

**AGENDA
CARRBORO BOARD OF ALDERMEN
WORKSESSION
THURSDAY, DECEMBER 15, 1994
7:30 P.M. TOWN HALL BOARD ROOM**

**7:30 - 9:30 p.m.
NP**

- (1) Informal Budget Worksession /Board and Staff to
Discuss Town Goals**

**9:30 - 9:50 p.m.
P/5**

- (2) Report on Privatization and other Rightsizing
Strategies**

BOARD OF ALDERMEN

ITEM NO. 1

WORKSESSION

AGENDA ITEM ABSTRACT

MEETING DATE: December 15, 1994

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

DEPARTMENT: Administration	PUBLIC HEARING: YES ____ NO <u>X</u>
ATTACHMENTS: Departmental Goals	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.

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 the same as last years and 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 department reports are attached for the Board's review. Also attached are the departmental quarterly reports for the fourth quarter of last fiscal year and the first quarter of this 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 to 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

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.

**DEPARTMENTAL
GOALS AND OBJECTIVES**

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 Recreation and Parks Department and Commission developed and adopted on March 6, 1978 a philosophy which has served the department as a mission guide. For information purposes, this philosophy is included below:

"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

-There is an inability to meet programming demands due to a shortage of both indoor and outdoor recreation facilities.

-Due to the constant use of and dependency on facilities owned by others, there is a crucial need to maintain and strengthen formal arrangements with these non-town agencies, i.e. school system, etc.

-There is need to recognize that the future role of leisure services will expand beyond standard play activities and athletic leagues. Programs must be provided to youth for their over-all development in light of at-risk situations that occur during their non-school leisure time.

-Safety issues will continue to be paramount in all aspects of providing recreation and park services.

-Accessibility concerns will be a large investment and instrumental in the development of new facilities and renovations of older ones.

-Community demands for recreation and park services continue to place inordinate pressure on the ability to adequately budget and staff the department. The management of the department at an acceptable technological level (i.e., use of computers/software programs, electronic mediums, etc.) is not maintained due to these pressures on budget and staff.

-Space needs are becoming more oppressive due to competition for available area in Town Hall. Storage, dispersal of program supplies, and work areas are inadequate to meet present needs.

-The community's diversity and changing demographics require a wide range of recreation programs and flexibility in program development. The Town should maintain and build upon the present program with continued administration flexibility to adjust programs as needed within the operating year and maintaining an adequate, innovative staff capable of meeting these changing needs.

III. Next Year Goals

Goal 1: Manage programming needs and demands.

Project: Research and implement methods to fairly provide registration opportunities to the general public on a first come, first served basis.

Project: Implement an adequately funded "after-school" program designed for improving self-esteem, individual safety and leisure activities for the high risk neighborhood of Carr Court.

Goal II: Improve on personnel and technological needs of the department.

Project: Convert all older personal computers to the single 486 Series personal Computer used in the department front office allowing for interfacing of the department's computers.

Project: Analyze and make recommendations on the potential for computer registration for programs.

Project: Review the potential for use of credit cards as means for payment of program registration.

Project: Fund the part time program support assistant position to develop a full time position with Public Works Department using the person one-half time.

Project: Fund and hire contractors to serve in specific service areas to help mitigate the increasing need for an additional full time permanent professional programming position.

Goal III: Meet current safety needs of the department.

Project: Implement Blood Borne Pathogen Policy for recreation personnel as determined appropriate by the Town's Safety Committee.

Project: Conduct an external audit of the Town's present play equipment based on the most recent guidelines of the Consumer Product Safety Commission. Compliance should be verified by use of the "CPSC Playground Audit Guide" and certified inspector.

Project: Fund and implement a safety training program for staff and volunteers.

Goal IV: Prepare to meet accessibility requirements as regards recreation areas and parks.

Project: Analyze the impact to Carrboro's park system and list the needs that the "Recommendations for Accessibility Guidelines: Recreation Facilities and Outdoor Developed Areas" as proposed by the US Architectural and Transportation Barriers Compliance Board will require.

Goal V: Meet indoor and outdoor recreation and park needs.

Project: Provide general on-going site renovations as spelled out in the Town's Capital Improvement Program.

Project: Accept all previous offers of dedication and easements along Morgan and Bolin Creek for the greenway system. Acquire property along Bolin and Morgan Creeks as development occurs according to the Comprehensive Recreation and Parks Master Plan.

Project: Incorporate into the Horace Williams Land Use Plan all of the facilities included in the Comprehensive Recreation and Parks Master Plan on this tract (Bolin Creek Neighborhood Park, portion of Bolin Creek Greenway and additional land behind Pathway Drive Mini-Park). Work through the Carrboro/University Land Use Planning Advisory Board presently working with the University on developing this Land Use Plan.

Project: Begin development of the Pathway Drive Mini-Park property by acquisition of additional UNC land to the north.

Project: Develop formal dialogue with the Chapel Hill-Carrboro School system on joint use of facilities and provide expanded recreation facilities at Carrboro Elementary School and McDougle School Site.

Project: Develop financing strategies for completing all approved Year 1995-2000 Action Plan from the Comprehensive Recreation and Parks Master Plan.

IV. Five Year Goals

Goal I: Manage programming needs and demands.

Project: Implement programming in identified neighborhoods or for specific populations as adequate resources are made available.

Project: Continue to research and implement registration procedures that are fair and "user friendly."

Goal II: Improve on personnel and technological needs of the department.

Project: Implement use of appropriate software after upgrading computer systems in the department to 486 level.

Project: Market comparison of all part-time employee salaries (i.e. Facility/Activity Supervisors, Referees, Umpires, Class Instructors, etc.) will be required to stay competitive with other departments competing for the same applicant pool.

Project: Upgrade part time position of Program Support Assistant to full time in the department. Review need to upgrade present Program Support Assistant to Administrative Assistant.

Project: Provide adequate space to efficiently operate in the areas of storage, dispersal of program supplies, and work areas.

Goal III: Meet current safety needs of the department by evaluating that the town-wide safety plan addresses and meets all concerns of the Recreation and Parks Department including those areas that may exist only within this particular department.

Project: Analyze the town's safety policy in reference to the assurance that the existing condition of all department's equipment is maintained or upgraded as needed and properly budgeted.

Project: Provide funds to adequately train all department personnel in safety issues as mandated by the town's safety policy.

Project: Implement the program of improvements regarding the external audit report on the town's play equipment based on the guidelines of the Consumer Product Safety Commission's "CPSC Playground Audit Guide."

Goal IV: Prepare to meet accessibility requirements mandated by the ADA as regards recreation and park areas.

Project: Implement over the five-year period all accessibility improvements determined the analysis of the "Recommendations for Accessibility Guidelines: Recreation Facilities and Outdoor Developed Areas" as proposed by the US

Architectural and Transportation Barriers Compliance Board.

Goal V: Meet indoor and outdoor recreation and parks needs.

Project: Complete all remaining items in the Year 1995-2000 Action Plan from the approved Comprehensive Recreation and Parks Master Plan.

Project: In 1997 work must begin on financing strategy for implementing the actions included in Year 2001-2005 Action Plan from the approved Comprehensive Recreation and Parks Master Plan.

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 94-95, 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. 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 Recreation 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 95-96)

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 to Salary Grade 17 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: Contract a Personnel Classification Study of positions within the Public Works Department; Review and recommend upgrades 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
 - a. PROJECT: Contract map revisions annually

C. GOAL: Provide staff support to the Landfill Owners' Group (LOG) and Weston, Inc., the private consultant for the Intergrated Solid Waste Study

1. OBJECTIVE: To work with the Citizen Advisory Committee (CAC) for solid waste to ensure that the Intergrated Solid Waste Study incorporates all the prevelent solid waste issues as outlined for the study.
 - a. PROJECT: To attend all LOG and CAC meetings, actively participate in the discussions and provide written documents as needed.

D. GOAL: Provide staff support to the Landfill Owners' Group (LOG) for the newly proposed landfill reorganization structure

1. OBJECTIVE: To work with the staff of the other LOG members in the establishment of the best ownership structure and daily operation standards for the new landfill.

a. PROJECT: To actively participate in all aspects of the proposed landfill reorganization process and to closely review/analyze all alternatives.

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

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 and 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 95-96)

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

C. GOAL: To provide timely roadway maintenance operations

1. OBJECTIVE: To meet the Town's growing street maintenance needs (pavement repairs, litter collection, signing, pavement markings, bike path and right-of-way maintenance, etc.)

a. PROJECT: To add one (1) Street Maintenance Technician position

D. GOAL: To comply with OSHA standards and provide a safe and productive working environment

1. OBJECTIVE: Establishment of a Town Safety Policy and the development of an ongoing safety training program to increase safety awareness

a. PROJECT: To provide funding for educational materials, training courses and safety equipment

E. 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

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: To comply with OSHA and Federal mandated compliance issues

1. OBJECTIVE: To ensure all mandates are met as outlined by OSHA, the Federal government, and/or the State of North Carolina

a. PROJECT: To review and plan how ~~to~~ meet mandated requirements; To analyze the short and long term implications of the mandates

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 95-96)

The increasing complexities of solid waste management regulations have adversely affected the timely collection of yard waste and miscellaneous curbside trash. Although the addition of one Equipment Operator I position and one residential refuse vehicle late in the FY 93-94 increased the Division's overall productivity, this Division continues to struggle to meet the growing collection needs of the community.

The utilization of a temporary Sanitation worker during the peak yard waste months (May through October) has provided limited support to this Division. The limited support is primarily due to the State of North Carolina's commercial drivers license requirement. In order to operate the equipment utilized by this Division, a commercial drivers license is required. Unfortunately, the Town has been unable to find temporary workers with the necessary license. Therefore, the productivity level of the temporary worker is restricted.

The Public Works Department proposes the conversion of the temporary Sanitation worker to a permanent Sanitation Equipment Operator I position. This position would assist the Sanitation Division to provide quality and timely 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, revisions to the single family routes is anticipated. 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 95-96)

A. GOAL: To ensure that 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

B. GOAL: To address the expanding space requirements of the Public Works Facility and the need for an additional fire station

1. OBJECTIVE: To plan for the construction of a joint Public Works/Fire facility to provide for the relocation of the Public Works Facility to a larger site as well as provide an additional Fire station.

a. PROJECT: To establish a Capital Improvements Fund in order to reserve funds annually for the acquisition of property and construction of a joint Public Works/Fire facility

IV. Five Year Goals

A. 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 1998

B. 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 95-96)

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

IV. 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 95-96)

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 minimize manpower costs

a. PROJECT: To utilize temporary seasonal workers to supplement permanent staff during peak maintenance months

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.

Administrative Services

I. Mission Statement

The mission of Administrative Services is 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

Cities and counties represent the level of government most intimately involved in addressing the great ills of our day- rising crime and drug use, poor school performance, inner city decay, homelessness, and a myriad of problems associated with the loss of community and the sense of duty that accompanies it. With the movement toward a new federalism, decentralization, and a smaller national government, a larger burden for addressing society's problems falls to the local level and unfortunately, more liability for funding.

As the scope of local responsibility grows and local tax rates increase, our citizens will demand more accountability and stronger proof of performance and efficiency. As their attention to what we do intensifies, Carrboro will need to monitor its performance more vigorously and communicate it more effectively. This monitoring and reporting must go hand in hand with our development and execution of the annual budget. Our efforts over the past six or seven years- developing workload indicators, performance measures, work plans- put us in good stead in this regard.

Unlike cities which have a history of large populations, Carrboro's operation is small and lean. We still reflect our small-town origins. While we have the formal structure (departments, position titles, procedures, etc...) of larger jurisdictions, our number of employees and spending per capita are low by almost any standard. Carrboro is continuing to grow, however, and is approaching a point when that growth demands expansion of our operation and facilities. Unlike larger organizations in dire need of rightsizing (a wonderful euphemism for downsizing), we are in the enviable position of being able to plan our organization's evolution in a way that optimizes efficiency and effectiveness.

