



TOWN OF CHAPEL HILL TOWN COUNCIL RETREAT

**CHAPEL HILL, NORTH CAROLINA
JANUARY 19-20, 2007**



TOWN COUNCIL EXECUTIVE SUMMARY FOR 2007 COUNCIL RETREAT—JANUARY 19-20, 2007

2006 SUCCESSES

Town Services Delivery

Effectively oversaw the management of the town's strong commitment to safety and well-being and outstanding delivery of services—with no tax increase. Significant progress on capital projects, in particular the Aquatic Center and the Town Operations Center. Enhancement in Town's Bond rating to AAA. Cash reserves are solid. Increased levels of police and fire employees, including the creation of a new unit dedicated to downtown. Continued strong performance by Chapel Hill Transit.

Town Manager Transition

The Council managed an innovative and smooth transition to the first new Town Manager in sixteen years:

- Celebrated Cal Horton's success and acknowledged his contribution to the town
- Commissioned a Needs Analysis (gathering data from Council members, staff members, citizens and University officials) to determine the capabilities that would be needed in the new Manager to deliver Council goals and objectives
- Conducted national search
- Designed and implemented collaborative interview process that enrolled and valued input from town staff
- Held a public forum for the final 3 candidates, all of who were well-qualified, strong leaders
- Selected Roger Stancil, an experienced, mature, values-driven change leader with extensive and demonstrated influence in North Carolina town management
- Established objectives and evaluation processes to increase effectiveness of the Town while developing a new culture of accountability and innovation

Downtown Economic Development Initiative

Managed a process for the development of Lot 5 that was driven by and aligned with Council goals and the Comprehensive Plan. As the process evolved, the guiding forces were the Council-adopted principals, goals and building programs. The Council believes that the resulting mixed-use development will spur additional opportunities downtown, both for citizen enjoyment and further development, aligned with the Downtown Small Area Plan implementation, and the work of the Downtown Partnership.

Collaboration with the University of North Carolina

- By participating in the University's Leadership Advisory Committee, the Council demonstrated its commitment to collaboration. By proactively endorsing the recommendations of the Horace Williams Citizens' Committee, the Council successfully leveraged its influence at the LAC.
- Coordination and collaboration for Public Safety, particularly during town-wide events
- Broad collaboration in administering OI-4 with the approval of a major modification to the University's development plan
- Implementation of a new Intern program within Town government
- Continuing successful partnerships in Transit and Downtown
- Fiscal Equity and Transit Foundational Studies called for by the Horace Williams Citizens' Committee report are underway.

Implementation of Several Key Projects:

- The new Town Operations Center
- Approved 3 Neighborhood Conservation Districts
- Greene Tract Small Area Plan underway
- Carbon Reduction initiative underway
- Inclusionary Zoning study and committee report complete
- Downtown Parking Committee in process
- The Resolution based on the report from the Fordham Boulevard Safety Committee
- The Community Center renovation is under way
- The Aquatic Center construction has begun

IMPORTANT TRENDS AFFECTING 2007 STRATEGY

The fundamental importance of providing the expected level of excellence in town services, ensuring safety and well being while preserving and nurturing the Chapel Hill aura, efficiently and effectively, while avoiding a tax increase.

Developing the new culture of continuous improvement, shared accountability and innovation throughout Town departments and employees.

The paradox of encouraging and managing new growth and redevelopment within boundaries that are 90% "built-out" will continue.

The demand and need for higher leverage out of the Town's investment in Technology, including internal process improvement, constituent services and wireless telecommunications applications.

Continued need to collaborate with the University of North Carolina's ongoing growth plans, and to articulate Town interests in these processes.

Rapidly increasing cost of construction materials and fossil fuels could impact the Town's ability to execute the Comprehensive Plan, especially in the areas of Affordable Housing, Transportation, and tax rate stasis.

Increasing public health concerns related to the importance of carbon reduction and other energy efficient demands.

Increasing demands of Public Safety to deal with urban crime.

PRIORITIES FOR 2007

Steward the Organizational Culture Change

Continue to work with the Town Manager to develop a style and system of leadership that will ensure the effective provision of services, while supporting the delivery of Council goals and objectives. This will include the establishment of a leadership model that will institutionalize the new culture throughout town staff, ensuring that citizens receive the highest value possible for their tax dollars. Do so while avoiding a tax increase. This will involve higher responsibility and involvement of the Council in Budget development and oversight.

Champion Downtown

- Leverage any other opportunities for the continued execution of the downtown development strategy
- Support the Downtown Partnership as it matures into the lead body of influence for downtown
- Continue the transformation and execution of Streetscape strategy
- Facilitate and enable the relocation of the IFC kitchen and men's shelter
- Leverage the Transit Master Plan to support economic downtown development
- Partner with Carrboro to plan for collaborative growth
- Collaborative effort with Downtown Partnership and the University to implement new parking strategy
- Assure the Downtown Economic Development Initiative is properly vetted and improved through the Special Use Permit process in standard and required, ordinance-mandated approval procedures

Carolina North

- Establish a collaborative and trusted environment to enable the University to develop and plan for a Carolina North strategy that will correctly balance the needs of the University with the needs of the citizens of Chapel Hill
- Determine and marshal the resources required to draft appropriate zoning solutions, as informed by the Chapel Hill Horace Williams Citizens' Committee foundation studies and the University's Leadership Advisory Committee report.

Focus on Transit Planning and its Relationship to Land Use

- Completion of the Transit Master Plan
- Continued collaboration with Triangle Transit Authority
- Codify our land use strategies to maximize public transit
- Complete work on parking standards for new development
- Establish zones to support our transit policy—complete work on planned unit developments

Implement Key Deliverables—New and Ongoing

- Develop strategies to fund Open Space acquisitions, Park expansions, infrastructure maintenance and other capital-intensive requirements
- Capital Projects
 - Library expansion
 - Morgan Creek greenway
 - Upper Bolin Creek greenway
 - Southern Community Park
 - Community Center renovation
- Address future needs in Information Technology for strategic initiatives in e-government and internal IT, as well as Wireless. Leverage the University's experience and expertise.
- Continued participation in the Orange County Partnership to End Homelessness.
- Tree Ordinance
- Inclusionary Zoning
- Rationalize “Northwest Quadrant” development initiatives
- Rogers Road Small Area Plan
- Permanent conservation easement on the Greene Tract
- Update Land Use Management Ordinance
 - Add chapter on Sustainability, including Carbon Reduction
- Hire Economic Development Officer
- Continue to refine Town's Public Communications and Public Relations

TOWN OF CHAPEL HILL STRATEGIC PLANNING DISCUSSION



**CHAPEL HILL, NORTH CAROLINA
PREPARED FOR COUNCIL REVIEW: DECEMBER 2006**

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ACKNOWLEDGEMENTS

Mayor and Town Council

Kevin Foy, Mayor
Bill Strom, Mayor pro tem
Laurin Easthom, Council Member
Sally Greene, Council Member
Ed Harrison, Council Member
Cam Hill, Council Member
Mark Kleinschmidt, Council Member
Bill Thorpe, Council Member
Jim Ward, Council Member

Town Manager

Roger L. Stancil, Town Manager

Town Management Team

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Ralph Karpinos, Town Attorney
J.B. Culpepper, Planning Department Director
Pam Eastwood, Human Resources Director
Bruce Heflin, Assistant Town Manager
Gregg Jarvies, Police Chief
Kay Johnson, Finance Department Director
Dan Jones, Fire Chief
Catherine Lazorko, Town (Public) Information Officer
Bill Letteri, Public Works Department Director
Flo Miller, Deputy Town Manager
Lance Norris, Inspections Department Director
Sabrina Oliver, Town Clerk
George Small, Engineering Department Director
Stephen Spade, Transportation Department Director
Kathleen Thompson, Chapel Hill Public Library Director
Tina Vaughn, Housing Department Director
Bill Webster, Parks and Recreation Department Interim Director

INTRODUCTION

The Management Team met in December 2006 to discuss goals and priorities as they relate to the Town Comprehensive Plan. The Plan is organized around major themes, each growing out of the community values that form a strategy for Chapel Hill's future.

Topic Areas of the Comprehensive Plan

Fiscal Conditions

The Town is committed to enhancing its ability to provide services and manage its development through financial stability and fiscal planning.

University Relations

The Town endeavors to provide an environment where the Town of Chapel Hill, UNC, and the UNC Health Care System can collaborate to maximize mutual benefits.

Regional Cooperation

The Town engages in effective regional cooperation that promotes sustainable growth patterns, recognizing that economic development, land use, transportation, environmental, natural area linkages, and other planning issues transcend the boundaries of Chapel Hill.

Economy and Employment

The Town works to increase employment opportunities for residents and satisfy local demand for commercial and retail services.

Housing

The Town aims to increase the availability of well-designed, affordable, safe and sanitary housing for all citizens of Chapel Hill.

Land Use and Development

The Town promotes orderly development and redevelopment to achieve appropriate and compatible use of land.

Environment

The Town strives to identify, protect and preserve open spaces and critical natural areas and enhance the community's air quality and water resources.

Transportation

The Town values the development of a balanced, multi-modal transportation system that will enhance mobility for all citizens, reduce automobile dependence, and preserve/enhance the character of Chapel Hill.

Community Facilities and Services

The Town provides community facilities and services that meet the physical, social, and cultural needs of Chapel Hill's population.

Governance

The Town makes every effort to maximize citizen participation so that Town government is representative of and responsive to the population; and to serve and govern the population in an honest, efficient, and equitable manner.

SUCCESSSES

In preparation for the Council Retreat, department heads listed the successes for their departments from July 1, 2005, through December 2006. They shared why they thought each item was a success. This section advances our goal of shared understanding of the connection between the activities of the Town and the Council's strategic direction.

Successful organizations take the time to publish their accomplishments and make the time to celebrate success. These successes shared by department heads tell the story of an effective organization, linking work with strategic objectives.

Sharing achievements also allows us to mark some things off our to do list. As we plan for the future, it is often difficult to remember where we have been. This section of our planning discussion lays some of the groundwork for where we go from here.

Attorney Successes



The primary responsibility of the Town Attorney is the protection of the legal interests of the Town of Chapel Hill. The Town Attorney serves as general counsel to the Town and provides advice to the Mayor and Council, Town Boards and Commissions, Town Administration and Town Departments.

1. Risk management and risk avoidance. This office works with the other departments of Town government to see that day to day operations and business decisions are conducted in a lawful, reasonable and appropriate manner in order to avoid unnecessary risk of legal problems and to reduce potential legal liability.

2. Successful resolution of a number of cases and administrative disputes. A number of suits and administrative disputes have been resolved during this time period.

3. Effective coordination of legal representation for the Town by outside counsel for special projects and conflicts involving insurance coverage. This office engages and works with attorneys in private practice with expertise in specialized fields when the Town is faced with the need for such assistance.

4. Effective day to day counsel and assistance. Provided to departments and Town staff is effective day to day counsel and assistance regarding the legal issues arising in the regular operation of Town government, provision of services, review of development proposals, and construction of Town capital projects.

Clerk Successes

The Office of Town Clerk serves as custodian of all legal documents for the Town of Chapel Hill. The Clerk's Office prepares agendas, records actions of Town Council meetings, and makes such information available to the public via the Town's website and other avenues. The Clerk's Office maintains the permanent public record of Town Council minutes, ordinances and contracts. In addition, the Town Clerk is responsible for providing public notice of Town meetings and for publicizing vacancies for Council-appointed boards and commissions. The Clerk's Office maintains boards and commission membership information, coordinates protest petitions, administers oaths of office, and publishes the Council Meeting Schedule.

1. Funding of the Granicus program. This program provides live and on-demand video streaming of Council meetings and also provides annotation of Council minutes and documents. We expect the program to go live to the public the first of 2007. Staff continues working with Granicus to fine tune its operation before we go live to the public.

2. Improved Packet Process. Two years ago Council packets typically finished production between 9 and 10 p.m. Now packets are usually leaving production by 5 p.m. and no later than 7 p.m. on Wednesdays before Council meetings. Council Members are receiving their meeting materials at a reasonable hour thus providing more review time. Earlier delivery to the library also provides quicker access by the public to Council meeting packets. Employee morale has improved by enforcing deadlines and improving communications between departments in regards to meeting memoranda. And the quality of packets has also improved with more time to edit and format the memoranda.

3. Expanded Opportunities for Training and Education. The Town Clerk and Deputy Town Clerk are both Certified Municipal Clerks. They are both members in the IIMC Master Municipal Clerk Academy and enrolled in the Academy to achieve Master Municipal Clerk certification. Our cross-training has increased our efficiency in production and in providing information to the public. Responsibilities have also been delegated to each employee giving them ownership of their positions and roles in the overall operation. This has resulted in increased institutional knowledge and a better trained staff that is better equipped and efficient at responding to requests for information.

4. Replacement of production equipment. Replacement of equipment including the Town's main copier has substantially improved efficiency in producing Council packets and dissemination of information to the public.



5. Efforts to Increase Diversity on Boards and Commissions. The Town Clerk's Department has also successfully advertised vacancies in various publications in efforts to increase diversity among advisory board and committee membership. Vacancies are also sent to current board and committee members and Town News listserv on a monthly basis. Our outreach efforts continue with brochures, print advertisements, bus posters and insertions into Town publications such as recreation and services guides. The

Town Clerk's Department has also implemented a computer database for boards and committees. We maintain information for 16 standing boards, 25 ad-hoc and multi-jurisdictional committees, eight Mayor and Council committees, along with applicants to those boards (105 since April 2006). This database also serves as a history for the committees and citizens that have served.

Engineering Successes

The Engineering Department provides public project designs and design review, construction inspection and supervision, land surveying, drafting, construction quantity and cost estimating, Traffic Engineering, Geographic Information System technology, Stormwater Management Program, and related services for Town projects. The Engineering Department reviews proposed private development plans, and inspects street and other public improvements in the Town and its surrounding planning jurisdiction including areas designated under the Joint Planning Agreement with Orange County and the Town of Carrboro.

1. Selected consultant and began work on multi-year Stormwater Management Master Plan for Chapel Hill. Program master planning was a key directive from the Council as part of its approval of a fee based Stormwater Management Utility.

2. Initiated continuing construction program for neighborhood traffic calming in accordance with adopted policy and procedures. Traffic calming is being implemented in an orderly and equitable manner throughout Town, in response to petitions requiring support of a majority of the affected property owners.

3. Secured funding and scheduled major capital improvement projects involving state roads (Weaver Road, South Columbia Street, Superstreet and upgrade/replacement of the traffic signal system. This was achieved despite severe State funding restrictions. All projects will include significant measures intended to reduce traffic congestion (and air pollution) and to provide/improve facilities such as bike lanes and sidewalks to encourage non-motorized modes of transportation.

