

**Carrboro Century Center
Quarterly Report
Quarter Ending September 30, 2001**

Summary for Quarterly Report

- First Quarter 2001-02 revenue increased by 46.5% over the Fourth Quarter of Fiscal Year 2000-01.
- Projected revenue for First Quarter of Fiscal Year 2001-02 was \$7,523.85, and actual revenue generated was \$14,140.84, an increase of 88%.
- Projected revenue for Second Quarter of Fiscal Year 2001-02 increased 15% over projected revenue for First Quarter of Fiscal Year 2001-02.
- First Quarter 2001-02 participant numbers increased by 19% over the Fourth Quarter of Fiscal Year 2000-01.
- Number of Phone Inquiries received First Quarter of Fiscal Year 2001-02 increased by 38% over the Fourth Quarter of Fiscal Year 2000-01.
- First Quarter 2001-02 Occupancy Summary illustrates an average increase of 6% in the usage of Activity rooms 1, 21, and the kitchen.
- First Quarter 2001-02 Occupancy Summary shows an average decrease of 11% in the usage of Activity rooms 2/3, 4, and 5, possible causes: low number of registrations in Recreation and Parks programs resulting in program cancellations and tragedy which occurred on September 11, one day after the beginning of fall registration.

Revenue:

Revenue collected for room rentals and other fees for reporting quarter - \$14,140.84.

Revenue collected for room rentals and other fees from July 1, 2001 to September 30, 2001-
\$14,140.84.

Confirmed reservations revenue projected for next quarter (October, November, and December 2001) - \$ 8,648.96.

Participant Number:

Program participants for July, August, and September 2001 – 4,609.

Types of Users:

Rental Groups	Type of Activity
Triangle Country Dancers	Dance
Triangle Swing Dancers	Dance
Dawn Bonds	Wedding
Greg Gelb	Dance
Kathleen Schindler	Baby Shower
Tony Garcia	Yoga Workshop
Hector Herrera	Dance
True Praise & Deliverance Tabernacle	Church service
Blash Ntertainment	Dance
Alice Tien	Piano Recital
Triangle Tangueros	Dance
Arten Kazantsev	Concert
The Computer Club	Meeting
Mary Scroggs Elementary School	Staff Training
Family Violence Prevention Center of Orange County	Staff Training
In Our Hands	Presentation of Oral Histories
Chapel Hill-Carrboro City Schools	Meeting
Jordan Huegerich	Wedding Reception
Carolina Song & Dance Association	Dance
Chapel Hill-Carrboro City Schools	Staff Training

Types of Inquiries:

The cumulative number and percentage of calls include calls from January 1, 2001 to September 30, 2001.

Nature of Calls	Qtrly # of Calls	Qtrly % of Calls	Cum. # of Calls	Cum. % of Calls
Reserved Space in the Center	30	28%	67	22%
Inquiry about Century Center	55	50%	138	45%
Did not book because of 6 time within 6 month restriction	5	4.5%	26	8%
Date requested was already reserved	13	12%	35	11%
Room rental rates beyond their budget	5	4.5%	27	9%
Needed exact date that center would open	0	0	12	4%
Wanted to host an alcoholic brown bag event	0	0	2	.34%
Not Enough Space to Accommodate Event	0	0	1	.32%
Needed Storage Space	1	1%	2	.34%
Totals	109	100%	310	100%

**Occupancy Data:
July 2001**

Room 1	(Arts & Crafts Room)																															Total Hrs for Month	Rate of Use	
Dates	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
Hours used	0	0	0	H	0	0	0	0	1.5	1.5	1.5	1.5	0	0	0	0	0	0	0	0	0	0	1.5	1.5	1.5	1.5	0	0	0	0	0	0	15	3%
Room 2 & 3 (North Divided Activity Room)																																		
Dates	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
Hours used	0	0	0	H	0	0	0	0	3	0	0	3	0	0	0	4	3	0	2	0	0	2	3	0	0	0	5	0	0	0	0	25	6%	
Rooms 4 (South Activity Room)																																		
Dates	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
Hours used	0	0	0	H	0	2.5	0	0	3	2.5	6	0	2.5	0	0	3	2.5	6	1.5	5.5	4	0	3	2.5	6	5	2.5	0	0	3	3.5	64.5	15%	
Rooms 5 (Resource/Cybrary Room)																																		
Dates	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
Hours used	0	0	0	H	0	0	0	0	0	2.5	9	2.5	0	0	0	4	6	0	5	5	2	0	0	3	0	0	0	0	0	10	2	51	12%	
Rooms 21 (Century Hall)																																		
Dates	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
Hours used	0	0	0	H	0	0	0	0	4.5	4.5	7	4.5	9.5	5	0	4.5	4.5	7.5	4.5	9	8	0	4.5	6.5	7.5	7.5	10	0	0	3	4	116	26.7%	
Kitchen																																		
Dates	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
Hours used	0	0	0	H	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	
Notes:																																		
Total daily Operational Hours = 14																																Additional Hours for Use (11pm - 2 am = 3 hours); Total Operational Hours - 17		
Total hours for 28 day month = 392																																Total hours for 28 day month = 476		
Total hours for 30 day month = 420																																Total hours for 30 day month = 510		
Total hours for 31 day month = 434																																Total hours for 31 day month = 527		
H = holiday																																		
Legend:																																		
The term rate used above applies to the percentage of hours that each room was used for this month against the total available hours.																																		
The heading Total Hrs for Month shows the total number of hours that each room was used for this month.																																		

**Occupancy Data:
August 2001**

Room 1	(Arts & Crafts Room)																															Total Hrs for Month	Rate of Use	
Dates	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
Hours used	0	6	6	0	0	6	6	6	6	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	42	10%
Room 2 & 3 (North Divided Activity Room)																																		
Dates	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
Hours used	0	0	0	0	0	3	0	0	0	0	0	2	3	0	0	0	0	0	0	3	0	0	0	0	0	3	0	0	0	0	0	14	3%	
Rooms 4 (South Activity Room)																																		
Dates	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
Hours used	6	0	2.5	0	0	0	2.5	7	0	2.5	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	2	3	0	3	0	0	31.5	7%	
Rooms 5 (Resource/Cybrary Room)																																		
Dates	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
Hours used	0	4	4	0	0	0	2	0	0	0	0	0	0	8.5	0	0	0	4	0	2	0	0	0	0	5	0	0	0	0	0	29.5	7%		
Rooms 21 (Century Hall)																																		
Dates	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
Hours used	6	6	6	6	0	6	6	6	6	6	6	3	9.5	6	3	0	4.5	5	0	0	0	3	0	3	5.5	0	3	0	5.5	3	5	119	27.4%	
Kitchen																																		
Dates	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
Hours used	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	7	2%		
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MEMORANDUM

TO: Robert W. Morgan
Town Manager

FROM: Desiree S. White
Personnel Director

DATE: October 8, 2001

RE: Employment Quarterly Report

The following information reports the new hires and separations for the first quarter of fiscal year **July 1, 2001 – September 30, 2001**.