As the organization changes to meet increased service demands, Administrative Services should play an increasing role in assisting departments with measuring performance and improving efficiency. We will need to provide better

information for the Manager, department heads and the Board as a part of developing and executing budget goals. Unfortunately, this information/analytical role is always in competition with the management of day-to-day transactions. And, these routine functions- processing of cash receipts, payroll, accounts payable, personnel records, purchase orders, inventory, reports to the state, and the handling of insurance claims and investments, etc.. must meet strict internal control and compliance standards. The department's first priority in any year is to maintain and improve internal controls and compliance with federal and state regulations.

Beyond the enforcement of controls and regulations, the department is becoming more involved in analyzing trends and in gathering information for budget decisions. In the personnel area, we are attempting to move beyond compliance (which has become more complicated with the increase in the number and complexity of regulation) and benefits administration to assisting departments with training, recruitment of qualified employees and stronger review of employee performance.

In addition, Administrative Services is spending more time developing, and exploring computer applications and new technology. This is especially true of the current year as we have worked to automate (and integrate with the general ledger) our purchasing and personnel functions. Carrboro is also moving increasingly toward the use of network and interagency communication via electronic transfer which constitutes a whole new arena of possibilities. For example, we are currently implementing direct deposit of payroll - technology that has been available for some time. Furthermore, we are continuing to evaluate the benefits of subscribing to Internet, which would allow us to tap into a vast array of new information electronically. Once North Carolina develops its information highway, we will need the capability of communicating electronically with State agencies for reporting and other purposes.

Carrboro has avoided hiring a full-time person to work with computers by contracting with Orange County for data processing services. This contract saves the town significant expense for hardware and software support services. However, many of our applications - Windows and other PC programs are not supported by the County. Over the next five years, we may be forced to develop more in-house expertise of software and hardware maintenance.

In addition to these general trends, the department faces a number of specific needs as we approach the 1995-96 year. These include:

- the need to reorganize and better use the space available to the department, especially in the front-desk, reception area;
- the need to continue our efforts to improve internal accounting controls, by automating the handling of cash receipts and by following a more intensive review of monthly financial statements;
- the need to continue the introduction of new technology when it improves productivity and internal control;

- the need to develop new procedures to ensure compliance with state and federal guidelines (especially as they pertain to drug testing and OSHA safety regulations);
- the need to assist departments in meeting the goals and objectives set forth in the budget, and in better capturing that performance in the quarterly reports and annual budget document;
- the need to preserve the town's history of providing services economically by strengthening budget control, financial planning and forecasting, and by establishing benchmarks for various categories of town spending (which may include comparisons with private service providers); and
- the need to perform a position classification study to address problems of internal equity and to ensure continued competitiveness in the local marketplace. The last study was completed and implemented five years ago.

III Goals and Objectives for F Y 1995-96

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

A. Objective: Provide the program support position with a better work area for managing the disparate tasks of answering the phone, taking cash receipts, processing the mail, and using the personal computer.

1. Project to accomplish objective: rearrange the switchboard/reception area; purchase extension for front desk to house computer terminal, postage machine and cash receipts printer.

B. Objective: Improve internal accounting controls, reduce the amount of time consumed by the handling of routine transactions and the time spent making adjustments at year end, and improve the collection of accounts receivable.

1. Project to accomplish objective: automate the handling of cash receipts.

2. Project to accomplish objective: automate the handling of accounts receivable, including revolving loans, annual privilege licenses, special assessments and monthly parking contracts.

3. Project to accomplish objective: establish a procedure for reviewing monthly financial statements which includes an intensive survey of all balance sheet and budget accounts. As a final step of a new month-end review, go over financial statements with the Manager each month, and have him sign off on statements.

C. Objective: Extend the town's use of electronic transmissions to reduce unnecessary and time-consuming steps in the processing of routine transactions.

1. Project to accomplish objective: Institute new system permitting departments to submit weekly payment requests on diskettes which would be downloaded to the mainframe accounts payable module.

D. Objective: Improve compliance with state and federal guidelines, (especially as they pertain to drug testing and OSHA safety regulations.)

1. Project to accomplish objective: Develop new policies and procedures for complying with state and federal guidelines.

2. Project to accomplish objective: Establish and enforce training regimens for supervisory personnel which address various state, federal and town policies.

E. Objective: Continue efforts to make the town's budget deliberations and budget enforcement more goal-oriented and performance-based.

1. Project to accomplish objective: Assist Manager and department heads in monitoring performance measures and workload indicators and tying budget recommendations to these indicators.

2. Project to accomplish objective: Have Accounting and Purchasing Officers work with Assistant Town Manager to monitor spending and look for unanticipated cost-savings in the various departments to ensure financial (e.g. annual budget savings targets) goals are met each year.

3. Project to accomplish objective: Refine financial planning and forecasting by extending five year projections to embrace new positions and facilities on the expenditure side as well as projected changes in rates of revenue growth.

4. Project to accomplish objective: Compile statistics each year (for budget presentation) which establish benchmarks for various categories of town spending or means of gauging the town's competitiveness in service delivery.

Goal: Improve the efficiency and effectiveness of all Carrboro departments.

Objective: Address the internal and external equity problems stemming from changes in the duties and market value of certain town positions- changes which have occurred since the town last implemented a position classification study.

1. Project to accomplish goal: Contract with pay and classification consultants to perform a study in fiscal year 1995-96.

IV Goals and Objectives for the next five years

Goal: Improve the 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 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.

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

- ◆ Demands and expectations for prompt, courteous, and, dependable services continue;
- ◆ Inadequate and /or antiquated office equipment lessens office efficiency and productivity;
- ◆ Secretarial or receptionist help is not available for extended absences resulting in part from situations such as sickness or vacation;
- ◆ A shortfall in engineering consulting service funds may result from an increase in anticipated land use activity;
- ◆ Land use permit, building permit, ordinance amendment, and map amendment files have not been duplicated to protect against accidental loss;
- ◆ Digitized topographic maps have not been made available to the town by the county in the current GIS contract;
- ◆ 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;
- ◆ The town will continue to seek new and different solutions for managing land use activities, transportation, and the environment;
- ◆ Expectations will continue for the provision of timely building and land use inspection services;
- ◆ Stormwater quality monitoring data will be needed in anticipation of new state and federal requirements;
- ◆ The federal flood insurance rating program will require the town to obtain and store more information on flood prone properties;
- ◆ 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;
- ◆ Inspection's vehicles need to be replaced with pick up trucks.
- ◆ An additional planner will be needed to provide staff support for meeting policy analysis, committee assignment, and plan development demands.
- ◆ Increased funding for consulting services to assist in concept design.

FIVE YEAR NEEDS ASSESSMENT

- ◆ Population, land use, and building activity increases will require more staff and office resources;
- ◆ Computer software and hardware improvements coupled with the need to process, store, and share more information will necessitate incremental and well planned investments in computer technology;
- ◆ 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;
- ◆ 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.
7. Provide a new planning position to assist in meeting the demand for technical support, plan formulation, and policy analysis.
8. Provide the town with concept design consulting services

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 budgets and contracts.

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

PROJECTS:

1. Continue to monitor storm water quality;
2. Continue to 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. Provide the Zoning Division with two hand-held radios.
5. Increase the uniform budget for the Inspections Division.

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

PROJECTS:

1. Purchase a new copying machine for the department.

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

PROJECTS:

1. Purchase 1 laptop computer for the zoning division, and 2 laptop computers for the building inspectors.
2. Network all computer equipment within the department.
3. Purchase and set-up a GIS workstation with ARC-CAD and a size E-plotter.

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

PROJECTS:

1. Lease-purchase a second pick-up truck for the Inspections Division.

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, special exceptions, 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 and provide the board with monthly status reports.
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.
4. Provide the zoning division with a car for visiting development sites.

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 NC State Building, 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.
5. Acquire and implement a computerized permit application and tracking system.

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. Network with Orange County and other departments and purchase a software network license and maintenance agreement.
3. Provide GIS software training.
4. Purchase hardware to establish a GPS (Global Positioning System) to interactively locate and map physical features.
5. 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.

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 -**

Major development in the northern part of the fire district continues to have an impact on the personnel needs of the fire department. In order to achieve our long term goal of a three-person minimum engine company the Town must continue to hire two personnel per year for the next four years.

Growth from an all volunteer organization to a municipal department has required an increase in maintaining records, data processing, organization of files, report and documentation, providing recommendations to the Manager, and providing more written materials to the citizens and the Board. Clerical assistance is of utmost importance for continued growth and a more efficient operation. This issue has taken a "back-seat" due to the more important issue of staffing deficiencies.

- **Facilities -**

Once again growth in the northern area has added to the demand for fire protection by increasing the travel time for fire apparatus. A facility located in this area is an issue that must be addressed immediately.

- **Medical First Responder Program -**

Fire employees need to be trained in and provide vehicle accident extrication for the citizens of the community and the county. Fire personnel are usually the first on the scene of an emergency situation. Fire personnel should be trained to offer citizens the quality of care their tax dollars help finance.

- **Cooperation -**

Since the enactment of a formal cooperation between Carrboro and Chapel Hill Fire Departments many areas of fire protection have been addressed. This will be an on-going process of joint purchases, training, sharing of resources and improved utilization of personnel and equipment.

- **Comparable Pay -**

In order to keep and reward knowledgeable and professional employees the issue of comparable pay for comparable duties must be addressed. The position of Deputy Fire Chief and Fire Marshal should be considered for

upgrade. These two positions have grown in management responsibilities that are comparable to or greater than some Town positions that are classified higher.

- **ISO Study -**

The Carrboro Fire Department presently has a fire rating of four. The Department was last rated in 1982 and is due to be rated in the near future. With present staffing levels and travel distances to corporate limits the department is not sure we would be able to maintain our present rating. During FY 95-96 the departmental needs to conduct an in-depth study to determine how we can better maintain our present rating.

III. Problems facing the Fire Department

- Insufficient manpower to provide adequate fire protection to the community and South Orange Fire District.
- Major development in the northern part of the fire district has created a demand for increased services.
- Due to travel distances and Insurance Services Office (ISO) requirements, an additional fire station needs to be established.
- Inadequate sleeping and shower facilities for personnel with no room to expand.
- Governmental regulations, reports and documentation. Chapter II violations, and inspections has increased the need for clerical support.

IV. Next Years Goals

Goal #1

To provide services that will keep pace with growth of the community.

Objective

To research the need for additional personnel, equipment, substation, etc.

Projects

1. Add three additional personnel to the Suppression Division.
2. Delete part-time shift driver positions to off set cost of clerical support and one suppression person
3. Add one clerical support person to the Administration Division
4. Replace Fire Chief's vehicle.
5. Locate a site for a future Fire Substation and Public Works facility.

Goal #2

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

Objective

Implement a Medical First Responder Program.

Project

1. Provide a First Responder course for all fire personnel.
2. Train all fire personnel in vehicle extrication.
3. Establish S.O.P.'s for response to medical emergencies.

Goal #3

To prepare the Town to maintain its present ISO rating of four.

Objective

To provide to the citizens of Carrboro a level of service that will maintain or better our present ISO rating.

Project

1. Conduct an in-depth study to determine areas of weakness or improvement to satisfy ISO requirements.

Goal #4

To coordinate and work with the Safety Committee to develop and recommend to the town manager matters of policy and procedures affecting administration of the the Town of Carrboro Safety Program.

Objective

To ensure compliance with all OSHA regulations and provide a safe working environment for all town employees.

Project

1. To provide training, accident and insurance follow-up, vehicle and building safety on a regular basis.
2. Develop policies and procedures and ensure they are complied with by all town employees.
3. Continue regularly scheduled meetings with the Safety Committee.

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

1. Add two additional fire personnel each year for the next four years.

2. Investigate possible sites and purchase land for locating a future fire substation and public works facility.
3. Investigate the feasibility to refurbish or replace Engine 933.

Goal #2

Continue formal cooperative efforts with Chapel Hill Fire Department

Objective

Provide the best return on investment for two communities.

Project

1. Review joint training programs, shared purchasing, standardization of procedures.
2. Continue regularly scheduled meetings to discuss issues of formal cooperation.

CARRBORO POLICE DEPARTMENT

1995-96

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 nine years, while the population of Carrboro has increased by 46%, calls for service responded to by the Police Department have increased by 80%.

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.