4. Secured \$2.3 million hazard mitigation grant from FEMA for buyout of properties in the Camelot Village condominium development that are subject to chronic flooding. This grant provides for purchase and removal of selected dwelling units that are located in the regulatory floodplain and that are subject to chronic flooding.



5. Secured funding and State approval for a traffic signal at the intersection of Church Street/West Franklin Street and for a West Franklin Street crosswalk. Both of these items have been high priorities for the Town (but not for the State) to improve pedestrian mobility and safety in the downtown area. Our persistence resulted in approval last year.

6. Secured updated floodplain mapping and revised Town's floodplain mapping and revised Town's Floodplain Damage Prevention Ordinance. Our efforts over the past decade resulted in new mapping this year to more accurately identify areas of potential inundation as a result of different storm intensities. This will help us manage new development and identify existing development with flooding potential. The mapping in conjunction with updating of our Floodplain Damage Prevention Ordinance will allow the Town to remain in good standing with the FEMA and the National Flood Insurance Program.

7. Organized and staffed the Fordham Boulevard/Manning Drive Safety Work Group. This group developed recommendations to improve pedestrian and bicycle safety at and in the vicinity of this intersection. We expect several of the group's recommendations to be implemented by the end of calendar year 2007 depending on funding availability.

8. Secured clean water management trust fund grant to begin study of the Bolin Creek Watershed. We hope to use findings from this grant to leverage additional EPA grant funding for projects to mitigate impaired segments of the Bolin Creek and contributing streams in its watershed.

9. Participated in establishment of multi-jurisdictional group to monitor and review State standards for controlling pollutants entering Jordan Lake. Our participation will help ensure that standards established by the State are physically and fiscally practical, and will enable us to identify impacts of the standards on Chapel Hill.

10. Provided increased staff expertise necessary for State recognition of higher level of service for traffic signal system maintenance and operations. By providing this higher level of service with regard to traffic signal functions, Town residents and visitors are benefited, and the Town receives increased reimbursement funds from the State for maintaining and operating traffic signals on State roads in Chapel Hill and Carrboro.

11. Secured State approval for transportation related improvement on and adjacent to the Southern Community Park site (removed Dogwood Acres Drive from State road system; designated traffic calming plan; secured State approval for installation of a traffic signal at the intersection of U.S. 15-501/Dogwood Acres Drive. These items are the culmination of several years of work with the State, and they will help to improve safety and mobility for park users.

12. Participated with Orange County and E911 in development of a comprehensive countywide property address data base intended to improve response time and accuracy for emergency medical services, police, fire and other first responders. This project is the culmination of several years of cooperative work with the county and with other municipalities. Much of the work involving Chapel Hill proper was based on accurate GIS information provided by the Engineering Department and the resultant addressing database was given comprehensive QA/QC by Engineering Department staff in cooperation with staff from the County Land Records Office.



Finance Successes

The primary mission of the Finance Department is to provide financial oversight and advice to help the Town make the best possible use of its assets. The Finance Department provides budget, payroll, purchasing, accounting, and revenue collection services; and prepares annual comprehensive financial statements to be independently audited.

1. Issuance of 2006-07 bonds, with a bond rating of Aaa from Moody's and an upgrade to a Aaa rating from Standard and Poors. Achieving the upgrade was a success because the Town was able to borrow funds at the lowest possible cost on the date of the sale. Achieving a bond rating upgrade supports the major theme within the Comprehensive Plan of developing strategies to address fiscal issues.

2. Provision of credit card terminals at all Town locations accepting cash. This provision was a success because it offers citizens and others doing business with the Town an additional way to make payments to the Town. The provision of credit cards supports the major theme within the Comprehensive Plan of providing quality community facilities and services.



3. Establishment of pay stations and signage at Lot 3. The new pay stations are a success because they enable the Town to offer longer term parking than is provided by metered spaces on the streets. Pay stations offer the possibility of paying with credit cards as well as with cash and so are more convenient for the users. The provision of pay stations is consistent with the major theme within the Comprehensive Plan of providing quality community facilities and services.

4. Development of a balanced 2006-07 budget and facilitation of revisions to the Town's method of developing future budgets. Work related to budget planning and preparation constitutes a success because budget work helps allocate resources so that the goals of the Comprehensive Plan are met. In particular, the development of the budget process and the actual allocation of resources is consistent with the Comprehensive Plan goal of developing strategies to address fiscal issues.

Fire Successes

The primary mission of the Fire Department is to protect life, 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.



1. Council approved addition of 6 additional personnel in 2005-06; this began the process of addressing staffing deficiencies identified in the Fire Department.

2. Reassignment of Division level managers (3 Deputy Chiefs); revitalized the management structure and forward progress of the Fire Department, also created experience depth in senior staff

3. Sought and received revenue increase from State Legislature for Fire Protection of State owned properties; reduces fiscal burden on the Town taxpayers for provision of Fire Protection to UNC and other State properties.

4. Establishment of Fire Academy for recruit training; improves the quality and competency of new employees by training them to Chapel Hill standards and improves diversity of recruitment candidates.

5. Received the SAFER staffing grant for 12 new positions from FEMA; addresses the remaining identified staffing deficiency in the Fire Department and also leverages federal dollars to reduce fiscal impact on local taxpayers.

6. Established a computer software data management system to track incident reports, departmental workload load and service demand; implemented commercial database (Fire House) in 2005 that allows us to build a comprehensive record of service demand, response and workload – this database will help us develop statistical information for review by Council and Manager to evaluate fire protection services.

7. Renovation of Fire Station #1 for more effective space use and improved energy efficiency; redistribution of office space, employee function space and interior upgrades to improve public and employee spaces in fire headquarters. Also added solar energy panels, insulation, HVAC upgrades and energy efficient windows to improve energy efficiency of building.

8. Award of bid for replacement aerial truck within the planned budget; maintains proper standard of equipment for delivery of fire protection and also meets fiscal responsibility for taxpayer resources

Housing Successes

The mission of the Housing Department is to provide decent, safe and affordable rental housing for Chapel Hill's public housing families. Its mission is also to provide programs and services to help public housing families improve basic life skills and achieve economic independence. The Department provides affordable quality housing for families in need of assistance. The Department manages 336 public housing apartments in 13 neighborhoods throughout Chapel Hill and Carrboro..

1. Applicant Screening. The criminal background screening process has almost eliminated the selection of applicants for public housing occupancy who have records of criminal or illegal drug arrests. The turnaround time for receiving criminal reports from the FBI is about two weeks.

2. Recertification of Public Housing Eligibility. Annual recertification of eligibility for public housing tenancy and residents income reporting requirements were completed for all 336 leaseholders every 12 months as required by Housing and Urban Development.



3. Resident Services. The Airport Garden renovations included a community space that houses a Family Resource Center. Programs and services available to residents of public housing, through the Family Resource Center, will be funded by a \$248,000 grant the Department of Housing received from Housing and Urban Development. Resources provided by the Family Resource Center and the Housing and Urban Development grant will offer residents of public housing an opportunity to participate in self-sufficiency programs and services that will help them

achieve economic independence.

4. Airport Gardens Renovations. Comprehensive renovations were completed in the 26 Airport Gardens apartments. Renovations included general standardization of building components, electrical, plumbing, HVAC upgrades and overall beautification of the neighborhood.

5. Re-organized Maintenance Division. The structure of the maintenance division was re-organized by assigning staff to specific groups of housing sites. This organizational structure has created a sense of ownership and greater accountability.

6. Purchased Wright Software Program. The Department of Housing purchased a new computer software program for the public housing program. The capabilities of this program have enhanced our ability to manage tenant accounts, operational procedures, and Housing and Urban Development reporting requirements.

Human Resources Successes

The mission of the Human Resources Department encompasses the following: to develop and manage programs for the employees of the Town of Chapel Hill, to provide information to the Town Manager, Council, departments and the public concerning employee salaries and benefits, to provide assistance to departments in recruiting and retaining a qualified and effective work force, and to guide departments in the administration of policies that are equitable and in compliance with laws and ordinances.



1. Employee Benefits and Pay Programs:

- Achieved contract renewal of employee medical insurance premium which held annual premium increase to single-digit for each of the four past years
- Added debit card option to current Section 125 (medical/child care/expenses federal tax-shelter program), resulting in doubled employee participation level and which also achieved cost savings for Town
- Held two annual Town-wide Employee Health fairs with free diagnostic screenings and education on health promotion, fitness and nutrition issues for all employees
- Improved access to local medical providers to address after-hours and weekends needs of Town departments in workers compensation and drug testing programs

- Achieved OSHA standards compliance after OSHA-initiated audit of Fire, Police and Transportation departments
- Initiated voluntary supplemental insurance program (AFLAC) for Town employees
- Established a system for regular review of classification and pay changes to maintain competitive pay standards for recruitment and retention of employees
- Town-wide Internship program established 2006



2. Automation Initiatives:

- Automated training records in Training Module of MUNIS system
- Automated grievance records in Grievance Tracking Module of MUNIS system.
- Increased use of other modules and applications of MUNIS system
- Began in-house production for employment application and brochure (achieved significant cost savings by replacing offset printing method)
- Developed and implemented innovative recruitment processes in Fire and Police Departments (open house format, custom screening tools, etc.)
- Established online Material Safety Data Sheet service for all Town departments for OSHA and safety programs

- Established independent distributed responsibilities and access to departmental employee data for all Town departments to facilitate their Human Resources tasks

3. Recruitment and Selection:

- Designed customized recruitment brochures for difficult-to-fill positions
- Filled difficult-to-fill positions, including Transportation Director, Traffic Supervisor and other key jobs
- Reduced unemployment insurance costs by improving response and case management of appeals
- Established fair, legally defensible and well-documented recruitment/selection standards and processes
- Increased level of awareness and knowledge of Human Resources programs, policies and practices
- Increased responsiveness and accountability of departments by providing education and access to employee data
- Increased intradepartmental collaborations with more teamwork and task force approaches to projects and issues

4. Other Focus Areas:

Technology. Used available IT systems to share information by providing access to departments for personnel data, forms, policies and legal guides. Provided education on their use and established partnerships to accomplish successful outcomes.

Cost Containment. Systematically evaluated and revised each program area in Human Resources to achieve goal of increasing value and cost reduction or cost maintenance over time without increase.

Education/Training. Sought out all available resources and services available from agencies and regional resources to increase education and training opportunities for employees in all departments. Continue to empower departments and employees through education and awareness to increase their ability to think and act in accordance with Town policies at work and to develop more independence, confidence and self-reliance in thinking and actions (in their jobs and in managing their work/life balance and health).

Records Management. Focused on a continuous goal of clear, consistent and defensible information on which to base present and future actions and decisions, and to provide the ability to respond to outside challenges effectively.

Information Technology Successes

The primary mission of the Information Technology Department is to provide technology oversight and direction to help the Town make the best possible use of available technology. The department oversees all Town computer, telephone and data network systems, and assists with the preparation and management of Town database programs.

1. Town Web Site Redesign (2005). The Town web site was redesigned in the summer of 2005 to provide a single resource site for citizen access to information for all Town departments. The addition of new features provides easier citizen access to many Town resources including news, bids, employment opportunities, and citizen interest items.

2. Replacement of Town Hall Telephone System (2006). The Town Hall telephone system was replaced with a Voice-over-Internet-Protocol (VOIP) system. This system provides increased reliability for communications services and will integrate with the Town Operations Center telephone system (to be installed in 2007) to provide a reliable and integrated service for these sites. Future expansion is now possible to provide a single telephone system for all Town facilities.

3. Upgrade of Network Infrastructure (2006). Continued upgrades to servers, network components, and networking services has provided a reliable computing and communications infrastructure to support Town operations.

4. Departmental Team Work successes in the planning, acquisition and operation of technology improvements.

- a. Automated Bus Location Information (2006): Transportation and IT
- b. Video Streaming of Town Council Meetings (2006): Town Clerk and IT
- c. Town Hall Emergency Power Generator (2006): Public Works and IT
- d. Security Cameras for Park and Ride Lots (2005): Transportation, Police, and IT
- e. Enhanced Television Broadcast Equipment (2006): Town Information Officer and IT

Inspections Successes

The Inspections Department provides services to all areas within Chapel Hill and to its extraterritorial jurisdiction. The department provide enforcement of the NC State Building Codes, Chapel Hill Code of Ordinances, Minimum Housing Code and the Land Use management Ordinance; resolution of complaints, citizen requests for assistance, issuance of sign permits, inspection of day care facilities and inspection of business occupancies.

1. Demolition of Unsafe Property. Completed the demolition of a structure located at 1613 US Hwy 15-501 South. Since June 13, 2001, the staff of the Inspections Department attempted to work with the owner in an effort to repair or demolish the structure. On April 5, 2005, Town Council enacted an ordinance that authorized demolition and placed a lien for the cost of the demolition. The demolition was completed on May 1, 2006, at a cost of \$8,960. The lien was recorded by Orange County Register of deeds on July 20, 2006.



2. Permit Fee Changes. Drafted an ordinance, adopted by the Town Council in July 2005, to increase permit fees for building, electrical, plumbing and mechanical permits by 11 percent and add other fees such as stocking, demolition, change of occupancy, occupancy reposting, day care inspections, change of contractor, temporary certificate of occupancy and commercial plans review.

3. New Fire and Building Codes. The Inspections Department worked with the Fire Department to develop an ordinance to enact the new building and fire codes. On October 9, 2006, Town Council enacted an ordinance to adopt the 2003 edition of the International Building Code with North Carolina amendments. This comprehensive building code establishes minimum regulations for building systems using prescriptive and performance-related provisions. It is founded on broad-based principles that make possible the use of new materials and new building designs.

Library Successes

The Chapel Hill Public Library seeks to aid the individual's pursuit of self-education and research, pleasure, and the creative use of leisure time, while employing the most efficient library technology available; to serve as a center of reliable, up-to-date information, endeavoring continually to identify and meet the general and informational needs of all the people of the community the library serves; to support educational, civic, cultural, and recreational activities of the community; to promote ease of access to the library, books, and other library materials in general, both locally and throughout the state; and to maintain a pleasant environment in an atmosphere of helpfulness.

1. Automated Catalog. Installed Millennium software, moving the catalog to a graphics environment; replaced catalog terminals with public computers; initiated catalog enhancements (Syndetics; BookLetters) to provide patrons with more online information about collection materials; initiated e-notification to patrons for overdue and reserved materials.

2. Web Page. Completely reworked the appearance and content of the library's webpage; added significant information to assist patrons (booklists; author information); initiated an online young adult book club; added webpage content in Spanish.

3. Internet Access. Installed a wireless environment throughout the library; logged 84,449 public internet sessions in 2005.

4. Collection Development. Added downloadable audio books to the collection and the catalog; expanded the foreign language collection to meet patron demands; began providing on-line access to "America's Newspapers" and "Ancestry.com"; with funds from the Foundation, updated the juvenile non-fiction collection and increased the number of copies of summer reading book lists; added adult and juvenile shelving to accommodate the goal of four materials per capita.