Employment Separations

<u>Position</u>	<u>Department</u>	<u>Date of Separation</u>
Maint/Const Worker	Public Works	July 2001
Environmental Planner	Planning	July 2001
Solid Waste Equip Oper I	Public Works	August 2001

<u>Department</u>	<u>Number of Employees</u>	<u>% of Department Employees</u>
Planning	1	7.1%
Public Works	2	5.7%

Summary

Turnover rate for the first quarter of fiscal year 2001- 2002 is 2.2%. The turnover percentage for the same time period last fiscal year was 6.6%, thus turnover has decreased 67%.

<u>Reasons Provided for Separation</u>	<u>Percentage</u>	<u>Number of Employees</u>
Money and/or benefits	0%	0
Retirement	33.3%	1
Further Education	0%	0
Career change	0%	0
Relocation	33.3%	1
Personal and/or other	33.3%	1

New Hires

<u>Position</u>	<u>Department</u>	<u>Date of Hire</u>
Groundskeeper I	Public Works	July 2001
Police Officer I (2)	Police	August 2001
Police Officer I	Police	September 2001
Groundskeeper I	Public Works	September 2001

MEMORANDUM

To: Mayor and Board of Aldermen

From: L. Bingham Roenigk, Assistant Town Manager

Date: October 8, 2001

Re: Fiscal Report – Period ending September 30, 2001

To assess current year fiscal trends, this report compares current year actual revenues and expenditures to budget with financial activity of the same time period of the previous fiscal year. The previous years' numbers are still subject to change as the audit season is in progress.

Overall expenditure and revenue patterns, as a percentage of budget, mirror historical averages. Expenditures are at approximately 21% of the total budget. Revenues collected are at 4% of the total budget. The primary reason for low revenue figures at this time of year is that the bulk of property taxes are not collected until December and January and the second largest revenue source, sales tax, is collected quarterly.

In this quarter, the Town has also received good news from the Legislative regarding state-shared reimbursement revenues. The state has enacted a one-half cent sales tax to continue funding the state-shared reimbursements that local governments rely upon. This means that the Town will be able to continue its street resurfacing program and address several public works storm drainage projects. Beginning in FY2003-04, however, this reimbursement revenue will cease to exist and counties will have the option of locally enacting this same tax.

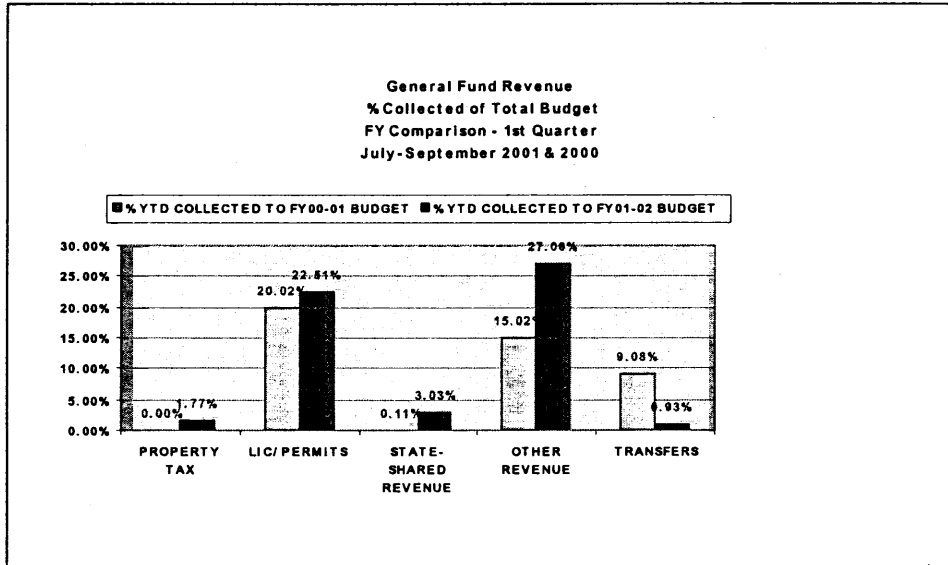
General Fund*Revenues*

Revenues within the General Fund are appropriated by major categories – Property Tax, Licenses and Permits, Revenues From Other Agencies, Transfers and Fund Balance Appropriated. Expenditures are appropriated at departmental levels.

Property tax revenues and state-shared revenues finance 81% of the general fund. Property taxes, the largest source of income at 54%, is not received in substantial amounts until December, prior to the January deadline prescribed by law for property tax payments without penalty. Thus the first quarter of the fiscal year shows very little property taxes collected and the amount collected to date is not sufficient to gauge actual

taxes against projections. However, summary valuation reports from Orange County show that the Town will collect approximately \$55,000 more than budgeted estimates.

State-shared revenues continue to be the second largest category of revenues for the General Fund, comprising approximately 27% of total revenues. State-shared revenues include several taxes enacted by the North Carolina General Assembly,



collected by the State, and shared with local governments based on a variety of distribution formulas and timetables. Included within this category of revenue is: sales taxes, utility franchise taxes, Powell Bill, and intangibles taxes. The largest share of state-shared revenue, sales tax and Powell Bill, will not be reflected in financial records until the second quarter. State-shared revenues are slightly higher for this quarter as a percentage of the total budget than in the previous year due to earlier collection of the first quarter franchise tax.

The higher percentage collected in the current year for the Other Revenue category is primarily a result of timely bank reconciliations conducted by the Management Services Department. Interest earnings of \$18,095 have accrued for the months of July and August. In addition, the Town has collected 2 of 3 rental fees generated from the telecommunications tower used by various town departments for communications purposes versus 1 of 3 in the prior year. Total budgeted revenue for the tower totals \$66,551.