During 1994, the Department began the implementation of a program designed to be more "responsive" to citizens needs while at the same time continuing to handle calls for service. This program, called Community Oriented Policing, seeks to place officers directly in neighborhoods within the community to deal directly with the problems faced by the residents and business owners within these areas. Community Police Officers are assigned only to "their" neighborhoods and respond to calls only in that area. CPO's also work closely with the residents and business owners to develop a broader approach to all problems within the area and to hopefully improve the quality of life for all the citizens within 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 and process all calls for service (anticipated 14,000).

PROJECT 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. It would also allow the Department to provide additional personnel within the Records Division (1 civilian) which is extremely overworked and understaffed.

PROJECT 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 continue implementation of an organizational strategy aimed at responding to the needs of the community in a more pro-active, personalized manner.

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

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

PROJECT Continue implementation of Community Oriented Policing strategy within the Town.

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

PROJECT Conduct 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 working environment within the Police Department.

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

PROJECT Continuation of the evaluation concerning space needs for expansion of police facilities.

PROJECT Make specific recommendations as to how to meet the specific space needs of the Police Department.

OBJECTIVE To recruit and maintain a work force which functions in an efficient and effective manner.

PROJECT To develop and implement a pay/benefit plan which allows the Department to hire, train and retain qualified personnel at all levels of the organization.

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.

PROJECT Provide state mandated training in Basic Law Enforcement Training for all new uncertified recruits.

PROJECT Provide state mandated training in firearms, radar operation, and intoxilyzer operation.

PROJECT 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.

PROJECT 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.

PROJECT Develop and implement a "needs assessment" process for gathering information concerning what the community needs and wants in terms of police services.

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.

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- **Personnel Needs -**

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Department Mission Statement
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IV. Next Years Goals

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Objective

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Projects

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Department Mission Statement
cont'd

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Objective

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Project

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Department Mission Statement
cont'd

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

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2. Investigate possible sites and purchase land for locating a future fire substation and public works facility.
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Objective

Provide the best return on investment for two communities.

Project

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2. Continue regularly scheduled meetings to discuss issues of formal cooperation.

**DEPARTMENTAL
QUARTER FOUR REPORTS**
(April, May & June - 1994)

5

1 DEPARTMENTAL REPORT FOR QUARTER FOUR

RECREATION AND PARKS DEPARTMENT

July 20, 1994

I. PERFORMANCE MEASURES/WORKLOAD INDICATORS

NUMBER OF...	CURRENT FISCAL YEAR PROJECTED	PREVIOUS QUARTERS	THIS QUARTER	TOTAL TO DATE
DEPT. REVENUES (DOLLARS)	111,776	92,402	23,151	115,553
PROGRAM FEES/CHARGES (\$)	83,000	70,820	15,957	86,777
MUNICIPAL SUPPORT (\$)	28,776	21,582	7,194	28,776
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	20,839	2,755	23,271
ATHLETIC PROGRAM				
TOTAL PARTICIPANTS	3,660	2,424	701	3,125
-YOUTH	1,427	1,313	142	1,455
-ADULT	2,233	1,111	559	1,670
GENERAL PROGRAM				
TOTAL PARTICIPANTS	20,264	18,092	2,054	20,146
-LEISURE CLASSES	1,073	822	161	983
-SPECIAL EVENTS	17,454	16,233	1,016	17,249
-OLDER ADULT PROGRAMS	1,295	824	721	1,545
-SPECIAL RECREATION	442	213	156	369
<u>PARTICIPANT HOURS</u>	124,322	105,605	22,948	131,526
ATHLETIC PROGRAMS				
-YOUTH ATHLETICS	46,776	41,394	4,560	45,954
-ADULT ATHLETICS	18,024	13,404	5,124	18,528
-OTHER PROGRAMS	18,752	14,610	4,269	18,879
GENERAL PROGRAMS				
-FAMILY PROGRAMS	1,482	510	1,952	2,462
-YOUTH PROGRAMS	2,293	1,965	137	2,102
-COMMUNITY EVENTS	17,686	18,955	308	19,236
-DAY CAMPS	2,908	1,340	1,240	2,580
-CLASSES/WORKSHOPS	8,719	6,223	1,065	7,288
-SPECIAL RECREATION	2,561	2,706	342	3,048
-OLDER ADULTS	5,121	4,498	3,951	8,449

* 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 relevant subdivision(s).

II. STATUS OF ANNUAL RETREAT ACTION AGENDA

QUARTER ONE

Completion Goal

- A. Discussion of structure for Carrboro Day. On-Going
Board of Aldermen met in April and assigned a committee of Board and Commission members to meet and discuss the concept. Presentation to the Board of Aldermen took place during May regarding program ideas and costs. Board approved the item as part of the next fiscal year budget.
- B. Recreation and Parks Capital/Program Needs Nov. 94
Park Plan Management Group (PPMG) has been working with the firm of Woolpert on the comprehensive recreation and parks master plan. Component Four of the process has been completed and is now being reviewed and an action plan established. Plan is due to be presented to the Board in October.

III. ACTIVITIES DURING THE QUARTER

The department mainstreamed five individuals into department programming for a total of 54 activity hours. Coordinated the work of three teens in the high school community volunteer service program. All other programming efforts received better response than past experience in this fiscal year. Coordinated with Orange County and Chapel Hill Departments to establish a combined circular in the Chapel Hill Herald to publicize programs at no cost to the Town. Also, the Chapel Hill New (at no cost) provided an insert on this year's July 4th Celebration.

IV. COMMENTS ON THE QUARTER

Registration analysis by residency follows. There is somewhat of a decrease in the percentage of users who reside within the incorporated limits of Carrboro versus the figures reported in Quarter 3 Report. Results available for the entire fiscal year are reflected in the following figures.

Registered Participant Figures (969 Total) Period-July 1, 1994 to June 30, 1994

<u>Jurisdiction</u>	<u>Signed Registrants</u>	<u>% of Total</u>
Carrboro	576	25.99
Chapel Hill	1,410	63.59
Orange County	139	6.27
Other Counties	92	4.15
Total	2,217	100

Revised July 12, 1994

DEPARTMENTAL REPORT FOR QUARTER FOUR

PUBLIC WORKS DEPARTMENT

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	26.25	27.18
LITTER COLLECTION (IN MAN HOURS)	480.00	143.50	38.00	181.50
INSPECTIONS (IN MAN HOURS)	600.00	500.25	203.00	703.25
ROLL-OUT CONTAINERS (SERVICED WEEKLY)	2,135.00	2,111.00	2,129.00	2,129.00
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	1,229.31	442.34	1,671.62
COMMERCIAL DUMPSTER TONS	2,666.00	1,899.32	708.14	1,207.46
MULTI-FAMILY DUMPSTER TONS	2,585.00	1,729.02	597.04	2,326.06
EXTRA TRASH TONS	835.00	384.52	176.32	560.84
SANITATION WORKERS:CITIZENS	1:2083	1:2058	1:2083	1:2083
MAINTENANCE-VEHICLE/EQUIP. (MAN HOURS)	6,526.00	4,894.00	1,632.00	6,526.00
LEAF COLLECTION (CUBIC YARDS)	2,885.00	2,559.60	0.00	2,559.60
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 Four

III. ACTIVITIES DURING THE QUARTER

- A. Community Compost Site re-opened to the public in early May; will remain open until compost is depleted or until curbside leaf collection operations commence November 1.
- B. Assisted the Recreation and Parks Department with pre-, post-, and day of- duties associated with the Independence Day celebration activities.
- C. Conversion of door knobs to door levers: conversion completed at the Public Works Facility; conversion in process at the Town Hall complex; Conversion required to meet ADA requirements
- D. Four (4) of the nine (9) police vehicles scheduled for re-painting and pin striping are complete; the remaining vehicles will be completed during the first quarter of the 94-95 FY
- E. Continued to provide daily inspection of new residential developments; i.e. street/sidewalk installations in the subdivisions of Wexford, Cates Farm, Bolin Forest and Sudbury
- F. The Chapel Hill-Carrboro School System, via their contractor, will be performing sloping operations to the shoulder on the east side of Hillsborough Road; The Public Works Department coordinated the start-up of this construction; the sloping is required in order to provide an adequate area for sidewalk placement by town crews during the 94-95 FY
- G. Jimmy Perry was promoted from Street Division Crew Leader to Solid Waste Management Supervisor; Mr. Perry filled this position following Larry Moore's retirement in early spring; Mr. Moore had been employed by the town for 30 + years
- H. Jim Bridgman has accepted the position of Street Division Crew Leader; His first day of employment will be July 14; Mr. Bridgman fills the position vacated by the promotion of Jimmy Perry.
- I. Commenced the installation of sidewalk on Main Street from the Ontjes office building to the intersection adjacent to Chapel Hill Tire Company; Installation has been temporarily stopped due to the discovery of underground fuel tanks; Construction will recommence once Chapel Hill Tire Company has received approval to proceed from the State of North Carolina; Anticipate completion by no later than the end of September 1994.

PUBLIC WORKS DEPARTMENT

- J. Compiled field data and administrative documentation necessary to assist the consulting engineer with the annual preparation of the Powell Bill map; As of July 1, the town maintains 27 miles of streets
- K. Personnel from the divisions of Streets, Landscaping/Grounds and Fleet Maintenance continue to provide assistance to the Solid Waste Management Division as needed
- L. Installed stormwater culvert at the end of Eugene Street and constructed a drop culvert box to better facilitate the stormwater drainage problem
- M. Performed asphalt skin patching at 110 Pine Street, Mulberry Street and Pleasant Drive, and Pine Hill Drive
- N. Installed 4-way stop signs, with advanced warning signs and thermoplastic stop bar markings for the Pathway Drive/Springvalley Road intersection
- O. Requested the office of the NCDOT Division Engineer to prepare a NCDOT/Municipal Agreement for the Board of Aldermen's to review in August, with a projected effective date of September 1, 1994; the agreement would provide for the mowing of NC HWY 54 median to be performed by town crews
- P. The NC Highway 54 Bypass construction project was finally completed in late June; Staff of the Public Works Departments has spent many hours over the last 3.5 years working with NCDOT staff and contractors as well as with citizens and general motorists
- Q. Formed and poured concrete handicapped sidewalk ramps at the North Greensboro Street/Weaver Street intersection and the Shelton Street/North Greensboro Street intersection

IV. COMMENTS ON THE QUARTER

Workload is as anticipated

DEPARTMENTAL REPORT FOR QUARTER FOUR

QUARTER ENDING JUNE 30, 1994

ADMINISTRATIVE SERVICES

I. PERFORMANCE MEASURES/WORKLOAD INDICATORS

NUMBER OF...	FY93-94 PROJECTED	PREVIOUS QUARTERS	4TH QUARTER	TOTAL TO-DATE
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Accounting/Collections

Payroll Checks	3,592	2,599	918	3,517
Accounts Payable	3,904	3,115	1,376	4,491
Cash Receipts	5,515	4,277	1,382	5,659
Journal Entries	240	157	89	246

Personnel

Employment Applications	1,000	941	30	971
Positions Recruited	12	16	2	18
Personnel Transactions	275	245	207	452
Benefits/Other Requests	200	395	300	695

Purchasing/Risk Management

Purchase Requisitions	1,400	776	138	914
Purchase Orders	1,200	1,022	442	1,464
Lease-Purch Transactions	7	6	0	6
Insurance Transactions	16	11	3	14

II. NOTES/COMMENTS ON THE QUARTER'S ACTIVITIES

1. During the fourth quarter, average interest earnings for the Town's investments rose from 4.125 percent in April to 5 percent in May, and declined slightly to 4.875 in June.

2. The department mailed privilege license billings to 352 businesses, and as of June 30, 167 licenses had been issued.

Departmental Report for Quarter Three- Administrative Services
Page 2

3. Administrative Services completed work on the annual budget document. The 1994-95 budget represents the culmination of several years' worth of additions and improvements. The new year document includes for the first time, a glossary of terms, an overview of the Town's budget procedures, and fund summaries delineating beginning and ending (projected) fund balances for all Town funds.

4. During the month of June, the Personnel Office completed health insurance and disability open enrollments, and processed the huge number of forms which accompany the beginning of a new fiscal year. The Personnel Administrator assisted by the Personnel Technician also conducted training for the newly formed Personnel Advisory Committee (PAC), and began work with the Town's safety committee during this past quarter.