5. Programming. With the Friends, initiated the ongoing "Books Sandwiched in" club and "Reading the Constitution" series; with the Foundation, organized and implemented the well-received month-long "one book one community" program "Ghost Ship"; summer reading program attendance in 2005 was up 24 percent; Friends-supported children's film programs were very well attended.



6. Computer Instruction. Partnered with UNC volunteers to provide popular, free in-house computer basics classes for citizens and staff.

7. Patron Use. Children's circulation increased 7 percent since 2005; the library logged 364,600 patron visits in 2005; continues to be the busiest per capita circulation public library in North Carolina; moved and updated the young adult area to encourage use of the library by this age group.

8. Library Expansion Project. Identification of key project issues; architect selection.

Parks and Recreation Successes

The mission of the Parks and Recreation Department is to enhance the quality of life of all citizens and foster a sense of community by providing superior recreational, cultural, and educational services and effectively maintaining and protecting the Town's natural resources.

1. Bolin Creek Trail (Phase III). Completed a draft concept plan. This will be perhaps the most important, difficult, and expensive segment of the Town's greenway system. After a lengthy delay caused by the State's re-mapping of the Bolin Creek floodway, we were able to quickly complete our work and present a draft concept plan to the Council. The project may be back to the Council in March 2007 for consideration.

2. Booker Creek Linear Park. Started construction of this greenway. Resolved a very complicated floodway issue and secured a critical easement despite a complicated and protracted legal situation that seemed destined to derail the project.

3. Dry Creek Trail. Completed several thousand feet of natural surface trail and a major bridge. Started the concept plan process for the paved component of the trail, which will serve northeast Chapel Hill.

4. Greenways Comprehensive Master Plan. Completed this chapter of the Town's Comprehensive Plan. The chapter should provide guidance for the next five years or more on development of the Town's greenways system.

5. Homestead Aquatics Center. Secured a Special Use Permit and successfully bid the project. The project became a reality despite a highly inflationary period in the construction industry. We were able to adjust the program to fit the expanded budget without losing major program elements despite rapidly decreasing value of money.



6. Morgan Creek Trail. After a lengthy delay caused by the State's re-mapping of the Morgan Creek floodway, we were then able to quickly complete a concept plan working with a citizen committee. Land acquisition has started. The project is specifically mentioned in the Greenways Component of the Comprehensive Plan.

7. Purchase of Open Space. Completed acquisition of major open space parcels in both the southern portion of Town and in the Northside neighborhood. The Northside parcels are among the last pieces of land available in that neighborhood. The southern tract could be an anchor for a future open space network.

Planning Successes

The Planning Department assists the Town Council and the community in managing growth, administering development regulations, planning for capital improvements, planning for transportation improvements, and promoting affordable housing opportunities. The department administers programs funded with federal Community Development grants to benefit low income families. The Department also administers special regulations designed to protect and preserve Chapel Hill's three historic districts, and annually prepares annexation reports.



1. Carbon Reduction Program and ICLEI. The Town has pledged to reduce community-wide carbon pollution. We have agreed to a specific set of interim reduction goals for municipal operations and are working on interim community-wide goals. We are reviewing municipal operations to identify opportunities for reducing carbon emissions, and we continue to work with ICLEI toward the development of the Orange County Greenhouse Gas Emissions Reduction Strategy. We collaborated with the Carolina Environmental Program to assist us in monitoring

and updating carbon emissions data.

2. Neighborhood Conservation Districts. Three Neighborhood Conservation Districts were established in just one year.

3. Revitalization of the Northside Neighborhood.

Through the Northside Initiative, the Town works with local affordable housing groups to revitalize the neighborhood through home construction (seven homes built or under construction, one home temporarily converted into a Police Substation). The Town also uses Community Development Block Grant funds to qualified homeowners for comprehensive rehabilitation of homes.



4. Development Review Process. The Planning Department has successfully managed a high volume of development applications.

5. Sidewalk Construction Program. We have been using bond money, state money and grants to fund sidewalk construction.

6. NC 86 Pedestrian Safety Implementation Study. We initiated the NC 86 Pedestrian Safety Implementation Study.

7. Active Living By Design Initiatives. We have secured funding for these initiatives as well as regional funding for expanded planning studies and bicycle and pedestrian improvements, including the Northside Mobility Plan.

8. Transportation Management Plans. We completed the Transportation Management Plan Survey and Report in October 2005 with a new focus on providing information about alternative modes of transportation to participants.

9. Long Range Transit Study. We secured funding for the Long Range Transit Study. We also managed proposal solicitation and consultant presentations.

Police Successes

The men and women of the Chapel Hill Police Department are committed to protecting, preserving, and enhancing the quality of life in the Chapel Hill community through the fair and effective delivery of services. The Police Department practices community-based policing and values our partnerships with citizens and community organizations.

1. Community Outreach Initiatives. Partnerships with community stakeholders have resulted in the establishment of three new substations within the past 18 months, including locations at Sykes Street, University Square and Southern Village. Citizens have greater access to officers and Town services; officers are decentralized and assigned to the areas in which they work; visibility has increased in areas of greatest need; problem-solving has become a neighborhood-wide process versus a police-driven process.

2. Downtown Patrol Unit Operational. Three months ahead of schedule we have assigned eight officers downtown to increase visibility, provide crime deterrence, reduce nuisance complaints, and enhance the safety and viability of the downtown.

3. Service Delivery to Special Populations. Programs such as the summer youth employment initiative, Scam Jam, Senior Volunteer Program, Senior Protection Services, Latino Outreach and Project Turn Around have all expanded significantly over the past 18 months. Our programs for special populations with particular needs have



resulted from a continued commitment to finding non-traditional means to enhance the safety of our citizens, providing alternatives to those offered by the criminal justice system, reducing victimization rates of those most prone to become victims, and reducing the recidivism rate of at-risk youth.

4. Department Reorganization. Thirteen new command officers have been promoted, a career progression program for executive officers was developed, functional responsibilities have been reorganized in a way that increases accountability yet breaks down the traditional barriers (particularly between investigators and patrol officers) that exist in most departments. Some results: a continued reduction in the number of citizen complaints, better communication among employees, an enhanced commitment and understanding of all employees toward a clear and singular mission.

5. Technology. More mobile computers and cameras in cars; greater technological capabilities to enhance officer safety, improved internal and external communications, addressed changes in crime and patterns, better allocation of resources, and enhanced rate of successful prosecutions.



Public Information (Manager's Office) Successes

The mission of the Town Information Officer is to provide clear and open communications to the citizens of Chapel Hill about the government's goals, activities, and services. The position was filled in 2004. The information officer manages Government Cable Channel 18 and provides regular content to the Town website. The office also produces a monthly employee newsletter, produces a weekly citizens bulletin in the local newspaper, produces the citizen's A to Z guide to services and other brochures, works with media outlets regarding government activities, hosts educational sessions and fields citizens questions and concerns.

1. Communications Assistance to All Departments. Offer communications support (media relations, advertising, news writing, graphic design, publications, web content) for all departments, programs and Council initiatives. In October 2006, received a Silver Circle (national) Award from the City-County Communications and Marketing Association for the employee newsletter.

2. Centralized Advertising. In July 2005, a centralized advertising program was launched with *The Chapel Hill News*. Now all news and notices are collected, edited and published under one headline "TOWNweek," published Sundays and distributed as an electronic bulletin to a citizen listserv. Serve as coordinator to all departments for this weekly, time-sensitive service.

3. Graphic Standards. In July 2006, graphic standards were introduced to assist departments in using the updated logo. Act as key consultant and proof-checker for printers, embroidery houses, and other vendors working with our logo. In a related project, developed sign standards for Town construction project signs in summer 2006.



4. Guide to Services and Other Publications. Wrote, edited and designed the "Guide to Services" in July 2005 as an insert to *The Chapel Hill News* and ordered a print overrun to distribute year-round to citizens. Published a second guide in June 2006 and have established this as an annual publication.

5. Emergency Communications Discussions. In November 2005, initiated a meeting of public communicators from area jurisdictions to improve coordination during times of emergencies and inclement weather, and when there are large-scale events. Developed a list of communication resources to be shared during emergencies and agreed on a "communications action plan." The group continues to investigate new communications technologies and share experiences.

6. Media Training and Outreach. Meetings to assist UNC-Chapel Hill reporters covering Town Hall have been held in fall 2005, spring 2005, and fall 2006. A new media guide has been created. More reporters are inquiring first with the TIO. Numerous requests are handled weekly.

7. Web and Listserv. Assisted with development of new website in August 2005 and created "Town News" e-mail listserv. Citizen listserv numbers more than 1,300 subscribers.

8. Video Public Service Announcements. Worked with a UNC-Chapel Hill journalism class and departments to produce three video PSAs to air on Government Cable 18. These videos encourage residents to use the trails and greenways, explain how to take a bicycle on the bus, and encourage college students to be responsible citizens and "good neighbors."

Public Works Successes

The Public Works Department provides services to improve the health, safety and quality of life of our town residents, businesses and customers. Employees strive to provide courteous and efficient services, to include refuse collection (both residential and commercial); street and sidewalk construction and maintenance; traffic signal maintenance; buildings and grounds maintenance and construction; sustainability and environmental services; fleet maintenance; administration of the town's tree protection ordinance; maintenance of the storm water system; and seasonal leaf collection services.

1. Solid Waste program improvements, including elimination of side loader services, resulting in significant cost savings (est. at \$55,000 annually). Compatible with objective of improving recycling and meeting waste reduction goal of 61 percent;

2. Reorganization of Landscape Division into a “zone maintenance” structure creating efficiencies and “ownership” of maintained spaces;

3. Increased operational effectiveness of our facilities inventory through increased emphasis on preventive maintenance and routine facilities inspections. We are finding and repairing more potential problems before they become actual building system failures. The percentage of resources allocated to preventive maintenance tasks increased from 47.5 to 56 percent over the past 18 months;

4. Successful execution/assistance with a number of capital projects, including some of the most complicated projects yet undertaken by the Town. Successes have included on-budget oversight of the Town Operations Center construction to date, effective bid negotiations that allowed the Community Center and Aquatics Center projects to be awarded and the installation of stand-by generators at the Police Department and Town Hall;



5. Dramatic increase in sidewalk construction – constructed about 6,900 linear feet of sidewalk (447 percent increase relative the previous 18 month period) and 1,255 of curb and gutter. The department provided contract management for the Kenan Street/Cameron Avenue, Vance Street, Ransom Street and McCauley Street sidewalk projects totaling 3,960 linear feet and the installation of 5,900 linear feet of curb/gutter during this 18 month period.

6. Improved pavement maintenance practices such as crack pouring and various types of seal coats to extend and maintain service life of town's roadways. The Institute for Transportation Research and Education (ITRE) has concluded that our implementation of slurry seal and crack pouring program in conjunction with other sound maintenance practices has contributed to our overall favorable condition rating of our streets and has contributed to an average maintenance cost per mile considerably less

than that for similar size municipalities.

7. Successful coordination of special event response and recovery operations among divisions, departments, contractors and other agencies. The planning and implementation process has resulted in efficient and effective services to protect the life and well-being of citizens, protect property and restore conditions. Recent examples include response and recovery services for the Apple Chill Street Festival, NCAA Basketball Championship victory celebration, Halloween Street Festival and inclement weather storms.

8. Sustainability efforts have included the incorporation of sustainable design into projects such as the Town Operations Center, Aquatics Center and Community Center. Sustainable design elements have related to rain water collection, photovoltaic panels, solar hot water panels and energy star rated roofing materials. With respect to our Green Fleets Program, we continue to use B-20 biodiesel; we have included an E-85 ethanol tank at the new Town Operations Center; and we have added several hybrid electric vehicles to the Town fleet;

9. Soccer field renovations have resulted in more user friendly availability of this highly desirable leisure activity;

10. Creation of fleet replacement program has resulted in improved equipment and increased reliability.

Transportation (Chapel Hill Transit) Successes

The primary mission of the Transportation Department is to provide safe, convenient, affordable, reliable, and responsive public transportation services to residents and visitors of the Chapel Hill, Carrboro, and University of North Carolina communities; to be accessible, efficiently operated and supportive of a healthy environment and a sustainable local economy; and to connect and coordinate with other transportation means in the Research Triangle area providing an alternative for local and regional travel.

1. Fleet Modernization. A five year program to purchase 45 buses will result in 20 new buses being delivered in 2007. A modern fleet will support the goal of effective reliable transit service serving increasing numbers of riders each year.

2. Transit Amenities Program. A program to improve the cleanliness and repair of passenger shelters, benches and public information.

3. Real Time Passenger Information. A web based transit information system making it possible for transit users to get actual bus arrival and departure times immediately. This improvement makes the Town's most active web page more useful. Supports the goal to increase transit usage.



4. Automated vehicle Locating System. A global positioning system to track and monitor bus location and on time performance. AVL allows better management of the system creating more reliable service.

5. Green Fleet Purchases. Chapel Hill Transit routinely purchases hybrid electric supervisory vehicles and will introduce Diesel Hybrid buses in 2007. This activity supports town goals of sustainability and air quality improvement.

6. Consistent Ridership Increases. Ridership increases over the past 5 years (2.6 million in 2001 to 5.8 million in 2006) result in fewer auto trips, reduced energy consumption and cleaner air.

7. Improved Driver Hiring and Training. A streamlined and improved process has resulted in safer and more prepared drivers, reduced overtime and more efficient operations.

8. Increased Marketing Activities. Improved transit guide and developed first annual marketing plan in the summer of 2006.

TRENDS

In preparation for the Council's Planning Retreat, Department Heads identified trends, from their professional perspective, which might affect the future of the Town. They considered possible consequences of those trends for the Town and their effect on the themes of the Comprehensive Plan. The identification of these trends is one way to inform the Council discussion about priorities.

The Town Manager grouped the department-based trends by Comprehensive Plan topic. Such a grouping shows the connection between the trends and the adopted plan. The grouping also highlights communications across departmental lines.