Licenses and Fees revenue shows a slightly higher collection rate in the current fiscal year which is partially due to earlier collection of privilege license receipts in the current year. The change in the privilege license fee structure occurred in FY2000-01 and the Town gave businesses and extended deadline to complete the information needed to calculate the amount of privilege license owed. In addition, the July and August collections for motor vehicle licenses is shown in the first quarter due to timely reconciliation of bank records.

Governmental revenue budgets also provide for transfers between funds or departments. Within the General Fund, the Town appropriates intradepartmental transfers for copier charges. The fee allocation for copier charges has changed, thus showing collections slightly lower than previous year.

Expenditures

Over the entire General Fund, expenditures remain at 20.5% for the first quarter as in previous years. From a budgetary perspective, one significant change exists within all departments; salary and wages reflect a projected 2.5% market adjustment, position reclassifications, and special market adjustments for Police and Fire as approved by the Board. In previous years, all pay plan adjustments were budgeted in the nondepartmental function and distributed later in the year. Currently, merit, service level benefits, and dependent health insurance budgets are budgeted in the nondepartmental category for later distribution.

EXPENDITURES	AMENDED BUDGET - SEPT, 2002	YTD	% SPENT	AMENDED BUDGET - SEPT, 2001	YTD	% SPENT
Mayor and Board of Aldermen	\$169,283	\$30,849	18.22%	\$154,441	\$41,557	26.91%
Advisory Boards and Commissions	\$12,895	\$683	5.30%	\$12,895	\$916	7.11%
Governance Support	\$207,005	\$128,194	61.93%	\$174,542	\$118,356	67.81%
Town Manager	\$207,552	\$53,513	25.78%	\$167,354	\$34,771	20.78%
Economic and Community Development	\$87,627	\$23,443	26.75%	\$77,065	\$21,631	28.07%
Town Clerk	\$101,697	\$21,502	21.14%	\$85,587	\$22,549	26.35%
Management Services	\$1,024,525	\$433,554	42.32%	\$955,330	\$349,569	36.59%
Personnel	\$201,438	\$56,066	27.83%	\$157,966	\$48,506	30.71%
Police	\$2,451,607	\$522,145	21.30%	\$2,218,814	\$502,477	22.65%
Fire	\$1,409,311	\$315,376	22.38%	\$1,175,497	\$308,052	26.21%
Planning	\$971,075	\$203,518	20.96%	\$921,216	\$204,145	22.16%
Transportation	\$703,760	\$4,519	0.64%	\$612,724	\$1,624	0.27%
Public Works	\$3,280,975	\$551,860	16.82%	\$3,079,329	\$613,089	19.91%
Parks and Recreation	\$1,162,267	\$212,819	18.31%	\$921,031	\$193,645	21.02%
Non Departmental	\$496,895	-\$89	-0.02%	\$681,702	\$0	0.00%
Debt Service	\$579,004	\$141,395	24.42%	\$681,385	\$13,581	1.99%
TOTAL GENERAL FUND EXPENDITURES	\$13,066,916	\$2,699,348	20.66%	\$12,076,878	\$2,474,469	20.49%

EXPENDITURE HIGHLIGHTS

Board of Aldermen: Spending in the Board of Aldermen's budget is higher in the previous year due to additional legal services used by the Town in FY99-00. Funds had been set aside in the Town's fund balance for these fees, but the budget for the costs were not acknowledged until later in the year.

Governance Support: A lower expenditure rate exists in the current year given that the funds for the Downtown Visioning Study, currently underway, remain unspent.

Town Manager: The Town Manager's budget shows a higher expenditure rate in the current fiscal year due to costs associated with the charrette held for the Downtown Visioning Study.

Town Clerk: The biggest change in the Town Clerk's Office is the cost of printing. This is partially due to a decrease in the copier charge, but mostly due to the reduction of paper copies made of the agenda package. With the advent of the listserv, the need to make as many copies has been significantly reduced.

Management Services: The spending for recurring costs actually mirrors previous years' patterns of 40% or greater. The lower prior year expenditure rate of 36% is the result of a large capital outlay budget for fiber optics and the phone system that had not yet been installed or spent. Management Services typically shows a high expenditure rate early in the year due to the general, property, liability, and worker compensation insurance premiums paid in July and August.

Transportation: The MOU has not been signed at this time and thus the Town has not paid its share of the transit contract.

Debt Service: Spending patterns reflect timelier bank reconciliations done by the Department. To date, the Town has paid its first of two annual payments on the Century Center and the Hillsborough Road Park.

Summary

The comparison of current year first quarter revenue and expenditure financial activity with prior year data suggests that the Town has budgeted adequately for ongoing operations. In terms of revenue flow, the Town will better be able to assess revenue trends in the upcoming quarter, particularly for state-shared revenues. Sales taxes and utility franchise taxes, the next largest sources of revenue, are more difficult to easily assess until the third and fourth quarters. Expenditures, on the other hand, mirror historical trends.

TOWN OF CARRBORO 2001-2002 ACTION AGENDA

Adopted 27 March 2001

OCTOBER 2001 STATUS REPORT

Reporting Period: July, August, and September

Shaded projects are considered "Complete"

ACTION ITEM	DEPARTMENT	END PRODUCT	START DATE	END DATE	STATUS
I. ENVIRONMENTALLY RESPONSIBLE POLICIES AND PRACTICES					
Decrease Solid Waste Going into the Landfill					
<p>1. Report Analyzing Carrboro's Recycling Program/Produce a Scope of Services for Consultant Study</p> <p>(1) Develop a background paper that describes the current status of the recycling program for single family and multi-family residential, and commercial solid waste collection in Carrboro. This paper would determine the opportunity for further improvements in the recycling program through comparisons with other jurisdictions. The paper will take in to consideration recent studies or initiatives in similar communities that have proven to be successful. For this research, it is hoped that specific recommendations about Carrboro's solid waste collection system can be made in order to equal or exceed the recycling goal specified in the Solid Waste Management Plan. If specific recommendations are not possible, a request for proposals will be drafted for consultative services.</p> <p>(2) RFP to look at Carrboro's specific situation and make recommendations about what could be done to meet Orange County goals.</p>	PUBLIC WORKS	(1) Report (2) RFP	March 2001	September 2001	To be presented in late November.