5. During the fourth quarter, the Purchasing Officer assisted in the preparation of an RFP, and the review of proposals, for a construction manager to oversee construction of the Town Commons.

PERFORMANCE MEASURES/WORKLOAD INDICATORS

QUARTERLY REPORT (April - June 1994)

	'92-93	PREVIOUS QUARTERS	THIS QUARTER	TOTAL FY 93-94
<u>PLANNING DIVISION</u>				
Ordinance Revisions	12	3	3	6
Annexations	2	3	1	4
Rezoning Cases	3	1	0	1
<u>ZONING DIVISION</u>				
Cond Use Permits	6	4	1	5
Special Use Permits	2	1	0	1
Zoning Permits	90	34	31	65
Final Plat Appr	12	12	1	13
Permit Modification	4	2	2	4
Construc Plan Appr	6	8	4	12
Appeals/Variances	0	0	1	1

INSPECTIONS DIVISION

Bldg Permit-Town*	140	84	30	114
Bldg Permit-Plan Area*	10	14	14	28
Inspections	3,300	2,632	1,141	3,773
Cert. of Occupancy	125	97	42	139
TOTAL NEW CONSTRUCTION (MILLIONS OF DOLLARS)	14.0	12.7	5.2	17.9
*Single Family				

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II. STATUS OF ANNUAL RETREAT ACTION AGENDA

(January - March 1994)

<u>AGENDA ITEM</u>	<u>AGENDA</u>
1. <i>Traffic Plans - Quail Roost</i> - Town staff met with the residents of Quail Roost on March 07, 1994 to review roadway improvement options. As a result of this meeting, the residents decided not to petition the Town to pave Quail Roost Drive and opted for the "wait and see" alternative. The residents did indicate that if an when Quail Roost is paved, then it should be a twenty footwide (20') pavement with swales. In April, the Board requested that staff continue to monitor traffic throughout the year.	COMPLETE

(April - June 1994)

2. **AIS AND OPEN SPACE ZONING** - Open space zoning ordinances from selected jurisdictions were reviewed on January 04, 1994 and January 25, 1994 resulting in a request for the Planning Staff and Town Attorney to draft an ordinance increasing the Town's open space provisions to 50%. The draft ordinance was presented to the Board on 05/18/94 and additional information was provided and reviewed on 06/28/94. Additional information will be provided in the third quarter along with recommendations by advisory boards. 50% COMPLETE
3. **STREET RIGHT-OF-WAY WIDTHS** - This item was presented on 06/28/94. The Board requested staff to organize a charette for public input during the 4th quarter. 50% COMPLETE
4. **YOUTH TRANSPORTATION ISSUES** - Have contacted Chapel Hill/Carrboro City School officials concerning youth transportation needs. The officials have indicated that they are under serious financial constraints (i.e., fuel costs, driver's costs, vehicle costs), which will not allow them the opportunity to consider such a proposal. ON HOLD
5. **BOLIN CREEK PROTECTION OPTIONS** - Contacts made with the Water Resource Institute, Environmental Management Commission, and the Sierra Club. The staff has also worked with the Sierra Club to schedule a stream walk and to make a slide presentation on Bolin Creek. This item has been re-scheduled for the 3rd quarter. 30% COMPLETE
6. **ENERGY EFFICIENT CONSTRUCTION** - The preliminary energy efficient construction standards for Wake County were received and a draft report was completed and submitted to the Aldermen on 06/07/94. The Board requested the staff to bring back a report on the feasibility of Carrboro preparing guidelines similar to Wake County's. 80% COMPLETE
7. **CAPITAL IMPROVEMENTS PROGRAM (CIP)** - The Draft CIP was completed and distributed to department heads for final review. This document will be published upon the completion of the town manager and Aldermen's review. 90% COMPLETE

(July - September 1994)

8. **NEIGHBORHOOD PRESERVATION DISTRICT** NO ACTIVITY THIS QUARTER

9. **DOUGHNUT HOLE ANNEXATION** NO ACTIVITY THIS QUARTER
10. **UNC TRAFFIC CONCERNS** - Carrboro staff will meet with UNC officials in the 3rd quarter (July) to review possible traffic scenarios between Carrboro and UNC. ON GOING
- (October - December 1994)
11. **PEDESTRIAN PLANS - SIDEWALK POLICY --** The TAB is currently making revisions to the sidewalk policy and will submit the recommendations to the Aldermen during the 4th quarter. ONGOING
- PEDESTRIAN OVERPASS** NCDOT was contacted regarding the feasibility of constructing a pedestrian overpass on NC 54 Bypass. The inquiry is being considered by NCDOT. ON-GOING
- CROSSWALK AT THE INTERSECTION OF MAIN STREET & ROSEMARY STREET** Letter received from NCDOT which rejects any pedestrian treatments at this intersection. COMPLETE
- CROSSWALK AT NORTH GREENSBORO STREET & POPLAR AVENUE** Recent conversations with NCDOT officials concerning this project has indicated that the DOT has no desire to install a crosswalk within the vicinity of North Greensboro Street and Poplar Avenue. COMPLETE
- PEDESTRIAN TREATMENTS AT NC 54 BYPASS (WESTBROOK DRIVE AND ABBY LANE)** NCDOT has recommended that pedestrian signs be installed in advance of the area between Westbrook Drive and Abby Lane (along NC 54 Bypass). These signs would serve to advise motorists of the presence of pedestrians. The signs were to be installed within 30 to 60 days of the previous correspondence (which was on April 21, 1994). COMPLETE, PENDING STATE NOTIFICATION ON INSTALLATION
12. **DAY CARE CENTER IN RESIDENTIAL ZONES** NO ACTIVITY THIS QUARTER

- | | |
|---|-----------------------------|
| 13. REVOLVING LOAN FUND: HISTORIC PRESERVATION | NO ACTIVITY THIS
QUARTER |
| 14. SEWER SERVICES: WATERSHED AND RURAL BUFFER | NO ACTIVITY THIS
QUARTER |
| (January - March 1995) | |
| 15. AFFORDABLE HOUSING POLICY | NO ACTIVITY THIS
QUARTER |
| (April - June 1995) | |
| 16. STUDY: NORTH GREENSBORO STREET AND LLOYD STREET
CONNECTOR ROAD | NO ACTIVITY THIS
QUARTER |

III. ACTIVITIES DURING THIS QUARTER

CONDITIONAL USE PERMITS

1. Lake Hogan Farm -- 420 lots on 310 acres -- DENIED
2. Ridgehaven CUP Extension -- APPROVED
3. Cates Farm CUP Modification to allow the removal and relocation of grave sites -- DENIED

SPECIAL USE PERMITS

NONE

ORDINANCE REVISIONS

1. Regulations to provide the Board of Adjustments with a procedure to issues special exceptions for setbacks, adopted.
2. Definition of Loop Streets adopted as requested by the TAB.
3. Modification to method used for determining the height of single family residential structures approved.

REZONING

NONE

VARIANCES

1. Waverly Forest - 201 Oak Lane, setback deviation allowed.

ANNEXATIONS

1. Wexford Phase II - 16 lots on 7.93 acres.

TRANSPORTATION

1. Carr Mill Mall Access - assisted property owners and railroad in reviewing solutions to providing an access agreement for the Carr Mill Mall property.
2. Presented an ordinance creating a 4-way stop at the intersection of Spring Valley Road and Pathway Drive.
3. Assisted the Board of Aldermen in negotiating with NCDOT to rectify

a mistake made by NCDOT in paving what was to be a vegetated median on Jones Ferry Road.

4. Prepared a resolution adopted by the Board of Aldermen entitled "Requesting Postponement of the Widening of I-40 from I-85 to NC 147".
5. Received a request for a 4-way stop at the intersection of Robert Hunt and Pathway Drive.
6. Obtained a temporary construction easement from Mr. Bell for the PTA bikepath and negotiated with the PTA Thrift Shop to adjust the permanent easement. Received preliminary construction drawings from NCDOT.

GENERAL PLANNING ACTIVITIES

1. Presented the Board of Aldermen with a report on the CUP process.
2. Presented the Board of Aldermen with monthly CUP status report on residential subdivision activities.
3. Presented the Board with a report on the conditional use zoning process - complete.
4. Assisted in the preparation of a report to the Board of Aldermen from the Shaping Orange County's Growth Steering Committee.
5. Worked with Chapel Hill and Orange County on the preparation of a staff report regarding a request from the American Stone Quarry to amend the Joint Planning Area Land Use Plan to provide for the expansion of the extractive use or quarrying operations.
6. Attended preliminary discussion by UNC regarding their comprehensive planning process. A meeting with UNC officials and the Aldermen's committee will be scheduled for August 1994.
7. Open Space Ordinance Review.

CARRBORO FIRE DEPARTMENT

FOURTH QUARTER

1993-94

I. Performance Measures/Workload Indicators

Detail Information	Current Fisical Year Projected	Previous Quarters	Fourth Quarter	Total To Date
Emergency Calls Town	295	253	93	346
Emergency Calls County	95	84	34	118
Business Inspections	250	348	169	517
Training Hours	5,000	5,146	1,741	6,887
Average Response (paid)	5	5.8	6.1	6
Average Response (vol)	1	2	1.8	1.9
Injuries to Citizens	5	0	0	0
Injuries to Firefighter	4	0	1	1
Number of Paid Personnel	13	12	13	13
Number of 1 st Responder	3	2	3	3
Number of Volunteers	14	13	12	13
Part-Time Drivers	5	5	10	10
Total Fire Loss	400,000	61,790	950	62,740
Response Time (Town)	N/A	3.4 Min.	3.5 Min.	3.5 Min.
Response Time (County)	N/A	6.1 Min.	7 Min.	6.6 Min.

II. Status of Annual Retreat Action Agenda

Detail Item

The Board of Aldermen placed a discussion of Fire Department issues on its Planning Retreat Action Agenda. This item is to advise the Board of Aldermen as to the potential fire risk that faces the community. This item is intended as a guide, or a starting point to identify the issues that the Fire Department faces in providing fire protection for the community.

Status

The Fire Chief presented a report to the Board of Aldermen on Tuesday May 10, 1994.

III. Activities During the Quarter

Three Fire Department employees (Stan Foushee, Billy Hoenig, Robbie Crabtree) completed the State Level III Fire Inspection Certification. This certification requires a lot of on-duty and off-duty commitment of time, true dedication to expand knowledge and skills, and numerous hours of study time. The Department is very proud of their accomplishment.

Five Part-time Driver employees were added to our staff during the quarter. These are employees the Department can use to fill-in for vacancies that are caused by sick leave, vacation, or extra duty personnel. The five are State Certified Level I firefighters, which saves the Department training time.

IV. Comments On The Quarter

The Fire Department responded to 93 Town and 34 County emergency calls this quarter for a year-to-date total of 346 Town and 118 County responses. This is a record high (464) number of emergency responses for the Carrboro Fire Department.

Fire damage for this quarter was \$950.00 for a year-to-date total of \$62,740.00. The Department is very pleased with this very unusually low annual fire loss.

The Department's first female firefighter, Michelle Bostic, resigned during the quarter. She has been replaced by Tony Crabtree. Mr. Crabtree is a Level I Certified Firefighter and brings with him experience as a volunteer with New Hope Volunteer Fire Department.

DEPARTMENTAL REPORT FOR QUARTER 4

POLICE DEPARTMENT

August 25, 1994

I. PERFORMANCE MEASURES/WORKLOAD INDICATORS

NUMBER OF...	CURRENT FISCAL YEAR PROJECTED	PREVIOUS QUARTERS	THIS QUARTER	TOTAL TO DATE
CALLS	12943	9751	3263	13014
MAJOR CRIMES	1400	836	330	1166
OTHER CRIMINAL CALLS	3366	2864	1109	3973
MOTOR VEHICLE ACCIDENTS	550	423	150	573
CRIMINAL ARRESTS	380	313	187	500
INVESTIGATIONS				
<i>Cases Assigned</i>	225	242	104	346
<i>Cases Closed by Arrest</i>	*	117	24	141
<i># Hours Narcotics Investigations</i>	1500	1935	57.5	1992.5
<i>Narcotics Arrests</i>	30	47	1	48
MILEAGE (PATROL)	144334	106450	33521	139971
RADAR HOURS	*	121.25	130.25	251.5

* not available

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

II. STATUS OF ANNUAL RETREAT ACTION AGENDA

QUARTER ONE

STATUS

No items on agenda.