Trends Grouped By Manager

1. Fiscal Conditions

- Slowing in growth of tax base
- Reduced private construction activity
- Increasing costs of capital construction
- Debt service limit
- Likely reduction in Community Development Block Grant funding
- Reduction in state and federal public safety funding

2. University Relations

- Carolina North

3. Regional Cooperation

- Pending County decision on solid waste disposal site
- Intergovernmental initiatives with Durham in transportation and joint projects
- Maintaining Chapel Hill identity as region develops into single Metropolitan area

4. Economy and Employment

- Changing downtown environment

5. Housing

- Reduced federal subsidies for public housing
- Likely reduction in Community Development Block Grant funding
- Rising costs of housing

6. Land Use and Development

- Carolina North
- Shifting focus to redevelopment versus new development

7. Environment

- State and federal review of water quality regulations (NPDES)
- Increasing focus on conservation districts and more complex regulation
- Fewer options for stormwater management

8. Transportation

- Transit oriented development versus reliance on automobile
- Higher demand for alternate transportation (bikes, transit, walking)

9. Community Facilities and Services

- Increased state and federal training requirements for public safety
- Increased first responder expectations for local public safety in terrorism and environmental events without additional funding
- Library circulation increasing
- New trends in recreation different from traditional services
- Increased focus on health
- Crime involving juveniles as victims and violators
- Gangs
- Maintaining public facilities, fleet, infrastructure
- Aging recreation facilities
- Increased state and federal training requirements for public safety
- Increased first responder expectations for local public safety in terrorism and environmental events without additional funding
- Changing fire response and code enforcement

10. Governance

- Increased housing costs reduces number of employees who can afford to live in the Town
- Increased health care costs
- Maintaining and upgrading our current technology assets
- Higher demand for citizen communication
- Increased interest in connectivity and access to information through use of technology
- Aging of long term employee group
- Retirements of long term employees and loss of knowledge base
- Increased need for training and development
- Learning to use technology
- Emerging Hispanic/Latino population and English as a Second Language populations
- Aging population
- Growing population

Attorney Trends

1. We anticipate that there will be an increased demand for services associated with **neighborhood conservation districts** and other zoning and building-related enforcement issues as the community matures and regulations become more complex.

2. At least for the next few years there will be a need for greater involvement in **contract negotiations and construction projects** as the Town's major capital initiatives progress (including Town Operations Center, Aquatics Center, Southern Park, Library Expansion, plans for the Greene Tract).

3. **Design of Carolina North;** development of land use regulations and plans to guide and monitor that development; and addressing its impact on surrounding areas and the Town as a whole will require the involvement of this office.

4. **Inter-governmental issues** with Durham and region, especially as to transportation matters and possible projects on jointly-owned properties are expected to arise in the coming years.

5. There will be challenges to develop creative regulations and other efforts to **maintain Town's identity** as the region continues to develop into a single metropolitan area.



Clerk Trends

1. The Town Clerk's office is seeing a trend in **the public demanding more advanced technology**. Most all inquiries we receive are via email. If the inquiry is by telephone or in person, those citizens will ask that information be emailed to them, as opposed to being mailed to them. This trend toward more advanced technology will affect the Town's web services. Granicus will also play a big role in this as the public becomes aware that Council meetings will be available for viewing online and that the meeting documents will be linked to that video. We believe Granicus alone will decrease the amount of inquiries made to our office and other departments as well. The Town Clerk's office also sees Granicus as one of the first steps toward **paperless Council packets**, which would result in a cost savings in paper and copying costs, not to mention natural resources and energy.



2. Civic Plus and the website have increased the public's awareness of online services and that has resulted in fewer telephone calls and walk-in inquiries in the Town Clerk's office. The availability of the Code of Ordinances online through Municode has also **reduced walk-in and telephone inquiries**.

3. The Town Clerk's office also monitors the number of telephone calls received by the Manager's office and the Town Clerk's office. Logs of such calls reveal that a significant **decrease in telephone inquiries** has occurred since 2002, when the agenda packets and associated documents were made available to the public via the website.

Engineering Trends

1. Increasing scrutiny by State and Federal regulators regarding water quality in our lakes and streams. This scrutiny will involve detailed review of the Town's compliance with its National Pollutant Discharge Elimination System (NPDES) permit requirements, establishment of standards for controlling pollutants entering Jordan Lake, and identification and mitigation of impaired streams and stream segments, all of which will result in fiscal and physical resource impacts on the Town. We will be able to quantify the fiscal and resource impacts on the Town once the compliance requirements and standards are identified and time tables are established. This trend is already occurring, and we expect to begin having data to work with in 2007 that will allow us to identify some specific impacts to the Town.



2. Increasing density of development and infill development. We are already beginning to see specific impacts from dense and/or infill development throughout the Town. For example, dense urban development may allow residents to walk to local facilities, but residents will still own a car or truck to go elsewhere. Increased density equates to an increased number of vehicles per block, which could exacerbate problems of vehicle storage/parking, localized congestion and air pollution, and development expense. Dense infill development also tends to eliminate economical opportunities for stormwater

management and pollution control. This trend is also under way in our Town, and we will be able to quantify impacts with hard data as these developments proceed.

3. Increasing cost of construction materials and fuel. Some capital improvement projects will become fiscally impractical unless they are down-sized, phased and/or redesigned. The initial higher capital costs of constructing an energy efficient building may be prohibitive in some cases. The cost of providing many services increases along with fuel costs. The mid-term result of this trend is likely to be reduced number, scope and scale of capital improvement projects and reduction in services.

Finance Trends

1. Overall debt service requirements as a proportion of total projected costs. Debt service as a proportion of total budgeted costs is approximately 13 percent in the current year. The percentage is expected to grow to 17 percent in 2009-10 based on current plans for General Obligation bond offerings and including the proposed borrowing for the downtown initiative. Our investment bankers have told us that we should consider 17 percent a maximum. We should consider ways to postpone additional borrowings, reestablish a capital reserve fund, and should consider annexation as an additional means to provide for future capital needs. Under our current projections, debt service as a percentage of budget should decrease at about ½ percent per year beginning in 2010-11. Debt service requirements are one aspect of the calculation of the Town's overall fiscal health and are included in the Comprehensive Plan under the goal of developing strategies to address fiscal issues.

2. Anticipated slowing in property tax base growth. As shown in the chart below, the Town is experiencing a reduction in the number of building permits. Even with anticipated infill, we expect slower growth than in the last few years. Since property tax revenue is a major source of revenue for the Town, future growth in revenue may slow. Carolina North will provide additional growth in the tax base, as will potential annexations. Future revenue streams make possible all elements of the Comprehensive Plan that require funding and can be included under the goal of developing strategies to address fiscal issues.



Calendar Year	COMMERCIAL		RESIDENTIAL	
	# of Permits	Value	# of Permits	Value
1999	124	\$29,002,078	792	\$ 99,489,719
2000	110	57,620,693	726	89,529,205
2001	102	28,149,291	824	112,275,482
2002	165	48,793,555	842	118,239,572
2003	123	36,402,000	865	116,538,000
2004	63	19,772,752	782	106,792,932
2005	87	55,603,032	599	74,727,811
2006 (6 mo.)	41	20,543,052	309	35,043,747

3. Increased demand for affordable housing with reduced revenue sources. The Comprehensive Plan includes the goal of creating and preserving affordable housing opportunities. We anticipate federal subsidies for public housing to decline. We have been advised to look for “tenants who can pay.” If federal policy continues, the Town will need to determine if additional subsidies are needed. In addition, other grants for affordable housing are declining in amount as are the Town's reserves for grant matches. Our matching funds may be depleted within the next couple years.

4. Post retirement health costs. We have not yet received the actuarial analysis of our post retirement health benefit costs. Based on the large number of employees eligible for retirement, we will need to examine the Town's liability and may consider steps in addressing the growth of the liability in keeping with the Comprehensive Plan goal of developing strategies to address fiscal issues.

Fire Trends

1. Growth increases demand for service. The trends affecting the provision of fire protection and emergency services are many of the same growth trends affecting services delivery in other disciplines of the community. Our statistical base is incomplete in that we only have about 24 months of comprehensive data for evaluation, but our annual emergency service demand average increase is close to 10 percent. Increased density of community development increases fire protection demand in the form of alarm response, pre-planning and code enforcement.



2. Increasing responsibilities for first responder agencies. There is also a trend at all levels (local, state and federal) to increase responsibilities of First Responder agencies including Fire Departments in other hazard prevention and response modes. These include disaster, terrorism, environmental protection and public education, all resulting in increased workload and increased need for specialization and training.

3. New state and federal regulations. The final trend is that of increasing regulatory pressure from State and Federal agencies on local emergency service organizations to meet training, safety, certification, preparedness, reporting and performance standards thus resulting in increased time and workload demands.

Housing Trends

The ongoing trend of **reduction in funding from the U. S. Department of Housing and Urban Development** will affect the Department of Housing and the Town. Consequences of reduced funding are:

1. The Department of Housing will not be able to maintain the current level of services and operations of the public housing program.
2. New HUD rules will require the Department of Housing to convert to a project-based and asset management agency and operate in a manner similar to a private rental housing agency. Funding reduction will make this a challenge.
3. Providing affordable rental housing for the poorest of the poor may become less of a priority because of the need to attract higher paying renters.

The following amounts show decreases in HUD funding over the past 3 years:

<u>Year</u>	<u>HUD Funding</u>
2004-2005	\$1,014,675
2005-2006	\$1,109,797
2006-2007	\$1,040,017

The trend of reduction in funding from HUD is expected to continue.



The amount of funding from the federal government is not enough to continue the basic operations of the public housing program. The Department of Housing does not receive any direct financial support from the Town. This must change if the largest stock of low-income rental housing in the community (the Town-owned 336 public housing apartments) is to be preserved.

Human Resources Trends

1. Growth in number of Town employees over time (approaching 700 regular and 1000+ when temporary/seasonal jobs are included)
2. Aging of current long-term employee group
3. Turnover rates may increase significantly as economy improves and retirements increase
4. Job applicants expect to apply entirely through an online process
5. Employees expect more rewards upfront rather than long-range
6. Less long term employment on average (will be fewer 20-year people)
7. Continued increase in health care costs for employers/employees
8. Increased external regulatory requirements
9. Increase in employee expectations/demand for training
10. Significant increase in use of technology by internal and external customers
11. More internal collaboration (intradepartmental and interdepartmental)
12. Increased interest level in use of flex schedules by employees where possible
13. Greater emphasis on health promotion programs for employees here and elsewhere
14. Rapid growth in Hispanic population in the region
15. Large numbers of employees with less than five years who don't have institutional history or memory
16. More internal basic training capability (academies in Fire and Police) rather than using outside agencies



Concerns we perceive:

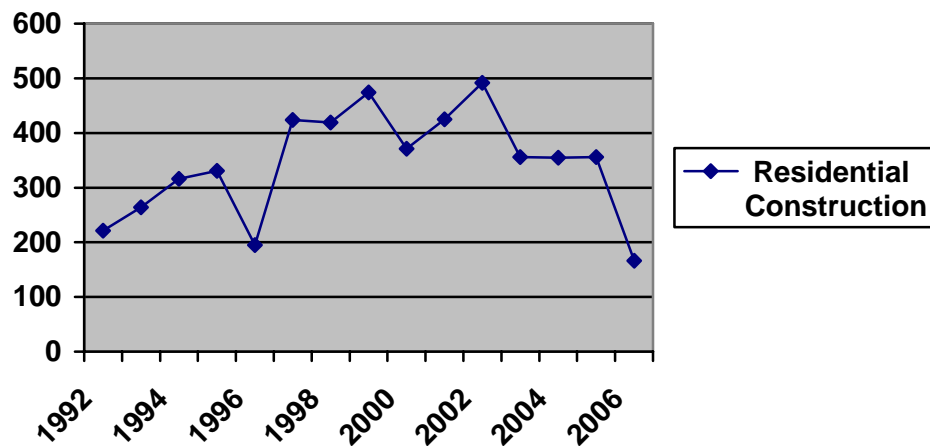
1. Potential increase in numbers of upcoming retirements by senior staff – increasing need for succession planning and transition plans
2. Higher turnover beginning to occur in some departments now
3. Heavy workloads and time requirements of some departments – staff burnout, turnover and high error rate are results
4. Increasing expectations of productivity and output of some departments without increasing resources
5. Increased frequency of employee grievances

Information Technology Trends

- 1. Increased reliance on electronic processes by the public**, businesses, and governmental agencies to conduct transactions will translate into greater demands that Town systems provide a wider range of online capabilities and services.
- 2. Increased commercial and public use of online video, voice, and data** will translate into a **demand for higher network system bandwidth** to accommodate these capabilities.
- 3. Increased demands for mobile access** to data, voice and video will require an effective wireless systems model for both Town and public use.
- 4. Increased complexity of security requirements** to ensure reliability and continuity of computing and networking systems will require IT to focus additional resources on security.
- 5. Increased complexity of meeting community and citizen information needs** where gaps exist in citizen access to broadband services and computing resources will require coordination between IT and community programs.
- 6. To accommodate the system and software upgrades necessary to support e-government initiatives, additional staff training will be required.**

Inspections Trends

1. The amount of non-residential construction activity, measured in cost of permitted construction, increased from \$6.4 million in 1992 to a peak of \$52 million in 1999. The amount decreased markedly in 2004 to about \$2.4 million.
2. In 2006 we saw a rebound to \$53 million. It should be noted that a difference of just one or two projects can account for significant increases or decreases in this statistic.
3. From FY 1998 to FY 2005 the pace of residential development in Chapel Hill was remarkably stable. In FY 2005-2006 **the number of single family units authorized in Chapel Hill fell below the range of 200 per year to 166**. This is a possible reflection of the economic conditions of the previous 15 to 18 months since many of these projects were in the planning stages at that time.
4. The Chapel Hill Comprehensive Plan, adopted in May 2000, and other plans contain specific policy statements on affordable housing. The Comprehensive Plan states that the Town as a general policy should encourage developers of developments with five or more units to provide 15 percent of the units at “prices affordable to low and moderate income households.” The Comprehensive Plan **affordable housing goal could be adversely impacted if new residential construction continues to trend downward**.



Library Trends

1. Total circulation is up 18 percent since 2000. Despite national declines in library circulation, Chapel Hill citizens continue to value and increasingly use the library. If the trend for traditional services continues, then ongoing budgetary support would also be needed to continue basic services. If it does not, then resources could be shifted to meet the need of newer methods of service delivery, specifically in the areas of technology.



2. Children's circulation is up 40 percent since 2000.

Demands for youth services are increasing. Children and their families frequently request more traditional materials, more programming efforts for all ages up to 9, more computer access and access to new collection formats (digital, downloadable, etc.). Additional resources, including staff, may be needed to meet this demand. Also, given the demand, this is an area where any expanded effort will be visible and immediately successful.

3. Patrons expect libraries to keep pace with new ways of presenting and accessing information. Libraries must provide collections in new and changing formats. New but already established formats in many libraries include downloadable information, music, best sellers, etc., as well as online access to up-to-date subscription data bases in lieu of books. Methods of accessing information are also

changing. Examples include remote access to online resources, use of personal phones to scan the library's catalog, and expectations of 24/7 online reference service. The architects will need to be sensitive to new and future formats, as well as ways of accessing information, as they design the expanded library. Reference service may be outsourced partially or totally in the future. Also, resources may need to be shifted or added to accommodate new formats and types of access.