<p>2. Implement Carrboro's Zero Waste Resolution Study and make recommendations on appropriate steps to move toward zero waste such as reducing solid waste, increasing recycling, identifying and attracting businesses that use local waste products as raw materials, and supporting national efforts toward zero waste.</p>	<p>PLANNING</p>	<p>List of businesses; recommendations</p>	<p>Pending action item 1 and 3 decisions</p>		
<p>3. Encourage Businesses to Sell Recyclable Products Develop a strategy to encourage local businesses to sell recyclable products.</p>	<p>PUBLIC WORKS</p>	<p>Strategy</p>	<p>Pending action item 1 and 2 decisions</p>		
<p>Move Toward Sustainable Resource Use</p>					
<p>4. Perform Environmental Audit/Study Alternative Fuel Vehicles Inventory and report on activities in purchasing, vehicle use, Town operations, i.e., fuel use; identify two or three high leverage areas to examine and make recommendations; Look at recommendations and decide if any changes are needed.</p>	<p>PLANNING</p>	<p>Inventory and Report</p>	<p>December 2001</p>	<p>June 2002</p>	<p>The Town received membership packets and software for Cities for Climate Protection (CCP) and the International Council for Local Environmental Initiatives (ICLEI).</p>
<p>Provide and Protect Green Space</p>					
<p>5. Inventory of and Decisions about Open Spaces Offered for Dedication. Inventory, recommendations, and policy about options for acceptance of parcels including maintenance costs.</p>	<p>PLANNING</p>	<p>Inventory, Recommendations and Policy</p>	<p>February 2001</p>	<p>June 2001</p>	<p>Complete - The Board accepted offers for dedication on April 24, 2001.</p>
<p>6. Explore Alternative Paving Methods/Impervious Surface Report which investigates new technologies, techniques, and costs.</p>	<p>PLANNING</p>	<p>Report</p>	<p>April 2001</p>	<p>June 2001</p>	<p>Complete - Report accepted on April 24, 2001.</p>
<p>7. Consider "Shaping Orange County's Future" Policies Consider proposals to protect the rural buffer as a component of the Shaping Orange County plan.</p>	<p>PLANNING</p>	<p>Resolution</p>	<p>April 2001</p>	<p>August 2001</p>	<p>On hold pending further review by the County Commissioners.</p>
<p>Protect and Restore Water Ways</p>					
<p>8. Protection of Bolin Creek Report on ordinance compliance and enforcement; establish effective stream watch group.</p>	<p>PLANNING</p>	<p>Report</p>	<p>March 2001</p>	<p>September 2001</p>	<p>Annual report received by the Board on September 25 and will be sent to the EAB for review and recommendations on improving stream quality.</p>

<p>9. Review Gas Stations Convenience Stores & Needs Assessment Review the needs for standards to regulate the proximity of gas stations and convenience stores. Perform an assessment for gas stations and convenience stores looking at best land use, market needs, environmental concerns, and aesthetics. Identify standards used in other communities.</p>	<p>PLANNING</p>	<p>Ordinance</p>	<p>March 2001</p>	<p>June 2001</p>	<p>Presentation scheduled for December 18.</p>
<p>10. Review Non-residential Uses Allowed in the University Lake Watershed Review allowable commercial uses and other non-residential uses in the watershed and their impact on the appearance of entryways to the Town.</p>	<p>PLANNING</p>	<p>Report</p>	<p>March 2001</p>	<p>May 2001</p>	<p>Submitted to Board on May 8, 2001. Additional information on comparing the water quality impacts from residential and commercial uses will be presented in the January 2001.</p>
<p>11. Regional Storm Water Management The Army Corps of Engineers will provide the Town with a hydrologic study and model of Morgan and Bolin Creek Basins.</p>	<p>PLANNING</p>	<p>Report and Hydrologic Model</p>	<p>February 2001</p>	<p>February 2002</p>	<p>Continuing to work with the Town of Chapel Hill to obtain the report and work completed to date (i.e., stream cross sections and profiles)</p>
<p>Ensure Tree Protection and Preservation</p>					
<p>12. Urban Forestry Study of Carrboro Ordinance Conduct an urban forestry study to evaluate the effectiveness of the Town's tree ordinance and policies. Investigate securing grant assistance to fund the study and explore the possibility of having graduate students conduct the study with staff assistance.</p>	<p>PLANNING</p>	<p>Report</p>	<p>February 2001</p>	<p>April 2002</p>	<p>The Town received a \$3,000 Urban Forestry Grant for creating a forest inventory. The orthographic has been completed and the evaluation of the tree protection provisions is underway. The Environmental Planner will complete the project in Spring 2002.</p>
<p>13. Strengthen Tree Protection Ordinance Prepare LUO text amendment and possible changes to policies and enforcement procedures in following up to April 1999 report.</p>	<p>PLANNING</p>	<p>Ordinance</p>	<p>February 2001</p>	<p>October 2001</p>	<p>Possible text amendments will follow the outcome of the Urban Forestry Study described in Project #12. Enforcement procedures are being implemented as previously presented and accepted by the Board.</p>

Public Education on Environmental Policies, Practices, and Enforcement

Complete 1999-2000 Projects

<p>14. Sign Ordinance Revision Staff will inventory vending machines and banners used in Town. Prepare a report that includes feasible changes to regulations that allow more latitude in the use of banners and will further restrict vending machines.</p>	<p>PLANNING</p>	<p>Ordinance</p>	<p>February 2001</p>	<p>June 2001</p>	<p>Complete - Report presented to and accepted by the Board on April 10, 2001.</p>
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Improve Air Quality

II. PROVIDE EFFECTIVE, EFFICIENT, AND RESPONSIBLE GOVERNMENT

Provide Accessible, User-Friendly Communications and Services to the Public

<p>15. Paperless Organization Plan and implement a paperless community strategy for Carrboro.</p>	<p>MANAGEMENT SERVICES</p>	<p>Strategy</p>	<p>July 2001</p>	<p>March 2002</p>	<p>Agenda item presented to the Board on September 25. Staff will incorporate Board direction in to day-to-day IT management.</p>
<p>16. Town Web Page and E-Government Establish an official web page for the Town to provide Town operation information.</p>	<p>MANAGEMENT SERVICES</p>	<p>Web Site</p>	<p>July 2001</p>	<p>Ongoing</p>	<p>Site has been online since April 2001. Content addition and revision is an ongoing task. New ideas, enhancements, and technology initiatives will be constantly reviewed for their applicability to the Town's web site. Andy Vogel will periodically update the Board on website developments.</p>
<p>17. Citizen Education Prepare a development guide that provides a comprehensive overview of the Town's development policies, practices, and ordinances for potential applicants. Produce a user-friendly document for the general public that explains the basic LUO components and permit procedures as well as providing information that summarizes the public hearing process. Include within the NPDES permitting process as a component of the required community education effort.</p>	<p>PLANNING</p>	<p>Development Guide and Permit/Public Hearing procedures document</p>	<p>February 2001</p>	<p>September 2001</p>	<p>Presentation scheduled for October 23.</p>