QUARTER TWO

STATUS

No items on agenda.

QUARTER THREE

STATUS

No items on agenda.

QUARTER FOUR

STATUS

No items on agenda.

III. ACTIVITIES DURING THE QUARTER

- A. Two patrol officers attended Intoxilyzer 5000 Operators School during April. The "Intoxilyzer" has replaced the Breathalyzer and is now used during investigations to help determine the level of impairment of drivers charged with driving while impaired. Although the Department does not currently have an Intoxilyzer 5000 unit, we plan to train all current Breathalyzer operators in its use and function. Officers who have already received training through the Intoxilyzer 5000 Operators School are generally able to use the Chapel Hill Police Department's Intoxilyzer 5000 unit at the Chapel Hill Police Department. While we have to rely upon another Department's equipment, we do not always have to rely upon their operators.
- B. Two patrol officers and one investigator attended the Police Law Institute, a two week course, during late May and early June. The curriculum included--but was not limited to-- the following topics: search warrants, warrantless searches, interviews, eyewitness identifications, and nontestimonial identification orders.
- C. The Department expanded the directed patrol program to highlight neighborhoods that continue to experience problems associated with the illegal sale and delivery of controlled substances. Officers are encouraged to reduce the number of hours spent on random patrol and to increase their directed patrol efforts by getting out of their vehicles and talking with residents and business people in an effort to

become even more familiar with the selected areas and their specific and general problems. All such efforts are a precursor to community oriented policing.

- D. The Department conducted traffic checkpoints on June 3 at Hargraves Street near Brewer Lane and at Broad Street and Fowler Street. These were the first checkpoints conducted by the Carrboro Police Department following the formal adoption of the Department's traffic checkpoint policy. Both checkpoints were found to be valuable and viable tools of enforcement of traffic and criminal laws. The Department has conducted one checkpoint during the first quarter of FY 94-95 and plans to conduct future checkpoints in other areas.

IV. COMMENTS ON THE QUARTER

During the fourth quarter of FY 93-94, workload indicators for the Police Department have continued to increase. Although major crimes have decreased by 5.3 %, calls for service and other criminal calls have continued to increase--by 3.8 % and 8.6 % respectively. Cases assigned to Investigators increased by 85% and the number of cases they closed by arrest increased by 70%. In addition, the Department's efforts to address the problems associated with illegal drug activity during the fourth quarter have been relatively successful and the Department is continuing to work on these problems. Officers assigned to narcotics investigations arrested 48 people on narcotics-related charges during the fiscal year.

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.

**DEPARTMENTAL
QUARTER ONE REPORTS**
(July, August & September - 1994)

DEPARTMENTAL REPORT FOR QUARTER ONE

RECREATION AND PARKS DEPARTMENT
September 30, 1994

I. PERFORMANCE MEASURES/WORKLOAD INDICATORS

NUMBER OF...	CURRENT FISCAL YEAR PROJECTED	PREVIOUS QUARTERS	THIS QUARTER	TOTAL TO DATE
DEPT. REVENUES (DOLLARS)	164,276		72,693	72,693
PROGRAM FEES/CHARGES (\$)	87,500		24,524	24,524
MUNICIPAL SUPPORT (\$)	28,776		0	0
PAYMENT IN LIEU (\$)	48,000*		48,169*	48,169*
PARK ACRES OWNED/DED	77	77	77	77
PARK ACRES LEASED	4	4	4	4
TOTAL PROGRAM PARTICIPANTS	23,994		17,626	17,626
ATHLETIC PROGRAM				
TOTAL PARTICIPANTS	3,730		867	867
-YOUTH	1,497		450	450
-ADULT	2,233		417	417
GENERAL PROGRAM				
TOTAL PARTICIPANTS	20,264		16,759	16,759
-LEISURE CLASSES/DAYCAMPS	1,073		296	296
-SPECIAL EVENTS	17,454		16,172	16,172
-OLDER ADULT PROGRAMS	1,295		170	
-SPECIAL RECREATION	442		121	
PARTICIPANT HOURS	123,346		55,292	55,292
ATHLETIC PROGRAMS				
-YOUTH ATHLETICS	48,736		11,460	11,460
-ADULT ATHLETICS	18,024		8,454	8,454
-OTHER PROGRAMS	15,816		2,355	2,355
GENERAL PROGRAMS				
-FAMILY PROGRAMS	1,482		82	82
-YOUTH PROGRAMS	2,293		199	199
-COMMUNITY EVENTS	17,686		28,500	28,500
-DAY CAMPS	2,908		990	990
-CLASSES/WORKSHOPS	8,719		2,042	2,042
-SPECIAL RECREATION	2,561		290	290
-OLDER ADULTS	5,121		920	920

* Payment in lieu funds above 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 relevant subdivision(s).

II. STATUS OF ANNUAL RETREAT ACTION AGENDA

QUARTER ONE

Completion Goal

- A. Discussion of structure for Carrboro Day. On-Going
Board of Aldermen to receive report in October from the Carrboro Day Structure Committee on the activities presently planned and the formation of committees involved in specific elements of the one day event.
- B. Recreation and Parks Capital/Program Needs Nov. 94
Park Plan Management Group (PPMG) has been working with the firm of Woolpert on the comprehensive recreation and parks master plan. During September 1994, the PPMG finalized the plan for transmittal to the full Recreation and Parks Commission and Board of Aldermen in the next quarter (October 1994).

III. ACTIVITIES DURING THE QUARTER

Please see the attached revised summary for the Payment In Lieu Accounts. This information is developed in context of the use of payment in lieu funds to finance some or part of the recommendations in the forthcoming Comprehensive Recreation and Parks Plan.

Please see attached work plan reports from Recreation Supervisors Carol H. Rosemond and Dennis M. Joines.

IV. COMMENTS ON THE QUARTER

Registration analysis by residency follows. This period of accounting is from July 1, 1994 to September 30, 1994 and covers department receipt numbers 8006-8837.

Registered Participant Figures (610 Total)
Period-July 1, 1994 to September 30, 1994

<u>Jurisdiction</u>	<u>Signed Registrants</u>	<u>% of Total</u>
Carrboro	185	30.33
Chapel Hill	262	42.95
Orange County	135	22.13
Other Counties	28	4.59

A quick analysis of this information shows a shift from the number of users from Chapel Hill to Orange County. The total of Chapel Hill and Orange County users remains constant; with this period reflecting this unusual shift to Orange County users versus Chapel Hill. It is predicted that future records over the next quarters will reveal that the majority of users in Carrboro's recreation program reside in Chapel Hill.

PAYMENT IN LIEU-COMMITMENTS AND PAYMENTS AS OF SEPTEMBER 23, 1994

SUBDIVISION	PAYMENT	APPROXIMATE PAYMENT W/INTEREST
1. Richardson	\$ 6,271.40	\$ 7,395
2. FairOaks	30,583.98	36,073
3. Weatherhill Point	3,068.24	3,618
4. Quarterpath Trace	94,492.46	111,453
5. Highlands V	25,114.00	29,656
6. Meadow Run	13,699.99	16,125
7. Teal Place	5,190.00	6,122
8. Highland Meadows	26,760.48	31,563
9. Cates Farm	48,168.87	53,829
Total Date:	\$253,348.43	
Add Interest Earned	<u>45,485.82</u>	
	\$295,834.25	

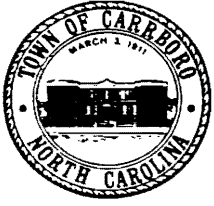
Payments Distributed Among Actual and Proposed Park Sites:

Bolin creek Park	(Subd. #5)	\$ 29,656
Pathway Drive Mini-Park	(Subd. #2,4)	147,526
North Community Park	(Subd. #8,6)	47,688
McDougle School-Park	(Subd. #9)	53,829
South Community Park	(Subd. #1)	7,395
Morgan Creek Park	(Subd. #3,7)	<u>9,740</u>
		\$295,834

PROJECTED FUTURE PAYMENTS:

Berryhill \$ 3,026.10

To be paid at final plat.
May not have to pay after
all facilities have been
calculated on site.



TOWN OF CARRBORO

NORTH CAROLINA

TO: Richard E. Kinney, Recreation and Parks Director
FROM: ^{Carol} Carol H. Rosemond, Recreation Supervisor
RE: Monthly Work Plan Program Update
DATE: October 5, 1994

Listed below is the current status as of September 30 of the work plan projects assigned to the General Programs Division. Previous status reports to date are included within to provide a comprehensive report.

1. Project: Investigate availability of McDougle Middle School facility space and available hours.

Status: Due to the delays in facility completion, little work has been
Aug. 94 done toward this project. Facility use request forms have been submitted for both the gym and other spaces. I hope to schedule a meeting/tour in the next month. The projected date for gym completion is by October.

Status: a. Met with Charlie Stewart, Dennis Joines and you to
Sept. 94 discuss school usage and tour building.
b. Received approval to use two classrooms for afterschool programming

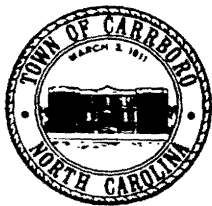
Project completed.

2. Project: Acquire needed van with wheelchair lift.
- Status: Requested Roger Thorne, Purchasing Officer to locate state
Aug. 94 contract van vendors. He reported that the new contracts have not been awarded. Last year's vendor, located in High Point, also does lift conversions.
- Sept. 94 Received update from Roger Thorne that the NC Division of Purchasing and Contracts was evaluating contracts the last week of September and hoped to award bids around the third week of October.
3. Project: Emphasize social programs rather than instructional ones in special populations programming.
- Status: Fall programming offered only one time activities including
Aug. 94 two dances, a trip, and several workshops. The Recreation Specialist is developing an interest survey for distribution later this year. The last large formal survey was done approximately nine years ago.
- Sept. 94 a. The one workshop offered, was canceled, due to low registration.
- b. The interest survey has been developed and is undergoing revision. Target distribution date is December 1994.
4. Contact other agencies and evaluate other programs to avoid duplication.
- Status: a. Discussed family/children's show performers and
Aug. 94 dates with ArtsCenter programmer.
- b. Held joint meeting with Dept. on Aging to discuss Fall programming to avoid duplication.
- c. Obtained event and operation calendars from UNC, Chapel Hill Recreation and Parks Chapel Hill-Carrboro Schools and Orange County Schools.

Status
Sept. 94

- a. Joint meeting with representatives from Chapel Hill and Orange County Recreation and Parks Departments to discuss Egg Hunt and other co-sponsored activities.
- b. Carrboro Day Committee Chairman contacted chairman of Farmer's Market and Town Commons groups to discuss working together and not duplicating efforts.
- c. Senior Games master calendar of Senior Games events and agency cosponsor events reviewed.
- d. Outreach efforts included participation in:
 - 1. Community Information Day at University Mall
 - 2. ACA (Assoc. of Community Agencies) Information Day at Homestead Center,
 - 3. Information referral and support for Saratov Sister City Celebration.
- e. Joint publication of Fall Funfinder with Chapel Hill and Orange County Recreation and Parks Departments and the Chapel Hill Herald.

This will be an ongoing process and therefore will not have a competition date.



TOWN OF CARRBORO

NORTH CAROLINA

TO: Richard E. Kinney, Recreation and Parks Director
FROM: Dennis M. Joines, Recreation Supervisor *DMJ*
RE: Departmental Work Plan / Report
DATE: October 6, 1994

Attached is information concerning the Recreation and Parks Work Plan and those specific areas that pertain to the Athletic Division. The following achievements occurred during the first quarter of the fiscal year.

Please let me know if any additional information is needed.

administration/workplan/094

1994-95 Work Plan/ Quarter Report

Goal I : Meet current and growing limitations and restrictions in facility availability.

Objective : Increase use and number of outdoor programming facilities.

Project: Investigate the possible increased use of the Chapel Hill High School baseball and softball fields.

- * The 15-18 year old baseball teams in our fall baseball program are using the Chapel Hill High School Field (Monday- Thursday) for practices and (Saturday and Sunday) games. Our use of the baseball field expands over the period of early September through October 23.
- * During the planning period of our fall programs, we approached Andy Brown (Athletic Director) to inquire of the availability of the school's softball field. The response was that the field was being renovated and it was questionable when the work would be completed.