4. An important future role for libraries will be to serve as the "commons" or "living room" of the community. There is an increased demand locally for library programming and accessible community meeting space, and library literature indicates that this is also a national trend. The Library should continue to identify ways to expand adult and juvenile programming efforts. The Town should decide if "commons space" is a function it is interested in providing. The architects should design community spaces based on the Town's priorities.

Parks and Recreation Trends

1. Lack of Land for Parks, Trails, and Open Space. The number of undeveloped acres of land within the Town planning jurisdiction, suitable for parks and open space purposes, are few and shrinking. Developers have already proposed developments for most of the remaining property in the north portion of Town. It is doubtful that any meaningful tracts will remain anywhere inside the Town in a few years. This will make it extremely difficult to expand the park system (and to a lesser extent trails) inside the Town boundaries.

2. Aging Population. The average age of Town citizens continues to rise. Nationwide projections indicate a continuing aging of the population for at least a generation. We expect to see a rise in the need for facilities geared to an older population. Examples include warmer water pools, paved trails, possible resurgence of tennis facilities, large rooms suitable for social gatherings and classes, and art facilities. Currently the department does not have a program geared to senior citizens.

3. Aging Facilities. The Town's inventory of recreation facilities is aging, with many parks and trails now well over 25 years old. Although two of the Town's older park buildings have been renovated or approved for renovation, some park and trail facilities are now in need of major renovation. The costs of renovating older facilities will continue to rise, especially if the current, highly volatile inflationary trend in construction cost continues.



4. Citizen Preferences. Citizen use patterns change over the years. For example tennis and softball were once rapidly growing sports, while today we currently have no plans to expand the inventory of courts or ballfields due to a flattening of use. Currently, soccer is the sport that is the most underserved by Town facilities. Trends are difficult to predict and often harder to fund.

Planning Trends

1. Transitioning to a Built-Out Community. The urban services boundary is clearly defined and we have very little undeveloped land left. Redevelopment has begun to occur. Older commercial centers as well as residential developments are being targeted. We have an opportunity to advance Town goals and objectives with these redevelopment projects. Further advancement of higher density, transit oriented development as well as pedestrian/bicycle friendly development will be key.

2. Use of Alternate Forms of Transportation Increasing. Dependency in the region on single-occupancy automobile use is on the rise. Yet, Chapel Hill is experiencing an increase in transit ridership. As parking becomes more limited on the UNC's main campus, we expect the use of alternate forms of transportation will continue to rise. Chapel Hill has an opportunity to continue to promote alternate forms of transportation including transit, biking, and walking. We have an opportunity to promote transit oriented development as well as development that is bicycle and pedestrian friendly. These efforts will allow the Town to advance several themes of the Comprehensive Plan including maintaining the urban services boundary, identifying areas for development opportunities, encouraging desirable forms of non-residential development, working toward a balanced transportation system, and completing bikeway, greenway and sidewalk systems.

3. Housing Costs Rising. It is becoming more expensive to live in Chapel Hill. This trend will likely continue. The Town needs to move beyond the existing, more informal process of encouraging affordable housing. A Comprehensive Plan theme is to create and preserve affordable housing.



4. Complications of Providing Affordable Housing. The provision of affordable housing is becoming more complicated as our nearly built-out community transitions to higher density development. Increases in the cost of development (i.e. increased costs of land, materials) have resulted in a need for higher subsidy per unit to create affordable housing opportunities. Affordable housing as part of multi-family developments involves condominium fees which impact affordability. Long term maintenance is also an issue. Additional funds or mandates may be needed to continue to create affordable housing in Chapel Hill.

5. Likely Decrease in CDBG Funding. A decrease in federal funding for Community Development programs would impact activities such as affordable housing programs, sewer connection assistance programs, and community service programs (Y after-school and Police Summer Youth program).

6. Increased Emphasis on Public Health Issues. As the baby boomers age and health concerns associated with an over-weight population rise, we anticipate an increased emphasis on public health issues. Active lifestyles and walkable communities are important components to any solution.

Police Trends

1. Juveniles (violators and victims). In the past year criminal offenses committed by juveniles increased 21 percent (302 acts vs. 250). Nearly 400 juveniles were victims of crimes. School resource officers and criminal investigators are unable to effectively handle the increase and must be focused more on enforcement than prevention. We are apprehending more pre-teens for break-ins and assaults.

2. Gangs. Though it is difficult to provide numerical data, street officers and investigative documentation indicate a growing presence of gangs and those desiring to join gangs. This is evidenced by increased “tagging” of property with gang signs, tattoos on defendants, an increase in violent assaults without obvious provocation (except for the protection of turf), and intelligence shared among neighboring law enforcement agencies.

3. Growing and changing population. Carolina North, downtown development (especially residential), infill with large mixed-use development, an increase in Latino and ESL residents, change in character of neighborhoods adjacent to downtown and UNC will require more civilian and sworn staff, more flexibility in the allocation of resources, and an increase in specialization of department (Latino outreach positions, additional crisis counselors, more downtown officers, more school officers).

4. Technology. We have been fortunate to have significantly increased our technological resources (and thus capability). However, policing is changing daily and the means to track, solve and/or prevent crime will soon be primarily reliant on two factors: skilled human resources and up-to-date technological resources and capability. The Town and police department must keep abreast with these changes and with procuring the technology, staffing and training necessary to provide effective police services.

5. Funding. Funds received from federal and other grant sources are down almost 60 percent in the past two years. This trend is likely to continue as money is redirected to homeland security needs abroad and in larger cities. Staffing, equipment and capital needs continue to grow while outside funding sources dry up. Pressure on local funding sources will increase significantly.



6. Departmental growth. Hiring and retaining officers to manage future growth will require additional funds and changes in Town’s current process of marketing and compensation. Re. facilities, the headquarters building, built in 1980 for 100 employees, now holds 137. Training facilities are inadequate (no firearms facility or driving facility within thirty miles). A separate training annex has been on the Capital Improvement Plan for six years without movement.

These trends, if realized and unchecked, will affect the quality of services provided to citizens and will affect the character and preservation of existing neighborhoods. Successful management of these issues will require cooperation and coordination with our regional partners.

Public Information (Manager's Office) Trends

1. Technology Assistance at Council Meetings. Increasingly, citizens are using powerpoint presentations and digital images to communicate information to the Council. This has added to the workload of the Town Information function.

2. Cable Video Franchising. The state is taking over the cable franchising business. This will change the way we administer the cable access channels, revenues collected, and programming requirements.

3. Communication Technologies. Much of our communication today relies on the web and e-mail. How can we improve to better reach citizens? Web content is architected by our Web Developer, and written/crafted by our Town Information Officer. Our communication outreach to citizens still focuses primarily on print mediums through the newspaper and printed materials. How can we reach more people by improving our web, interactive web technologies, and other mediums such as television and telephone? Council meetings feature back-to-back powerpoint presentations, digital photos and more. The public demands high quality, readable maps and graphics to help illustrate agenda items.



4. E-government and communication. Our citizens are expressing their desire for e-government, the exchange of information and services by electronic technologies. Communications is an important part of this service.

5. Our Changing Community. In the pipeline are downtown development, capital projects, Carolina North, environmental and transportation issues. All will require consistent and comprehensive communication to engage citizens in important conversations with the Town.

6. Building Community. Chapel Hill takes pride in its tradition of civic involvement and social concerns. How well are we doing as a caring, involved and integrated group of residents called community? How do we share and express our values? Does our community have a strong and positive image of local government? The Council recently authorized a new public information signage campaign. Do our residents understand and care about townwide issues (not only those affecting their neighborhoods)? Do we create new opportunities for our residents to work and play together? The community is considering an event to replace Apple Chill.

7. Changing Demographics. More bilingual residents are moving to Chapel Hill. How do we encourage participation, convey rules, communicate our values, etc.?

Public Works Trends

1. Increased Downtown Development results in increased commercial, residential, vehicular and pedestrian activity which, in turn, will require increased services in the form of maintenance, landscaping and solid waste services;

2. Expansion/growth of Town-owned facilities, such as the Town Operations Center and the Library Expansion, will generate increased demands on Public Works operations, utility costs and maintenance expense;

3. Increase in quantity and sophistication of fleet, including increased maintenance demands on fire apparatus and police vehicles;

4. Increased expectations/demands by residents with respect to the maintenance of ROW, improved parks, lighting, facilities, snow removal, leaf removal, yard waste, communications, etc.;

5. Road maintenance challenges will be influenced by backlog of state-funded projects and limited pavement maintenance resources, including present backlog of ~\$600,000 street reconstruction needs. In the past 12 years the streets maintained by the department have increased by 28.5 percent (or by about 36 center miles). During this period there have been significant increases in the cost to resurface streets, with an annual average increase of 19 percent over the past two years. If this price trend remains, it would impact our forthcoming resurfacing budget by about \$100,000;



6. Vandalism affecting parks restrooms, signage, bridges, signal control boxes, score boards, fences and building facades has increased significantly;

7. Increased costs to dispose municipal waste, including possible tipping fee increase to finance transfer station (total cost could exceed \$1 million);

8. Town focus on Sustainability and Environmental stewardship, with budget impacts affecting multiple divisions of Public Works.

Transportation (Chapel Hill Transit) Trends

1. **Auto use nationally and in the triangle area will continue to grow** creating demand for more highways. This trend will challenge the town goal to reduce reliance on the auto and limit road construction.

2. **Increased activity and development downtown** will create demands for more parking or other transportation strategies.

3. **Rising energy costs** will increase the cost to commute to Chapel Hill.

4. **Carolina North** will generate up to 17,000 new trips to Chapel Hill daily. Regional trips and travel between campuses will increase traffic congestion and generate demand for new forms of transit.

5. **Population growth in the Triangle** will require further examination of regional transportation solutions.

6. The Town goal of attracting **more affordable housing and denser development** will cause additional transit demand to avoid congestion.

7. **Trends/ factors monitored:**

- Ridership, riders/mile, riders/ hour
- Cost, cost/rider, cost/mile
- University parking policies
- Town / university development



PRIORITIES

In preparation for the Council Planning Retreat, Department Heads reviewed the achievements of the past year and the trends they monitor professionally to project their priorities for the coming year. Those departmental priorities were reviewed by the management team as a group and placed in the following categories:

1. Retain and enhance neighborhoods, environment, and community character
2. Establish an environment supportive of responsive, interactive government
3. Provide high quality, efficient services
4. Provide excellent public safety
5. Maintain, preserve and expand our community assets
6. Promote and enhance quality of life
7. Foster an inclusive, diverse, and representative community

The Town Manager subsequently reviewed the departmental priorities and placed them within the topics of the Comprehensive Plan, consistent with the organization of identified trends:

1. Fiscal Conditions
2. University Relations
3. Regional Cooperation
4. Economy and Employment
5. Housing
6. Land Use and Development
7. Environment
8. Transportation
9. Community Facilities and Services
10. Governance

The complete set of priorities as proposed by the departments, the grouping achieved by the management team and the assignment of priorities to topics of the Comprehensive Plan are all included for your information as different ways of looking at the same information.

The Council may want to consider creating a set of strategic priorities that combine the thoughts behind both the topics of the Comprehensive Plan and the categories developed by the management team. This could be a first step in creating a shared language that leads to greater understanding of our goals and the actions we take to achieve them.

Priorities Grouped by Manager

In this section, priorities are organized by topics of the Comprehensive Plan.

1. Fiscal Conditions

- Revise solid waste program to include improved safety and efficiency in collection, including consideration of “Pay As You Throw” option
- Provide for web-based payment and improved payment inquiry services
- Provide better integrated parking meter and lot payment methods
- Review internal systems and processes for efficiency
- Create system for improved management of capital projects
- Continue transition to a project-based budget and asset management for public housing operation as required by the U.S. Department of Housing and Urban Development.
- Improve collections of outstanding balances from former housing tenants
- Develop and expand partners to enhance library collection
- Revisit State funding for fire protection of state owned properties.
- Consider increased Town financial support for public housing
- Consider enhanced program funding for recreation programs
- Review Town fleet needs
- Develop a comprehensive plan for broadband connectivity
- Consider continuation of Active Living by Design program
- Improve grant management

2. University Relations

- Planning for Carolina North: How will our community absorb the anticipated growth considering the capacity of our existing infrastructure
- Allocate resources to thoroughly review and comment on proposals for development of Carolina North

3. Regional Cooperation

- Encourage County to proceed with their portion of 800 MHz system to facilitate transition to operational use of 800 MHz VIPER radio system
- Consider status of rescue and extrication capabilities throughout the County and the effect on the Town’s operations

4. Economy and Employment

- Improve services downtown

5. Housing

- Find alternative funding sources for affordable housing
- Enhance resident services to public housing residents
- Investigate opportunities to attract renters to public housing with a household income that is between 50 percent to 80 percent of the area median

6. Land Use and Development

- Enhance enforcement of the Town Code of Ordinance and the Land Use Management Ordinance
- Support development of Rogers Road Small Area Plan
- Create an internal multi-disciplinary plan review process
- Update Comprehensive Plan
- Implement Comprehensive Plan objectives
 - Engage consultant to help develop an appropriate Inclusionary Zoning Ordinance.
 - Expand higher density and transit oriented development district provisions
 - Strengthen the tree protection regulations
 - Follow up on recent legislation allowing the Town to accept payments in lieu of transportation infrastructure improvements for new development projects.
 - Adjust Neighborhood Conservation District process
 - Incorporate “Dark Sky” lighting provisions

7. Environment

- Maintain scheduled development of the Stormwater Management Program Master Plan
- Maintain strong presence on multi-jurisdictional working group considering physical and fiscal impacts of pollution standards (Total Maximum Daily Loads/TMDLs) proposed by the State for Jordan Lake
- Develop programs to meet Town commitments to reducing carbon and greenhouse gas emissions

8. Transportation

- Increase efforts to educate and inform about using transit system
- Expand street reconstruction/paving program
- Redesign Transit Service on Martin Luther King and 15/501 Corridor

9. Community Facilities and Services

- Begin discussion on future Open Space acquisition
- Improve fire apparatus fleet maintenance program by considering additional maintenance personnel and addition of an additional fire pumper
- Consider fueling alternatives for Town vehicles in addition to Operations Center
- Continue the comprehensive public housing renovation program

- Complete needed sidewalk and street repairs in public housing areas noted in the HUD site inspection report.
- Provide balanced information on issues related to the library expansion project
- Renegotiate lease agreement with the schools for parks and recreation facilities (expires December 2007)
- Continue planning and funding to replace aging Town facilities

10. Governance

- Policy and communication
 - Support efforts to find creative legal ways to address goals of the Council and themes of the Comprehensive Plan, including recommending additional legislative initiatives when appropriate
 - Monitor legislative and judicial trends and developments so that the Town is prepared to address new regulations and requirements and to take advantage of new opportunities
 - Expand *Granicus* capabilities for audio recording of off site meetings
 - Develop surveys to poll citizens on key issues confronting the community and on overall satisfaction with Town services Consider semi-annual newsletter for distribution to Chapel Hill households
 - Improve the amount and quality of programming and information available on government access Cable Channel 18
 - Develop creative ways to continue advisory boards recruitment for diversity
- Administrative
 - Increase Staff training and development
 - Skills
 - Leadership
 - Technology
 - Career development
 - Apply technology
 - To enhance data management: Clerk, Planning
 - To provide information on capital projects
 - To register and pay for recreation programs
 - To manage work order and citizen calls for service
 - To provide a more efficient financial data entry and reporting system
 - To improve Library services
 - To enhance public safety operations
 - To enhance management of public transportation systems
 - Review and update employee performance evaluation system
 - Review Town employee position classifications
 - Enhance GIS system as an effective planning and communication tool
 - Consolidate and centralize systems as opportunities are identified:
 - Telephone systems, land based and wireless
 - Performance measurements
 - Public information
 - Crisis communications with public
 - Identify need and plan for expansion of community policing resources
 - Identify need and plan for expansion of transportation staff

- Allocate staff resources to ensure thorough project design and construction oversight for upgrading and replacing the Town's computerized traffic signal system and include backbone for enhanced connectivity throughout town.
- Manage implementation of SAFER grant by adding 12 positions to Fire
- Review and update safety/workers compensation/drug testing programs
- Consider police staffing needs for
 - Juvenile crime
 - Patrol operations
 - Investigations

Priorities Grouped by Management Team

In this section, priorities are organized by key goals that department directors developed together during strategic planning sessions. Each priority also is identified by the proposing department.