<p>18. Services for the Latino-Hispanic Community Prepare a policy that identifies services and programs needed to serve the Latin community. [Get copy of Chapel Hill's <i>Frequently Asked Questions</i> brochure; work with El Latino Centro; EMS staff to learn Spanish.</p> <p>19. Town Communication Plan Prepare a policy that identifies a strategy outlining how the Town communicates with its citizens and businesses.</p> <p>20. Review Screening and Set-back Requirements; Review Special Exceptions to Set-back Requirements in Land Use Ordinance Review screening and setback requirements; investigate other instances where special exceptions may be applied; Report to Board for recommended modifications.</p>	<p>POLICE</p> <p>MANAGER</p> <p>PLANNING</p>	<p>Policy</p> <p>Policy</p> <p>Report</p>	<p>April 2001</p> <p>September 2001</p> <p>August 2001</p>	<p>March 2002</p> <p>December 2001</p> <p>October 2001</p>	<p>In progress and expected to be complete by March 2002.</p> <p>No progress to date.</p> <p>Presentation scheduled for December 11.</p>
<p>Minimize the Tax Rate Through Responsible Planning and Budgeting</p>					
<p>21. Annexation Feasibility Study Prepare a report that determines the feasibility of annexing developed areas in the Town's planning jurisdiction. Determine the cost and ability of providing town services to these areas that are eligible for annexation.</p>	<p>PLANNING</p>	<p>Report</p>	<p>February 2001</p>	<p>August 2001</p>	<p>Analysis components under review by Town Manager and Town Attorney.</p>
<p>22. Cost of Town Services Examine what services cost for new residential development, counting only things the Town pays for (infill v. new development); determine if development pays for town services.</p>	<p>PLANNING</p>	<p>Report</p>	<p>May 2001</p>	<p>August 2001</p>	<p>Presentation scheduled for November 13.</p>
<p>23. Evaluation of Town Policies Impact on Tax Burden (1) Expand scope of five (5) year financial model to include operational information (2) Cost of providing services to residents in undeveloped area v. established residential v. commercial;</p>	<p>(1) MANAGEMENT SERVICES (2) PLANNING</p>	<p>(1) Expanded five (5) year financial model (2) Cost of service delivery study</p>	<p>January 2002</p>	<p>June 2002</p>	<p>A revised five-year plan format will be presented to the Board on November 13. The expanded five-year plan analysis will be presented to the Board at the second Board retreat.</p>
<p>Organize and Manage Staff and Operations Efficiently and Effectively</p>					
<p>24. Revise Personnel Ordinance to be More "User Friendly"</p>	<p>PERSONNEL</p>	<p>Ordinance</p>	<p>October 2001</p>	<p>January 2002</p>	<p>Pending adoption of pay plan policy.</p>

<p>25. Strategic and Operational Review of Town Services/Review Current Staffing Levels and Resource Projection Study of current staffing levels, patterns, and recommendations based on five and ten year projections for services; Board will provide innovative consultant with criteria for study through RFQ.</p>	<p>MANAGEMENT SERVICES</p>	<p>Study of current and future staffing levels and services and recommendations; criteria to be developed through RFQ</p>	<p>February 2001</p>	<p>October 2001</p>	<p>The RFQ will be presented to the Board on October 23.</p>
<p>Provide for Staff Satisfaction and Retention</p>					
<p>26. Employee Retention Task Force Establish a citizen's task force to review and recommend ways to retain town employees. Include town employees on task force. Insure task force looks at childcare.</p>	<p>PERSONNEL</p>	<p>Recommendations</p>	<p>March 2001</p>	<p>May 2001</p>	<p>Complete - Report submitted to Board.</p>
<p>III. BUILD STRONG SENSE OF COMMUNITY</p>					
<p>Increase Citizen Participation and Support and Promote Community-Sponsored Programs</p>					
<p>27. Community Building Committee Create a charge for the Community Building Committee; Board will determine members of new committee (Board and/or citizens).</p>	<p>ALDERMEN</p>	<p>Charge</p>			<p>On Quarterly Calendar to be scheduled.</p>
<p>28. Community Fund Raising Community yard sale with money donated to specified agency (rotated annually) - i.e., affordable housing, Century Center; organized by Alderman Dorosin.</p>	<p>ALDERMEN</p>	<p>Community yard sale</p>			<p>On Quarterly Calendar to be scheduled.</p>
<p>Retain Businesses that Provide for Social and Cultural Vitality</p>					
<p>Develop/Implement Programs for Youth Participation in the Community</p>					
<p>Programs to Integrate Immigrants and Other Newcomers</p>					
<p>IV. ENCOURAGE THE DEVELOPMENT OF AFFORDABLE HOUSING</p>					
<p>Increase Housing Units for Households with 80% or less than the Median</p>					
<p>29. Subsidize land trust units at a rate of \$5,000 per unit and encourage Orange County and Chapel Hill to subsidize at a rate of \$15,000 per unit The number of subsidized land trust units will cap at the number that does not exceed the proposed one-cent tax.</p>	<p>ALDERMEN</p>	<p>Budget Appropriation</p>	<p>March 2001</p>	<p>June 2001</p>	<p>On Quarterly Calendar to be scheduled.</p>
<p>Focus Affordable Housing Efforts on Identified Target Populations</p>					
<p>30. Consider creating a housing subsidy as Town employee benefit. Town employees to be one of target groups for the loan fund referenced under Goal #4, Objective #1, Project #1: Formulate a loan fund similar to the Town's Revolving Loan Fund.</p>	<p>ALDERMEN</p>	<p>Decision to provide subsidy</p>			<p>The Board discussed this project on October 2. Alderman Dorosin is preparing a list of pros and cons for the Board's consideration.</p>
<p>Encourage Alternative Building Methods that Reduce Housing Costs</p>					
<p>Focus Affordable Housing Efforts on Identified Target Populations</p>					