Also the potential need to expand classroom space might result in the placement of trailers at the school. This situation would result in some school property that is used by fall athletic teams being used for the placement of trailers. These teams would need to use the softball field area for their practices and possible games.

Project: Pursue the lighting of the Community Park Ball field # 1.

- * Met with one engineering company to discuss our plans on lighting the field.
- * Obtained a copy of various engineers from our purchasing agent.
- * Has requested from our building inspectors a list of potential electrical engineers.

Project: Increase use and available space of indoor programming and administration facilities.

Note: Even though this project is not assigned to the Athletic Division, I would like to summarize the action taken by the Athletic Division during this fiscal year that could be categorized within this project.

- * The auxiliary gymnasium at Chapel Hill High School was acquired during July, 1994 for our cheerleading sports camp.

- * McDougale gymnasium has been acquired for our use during the 1994-95 youth basketball program (November- March).

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

Project: Improve inventory of existing equipment and supplies

- * Equipment of a specific activity (program) is being stored together in a central location. This has increased accessibility of equipment to the athletic staff.
- * Uniforms for our youth baseball and basketball programs have been stored during their "off-season" in boxes. Each uniform has been laundered prior to be stored. Each box has been inventoried and labeled for future use. The space that these uniforms occupy has been greatly reduced. Administration time that will be spent on the distribution of these uniforms has been reduced.
- * The organization of storage areas has been improved which leads to a cleaner and safer situation.
- * Storage racks for items such as football helmets, shoulder pads and balls have aided in the overall improvement of inventory (and storage) of equipment.

Project: Improve inventory system involving issues and receiving items.

- * An improvement in the issuing and collection of uniforms and equipment has occurred. A revised checkout system utilized by the Athletic Division has improve our ability in monitoring what items (and condition) are being issued to our volunteer coaches and staff members.

Project: Investigate alternative storage facilities; especially "out-of-season" storage

- * Prices were obtained for the use of the following type of alternative storage facilities:

a) rental storage sites- The rate listed is a monthly rate.

5' X 15' -----	\$ 55	10' X 10' -----	\$ 68
10' X 15' -----	\$ 92	10' X 20' -----	\$ 103
10' X 30' -----	\$ 137		

- b) construction of a storage shed 10' X 10' (to be placed on town-property) ---- \$.1100 (excluding cost for electricity).

Goal II. Meet programming demands and needs

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

Project : Investigate offering an additional summer sports camp to improve teenage/female youth participation.

- * A Field Hockey Camp was added to our list of Athletic Sports Camps. This camp drew thirteen females ranging from the age of 12 to 16. The future of this camp appears promising with the possible growth in the number of participants or the transition of the program into a league format.

Project: Increase and improve on providing "safety awareness" material to our program participants.

- * Participant and coaches handbooks contain sections that focus on safety. Items include the proper use of equipment, recommend preparation of the individual, and playing rules and procedural matter is included.

Project: Investigate the need or demand for an "Afterschool Program" and Town involvement in school programs for at-risk youths and crime prevention.

- * Meetings involving the local middle school principals and representatives from area recreation departments were suspended by the representative of the area school system.

No future meetings have been scheduled.

Goal III. Meet personnel and safety needs of the department

Objective: Ensure that the department is using the best athletic athletic equipment available.

Project: Research the market and determine what equipment is being used by area departments.

- * Local recreation departments were contacted concerning their use of face shields for baseball batting helmets.

Project: Evaluate new safety equipment that is available to determine its "value" in decreasing injury.

- * The optional use of face shields during the baseball seasons was implemented after extensive research was completed. Contact was made with various other recreation departments, safety -oriented organizations and researchers of safety issues.
- * Research in the availability and use of baseball protective vest led to a decision by the department to not provide but to allow participants to wear this item if they choose.
- * Prior to the football program beginning, a study was conducted on football facemask. Facemask on older styled helmets are not longer considered NOCSAE approved. The material used in the construction of the face mask is no longer recommended for use. As a result of this study, no football helmet with a face mask that is no longer NOCSAE approved type of helmet was issued to a youth participant. Investigations are now being conducted on the availability of a new style of mask to replace the obsolete face mask.
- * Research of a new style of base (for baseball/softball activities) is being conducted. This base is being promoted as a base that will reduce injury, while withstanding normal use.
- * Participant's Handbooks for our youth programs contain a section of sports equipment (proper equipment to use) and helpful recommendations concerning the participant (i.e., conditioning, stretching, etc.)

DEPARTMENTAL REPORT FOR QUARTER ONE

PUBLIC WORKS DEPARTMENT

I. PERFORMANCE MEASURES/WORKLOAD INDICATORS

NUMBER OF	CURRENT FISCAL YEAR PROJECTED	PREVIOUS QUARTERS	THIS QUARTER	TOTAL TO DATE
STREETS MAINTAINED <i>(in miles)</i>	28.00	27.18	27.18	27.18
LITTER COLLECTION <i>(in man hours)</i>	300.00	000.00	59.00	59.00
INSPECTIONS <i>(in man hours)</i>	600.00	000.00	173.00	173.00
ROLL-OUT CONTAINERS <i>(serviced weekly)</i>	2,215.00	2,129.00	2149.00	2149.00
COMMERCIAL DUMPSTERS <i>(serviced twice weekly)</i>	123.00	121.00	121.00	121.00
MULTI-FAMILY DUMPSTERS <i>(serviced twice weekly)</i>	196.00	194.00	194.00	194.00
ROLL-OUT CONTAINER TONS <i>(tonnage by year)</i>	1,733.00	000.00	460.25	460.25
COMMERCIAL DUMPSTER TONS <i>(tonnage by year)</i>	2,678.00	000.00	675.31	675.31
MULTI-FAMILY DUMPSTER TONS <i>(tonnage by year)</i>	2,420.00	000.00	672.46	673.46
EXTRA TRASH TONS <i>(tonnage by year)</i>	613.00	000.00	151.64	151.64
SANITATION WORKS:CITIZENS	1:1842	1:824	1:1828	1:1828
MAINTENANCE-VEHICLE/EQUIPMENT <i>(in man hours)</i>	6,526.00	0.00	1,631.00	1,631.00
LEAF COLLECTION <i>(in cubic yards)</i>	2,620.00	0.00	0	0.00
PARKS MAINTAINED	6.00	6.00	6.00	6.00
MOWED ACRES	62.00	54.00	62.00	62.00
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 I

III. ACTIVITIES DURING THE QUARTER

- Conversion of door knobs to door levers to comply with ADA requirements; Conversion completed at the Public Works Facility and Town Hall complex;
- The re-painting and pin striping of five (5) of the nine (9) police vehicles have been completed
- Continued to provide daily inspection of new residential developments. i.e. street/sidewalk installations in the subdivisions of Wexford, Cates Farm, Phase 6 of Fair Oaks
- Installed underground wiring for school crossing flashing signal on Hillsborough Road; signal to be installed in Quarter II
- Installed 150 linear feet of concrete sidewalk along the north side of Hillsborough Road to serve as a school drop-off zone for Quail Roost Drive
- Installed a fire hydrant at the Hillsborough Road/Rainbow Drive intersection
- Re-established the roadway ditch along the south side of Quail Roost Drive
- Performed 60 yards of patching in the Community Park
- Continued with the field work to update Westwood Cemetery map records
- Provided support to the Recreation Department for the Bronco/Pony league softball tournament
- Provided assistance to the Recreation Department for their special events, i.e. Tea Party
- Began the mowing and trimming of the grass along the Highway 54 corridor
- Prepared cemetery acceptance policy for presentation to the Board in Quarter II

PUBLIC WORKS DEPARTMENT

- Street Division and Landscaping Division personnel continued to assist the Solid Waste Division with the collection of solid waste
- Temporary full-time labor assisted the Street Division primarily in the area of sign maintenance, sign making and installation.
- Temporary full-time personnel aided the Solid Waste Division
- Temporary part-time personnel assisted the Supervision Division

IV. COMMENTS ON THE QUARTER

Work load was extremely high in the Supervision Division and a high number of projects were performed by the Street Division

Quarter II is anticipated to be very active in the Supervision, Street and Buildings & Trades Divisions.

ADMINISTRATIVE SERVICES

QUARTERLY REPORT FOR QUARTER ENDING SEPTEMBER 30, 1994

I. PERFORMANCE MEASURES AND WORKLOAD INDICATORS

	FY 94-95 PROJECTED	PREVIOUS QUARTER	FIRST QUARTER	TOTAL- TO-DATE	% OF PRO- JECTED
<u>ACCOUNTING/COLLECTIONS</u>					
NUMBER OF					
PAYROLL CHECKS	3,500	0	778	778	22.23%
ACCOUNTS PAYABLE CHECKS	4,000	0	1,116	1,116	27.90%
CASH RECEIPTS	6,000	0	1,474	1,474	24.57%
JOURNAL ENTRIES	250	0	72	72	28.80%
<u>PERSONNEL</u>					
NUMBER OF					
EMPLOYMENT APPLICATIONS	1,200	0	265	265	22.08%
POSITIONS RECRUITED	18	0	5	5	27.78%
PERSONNEL TRANSACTIONS	500	0	218	218	43.60%
BENEFITS/OTHER REQUESTS	700	0	300	300	42.86%
<u>PURCHASING AND RISK MGT</u>					
NUMBER OF					
PURCHASE REQUISITIONS	1150	0	173	173	15.04%
STOCKROOM REQUISITIONS	2000	0	403	403	20.15%
PURCHASE ORDERS	1600	0	457	457	28.56%
LEASE-PURCHASE TRANSACTIONS	10	0	1	1	10.00%
INSURANCE TRANSACTIONS	16	0	2	2	12.50%

II. NOTES AND COMMENTS ON QUARTER

1. Average interest rate on investments during the first quarter (quarter ending Sept. 30) was 5.17 %.
2. Department prepared the final draft of the 1994-95 final budget document, printed, assembled and distributed budget copies.
3. Staff updated all payroll files with new year insurance amounts and across-the-board pay increases.
4. Assistant Town Manager and Accounting Officer held meetings with NationsBank to initiate Direct Deposit of payroll.
5. Department held several meetings with Orange County Data Processing Director and staff to plan upgrade of purchasing, cash receipts and personnel functions.
6. Department completed initial work on hardware and software associated with computer upgrades.
7. The Personnel Administrator served on the N.C. International Personnel Management Association (IPMA) Fall Conference Committee and chaired the association's conference registration bringing statewide recognition to Carrboro.
8. The Personnel Administrator and Technician conducted three exit interviews, one new employee orientation, handled a town employee retirement (completing all the necessary forms required by the local retirement system), conducted a disability insurance open enrollment, and assisted with the assessment process used to select new Police and Fire personnel.
9. The Personnel Administrator attended a Benefits Workshop, and the Benefits Roundtable sponsored by the Durham County Human Resources Department for area benefits managers, the Accounting Officer completed the Institute of Government's training for new finance officers, the Assistant Town Manager attended a conference on trends in information technology sponsored by the League of Municipalities and Institute of Government, and the Purchasing Officer attended an Institute of Government course on the Uniform Commercial Code (UCC).
10. The Purchasing Officer and Assistant Town Manager completed the lease-purchase of a riding mower for Public Works, and began work on new contracts for the dump truck, police cars and refuse truck funded by the 1994-95 budget.
11. The Purchasing Officer prepared for the town's annual auction of surplus property to be held on October 22.
12. The accounting staff provided extensive assistance to the auditors as they began work on the annual financial statements.