1. Retain and enhance neighborhoods, environment, and community character

ENG 1: Maintain scheduled development of the Stormwater Management Program Master Plan

ENG 2: Maintain strong presence on multi-jurisdictional working group considering physical and fiscal impacts of pollution standards (Total Maximum Daily Loads/TMDLs) proposed by the State for Jordan Lake

HOUS 2: Find alternative funding sources for affordable

housing

INSP 2: Enhance enforcement of the Town Code of Ordinance and the Land Use Management Ordinance

PKS & REC 4: Begin Discussion on Future of Open Space Acquisition

PLAN 1: Develop programs to reduce carbon and greenhouse gas emissions

PLAN 2: Carolina North - How the University's Horace Williams Tract developments will have a significant impact on Chapel Hill's future

PLAN 3: The Rogers Road Small Area Plan will be an important focus over the next year and a half

PUB WKS 5: Revise solid waste program to include improved safety and efficiency in collection, including consideration of "Pay as You Throw" option



2. Establish an environment supportive of responsive, interactive government

ATTNY 1: Provide sound legal advice to the Mayor, Council and Town Staff

ATTNY 2: Help find creative legal ways to address goals of the Council and themes of the Comprehensive Plan, including recommending additional legislative initiatives when appropriate

ATTNY 3: Monitor legislative and judicial trends and

developments so that the Town is prepared to address new regulations and requirements and to take advantage of new opportunities

CLK 1: Scan Town documents for security and access

CLK 2: Training

CLK 3: Expand Granicus capabilities

FIN 3: Provide for web-based payment and improved inquiry services

FIN 5: Provide better integrated parking meter and lot payment methods

FIRE 2: Transition to operational use of 800 MHz VIPER radio system

HR 1: Review internal systems and processes for improvement

HR 2: Review and enhance performance evaluation system
HR 4: Develop new employee training/education programs
IT1: Develop a Master Technology Plan
INSP 1: Create a multi-disciplinary plan review process
PI 2: Develop surveys to poll citizens on key issues confronting the community and on overall satisfaction with Town services
PI 3: Improve the amount and quality of programming and information available on government access Cable Channel 18
PI 4: Improve consistency, quality and frequency of Town communications by gathering a team of Town Communication Liaisons led by the Town Information Officer
PKS & REC 5: Increase Use of Technology
PLAN 4: Comprehensive Plan Update
PLAN 5: Implement Comprehensive Plan Objectives
PLAN 5a: Hire a consultant to help us develop an appropriate Inclusionary Zoning Ordinance
PLAN 5b: Expand our higher density and transit oriented development district provisions
PLAN 5c: Strengthen the tree protection regulations
PLAN 5d: Enact the recent legislation allowing the Town to accept payments in lieu of transportation infrastructure improvements for new development projects
PLAN 5e: Adjust the Neighborhood Conservation District process
PLAN 5f: Incorporate “Dark Sky” lighting provisions
PLAN 6: Data Management/Space Issues - File/data management is an issue for the Planning Department
PLAN 7: Financial Oversight
POL 8: Training and Development
PUB WKS 4: Implement integrated Work Order Management and call center
TRANS 4: Public Information / Awareness



3. Provide high quality, efficient services

ENG 5: Review classification of Engineering Technicians to reflect the increased complexity and breadth of knowledge required for work in their associated responsibility areas
FIN 1: Provide a coordinator for capital projects
FIN 2: Provide a more efficient financial data entry and reporting system
HOUS 1: Transition to a project-based budget and asset management public housing operation as required by the U.S. Department of Housing and Urban Development
HOUS 5: Implement a policy that would provide opportunities to collect outstanding balances from former tenants

HOUS 7: Investigate opportunities to become more than a “brick and mortar” rental housing operation. Resident services are needed

IT3: Improve computer system training for all Town staff to use online information and collaboration resources more effectively

IT4: Improve computing and telecommunications systems to provide better access to information and to enhance communications. This includes two specific priorities: improving geographical information services (GIS) resources; and integrating departmental telephone systems into a common Town telephone system

INSP 3: Update Inspections Department Performance Measurement Report

LIB 3: Technology Plan: Plan and implement cost effective technologies for the Library

LIB 2: Develop partners for Library Collection Development Project

POL 1: Prepare for Organizational Growth and Development. Service demands continue to increase

POL 2: Enhanced Technological Capabilities

TRANS 3: Technology. Continued efforts to employ technology will lead to further improvements in service delivery and cost control

TRANS 1: Review staffing in Chapel Hill Transit



4. Provide excellent public safety

ENG 2: Allocate staff resources as necessary to ensure thorough project design and construction oversight for upgrading and replacing the Town’s computerized traffic signal system

FIRE 1: Implement the hiring, training and operational assignment of 12 new positions created by the Town Council and funded by the SAFER Act grant

FIRE 5: Improve the fire apparatus fleet maintenance

program

FIRE 7: Acquire appropriate backup rescue and extrication equipment

FIRE 8: Investment in computer technology

PI 5: Develop and share a plan for communicating with the public during emergencies

HR 3: Safety/Workers Compensation/Drug Testing Programs. Achieve and maintain compliance with all State and Federal regulations

POL 3: Prevention and enforcement of juvenile crime

POL 5: Enhance Patrol Capabilities

POL 6: Enhance Investigations Capabilities



5. Maintain, preserve and expand our community assets

FIRE 4: Revisit the issue of State Funding for fire protection of state owned properties

FIRE 10: A fire apparatus refueling depot or alternative on the south side of Town

HOUS 2: Identify source of direct Town financial support for the Housing Department

HOUS 3: Preserve and maintain the Town's largest affordable rental housing stock by continuing the comprehensive public housing renovation program

HOUS 6: Coordinate with the Public Works Department to complete needed sidewalk and street repairs noted in the HUD site inspection report

LIB 1: Library Expansion: Provide balanced information on issues related to the expansion project

PKS & REC 3: Renegotiate lease with the Schools

PKS & REC 6: Increase Funds for Supplies

PKS & REC 7: Increase Funds for Maintenance and Janitorial Services

PKS & REC 8: Facility Upgrades: Several of the Department's facilities would benefit from an upgrade

POL 4: Enhance Fleet Allocation Process

POL 7: Technology Investment and Upgrades

PUB WKS 1: Expand street reconstruction/paving program

PUB WKS 3: Improve fleet maintenance program to accommodate increased demand for timely response and equipment reliability

TRANS 2: Transit fleet modernization



6. Promote and enhance quality of life

ENG 2: Allocate staff resources as necessary to thoroughly review and comment on proposals for development of the Horace Williams property (i.e. Carolina North)

IT 2: Develop a comprehensive plan for broadband connectivity including public wireless access, optical fiber services, and digital inclusion

PKS & REC 1: Manage Construction Projects

PKS & REC 2: Complete Planning and Design Projects

PLAN 8: Continue Active Living By Design Funding

PUB WKS 2: Increase/improve services downtown

TRANS 5: Redesign Transit Service on Martin Luther King and 15/501 Corridor



7. Foster an inclusive, diverse and representative community

CLK 4: The Town Clerk's Office will continue to develop more creative ways to continue Advisory Boards recruitment for diversity

PI 1: Develop publications that encompass information from all Town departments and reach a broad segment of citizens

FIRE 3: A career development program for the Fire

Department

HOUS 4: Investigate opportunities to attract renters with a household income that is between 50 percent to 80 percent of the area median

Priorities Submitted by Departments

In this section, priorities are listed as submitted by each department.

Attorney Priorities

ATTNY 1: Provide sound legal advice to the Mayor, Council and Town Staff.

ATTNY 2: Help find creative legal ways to address goals of the Council and themes of the Comprehensive Plan, including recommending additional legislative initiatives when appropriate.

ATTNY 3: Monitor legislative and judicial trends and developments so that the Town is prepared to address new regulations and requirements and to take advantage of new opportunities.

Clerk Priorities

CLK 1: The Town Clerk's office is custodian for the Town's important documents. At this time these documents are stored in our archives room. This room is not fireproof and therefore not safe for storage of these documents, especially the very old minute books. We are proposing that these documents be scanned, with the originals being archived in a safe off-site location. This will provide safe storage for the documents and free up space in the archives room for other administrative functions. After these documents are scanned, a database would be developed to allow easy access to this information by the public and staff.

CLK 2: The Town Clerk's office would like to submit for additional funding for training. Currently, the Clerk and the Deputy Clerk are Certified Municipal Clerks, and are in the Academy for Master Municipal Clerk certification. This fiscal year additional funds were appropriated to begin certification training for another administrative position. We would like to begin that same training for the remaining administrative position for 2007-2008. This would continue our efforts to have all administrative personnel in the Town Clerk's office certified within the next few years. Across the board certification will ensure an informed, efficient, and responsive team.

CLK 3: While the Town Clerk's office is still preparing to go live with Granicus, we believe there will be an opportunity in the coming year to expand our Granicus capabilities. The Granicus MobileEncoder Module would allow annotation of meetings at locations other than Council chambers. No video of the meeting would be available, but there would be audio linked to the meeting documents, in the same way the video is linking to the agenda packet. This would be useful for other departments and boards and commissions to use during meetings, such as the Planning Board, Board of Adjustment, etc. The audio of these meetings could be uploaded to the website for public use. We would also like to see other locations in Town facilities where meetings could be cablecast. This would give more flexibility to the Council and departments. There are also other Granicus applications that could be looked at annually in the future.

CLK 4: The Town Clerk's Office will continue to develop more creative ways to continue Advisory Boards recruitment for diversity. The Town Clerk's Department has worked with the Town Information Officer to solicit a diverse group of applicants to serve on Town Advisory Boards. New outreach includes face-to-face interaction with residents at the Festifall fair booth.

Current volunteers on boards and committees will be asked to participate in the overall recruitment efforts. We hope to target special audiences through the schools, churches and business community. We will continue to build on this effort.

Engineering Priorities

ENG 1: Maintain scheduled development of the Stormwater Management Program Master Plan. Because of the increasing emphasis on stormwater runoff quality, it is imperative that we promptly identify what the Program needs to accomplish and when. The Program master plan will provide a roadmap and schedule for the efficient and effective allocation of resources necessary to meet the requirements and objectives identified in the plan. The Program master plan will also provide a means to develop data necessary to justify and quantify utility fee increases that we believe will be necessary to support the Program as we envision it in future years.

ENG 2: Allocate staff resources as necessary to ensure thorough project design and construction oversight for upgrading and replacing the Town's computerized traffic signal system. Project design will begin in the spring of 2007. Town professional staff must work closely with the NCDOT and the system design consultant to ensure that the Town gets the system and components that it wants and needs to properly manage traffic in, through, and around Chapel Hill and Carrboro in the future. Close coordination and involvement with the Town's IT Department will be necessary to ensure that the project includes fiber-optic communication capabilities desired by the Town for purposes other than those specific to the traffic signal system.

ENG 3: Allocate staff resources as necessary to thoroughly review and comment on proposals for development of the Horace Williams property (i.e. Carolina North). Carolina North will be the most significant individual land development project in the Town's history. We must allocate professional staff resources as necessary to ensure that proposed development is innovative, sustainable, efficient, and effective in meeting the Town's development standards and community goals while achieving the University's objectives for development of its property.

ENG 4: Maintain strong presence on multi-jurisdictional working group considering physical and fiscal impacts of pollution standards (Total Maximum Daily Loads/TMDLs) proposed by the State for Jordan Lake. Standards that will be established by the State could be physically impractical to achieve and could have significant fiscal impacts on contributing communities such as Chapel Hill. Professional Town staff must work closely with professionals from other jurisdictions to ensure that water quality standards that are established by the State are practical and effective, and that the standards and requirements can be accomplished on a reasonable schedule and within the fiscal capability of the affected jurisdictions.

ENG 5: Reclassify and increase training for Engineering Technicians to reflect the increased complexity and breadth of knowledge required for work in their associated responsibility areas. To accomplish the necessary work, technicians must understand, apply and utilize environmental science techniques, sophisticated computer technology/software/equipment, materials science, and construction law. The Town must find a way to acknowledge and reward employees for the increasing volume and sophistication of work and responsibilities associated with these positions, or retention and recruitment will become a serious problem.

Finance Priorities

FIN 1: Provide a coordinator for capital projects. In order to provide high quality, efficient services (3), hire or reassign an employee to coordinate capital projects. A coordinator would help the Town provide quality facilities and would provide a strategy to develop fiscal issues in keeping with the Town Comprehensive Plan. Elements of capital projects are shared among many employees who may not have specialized knowledge of all the aspects of capital projects, and who have competing duties.

FIN 2: Provide a more efficient financial data entry and reporting system. In order to provide high quality, efficient services (3) and to provide responsive, interactive government (2), acquire or develop tools to more readily provide and develop Town information for citizens and other interested parties. Town software does not facilitate providing information to the public or to staff as it should. For example, the current financial system provides inefficient data entry tools and makes data extraction and manipulation difficult. The financial system is also prone to programming errors when updates are provided. The Town's GIS data base, customer service data bases and project management tools provide staff with less efficient means of serving citizens and others. Our most expensive assets are our employees and we are not using those assets efficiently when we provide less effective tools for entering, maintaining and retrieving information.

FIN 3: Provide for web-based payment and improved inquiry services. In support of responsive, interactive government (2), provide web-based payment services and web-based data automatically without the intervention of personnel taking the information from different Town systems. Specifically, provide users the opportunity to securely make online payments and to make inquiries through the web-site.