Reduce the Government's Impact on Housing Costs

V. ENCOURAGE ECONOMIC AND SOCIAL DIVERSITY

Provide and Encourage Viable Business Opportunities for Poor People

Include More Diversity in Town Events and Activities and on Town Boards

<p>31. Community Outreach/Develop a Neighborhood-Focused Agenda Convene community meeting/forum/summit targeted to working class, minority neighborhoods to learn about issues in those neighborhoods and identify priorities and concerns. As a result of the forum, identify community leaders; Keep it simple, informal, and check with people involved previously to determine why some past efforts have not succeeded over time.</p>	<p>ALDERMEN</p>	<p>Community meeting/forum/summit; identification of neighborhood issues, priorities, concerns, and community leaders;</p>	<p>November 2001</p>	<p>March 2002</p>	<p>On Quarterly Calendar to be scheduled.</p>
<p>32. Print Town Informational Signs in English and Spanish Prepare a policy that specifies what town signs should be printed in English and Spanish.</p>	<p>PUBLIC WORKS</p>	<p>Policy and signs</p>	<p>November 2001</p>	<p>March 2002</p>	<p>Signs are in place.</p>
<p>33. Spanish Classes for Town Employees (emergency response & others) Provide Spanish classes for town employees, especially emergency response workers.</p>	<p>PERSONNEL</p>	<p>Bi-lingual employees</p>	<p>Ongoing</p>	<p>Ongoing</p>	<p></p>
<p>Increase Support for Arts and Other Cultural Activities</p>					
<p>34. Establish Permanent Town Arts Endowment Establish one million dollar permanent Town arts endowment and commit \$10,000 annually.</p>	<p>ALDERMEN</p>	<p>Budget Appropriation</p>	<p>March 2001</p>	<p>June 2001</p>	<p>On Quarterly Calendar to be scheduled.</p>
<p>35. Develop Strategy to Fund Completion of Century Center, Clock, Courtyard, Resource Room, and Kitchen Develop strategy to fund items not included in Century center budget.</p>	<p>ALDERMEN</p>	<p>Budget Appropriation</p>	<p>March 2001</p>	<p>June 2001</p>	<p>On Quarterly Calendar to be scheduled.</p>
<p>36. Increase Funding for Library Services in Carrboro Develop plan to enhance library services at the Century Center.</p>	<p>ALDERMEN</p>	<p>Budget Appropriation</p>	<p>March 2001</p>	<p>June 2001</p>	<p>The Board passed a resolution on October 9 in support of a Cybrary at the Century Center.</p>
<p>37. Increase Funding to Arts Committee and Fete de la Musique Increase funding to the Arts Committee and Fete de la Musique as part of the budget process (Currently \$500).</p>	<p>ALDERMEN</p>	<p>Budget Appropriation</p>	<p>March 2001</p>	<p>June 2001</p>	<p>Complete</p>
<p>38. Provide/Encourage Support for Artists Studio Space Board discussion about use of house at park for artist studio space and/or other ideas for supporting artist space.</p>	<p>ALDERMEN</p>	<p>Hillsborough Road Park Plan</p>	<p>March 2001</p>	<p>June 2001</p>	<p>On Quarterly Calendar to be scheduled.</p>

VI. PROMOTE, DEVELOP, AND SUPPORT A BROAD-BASED ECONOMIC VITALITY

Double Non-Residential: Expand Economic Development Opportunities – Town’s Role

<p>39. Downtown Vision</p> <p>A. Create a downtown development plan</p> <ol style="list-style-type: none"> 1) Goal of doubling non-residential sq. footage 2) Create new economic development opportunities 3) Board members involved with work group 4) Board to approve process <p>B. Reconsider use of automobiles in the downtown</p> <ol style="list-style-type: none"> 1) Review traffic patterns at triangle area (Main, Weaver, Greensboro) 2) Consider no left turns, one-way, roundabouts, narrower streets <p>Develop and implement a comprehensive plan for expanding economic development opportunities in the downtown encompassing land use, infrastructure, and regulatory structure. The elements of the plan will show detailed plans for meeting the Board’s goals of doubling non-residential square footage; create a people and technology friendly infrastructure; energize Carrboro’s downtown as vibrant social center and economic engine, while maintaining Carrboro’s unique character, and show visualized scenarios.</p>	<p>COMMUNITY & ECONOMIC DEVELOPMENT/ PLANNING</p>	<p>Policy</p>	<p>June 2000</p>	<p>September 2001</p>	<p>Charrette was held September 14-17, 2001. The follow-up session is scheduled for November 10 from 1:30—5:00 p.m. The consultant will use the public comments to prepare a final report for the Board.</p>
<p>40. Obstacles to Development – Review Allowable Uses in Downtown and Obstacles to Starting a Small/Micro Business in Carrboro</p> <p>Hold a meeting with the development community and communicate Board’s commitment to addressing obstacles created by the Board’s decisions (parking, setbacks, infill, etc.); Review LUO provisions that will impact the infill development in developed areas. Discuss the development of a comprehensive policy regarding road, sidewalk, and neighborhood connectivity as it relates to infill. Invite and include Good Works in Downtown Vision process.</p>	<p>ALDERMEN</p>	<p>Meeting</p>			