PLANNING DEPARTMENT
PERFORMANCE MEASURES / WORKLOAD INDICATORS
QUARTERLY REPORT
(JULY - SEPTEMBER 1994)

	TOTAL FY '93-94	PREVIOUS QUARTERS	THIS QUARTER	TOTAL FY 94/95
<u>PLANNING DIVISION</u>				
Ordinance Revisions	6	3	2	2
Annexations	4	1	1	1
Rezoning Cases	1	0	1	1
<u>ZONING DIVISION</u>				
Cond Use Permits	5	1	2	2
Special Use Permits	1	0	0	0
Zoning Permits	65	31	19	19
Final Plat Approval	13	1	4	4
Permit Modification	4	2	2	2
Const. Plan Approval	12	4	3	3
Appeals/Variances	1	1	0	0
Special Exceptions	N/A	N/A	1	1
<u>INSPECTIONS DIVISION</u>				
Building Permits	114	30	27	27
Town*				
Building Permits-Plan	28	14	7	7
Area				
Inspections	3773	1141	1110	1110
Certificates of	139	42	48	48
Occupancy				
Total New	17.9	5.2	5.2	5.2
Construction				
(Millions of Dollars)				
In Town	N/A	N/A	3.8	3.8
Out of Town	N/A	N/A	1.4	1.4

*=Single Family

STATUS OF ANNUAL RETREAT ACTION AGENDA

(January - March 1994)

AGENDA ITEM

STATUS

Traffic Plans - Quail Roost - Town staff met with the residents of Quail Roost on March 07, 1994 to review roadway improvement options. . . As a result of this meeting, the residents decided not to petition the Town to pave Quail Roost Drive and opted for the "wait and see" alternative. The residents did indicate that if and when Quail Roost is paved, then it should be a twenty footwide (20') pavement with swales. In April, the Board requested that staff continue to monitor traffic throughout the year. COMPLETE

(April - June 1994)

AIS AND OPEN SPACE ZONING - Open space zoning ordinances from selected jurisdictions were reviewed on January 04, 1994 and January 25, 1994 resulting in a request for the Planning Staff and Town Attorney to draft an ordinance increasing the Town's open space provisions to 50%. The draft ordinance was presented to the Board on 05/18/94 and additional information was provided and reviewed on 06/28/94. Additional information will be provided in the third quarter along with recommendations by advisory boards. 70% COMPLETE

The report on this item from the planning board was rescheduled until the next quarter.

3. **STREET RIGHT-OF-WAY WIDTHS** - This item was presented on 06/28/94. The Board requested staff to organize a charette for public input during the 4th quarter. 50% COMPLETE

The Board established a steering committee to plan a neighborhood design workshop on 9/13/94 and considered a LUO text amendment for reducing minimum

right of way standards and providing for turnarounds and alleys. This amendment was approved for the creation of alleys and turn arounds but not for reducing the R/W widths which was referred to the Neighborhood Street Design Workshop

4. **YOUTH TRANSPORTATION ISSUES** - Have contacted Chapel Hill/Carrboro City School officials concerning youth transportation needs. The officials have indicated that they are under serious financial constraints (i.e., fuel costs, driver's costs, vehicle costs), which will not allow them the opportunity to consider such a proposal. ON HOLD
 5. **BOLIN CREEK PROTECTION OPTIONS** - Board received a report from the staff and a slide presentation from the Sierra Club. Information was referred to the Planning Board and to the Small Area Planning Work Group. 75% COMPLETE
 6. **ENERGY EFFICIENT CONSTRUCTION** - The preliminary energy efficient construction standards for Wake County were received and a draft report was completed and submitted to the Aldermen on 06/07/94. The Board requested the staff to bring back a report on the feasibility of Carrboro preparing guidelines similar to Wake County's. No Activity this quarter. 80% COMPLETE
 7. **CAPITAL IMPROVEMENTS PROGRAM (CIP)** - The Draft CIP was completed and distributed to department heads for final review. This document will be published upon the completion of the town manager and Aldermen's review. 90% COMPLETE
- (July - September 1994)
8. **NEIGHBORHOOD PRESERVATION DISTRICT** This item was rescheduled to coincide with the work being done on the Revolving Loan Fund for Historic Preservation (Item #13). NO ACTIVITY THIS QUARTER

9. **DOUGHNUT HOLE ANNEXATION** The board received a report on the annexation of "Doughnut Holes" on 8/23/94 and set a public hearing for 10/18/94 to receive public input on a proposal to request special legislation to redefine the town limits. 80% COMPLETE
10. **UNC TRAFFIC CONCERNS** -A report was made on the origin distribution of UNC traffic. The staff was requested to work with the UNC Dept. of Transportation in the creation and implementation of the Transportation Management Plan and to coordinate the inclusion of goals as suggested by the board. ON GOING

(October - December 1994)

11. **PEDESTRIAN PLANS -**
 - SIDEWALK POLICY -** The TAB is currently making revisions to the sidewalk policy and will submit the recommendations to the Aldermen during the 4th quarter. ONGOING
 - PEDESTRIAN OVERPASS** NCDOT was contacted regarding the feasibility of constructing a pedestrian overpass on NC 54 Bypass. The inquiry is being considered by NCDOT. ON-GOING
 - CROSSWALK AT THE INTERSECTION OF MAIN STREET & ROSEMARY STREET** Letter received from NCDOT which rejects any pedestrian treatments at this intersection. COMPLETE

CROSSWALK AT NORTH GREENSBORO STREET & POPLAR AVENUE COMPLETE

Recent conversations with NCDOT officials concerning this project has indicated that the DOT has no desire to install a crosswalk within the vicinity of North Greensboro Street and Poplar Avenue.

PEDESTRIAN TREATMENTS AT NC 54 BYPASS (WESTBROOK DRIVE AND ABBY LANE) NCDOT has recommended that pedestrian signs be installed in advance of the area between Westbrook Drive and Abby Lane (along NC 54 Bypass). These signs would serve to advise motorists of the presence of pedestrians. The signs were to be installed within 30 to 60 days of the previous correspondence (which was on April 21, 1994). These signs were not installed by the end of this quarter.

COMPLETE, PEN-
DING STATE
INSTALLATION

12. DAY CARE CENTER IN RESIDENTIAL ZONES NO ACTIVITY
THIS QUARTER

13. REVOLVING LOAN FUND: HISTORIC PRESERVATION NO ACTIVITY
THIS QUARTER

14. SEWER SERVICES: WATERSHED AND RURAL BUFFER NO ACTIVITY
THIS QUARTER

(January - March 1995)

15. AFFORDABLE HOUSING POLICY NO ACTIVITY
THIS QUARTER

(April - June 1995)

16. STUDY: NORTH GREENSBORO STREET AND LLOYD STREET NO ACTIVITY
CONNECTOR ROAD THIS QUARTER

III. ACTIVITIES DURING THIS QUARTER

CONDITIONAL USE PERMITS

1. Lake Hogan Farm -- 436 lots on 310 acres -- Approved
2. 110 Brewer's Lane CUP --allowing a mixed use development on 1.635 acres with 16 multi-family units and 5,900 square feet of commercial for a Tae Kwan Do studio -- APPROVED
3. Arcadia Permit Compliance Report-- Report received and bond authorized for incomplete sidewalk and firelane.
4. Carrboro Middle School Lighting and Bonding--Lighting poles modified to allow 25 foot poles with conditions. Modification of the Gym in a separate phase, bonding for incomplete work -- APPROVED.
5. Orange-Chatham Comp. Health Center.-- Bond approved, modification request referred to the TAB for comment.

SPECIAL USE PERMITS

NONE

ORDINANCE REVISIONS

1. LUO Amendment to Change the Composition of the Planning Board-- Adopted, converting one ETJ seat to a Transition Area seat
2. LUO Text Amendment Reducing Min. R/W Standards and Providing for Turnarounds and Alleys--This amendment was approved for the creation of alleys and turn arounds but not for reducing the R/W widths which was referred to the Neighborhood Street Design Workshop.

REZONING

603 Jones Ferry Road--The property at 603 Jones Ferry Road was rezoned from R-3 & B-4 to O (office)

VARIANCES/SPECIAL EXCEPTION

1. 104 Simpson--Special Exception to allowed a 2 foot setback deviation for an existing structure.--Approved

ANNEXATIONS

1. Arcadia was annexed effective 8/31/94;16.51 acres and 33 dwelling units.

TRANSPORTATION

1. TIP The board received an update on 8/16/94.
2. Presented an ordinance creating a 4-way stop at the intersections of Tripp Farm and Robert Hunt Drive with Pathway Drive.
 3. Park and Ride Lot--A status report was presented to the board and the board requested the staff to present another report on 12/13 94

GENERAL PLANNING ACTIVITIES

1. Joint Planning Area Land Use Plan Amendment Request(American Stone Quarry)--This amendment was not approved, the applicant was requested to identify affected properties, distinguish levels of blasting impacts, explore accommodation of those affected, and report on the needs of the water over the next 75 years.
2. Presented the Board of Aldermen with monthly CUP status report on residential subdivision activities.
3. Hogan Farm--Hogan Farm Greenway approved and the revised site plan was accepted as the basis for the settlement of the litigation against the town.
4. Middle School--Report on bonding provided on 8/16/94.

CARRBORO FIRE DEPARTMENT

FIRST QUARTER

1994-95

I. Performance Measures/Workload Indicators

Detail Information	Current Fiscal Year Projected	Previous Quarters	First Quarter	Total To Date
Emergency Calls Town	343		71	71
Emergency Calls County	126		24	24
Business Inspections	475		77	77
Training Hours	8,000		1,583	1,583
Average Response (paid)	6		4.6	4.6
Average Response (vol)	2		.9	.9
Injuries to Citizens	5		0	0
Injuries to Firefighter	5		1	1
Number of Paid Personnel	15		13	13
Number of 1st Responders	3		3	3
Number of Volunteers	14		15	15
Part-Time Drivers	9		11	11
Total Fire Loss	423,244		2,770	2,770
Response Time (Town)	5 Min.		3.3	3.3
Response Time (County)	8 Min.		6	6

II. Status of Annual Retreat Action Agenda

Detail Item

The Fire Department established the following three major goals for the fiscal year 94-95. 1. To improve the fire department's capacity to keep pace with the Town's growth. 2. Form an automatic mutual aid response between the Carrboro and Chapel Hill Fire Departments. 3. Establish a fire inspection fee.

Status

1. The Board of Aldermen approved two new firefighter positions in the 94-95 fiscal year budget. These employees will begin work on October 6.

Status (continued)

The Board of Aldermen also increased the hourly rate-of-pay for the part-time firefighters. Volunteer firefighters have increased from twelve to fifteen during this quarter.

2. The Carrboro and Chapel Hill Fire Departments have been meeting on a regular basis during the quarter. An automatic mutual aid response between the two departments will begin October 10, 1994. Training between the different shifts began during the month of July.
3. Studies of fee schedules and implementation will begin during the fourth quarter.

III. Activities During The Quarter

The Carrboro Fire Department participated in three fire safety and educational activities this quarter. Two were held at Carr Mill Mall and the other was at OWASA.

Training of new volunteers and part-time drivers continues as our number of new personnel increases.

Employees that attended special educational programs and training sessions during the quarter are as follows:

Walter Mills	Level II Inspections class
Scott Walker	Emergency Medical Training
Carl Freeman	Emergency Medical Training
John Teer	Rescue and Haz-mat training
Matt Westland	Rescue, Ropes, and Water Supply training

IV. Comments On The Quarter

The engine in the Reserve Pumper (Engine 932) failed and had to be completely rebuilt. The cost for repair was \$8,933.16. This item has had a major impact on the fire department budget for the fiscal year 94-95.

The Fire Department received a "hand-me-down" police vehicle that is used by the Deputy Chief as a response and command vehicle. This vehicle has allowed for a quicker response and more efficient fireground operation.

The Volunteer Firefighters have been asked to work 12 hour shifts on a volunteer basis. The Department hopes this will accomplish a closer working relationship with the paid personnel and provide for a better team effort on the fire scene.

DEPARTMENTAL REPORT FOR QUARTER 1

POLICE DEPARTMENT

December 12, 1994

I. PERFORMANCE MEASURES/WORKLOAD INDICATORS

NUMBER OF...	CURRENT FISCAL YEAR PROJECTED	PREVIOUS QUARTERS	THIS QUARTER	TOTAL TO DATE
CALLS	14892		2438*	2438*
MAJOR CRIMES	1200		310*	310*
OTHER CRIMINAL CALLS	4308		763*	763*
MOTOR VEHICLE ACCIDENTS	615		93*	93*
CRIMINAL ARRESTS	405		**	**
INVESTIGATIONS				
<i>Cases Assigned</i>	302		115	115
<i>Cases Closed by Arrest</i>	165		46	46
<i># Hours Narcotics Investigations</i>	2200		87	87
<i>Narcotics Arrests</i>	45		7	7
MILEAGE (PATROL)	145,000		40018	40018
RADAR HOURS	**		114	114

* available through *August* (not a complete quarter)

**not available

COMMENTS: Complete figures for the first quarter are unavailable at this time due to the Department's inability to enter and keep up with calls for service in the computer on a daily basis.