FIN 4: Find alternative funding sources for affordable housing. In order to retain and enhance neighborhoods, environment, and community character (1), while maintaining and preserving and expanding our community assets (5), revise a plan for meeting affordable housing goals. Trends point to likely shortfalls in funding for affordable housing from the federal government and from Town funds. In order to meet the Comprehensive Plan goals of creating and preserving affordable housing and developing strategies to address fiscal issues, we need to consider future funding for affordable housing.

FIN 5: Provide better integrated parking meter and lot payment methods. In support of responsive, interactive government (2), reevaluate the rate structure and methods of payment for parking services.

Fire Priorities

FIRE 1: Implement the hiring, training and operational assignment of 12 new positions created by the Town Council and funded by the SAFER Act grant. This will include promotion of 3 new Captains to perform assistant fire marshal duties on 24 hour shift. This transition will require changes in procedures, some adaptation of facilities including addition of furniture and increased role of supervision. This priority will address Section 11 of the Comprehensive Plan for improved services delivery.

FIRE 2: Transition to operational use of 800 MHz VIPER radio system as daily response

communications system. We have portable radios ready that were purchased with Federal grant funds and Town CIP funds approved for mobile 800 MHz radios in the current budget. We are waiting on Orange County to install dispatch consoles before we can transition. This will also address Section 11 for improved services and Section 12 for fiscal responsibility.

FIRE 3: A career development program is overdue for the Department and we will propose the first stages of a multi-stage program this year for potential implementation in FY 07-08.

The program would create a path from new hire firefighter to master firefighter or Fire Equipment Operator based on achievement benchmarks. We will also propose a process of a two-step company officer career track whereby new Promotees to company officer from the competitive process would be Lieutenants and then they could follow an achievement based career track to Captain. Currently we do not have Lieutenants and the result of the competitive process is promotion to Captain. The career development program will also recommend financial incentives for educational benchmarks, USAR specialty service and Child Safety Seat technician service. This does not address comprehensive plan but does meet stated Council goals of developing opportunities for the workforce and improve services. This should take several years to implement.

FIRE 4: A legislative priority this year must be to revisit the issue of State Funding for fire protection of state owned properties. We succeeded in achieving an \$800,000 increase in the total state fund for FY 06-07 and Chapel Hill's share was \$214,000, increasing our revenue to \$1,063,000 from the fund. Two years ago we were given assurances that the fund would be increased incrementally over a period of years and we must renew our efforts to insure that trend continues. With Council's authorization we are once again prepared to launch a major lobby effort by affected municipalities statewide to seek another fund increase. This is clearly a Section 12, fiscal responsibility goal.

FIRE 5: Improvement of the fire apparatus fleet maintenance program by the addition of a fire truck specialized mechanic position to the Public Works work force and addition of an extra pumper for spare purposes. One of the greatest impediments to efficient and consistent delivery of emergency services currently is the ongoing maintenance and repair of fire trucks in a timely fashion. We currently suffer frequent and lengthy breakdowns of our first line apparatus due to lack of preventative maintenance. Two reasons for this lack are insufficient heavy equipment mechanics in Fleet Maintenance and lack of good quality and dependable spare apparatus. Both of our spare apparatus are 18+ years old and are not dependable for service. This causes us to pressure Public Works to return front line units quickly reducing maintenance opportunities. In the past the Fire Department actually had its own mechanic to conduct preventative maintenance but this position was transferred to Public Works and eventually reassigned. The current heavy equipment workload in Public Works appears to be more than current maintenance staffing levels can adequately address.

FIRE 6: Reclassify FD receptionist position from 20 hour part-time to 38 hour full-time. The administrative workload of the FD has significantly increased over the last few years and the one full time administrative clerical position must split too many duties to be effective.

FIRE 7: Acquire appropriate backup rescue and extrication equipment. The Department can no longer depend on the Volunteer rescue squads to provide competent and dependable rescue service. We currently have only primary rescue equipment and tools and need a backup set for redundancy and coverage.

FIRE 8: Investment in computer technology in order to take full advantage of Fire House software and our database. In order to fully utilize the capabilities of our new and growing database we need to add a server, three additional fire station work stations, wireless mobile data units in the response units and smaller, more efficient portable units for fire inspectors in the field.

FIRE 10: A fire apparatus refueling depot or alternative on the south side of Town. Once the new TOC opens the only location to fuel fire apparatus will be on Millhouse Road. This location is too remote for efficient refueling (nearly daily) of fire apparatus, especially those on the south side. Too much travel time, fuel use and distance out of response areas will be required by using the TOC fuel station.

Housing Priorities

HOUS 1: Transition to a project-based budget and asset management public housing operation as required by the U.S. Department of Housing and Urban Development. The effective date of the first phase of this transition is July 1, 2007. The project-based funding system is expected to further reduce the amount of funding the Housing Department receives from HUD. Maintaining the current level of operations may not be possible.

HOUS 2: Identify source of direct Town financial support for the Housing Department. Funding for the Housing Department is not sufficient to cover operating costs. The only source of funding for the Housing Department is subsidy from the U.S. Department of Housing and Urban Development and tenant rental payments. Financial support from the general fund is sorely needed. One way financial support could be provided to the Housing Department is payment of the assessed storm water and recycling fees from the general fund as recommended by the Public Housing Program Advisory Board.

HOUS 3: Preserve and maintain the Town's largest affordable rental housing stock by continuing the comprehensive public housing renovation program. Over the past 10 years, comprehensive renovations have been completed in 6 of the 13 public housing neighborhoods. We expect to begin renovations in the 11 North Columbia St. apartments in the spring of 2007.

HOUS 4: Investigate opportunities to attract renters with a household income that is between 50% to 80% of the area median. This would result in a more diverse population as the household income of current renters is about 30% of the area median.

HOUS 5: Implement a policy that would provide opportunities to collect outstanding balances from former tenants. Oftentimes tenants move out of public housing owing money to the Housing Department. These uncollected balances reduce operational revenues for the Housing Department.

HOUS 6: Coordinate with the Public Works Department to complete needed sidewalk and street repairs noted in the HUD site inspection report.

HOUS 7: Investigate opportunities to become more than a "brick and mortar" rental housing operation. Resident services are needed. Last year, because of reductions in federal funding, we had to reduce our expenditures by \$103,000. The reduction in expenditures included the

elimination of a residents services position that has hampered our ability to provide social services for residents of public housing.

Human Resources Priorities

HR 1: Internal Systems/Process Review. Conduct a Town-wide assessment of administrative functions and processes led by the Manager. Identify development and updates needed along with staffing and resource allocations needed.

This initiative would be focused on identifying and pursuing key changes in systems which would result in increased efficiency and effectiveness of administrative functions. Expected results would achieve improved service levels and better use of available resources to accomplish goals.

HR 2: Performance Evaluation System. Establish uniform basic standards Town-wide for all jobs. Allow variance outside these basic standards for each job.

The current performance evaluation system has not been revised or updated within the past ten-plus years. The current plan does not effectively address the nature and expectations in Town jobs today. This initiative would establish levels of expected performance with measures of outcomes and provide a forum for communicating these to employees at all levels. Such a system would be critical in communicating and shaping desired employee behaviors by positive reinforcement and recognition of actions which support the Council's goals.

HR 3: Safety/Workers Compensation/Drug Testing Programs. Achieve and maintain compliance with all State and Federal regulations. Review and update Town policies for Workers Compensation and drug testing programs. Allocate sufficient resources to achieve these goals. Establish annual training calendar and schedule for regulatory training.

HR 4: Training/Education Programs. Establish a continuing education curriculum from new hires on through to department heads which includes: regulatory, career-development, technical job skill sets and personal growth topics. Analyze and recommend resource allocations needed for successful implementation and maintenance over time.

Information Technology Priorities

IT1: Develop a Master Technology Plan to address the Town's technology needs including e-government priorities and suitability of existing systems to support required services.

IT2: Develop a comprehensive plan for broadband connectivity including public wireless access, optical fiber services, and digital inclusion.

IT3: Improve computer system training resources for all Town staff to use online information and collaboration resources more effectively.

IT4: Improve computing and telecommunications systems to provide better access to information and to enhance communications. This includes two specific priorities: improving geographical information services (GIS) resources; and integrating departmental telephone systems into a common Town telephone system.

Inspections Priorities

INSP 1: Create a multi-disciplinary plan review process. A multi-disciplinary plan review process will require the Inspections Department to hire a plan reviewer certified in multiple trades whose primary role would be the review of residential and commercial plan reviews. The plan reviewer and inspectors would constitute a team. The plan reviewer would review and approve plans/specifications and the field inspectors would ensure that construction project follows the approved plans. Design errors should be corrected during the review process rather than relying on the field inspector to catch the errors during construction which will foster a more responsive environment. Our current plan review process requires inspectors to review plans between inspections, which is typically not a problem for commercial up fits or for small commercial buildings. However as available land diminishes the trend will gravitate to taller mixed-use buildings or high-rises. The FY 07-08 Inspections Department budget request will include a request for a plan reviewer certified in multiple trades whose primary role would be the review of residential and commercial plan reviews

INSP 2: Enhance enforcement of the Town Code of Ordinance and the Land Use Management Ordinance. The Inspections Department will face a challenge in the coming years of enforcing specialized zoning regulations such as Neighborhood Conservation Districts Ordinances while continuing the enforcement of the Land Use Management Ordinance and the Town Code of Ordinances with one code enforcement officer. The FY 07-08 Inspections Department budget the will include a request for a code enforcement officer whose primary role would be the enforcement of the Town Code and the Land Use Management Ordinance

INSP 3: Update Inspections Department Performance Measurement Report. In August 2006 the Inspection Department worked with an intern in the UNC MPA program to create a report regarding performance measurement and benchmarking data for the Town of Chapel Hill Inspections Department for fiscal years 2003, 2004, and 2005. The report compared the Town's performance with ten other municipalities in North Carolina. The FY 07-08 Inspections Department budget will request a UNC MPA Intern to assist with updating the Performance Measurement Report.

Library Priorities

LIB 1: Library Expansion: Provide balanced information on issues related to the expansion project; support Library Building Committee activities and coordinate opportunities for stakeholders' input; assist in development of initial conceptual designs that ensure a safe, efficient and cost effective facility and preserve the natural setting of Pritchard Park; identify issues and costs associated with maintaining high quality, efficient service to patrons during construction. This priority reflects goals identified in 11A-6 of the Town's *Comprehensive Plan* and the *Library Master Plan's* "Building Program".

LIB 2: Collection Development Project: Plan and implement a project to enhance the current collection and to achieve a well-rounded opening day collection of 4 materials per capita; encourage financial support from local non-governmental partners (Chapel Hill Public Library Foundation; Friends of the Chapel Hill Public Library) and other granting agencies to generate revenue for same. This priority reflects goals identified in 11A-6 of the Town's *Comprehensive Plan* and the *Library Master Plan's* "5-Year Services Plan" regarding collection size and materials formats to meet the community's needs.

LIB 3: Technology Plan: Plan and implement cost effective technologies that preserve patron service during construction; plan for current and enhanced library technology services in, and their impacts on, design of the expanded library; develop a time-line for implementation of a radio frequency identification system (RFID). This priority reflects goals identified in 11A-6 of the Town's *Comprehensive Plan* and the *Library Master Plan's* "Information Technology Plan" regarding implementation of cost-effective technologies that expand and enhance services to patrons.

Parks and Recreation Priorities

PKS & REC 1: Manage Construction Projects: The coming year will be the single largest year for construction activity in the history of the Parks and Recreation Department. This is an unusual occurrence, but it is of vital importance. The Department will be involved to varying degrees with the renovation or construction of the Community Center, Homestead Aquatics Center, Southern Community Park (assuming Council approval), and a number of smaller projects. This is the top priority because of the large amounts of money involved, staff time expected to be consumed, community expectations, and Department need. All of the larger projects are specifically mentioned in the Parks and Recreation Master Plan. Smaller projects are specifically mentioned in both the Greenways and Parks and Recreation Master Plan.

PKS & REC 2: Complete Planning and Design Projects: The coming year will also be the single largest year for planning and design activity in the history of the Parks and Recreation Department. The Department will be involved with the design or planning of Pritchard Park, Bolin Creek Trail, Morgan Creek Trail, Dry Creek Trail, and a number of smaller projects. This is the second priority for the same reasons listed above in Priority A, the large amounts of money involved, community expectations, and Department need. All of the projects are specifically mentioned in the Parks and Recreation Master Plan and/or the Greenways Master Plan.

PKS & REC 3: Renegotiate Lease Agreement with the Schools: The Town's lease agreement with the school system will end in December 2007. It is important that we continue to retain use of most if not all facilities currently leased. We have already started negotiations and await a decision related to the Town's use of the Arts Studio at Lincoln Center. The facilities are important to our current programming and any loss would result in a reduction of programs. All of the facilities are specifically mentioned in the Parks and Recreation Master Plan.

PKS & REC 4: Begin Discussion on Future of Open Space Acquisition: There is about \$250,000 left for open space acquisition. Without additional funds and in the face of high development pressure, the Town's acquisition program is essentially completed. If the Town desires to acquire some of the last available tracts more funds must be found quickly. Open space preservation is mentioned in the Parks and Recreation Master Plan and the Greenways Master Plan.

PKS & REC 5: Increase Use of Technology: Although technology use by the Department has increased, we still need to increase the use of email and our website to communicate more effectively and quickly with our patrons. We need additional funds for increased website capabilities, automatic creation of email distribution lists, security cameras, and software. Our website does little to convey information regarding large capital projects due to lack of funds. We

could greatly improve communications with citizens with increase email contact. We are also interested in accepting on-line payments for programs.

PKS & REC 6: Increase Funds for Supplies: When the Department's maintenance operations were shifted to Public Works in the 1990s the Parks and Recreation Department lost all of its maintenance funds. The Department had historically purchased larger supply items such as mats, tables, chairs, pool supplies, etc out of the maintenance division. Public Works did not agree to make these types of purchases since they were not maintenance related, but replace items. Since the transfer we have struggled to make these purchases. Every budget year the subject has been broached. We almost came to agreement to add funds in this year, but it did not occur in the final budget.

PKS & REC 7: Increase Funds for Maintenance and Janitorial Services: The Department's experience with low-bid janitorial services has been poor at best. We would like to try in-house janitorial for the Community Center and Plant Road offices. This would involve hiring someone capable of a wide variety of janitorial work and light maintenance skills. Community Center patrons have registered the most complaints of any of our facilities related to cleanliness.

PKS & REC 8: Facility Upgrades: Several of the Department's facilities would benefit from an upgrade. We will address many of these in the Department's CIP request. After many years of focus on recreation facilities we would like to further upgrade the administration office including adding storage space, improving the building façade, improving the appearance of the yard, and exploring the idea of replacing the existing building.