<p>41. Review Recreation Points in Lieu of Facilities Provisions Review recreation points in lieu of facilities provisions of the land use ordinance. (Planning Board, Recreation & Parks Committee, and staff to examine the use of the recreation point system and its effectiveness for providing usable recreational facilities; where are we (the Town) now? What does and does not work? The Planning Board to present a report considering the legal aspects.) Is the Board satisfied with the point system? What does the Board want the developers to do?</p>	<p>RECREATION AND PARKS</p>	<p>Report</p>	<p>December 2001</p>	<p>April 2002</p>	<p>Dates revised to reflect pending activity, i.e., bond referendum, Hillsborough Road/Northern Park Master Plan, mission revision</p>
<p>42. Visual Concept for Commercial Centers in SAP, Sell it Visually Develop a visual concept for commercial centers in the small area plan to "sell it" visually. This project may require assistance from a design professional to produce visual materials.</p>	<p>PLANNING</p>	<p>Visual concept</p>	<p>August 2001</p>	<p>January 2002</p>	<p>Scheduled to begin in December.</p>
<p>43. MOU with UNC for Development of Horace Williams Tract per "Vision 2020" Develop a memorandum of understanding with UNC for the development of the Horace Williams tract that outlines win/win policies compatible with the town's Vision 2020 and Downtown Vision. Issues concerning preservation of open space and the development of affordable housing should be addressed; (Staff to address annexation quickly; i.e., investigate annexing subdivisions and/or the developed tracts abutting the Horace Williams tract.)</p>	<p>MANAGER</p>	<p>MOU and annex developed tracts and Horace Williams tract simultaneously</p>			<p>The Board received a report from UNC on February 27. No further action was requested.</p>
<p>Encourage a Supportive Business Environment</p>					
<p>44. Retain & Support Information Technology and Music Industries As part of the downtown visioning process, review the comments from the winter 2000 meeting with the music, technology, and retail industries and address the identified needs.</p>	<p>COMMUNITY & ECONOMIC DEVELOPMENT</p>	<p>Strategy</p>	<p>November 2000</p>	<p>September 2001</p>	<p>An IT technology focus group was conducted. As a result, a technology think tank composed of focus group participants and others will be formed to discuss identified needs and solutions. The charrette and graduate student reports will include proposals.</p>

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<p>45. Encourage and Support Home Businesses Continue support of home-based businesses by through dialogue and identify areas where assistance can be given. The Orange County EDC has surveyed the businesses to determine the assistance that may be needed in Carrboro. The Downtown Development Commission will work with the Planning Department to review ordinance to see if there are obstacles to doing business.</p>	<p>COMMUNITY & ECONOMIC DEVELOPMENT</p>	<p>Report and Ordinance Review (Agenda Item)</p>	<p>Ongoing</p>	<p>On Quarterly Calendar to be scheduled. A survey was mailed out to the local businesses to determine what assistance might be needed. The Board will receive a summary of the data and recommendations to address any identified needs.</p>
<p>46. Encourage local institutions & groups to support & strengthen local businesses Continue working with the Carrboro business community to identify ways in which the Town can work with local businesses to support and expand the consumer market and draw consumers to downtown. Facilitate the development review process on new and expansion projects.</p>	<p>COMMUNITY & ECONOMIC DEVELOPMENT</p>	<p>Strategy</p>	<p>Ongoing</p>	<p>Staff continues to work with local business groups like the Carrboro Business Association and the Chamber of Commerce to address needs.</p>
<p align="center">VII. PROMOTE SAFE, EFFICIENT, AND VIABLE INFRASTRUCTURE</p>				
<p>47. Purchase three parking lots – S. Greensboro Street funding Explore purchasing lots with owners and develop funding strategy to pay for other two.</p>	<p>COMMUNITY & ECONOMIC DEVELOPMENT</p>	<p>Budget Appropriation</p>	<p>Ongoing</p>	<p>The owners of the Durham laundry lot are not interested in selling the lot. They have agreed to give the Town a first option. The Town will continue to maintain control of the parking lot. Staff is exploring control options.</p>
<p align="center">Complete 1999-2000 Projects</p>				
<p>48. Pedestrian access/South Greensboro St. Develop strategy for S. Greensboro Street pedestrian and bike safety improvements.</p>	<p>PLANNING</p>	<p>Strategy</p>	<p>June 2001</p>	<p>Improvements are complete. Item to be scheduled for discussion on TIP inclusion.</p>
<p align="center">Increase, Enhance, and Expand Public Transportation</p>				
<p>49. Increase evening and weekend hours and frequency on F-route</p>	<p>PLANNING</p>	<p>Budget Appropriation</p>	<p>March 2001</p>	<p>Complete- Included in budget.</p>

<p>50. Move to fare-free service (students)</p>	<p>PLANNING</p>	<p>Strategy</p>	<p>January 2002</p>	<p>Ongoing</p>	<p>Fare Free pilot included in budget and implementation scheduled for January 2002. Mayor Nelson sent a letter to establish an elected officials committee to review MOU. TAB will recommend strategy.</p>
<p>51. Develop plan to increase Carrboro's participation in the operation of Chapel Hill Transit Develop strategy to increase Carrboro's participation in the operation of Chapel Hill Transit; Board work session on how Chapel Hill Transit is funded, how decisions are made; examine roles of different partners; include discussion of fare-free service and short-term.</p>	<p>PLANNING</p>	<p>Strategy; Board work session; new MOU</p>	<p>May 2001</p>	<p>September 2001</p>	<p>Mayor Nelson sent a letter to establish an elected officials committee to review MOU. TAB will recommend strategy.</p>
<p align="center">Promote a Comprehensive Approach to Creating a Walkable Community</p>					
<p>52. Conduct study on how to pay for new sidewalks and where to construct them (Implementation Plan) Establish a task force and charge them with creating a list of proposed sidewalks, means of funding, identifying additional sidewalks not on the map using existing materials on greenways, pedestrian walkways, etc. as foundation – establish priority needs with guidance from the Board.</p>	<p>PLANNING</p>	<p>Task Force</p>	<p>May 2001</p>	<p>October 2001</p>	<p>Citizen Sidewalk Task Force duties assigned to the TAB on June 26, 2001. Transportation Planner will assist Task Force beginning in December.</p>

