, and juvenile law.
- Further upgrade of the Department's computer system through the purchase of additional hardware and software.

FIVE YEAR GOALS

GOAL

To further customize delivery of police services to the needs of the community.

OBJECTIVE

To continue to explore the advantages and disadvantages of a more formalized community oriented policing program.

PROJECTS

- Develop and implement a "needs assessment" process for gathering information concerning what the community needs and wants in terms of police services.
- Continue research into how other communities are implementing Community Policing by observing first-hand some of these operations.

OBJECTIVE

To create an environment and philosophy that concentrates on problem solving techniques rather than just responding to calls.

PROJECT

- Develop an evaluation process as part of the merit review process which encourages and rewards problem solving techniques over the more traditional reactive approach.

GOAL

To evaluate and revise, as necessary, the organizational structure of the Department.

OBJECTIVE

To improve management of resources and delivery of services.

PROJECT

- To put into place a "committee" within the Police Department whose responsibility is to evaluate the current organizational structure and to make recommendations concerning any changes that may be possible.

GOAL

To continue to improve and enhance the physical environment within the Police Department.

OBJECTIVE

To provide for additional work space as the needs of the community and Department continue to grow. □

DEPARTMENTAL REPORT FOR QUARTER 2

POLICE DEPARTMENT

January 14, 1993

I. PERFORMANCE MEASURES/WORKLOAD INDICATORS

NUMBER OF. . .	CURRENT FISCAL YEAR PROJECTED	PREVIOUS QUARTERS	THIS QUARTER	TOTAL TO DATE
CALLS	12943	3384	3307	6691
MAJOR CRIMES	1400	283	310	593
OTHER CRIMINAL CALLS	3366	993	1009	2002
MOTOR VEHICLE ACCIDENTS	550	154	145	299
CRIMINAL ARRESTS	380	111	89	200
INVESTIGATIONS				
Cases Assigned	225	75	72	147
Cases Closed by Arrest	NA	44	40	84
# Hours Narcotics Investigations	1500	1059	678	1737
Narcotics Arrests	30	22	12	34
MILEAGE (PATROL)	144334	32135	34563	66698
RADAR HOURS	NA	41.75	19	60.75

* not available

COMMENTS: The Department continues to experience an increase in most workload indicators. With the exception of major crimes (and mileage), all categories exceed projections.

II. STATUS OF ANNUAL RETREAT ACTION AGENDA

QUARTER ONE

STATUS

No items on agenda.

QUARTER TWO

STATUS

No items on agenda.

III. ACTIVITIES DURING THE QUARTER

- A. Continued the temporary reassignment of one patrol officer to work with the narcotics investigator on a special task force charged with providing enhanced narcotics investigations in selected neighborhoods. This task force concentrated its efforts in areas that continued to experience problems associated with the consumption and sale of controlled substances. Arrests from this task force will be reported during the next quarter.
- B. Two "rookies" offered conditional offers of employment by the Department during the 4th quarter of FY 92-93 began Basic Law Enforcement Training (BLET) in September (during the first quarter of FY 93-94). The rookies graduated from BLET in mid-December of 1993 and will be available for assignment to platoons sometime in late January of 1994.
- C. The Department continued to work with residents of the Carrboro Elementary School neighborhood and with Citizens for a Safe Carrboro to deal with problems which developed in certain areas involving trespassing and harassment by vagrants, illegal alcohol consumption, petty theft, and other criminal activities. Efforts to maintain the integrity of these areas will continue.
- D. The Carr Court Community Center was opened and dedicated to the community on October 3, 1993. Officers will continue to spend time in the neighborhood in order to ensure that existing problems can be made more manageable.
- E. In late December, the Department began training on the new computer records system purchased from Visions Software, Inc. The Department plans to fully incorporate the system on January 1, 1994.
- F. The Department purchased new weapons, and after training, issued the weapons to twenty-two Officers.

IV. COMMENTS ON THE QUARTER

During the second quarter of FY 93-94, workload indicators for the Police Department have continued to increase significantly. Although major crimes have decreased over the same period last year, calls for service and other criminal calls have increased dramatically--12.2% and 19.5% respectively. Cases assigned to Investigators increased by 51.5% and the number of cases they closed by arrest increased by 20%. In addition, the Department's efforts to address the problems associated with illegal drug activity during the second quarter have been successful. Officers assigned to the narcotics task force have made 34 arrests during the first half of FY 93-94 and have devoted 1737 hours in an effort to return neighborhoods to "law-abiding" citizens.

The workload of both the Uniform Patrol and Investigations Divisions has continued to increase and the community has continued to demand specific services such as increased foot and vehicular patrols and speed enforcement. Such demands have created additional pressure on the Department's ability to provide other general police services.