Planning Priorities

PLAN 1: Sustainability. Chapel Hill has made commitments to reducing carbon and greenhouse gas emissions. We must develop programs designed to meet these goals. The programs will affect municipal operations and Town-wide programs, ranging from promoting alternative modes of transportation, to requiring more compact, energy efficient site and building design. The Town has also actively promoted the use of solar and other alternative energy sources. The ability to embrace higher density development and promote transit oriented development will help to promote these sustainability/environmental objectives of the Comprehensive Plan.

PLAN 2: Carolina North – How the University's Horace Williams Tract develops will have a significant impact on Chapel Hill's future. If we consider the capacity of our existing infrastructure, how will our community absorb the anticipated growth? Transportation infrastructure is just one of the big concerns. The development and implementation of the Long Range Transit Plan will be a significant challenge related to the Carolina North project (though the impact of the Long Range Transit Plan will be town-wide). With the completion of the foundation studies, the Town's challenge will be ensuring that Town objectives and the findings of the studies are incorporated into the planning for and the development of regulation related to Carolina North development.

PLAN 3: Rogers Road Small Area Plan. In keeping with the Comprehensive Plan objective to preserve and protect neighborhoods, this project will be an important focus over the next year and a half. We anticipate that the Rogers Road Small Area Plan Task Force review will include

studying existing conditions, considering desirable future land uses in the area, water and sewer plans, future roadway networks, future pedestrian and bicycle facilities, and transit service.

PLAN 4: Comprehensive Plan Update. We believe it is important to update the 2000 Comprehensive Plan so that it can continue to be a relevant guide for the future of Chapel Hill.

PLAN 5: Implementation of Comprehensive Plan Objectives. Staff work on Land Use Management Ordinance text amendments to implement various objectives of the Comprehensive Plan is a priority. We believe the most significant text amendments for the immediate future include:

- Hiring a consultant to help us develop an appropriate Inclusionary Zoning Ordinance.
- Expanding our higher density and transit oriented development district provisions
- Strengthening the tree protection regulations
- Enacting the recent legislation allowing the Town to accept payments in lieu of transportation infrastructure improvements for new development projects.
- Adjustment to the Neighborhood Conservation District process
- Incorporating “Dark Sky” lighting provisions

PLAN 6: Data Management/Space Issues. File/data management is an issue for the Planning Department. This item is referring to the ability to store old files – archiving old permits, plans and documents. For the Planning Department this is cumbersome as many of the necessary documents that we must store are maps and plans. We have run out of space here at Town Hall. The off-site storage locations are full. We understand the solutions may be expensive. We believe the solutions should be tackled town-wide. We long ago gave up on micro-fiche. Imaging is possible but, we understand expensive. Large scale printers will be needed to make paper copies of documents such as maps and plans when they are needed. We are running out of space to put file cabinets and store maps.

We need help with data management in order to be able to empty and remove some of the file cabinets because we need space. We need space for offices and to store other items such as development pending signs, display boards, other display maps, supplies, for-sale documents, brochures, etc.

PLAN 7: Financial Oversight. An area in which I believe the Planning Department needs improvement is in general financial oversight. I suspect that I will be recommending the addition of a part-time position to help us oversee grants, contracts and associated expenditures as well as provide some assistance with Human Resources paperwork. These functions are happening in a decentralized manner now and I intend to explore the possibility of creating a new position with Human Resources. I believe additional oversight may be desirable.

PLAN 8: Active Living By Design Funding. The funding for the Active Living by Design position continues through June 30, 2007. We believe these initiatives are important and intend to recommend funding to continue the position. We expect to return to the Council during the annual budget process with options for continuing this position beyond June 30, 2007 to accomplish the following work:

- In 2003, the Town received a \$200,000 five year grant from the Robert Wood Johnson Foundation to promote active living through programming and physical design.
- The grant proposal included the preparation of a mobility assessment for the Northside area, a study of the Timberlyne area, NC 86/MLK Jr. Boulevard Corridor, encouragement

to students for walking to school and general encouragement of more daily activity for Chapel Hill citizens.

- We believe that the Active Living By Design program has resulted in expanded awareness of the importance of public health and active lifestyles throughout the community. The program has also highlighted the relationship between community design and its impact on public health.

Police Priorities

POL 1: Prepare for Organizational Growth and Development. Service demands continue to increase. Calls dispatched for police response have increased 10% during this timeframe. Crimes committed by juveniles have increased 21%. Technology-related crimes (identity theft, child pornography, thefts and computer scams) are increasing significantly. Despite these increases the number of officers patrolling our streets and investigating crimes (except for the downtown) has remained the same since FY 1999-2000. We continue to carry an 8% to 10% vacancy rate. Our training budget is virtually the same as it's been in the past four years. Our organization must grow and change to meet new and challenging demands. Specialized training demands require additional funding. Our relatively young and inexperienced supervisory staff needs executive training far beyond that which our training budget allows. Salaries and benefits must be consistent with the standards expected of officers in Chapel Hill. We have a successful agency because of our expertise at moving officers from one assignment to another to address call loads and crime. If we are to continue to provide high quality, efficient services, protect our neighborhoods and community character, and provide excellent public safety services, we must grow to meet workload demands, crime increases, and the specialization that is needed in 21st century policing.

POL 2: Enhanced Technological Capabilities. To remain effective providers of quality police services and to enhance our capabilities to communicate with our stakeholders, we must remain ahead of the curve regarding the technology and specialized staff and training needed for crime analysis, information sharing, inter- and intra-agency communications, criminal and forensic investigations, records management, in-car voice and data communications, in-car cameras etc. It is imperative not only that we link with other town agencies for basic technology needs but that we have access to police-specific software, hardware and personnel resources. Federal and private funding streams for technology are not likely to increase. Local funding demands will.

POL 3: Prevention and enforcement of juvenile crime. Juvenile crime is up 21%. The increase in crime is due to easier access to weapons, gang recruitment, social factors (including lack of parental control), lack of judicial remedies for youth, poor funding of social service agencies, too few School Resource Officers, and a lack of departmental investigative resources dedicated to juvenile crime. Needs include increased investigative and school staffing, training in juvenile crime prevention and partnerships with the community to identify at-risk youth and provide necessary intervention.

POL 4: Enhance Fleet Allocation Process. The reduction in vehicle fleet numbers has resulted in an increase in civilian employees regularly using personal vehicles for town business. The one-for-one exchange program, combined with the loss of five vehicles in 2004, has at times left the department with no spare patrol vehicles, leading to officers taking cars off of the maintenance line for a 12-hour patrol. Working together with the fleet manager, a protocol needs to be developed to keep cars in service that are in good running order, will likely require average levels of maintenance, and can serve as spare vehicles for officers.

POL 5: Enhance Patrol Capabilities. As a result of the critical need to specialize, patrol platoon staffing has dropped from 13 to 11 over the past two years. Positions such as the career progression officer, quartermaster, special events coordinator, IT (forensic investigator), two community services officers and three downtown positions have all been taken from patrol strength. Call loads (those calls handled by the patrol officers) are up 10%, growth continues throughout town, citizen requests for law enforcement and non-police services grow every year. To protect our neighborhoods, enhance the quality of life for our citizens, provide high quality services, and provide for the public safety of our community, additional officers are needed.

POL 6: Enhance Investigations Capabilities. Crime trends indicate that three specialized investigator positions are needed. Currently, juvenile and gang-related cases are assigned to general investigators (of which there are six). The critical and specialized training necessary to manage juvenile and gang cases, and the significant increase in the number of such cases, dictates the addition of two investigators. A third investigator is needed for the narcotics unit. Illegal narcotics are the foundation of many of our property crimes, particularly in the residential areas adjacent to downtown (drug charges in Northside are up 18%). Three officers currently serve in our narcotics unit; the number is unchanged in the past five years. To provide for the public safety, to protect those neighborhoods most affected by gang activity, and to ensure that we are able maintain sufficient resources to efficiently provide quality services, additional officers are needed.

POL 7: Technology Investment and Upgrades. All first-line police vehicles should be equipped with the same technology (cameras, laptops, RADAR units, radios). Approximately 60% of these cars are currently fully equipped. Technology is constantly improving yet past budgets have barely allowed us to maintain and replace current software and hardware and have been insufficient to upgrade our current capabilities, especially in the area of data sharing and crime analysis. Making such an investment will enhance the quality of public safety services officers are able to provide to the community.

POL 8: Training and Development. Despite an increase in state-mandated in-service training, additional firearms training needs, the need for additional executive development, along with the ever-increasing need for specialized training in such areas as juvenile crime, gang-related crime, legal updates, dealing with special populations, and technology-based crime, the department's training budget has increased only 12% in the past five years – currently averaging only \$340 per year per full-time employee – and that includes lodging, fuel, textbooks, per diem etc. Investment in employee training and career development is critical if we are to continue to keep current on the latest public safety trends and policies, provide the highest level of protection for the community, and recruit and retain a diverse work force.

Public Information (Manager's Office) Priorities

PI 1: Develop publications that encompass information from all Town departments and reach a broad segment of citizens – A biannual newsletter for distribution to Chapel Hill households would offer all citizens regular, convenient access to timely information on a range of Town services and projects. The stories featured would be comprehensive, explaining government actions by putting them in context to show history, values, themes, overarching goals, etc. In many cases, these same stories could be marketed to regional and national media markets.

PI 2: Develop surveys to poll citizens on key issues confronting the community and on overall satisfaction with Town services. In addition to gauging citizen satisfaction with overall services, the Town Information Officer would like to measure citizen satisfaction with Town communications/outreach and understand preferences for two-way communication.

PI 3: Improve the amount and quality of programming and information available on government access Cable Channel 18. The Town would benefit from a fulltime videographer to manage the government cable television channel and maintain the Council Chamber's AV equipment. Valued in the hundreds of thousands of dollars, this equipment oversight and operation falls to numerous people who are somewhat tutored on handling but who are not professionals in this particular area. While we have been fortunate to have Eugene Murray for many years, this part-time consultant is no longer with us. We now rely on various outside freelancers. We need consistent, reliable and expert assistance to help us manage this important communication resource of the Town.

PI 4: Improve consistency, quality and frequency of Town communications by gathering a team of Town Communication Liaisons led by the Town Information Officer. The "Communications Team" (comprising representatives from each department) has met periodically, although not recently. We need to regroup and bolster the effectiveness of this group as we consider new techniques and resources that will help produce creative and coordinated communication campaigns. When we have problem-issues, we need to think *beyond* the news release and develop creative communication strategies.

PI 5: Develop and share a plan for communicating with the public during emergencies. We need to discuss, hone in and polish our public information plan for communications during crises, especially inclement weather that results in a loss of power.

Public Works Priorities

PUB WKS 1: Expand street reconstruction/paving program to acknowledge greater use of roadways, both in terms of quantity (i.e., vehicular traffic) and quality (diversity of traffic, including heavy use of buses on roadways not originally designed for accommodation).

PUB WKS 2: Increase/improve services downtown. Consistent with Council's priority emphasis on meeting downtown needs; department will need to direct resources towards pedestrian lighting, safety, control of vandalism, infrastructure maintenance and operational efficiencies. In addition to preserving this important infrastructure and improving the quality of life for our residents, this priority also supports the objective of providing high quality, efficient services.

PUB WKS 3: Improve fleet maintenance program to accommodate increased demand for timely response and equipment reliability. This priority supports the goals of providing high quality, efficient services and to maintain, preserve and expand our assets.

PUB WKS 4: Implement integrated Work Order Management and call center programs; essential to integrate system with town's financial management system. While effort will transcend Public Works, such system is vital to successful linking of drainage maintenance service here with town's overall storm water management system; call center will facilitate dispatching and improve customer service. These efforts will support our goal to promote a responsive, interactive government and maintain, preserve and expand our assets.

PUB WKS 5: Revise solid waste program to include improved safety and efficiency in collection, including consideration of "Pay As You Throw" option. The priority supports our goal to retain and enhance our environment, provide high quality services, and to promote and enhance the quality of life for our citizens.

Transportation (Chapel Hill Transit) Priorities

TRANS 1: Personnel. Chapel Hill Transit has a responsibility:

- to provide efficient, high quality transit service
- to work with the Town and University to meet future needs and
- to maintain and preserve Town assets and facilities

Appropriate staffing in professional staff, maintenance and operations personnel is key to accomplishing these goals. Staff levels must be responsive to the demands placed on the system due to the rapid growth and future plans. Most pressing needs include an operations planner, support staff to operate new transit operations building and 5 mechanics. Professional and staff development are needed throughout Chapel Hill Transit. Adequate staff levels and development will support the goal to provide reliable, high quality transit service.

TRANS 2: Fleet Modernization. A reliable modern transit fleet is necessary to meet the town goals to expand transit service, reduce reliance on the automobile and protect the environment. Industry standards recommend a transit fleet maintain an average age of 7 years old. In order to maintain the recommended fleet age the town must purchase 25 additional buses in the next 5 years. Maintaining a modern fleet will:

- Increase system capacity by using larger buses.
- Control maintenance costs

- Be more environmentally friendly (hybrid electric and ultra low sulfur diesel)
- Make it possible to respond to future transit demand.

TRANS 3: Technology. Effective use of technology supports the provision of high quality, efficient public services. The town has begun to implement technological improvements such as automated vehicle locating and automated passenger counters. Continued efforts to employ technology will lead to further improvements in service delivery and cost control.

- State of the art technology will make it possible to:
- More efficiently manage a transit operation.
- Gather more accurate and timely information for planning and reporting.
- Generate increased state and federal funding.

TRANS 4: Public Information / Awareness. Increased use and support of public transit is important to create a balanced transportation system, protect the natural beauty of our communities and neighborhoods. Recent demographic surveys indicate that 39% of the riders on Chapel Hill Transit each year are new. In order to sustain ridership growth it is important to have adequate accurate and accessible public information. Creating awareness of the transit system and its benefits to the community is also key to local understanding and support. An active ongoing campaign to educate and motivate the public to use public transit should be included as a town priority.

TRANS 5: Redesign Transit Service on Martin Luther King and 15/501 Corridor. Public transit is a key component to future development of a balanced transportation system that links our community rather than divides it. To be effective, public transit must evolve in response to the community development and long term goals. Two major corridors are experiencing significant development potential and traffic congestion. A service redesign would increase capacity, create uniform trip spacing and improve linkage with UNC and Carolina North. Chapel Hill Transit operates 10 routes on Martin Luther King and on Franklin. The level of service in these areas creates a transit intensive corridor. While existing route configurations generate significant ridership there is still unmet demand for service. A service redesign would:

- Investigate use of larger buses and high frequency service.
- Connect high capacity service with neighborhood services.
- Expand real-time technology at stops.
- Develop improved shelters and bus stops.
- Consider the use of signal preemption.