<p>53. Improve pedestrian friendliness of signaled intersections Survey signaled intersections to assess visibility and friendliness of operation or traffic signals to pedestrians; modify light shields, cycles, and pedestrian-activated buttons as needed; report to board.</p>	<p>PLANNING</p>	<p>Report</p>	<p>March 2001</p>	<p>May 2001</p>	<p>Transportation Planner will complete report when final Downtown Visioning report received.</p>
<p>54. Pedestrian Access Consider multiple approaches to pedestrian access across NC 54 and Jones Ferry Road as developed for Glen Lennox (Transportation planner to present status report for pedestrian access to Carboro Plaza and review the Glen Lennox report to determine its applicability to Willow Creek Shopping Center. Place larger stop signs at Poplar Street and NC 54 and Oleander Avenue and NC 54.</p>	<p>PLANNING</p>	<p>Report</p>	<p>March 2001</p>	<p>June 2001</p>	<p>Update memo went to the Board on June 26, 2001. Follow-up report will be scheduled pending NCDOT analysis of access in vicinity of shopping centers. Following the most recent traffic/pedestrian accident at the Hwy 54/Poplar Avenue intersection, NCDOT has indicated that they will also be conducting an evaluation to determine what changes are needed to improve safety.</p>
<p>Minimize Infrastructure Costs</p>					
<p>55. Develop Plans for Communication/Technology Infrastructure Improvements Implement communication and technology improvements budgeted in 1999-2000. Upon implementation of the current network infrastructure, the Department will develop a multi-year Technology report with plans for future improvements in communication and technology and infrastructure. This process will begin following implementation of the town web page and completion of core network infrastructure.</p>	<p>MANAGEMENT SERVICES</p>	<p>Development of Technology Report</p>	<p>April 2001</p>	<p>March 2002</p>	<p>Andy Vogel, Bing Roenigk, and Ruth Heaton (GIS Specialist) will begin interviewing departments in November. Project on schedule for March 2002 completion.</p>
<p>56. Explore the Co-Location of Public Works Facilities Create a public facilities campus.</p>	<p>MANAGER</p>	<p>Intergovernmental Agreement</p>	<p>Ongoing</p>	<p>Ongoing</p>	<p>A letter has been sent to Orange County requesting to purchase ten acres.</p>

TO: Mayor and Board of Aldermen

FROM: Andy Vogel, Information and Technology Manager

DATE: October 19, 2001

RE: Quarterly Technology Report

The Town of Carrboro is moving through two very typical stages associated with implementing technology throughout an organization. The first stage is building a standards-based, highly reliable and recoverable technology infrastructure. The second stage is putting that infrastructure to work for the organization. The first stage, building the infrastructure, must progress along a path that eventually culminates in producing technological *tools* that are relevant to how this infrastructure will eventually serve the organization.

Often, the first phase, infrastructure building, is seen as paramount by an organization's technical staff while losing sight of *why* they are building the network – usefulness to the organization. On the other hand, the more business-minded staff of an organization often wants to see the end results with little concern for the technical quality of the infrastructure. The Town of Carrboro has done a reasonably nice job of balancing these potentially conflicting organizational demands. This has been achieved through a technically proficient and vision-oriented Board of Aldermen, a dynamic Town Management Team, and a Town staff that is adapting to and welcoming technological improvement.

As of the end of October 2001, the Town of Carrboro will have completed the first stage, installation of a quality technical infrastructure reasonable for the size and resources of the organization. The following is a bulleted list of some meaningful benchmarks that have occurred in the last quarter.

- Placement of a data room (housing the Town's data network components and servers), as well as, the Town's new digital phone system (Telco room) on professionally installed isolated and properly grounded circuits that are powered by the existing backup generator. In the past, this meant when the Town Hall building lost power (not that uncommon), the Century Center and Public Works buildings also lost access to the network/printing and some phone system functionality.

The proper grounding of circuits backed up by a generator also means a higher degree of functionality, as requested by the Chief of the Fire Department, during times the Emergency Operations Center is running. The Fire station houses a properly organized and secured Telco room, which also serves as radio transmitter room. Recent radio system upgrades are also making use of the new electrical wiring.

- Needed server capacity was reached during this quarter. This year, the Town has the server capacity to handle Town growth (judging from past growth and going into the reasonable future) plus the ability to implement the second stage noted above. Most of October has been spent moving core server functionality to branded and warranted systems to have a guaranteed short hardware replacement turn around time (minimize downtime due to hardware failure plus using highly reliable hardware with built in redundancies). A replacement schedule for the Town's servers needs to be followed.
- Needed network *additional* component capacity was reached or improved during this quarter. Additional network switches were placed at the Century Center, Town Hall and Fire Department. This gives the Town excess capacity to hook networkable devices to the Town's network over the coming years. Excess capacity should be a reasonable match for switch obsolescence (will run out of usable ports at about the same time the switches need to be replaced). The horizontal cabling run connecting the Fire Department to Town Hall, previously on copper cabling, has been moved to existing multi-mode fiber for much greater bandwidth and reliability. This fiber was excess capacity installed during the initial phone installation and was at no additional cost to the Town. Proper, correct capacity for the job, rack mounted UPS's were deployed to maintain power to key components during power failure. Previously, the Town was using existing, much less powerful floor units.
- Installation of a virus wall, centrally-managed desktop anti-virus software, and major upgrade/replacement of firewall capability has been completed. Virus protection (a major reason for network downtime/limited outages and end user data loss) has been expanded and now protects the Town's servers, email, web traffic and end user desktops. All virus functionality/activity may be centrally monitored and virus definition/virus engine updates are scheduled and deployed without any intervention by the end user or network administrator.

The firewall's capabilities have been greatly expanded providing a greater degree of fine-tuning along with new features. A feature many people are hearing about is VPN capabilities. Currently, the Town supports remote users through dial-up modem connections. VPN, in conjunction with the improved firewalling/VPN, will allow key/approved users to attach to the Town's network through any Internet connection (and use all of the Town's computational resources as if being physically at Town Hall) while extending the protection of the firewall to the user's desktop.

- Systems management using a robust SQL-based backend has capability to manage and inventory networked systems, collect statistics and deploy software from a single centrally managed location.

End user data storage had outpaced the capabilities of the Town's original backup system. New capacity will allow for end user data growth while achieving greatly decreased backup times.

- The Town's first ever deployment of replacement computers. This allowed the Town to remove a large portion of older computers (had been in service a solid 5 plus years). These computers were holding some departments back from upgrading to newer/more usable software versions/products and were creating disproportional service requests.

The above items are highlights that mark the end of the first phase of building a standards-based, highly reliable and recoverable technology infrastructure.

The second stage, putting the infrastructure to work, will begin to take form beginning in November of 2001 and onward. As instructed by the Board of Aldermen and the Town Manager, the Management Services Department will work with the Management Team to first identify how the Town's technical resources will best serve the Town *across* departments and then prioritize those demands.

A team of staff, Bing Roenigk, Andy Vogel and Ruth Heaton, the Town's GIS Specialist will conduct interviews with all departments (including all levels of staff) to identify end user needs, as well as, hopefully discover common processes that span departments. These ideas will then be brought back to the Management Team for further discussion and prioritization. This stage will be a very exciting and interesting time for the organization's future direction.