II. STATUS OF ANNUAL RETREAT ACTION AGENDA

QUARTER ONE

STATUS

No items on agenda.

III. ACTIVITIES DURING THE QUARTER

- A. The Department hired two certified police officers and they began field training during the first quarter.
- B. The Department instituted a new "permanent" area assignment concept in September. For the purposes of patrol assignments during a tour of duty, the Town is divided into three basic patrol areas designated as Areas 1, 2, and 3. Each of these areas have the same Police Officer I from a platoon assigned to it on a "permanent" (not less than six month) basis. These officers have primary responsibility for answering calls for service in their designated area. Officers are encouraged to reduce the number of hours spent on random patrol and to increase their directed patrol efforts by getting out of their vehicles and talking with residents and business people in an effort to become even more familiar with the areas and their specific and general problems. All such efforts are a precursor to community oriented policing.
- C. During the first quarter, the Chief of Police notified owners of two houses in the Broad/Lloyd Street neighborhood that the Department had uncovered evidence of illegal drug-related activity on their property. The Chief has asked these owners to establish appropriate control over both their property and tenants in an effort to curtail the illegal sale or possession of controlled substances. The letter explained that federal law, Title 21 U. S. C. section 881 et seq., allows for forfeiture of real property when there is probable cause to believe that the property at issue was used in a manner which violates federal law and that North Carolina General Statutes, Section 19-1, allows a superior court judge to declare the property at issue a nuisance and subsequently, to padlock it if such activity continues.
- D. The Department conducted traffic checkpoints on July 1 at Broad and Fowler Streets and on Davie Road. The Department also conducted traffic checkpoints on Pathway Drive near Hanford Road and on Hargraves Street on August 5. All checkpoints were found to be valuable and viable tools of enforcement of traffic and criminal laws.

IV. COMMENTS ON THE QUARTER

The Department does not have complete statistics available for the first quarter of FY 94-95; however, the general trend shows that 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 patrols, vehicular patrols and speed enforcement. Such service demands continue to create additional pressure on the Department's ability to provide other general police services.

BOARD OF ALDERMEN
WORKSESSION
AGENDA ITEM ABSTRACT
MEETING DATE: December 15, 1994

ITEM NO. 2

SUBJECT: Report on Privatization and other "Rightsizing" Strategies

DEPARTMENT: Administrative Services	PUBLIC HEARING: YES ____ NO <u>x</u>
ATTACHMENTS:	FOR INFORMATION CONTACT: Larry Gibson, 968-7701

Purpose:

The purpose of this item is to review the strategies associated with "rightsizing" government and to comment on the extent to which these strategies have been, or could be, employed by Carrboro.

Summary:

On April 26, 1994, Alderman Jay Bryan requested that staff report on six strategies outlined in the article, Rightsizing Government: Lessons from America's Public Sector Innovators, by William Eggers. Alderman Bryan provided this article along with information about Charlotte's rightsizing measures.

The six interrelated strategies outlined by Eggers are as follows: (1) competition; (2) activity-based costing (ABC); (3) entrepreneurial, performance-based budgeting; (4) focusing on core businesses; (5) re-engineering; and (6) re-organizing work structures.

Analysis:

These strategies are being used by Carrboro as follows:

1) Competition

According to Eggers, the public sector, operating as a monopoly, has no strong incentives to cut costs and innovate in order to offer quality products and service at the lowest possible price. In the private sector, competition forces companies to greater efficiencies.

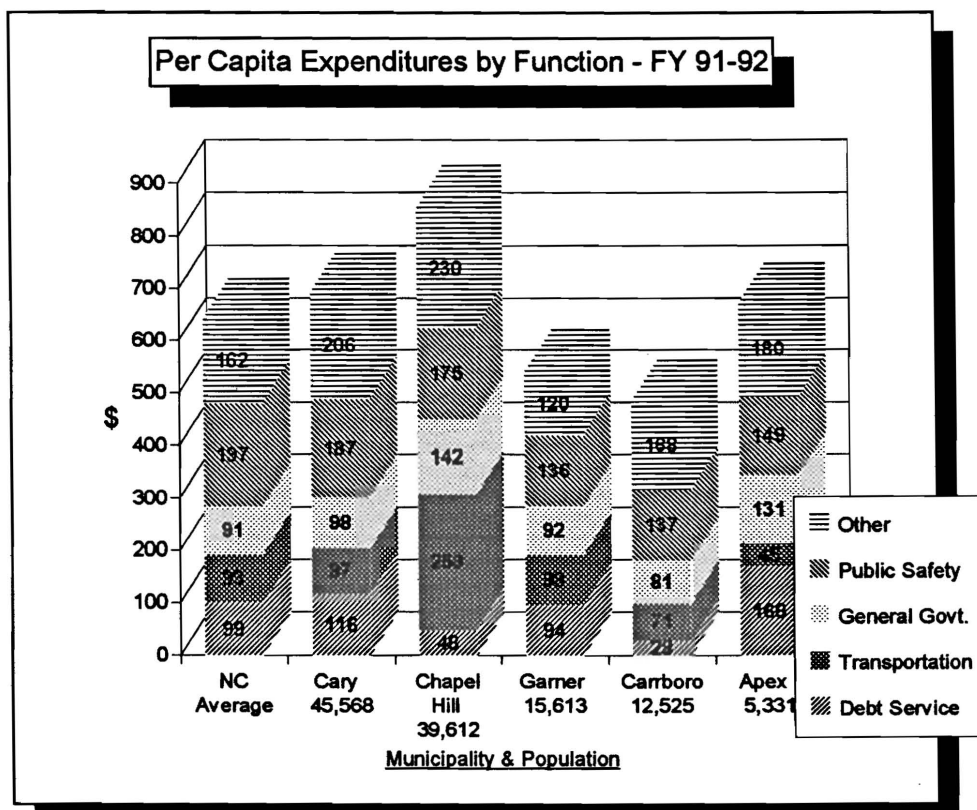
A number of local governments, however, have opened to competition by offering units of operation (trash collection, printing, equipment maintenance, and street repair, for example) to competitive bidders. The process of transferring a government operated program such as trash collection to a private service provider is often referred to as privatization. In most cases, however, the town or city is merely contracting out, or outsourcing, the service. True privatization removes the responsibility for funding and overseeing the activity as well as operations.

While Carrboro has not privatized any aspects of its operation, the town does contract out a number of activities typically found within local government organizations. These contracts have allowed the Town to operate with many fewer employees, lowering costs and liabilities in significant ways.

These outsourced activities include:

- transit services;
- data processing;
- tax collections;
- legal services;
- insurance services (medical, casualty, liability, and workers' compensation);
- street lighting services;
- street resurfacing;
- engineering services;
- traffic signal maintenance services;
- geographic information systems (GIS);
- recreation specialist services (referees, trainers, etc...);
- recreation master and space needs planning services;
- equipment maintenance services (radio, telephone, and copier); and
- temporary personnel services

Town staff has long believed that Carrboro provides services more efficiently than other cities, partly because of our compactness or density of development. This belief was bolstered by data released last year by the League of Municipalities ranking Carrboro low among comparably-sized cities in per capita expenditures. Furthermore, these comparisons show that our spending for specific categories (e.g. general government, and debt service) is low by municipal standards.



Staff has collected, and will continue to gather, as much information as is available in order to establish benchmarks for various town activities. The major program costs, workload and performance indicators and other statistical data developed for our annual budget document will help in establishing comparisons. It may be useful to extend our comparative data to include private firms where possible.

Strategy: The administration will review options for contracting out when reviewing any additions to town services. For example, the town will review the feasibility of contracting out the mowing of grass along the new bypass median.

2. Activity-Based Costing

According to the Eggers article, determining the costs (both direct and indirect) of specific activities is an important step in controlling costs and increasing productivity because it brings to light costs which are often hidden.

Activity-based costing identifies all the services provided by a city or town, and details the costs of these services- both direct and indirect (administrative overhead, etc...) Ultimately, activity-based costing facilitates the public/private comparisons discussed above.

Carrboro completed an important first step in activity-based costing by generating a comprehensive list of specific activities or services in 1992. Department heads prepared these lists for the Board's retreat in that year and have updated them in each of the two following years.

In some limited areas, the town has already developed activity-based costing. The Recreation and Parks Department, for example, has used the method to set user fees such that the direct costs of particular programs are fully recovered.

The program costs, workload indicators, and performance measures assembled for the annual budget document provide a good foundation for activity-based costing.

Strategy: Staff will annually update the list of town activities each year before the annual retreat at which time the administration will give the Board an opportunity to select two activities for activity-based costing.

3. Entrepreneurial, Performance-Based Budgeting

Eggers argues that traditional budgeting often rewards decreased productivity. If crime goes up, or test scores go down, for example, a police department, or school system gets an increase in funding.

Entrepreneurial budgeting shifts the focus of public sector budgeting from inputs (such as line items) to outputs or results. The core features of this model are central control of the growth of total spending, decentralized control to department managers for specific spending, and increased accountability for performance.

Carrboro's leadership-based approach places the town's budgeting somewhere between the traditional and entrepreneurial models. By having financial goals established at the outset (theoretically a bottom line total spending goal), leadership-based budgeting closely parallels performance-based budgeting as described by Eggers. The Board and Manager set bottom-line goals; department heads are forced to identify trade-offs and prioritize services.

Our existing line item budget has more control on specific spending than the performance-based budget. However, our current model should move closer to the entrepreneurial model if we increase our focus on the performance measures developed during the past several years.

Strategy: The administration will work with departments and the Board to focus greater attention on workload indicators and performance measures (outcomes) during budget deliberations.

4. Focusing on Core Businesses

The fourth strategy should be a natural extension of the first three strategies, and an especially natural outgrowth of performance-based budgeting. According to Eggers, performance-based or entrepreneurial budgeting forces departmental managers to focus financial resources on core businesses.

This strategy has been attempted by the administration in its work with the Board of Aldermen during the retreats of the past several years.

Strategy: The administration will work with the Board in evaluating which activities best contribute to the goals of the community.

5. Re-engineering Work Processes

Reengineering is the means by which workloads are reduced by cutting out paperwork, unnecessary or counterproductive procedures, and other internal clutter. As Eggers points out, reengineering is not the same as automation, although it often involves better use of technology. Reengineering involves beginning with the desired end result, bypassing existing procedures or internal processes, and developing the most efficient way to get to that desired result.

Administrative Services is currently reviewing procedures for handling cash receipts, personnel transactions, and purchase orders, identifying ways to simplify and eliminate unnecessary steps as we upgrade the town's computer systems.

Strategy: The Town Manager, Assistant Town Manager and Planning and Economic Development Director will attend a seminar in January to learn more about reengineering principles, and will work to apply these principles in the town's administrative work areas- Town Manager's office, Finance, Personnel, Purchasing, Planning, Inspections, and Zoning.

(6) Reorganizing Work Structures

Public sector agencies are often characterized by excessive layers of management which create work for others to justify their own existence. Reorganizing work structures generally involves flattening the organization, relaxing job classifications and empowering lower echelon employees to act independently.

On the extreme end of the spectrum, Indianapolis Mayor Stephen Goldsmith calls for a total disregard of job classifications, arguing that all city government should be is a series of 100 projects around different clusters of workers. Employees finish a project and move on to another one.

In an official way, Carrboro has many of the trappings of traditional public agencies- job classifications and organizational charts with well-defined chains of command. However, because Carrboro has such a small staff, the town's organization operates with much more flexibility. Employees more often than not perform duties which crossover position lines, and supervisory personnel work side by side with their subordinates.

The Town's employee committee, safety committee, and project teams are good examples of organizational flexibility. These committees join employees across rank and department for activities ranging from compliance with safety regulations to review of new development in the town.

Strategy: The administration will continue to support efforts, like the employee and safety committees, which join employees across rank and department to work on special tasks and projects of townwide significance.

Action Requested:

No action requested. This report is provided for the Board's information.