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## Industry Practices Review

As part of the operational scan of the Town's various service activities prior to beginning the process mapping phases of the project, it is desirable to conduct a review of Town operations based on generally accepted industry practices. This activity is a good way of identifying areas that can provide guidance in future recommendations. We approach this task as follows:

First, we prepare a list of common practices as identified from various sources, but particularly professional and regulatory agencies, practices that have been identified in professional literature as important, and other professionally recognized entities. These practices generally reflect activities that relate to sound local government management. While many well performing organizations may follow the practices in varying degrees, it is not to be expected that any one community will actually have all of those practices in place because there are local variables to be considered. We have grouped them into several basic "business processes" dealing with engineering and public works functions, planning land use, regulating current land use, promoting and controlling development efforts, developing and maintaining public infrastructure, managing land related information, providing strong customer service, and managing the cost of services. These business processes are used to emphasize that these activities take place across organizational boundaries.

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	Activity of the Town of Chapel Hill			
	Meets or Exceeds	Slight Gap	Significant Gap	
<b>MANAGING PUBLIC INFRASTRUCTURE PLANNING AND DESIGN</b>				
1. Does the government have a comprehensive facility planning process used to guide major investments?	√			Yes
2. Does the general or comprehensive plan provide sufficient guidance on the objectives and priorities of public infrastructure development?	√			Yes
3. Does the organization conduct systematic analyses to determine the need for expansion or rehabilitation of existing infrastructure? Are these fully informed by technical engineering studies and supported by economic cost-benefit assessments?	√			Yes
4. Are all projects designed using accepted engineering practice by qualified engineers?	√			Yes
5. Are longer term maintenance requirements factored into all public infrastructure decisions, and are the appropriate automated decision support tools available and in use to ensure				Requires further analysis

Process Consideration	Enter Name of Department			
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minimum lifecycle costs and maximum usefulness for major investments?				
6. Are design efforts effectively coordinated with other parties (federal and state agencies, utilities, local citizen groups) prior to initiation of any project?	√			Yes
7. Are registered engineers, either on staff or contracted, always available to ensure that proper methods and procedures are employed in design efforts?	√			Yes.
8. Do major projects include quality assurance review plans to ensure that work conforms to design specifications? Are records kept of each quality assurance check procedure?				Requires further analysis
9. Does the Town seek to reduce maintenance costs through the use of new technologies such as street surface techniques, computerized management systems, and improved products and materials?				Requires further analysis – street resurfacing is an example

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<b>MANAGING GROUNDS AND LANDSCAPE</b>				
1. Is there a turf maintenance program established that includes objectives and plans for turf mowing, watering, fertilization, repair and restoration?	√			Yes.
2. Is there an inventory of all public turf areas? Does it include the location, area, type of turf and its condition?	√			Yes
3. Is the condition of turf areas routinely inspected and evaluated?	√			Yes
4. Are inspection and evaluation forms completed? Are they used to generate required work orders?				Further analysis required.
5. Are there specific maintenance standards for the irrigation systems? Are they maintained according to those standards?	√			Yes, there are standards according to the grounds manager. However, further analysis is needed to determine whether they consistently apply these standards.

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<b>MAINTAINING STREETS</b>				
1. Are there coordinating mechanisms and procedures in place for local street maintenance operations and the activities of counties, state government and local planning authorities?		√		The planning department appears to take the lead in this area with their transportation planner. The Town traffic engineer also seems to coordinate efforts at the design phase. Requires further analysis to determine if internal coordination is appropriate and/or sufficient.
2. Is there a registered engineer and qualified designer on staff, or is a contract engineer/designer available, to ensure that proper methods and procedures are used on engineering design projects?	√			Yes
3. In those instances where the major responsibilities for street management belong to a higher level county or the state, does the local jurisdiction properly and effectively work with them to ensure that local needs are properly considered?	√			Traffic engineer does coordinate with state officials.
4. Are there written policies and procedures in place setting forth criteria for street improvements, lighting, on-street park-				Requires further analysis.

Process Consideration	Enter Name of Department			Comments and Observations
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ing, pedestrian and bicycle facilities, snow and debris removal, and emergency and hazardous materials routes? Are these projects routinely costed out?				
5. Are the projects in the short- and long-range plans developed based on regular inspections and evaluations of conditions using an approved set of condition assessment criteria?		√		Inspections are done, but requires further analysis to determine whether they formally result in improvement projects.
6. Are operation and maintenance practices prescribed in writing and in detail, and are these coordinated with other agencies (e.g., fire, police, EMS, neighboring jurisdictions) as needed?				Requires further analysis.
7. Are there operations and maintenance procedures and performance measures in place?	√			Performance measures are in place in the Street Maintenance area (ITRE standards are met). Requires further analysis.
8. Is there a computerized maintenance management system (CMMS) used to support maintenance operations?			√	There does not appear to be a computerized maintenance management system or a pavement management system used. That absence probably leads to some coordination problems between Engineering and Public Works Departments, who must rely on manual means of transmitting work order information and inspect-

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				ing results.
9. Are material stockpiles inventoried and usage monitored?				Requires further analysis.
10. Are materials recycled where appropriate?				Requires further analysis.
11. Is there a written policy in place governing the conditions under which a street cut may be made?				Requires further analysis.
12. Is there a formal inventory of the street and highway network and is it maintained and updated according to a regular schedule?	√			Yes. A formal inventory exists. We assume the schedule is updated regularly, but did not ask this question in the initial interview process.
13. Is there a record of all infrastructure maintenance that is undertaken. Is it updated continuously to reflect all maintenance that is done?				Requires further analysis.
14. Is there a preventive maintenance program in place? Is the maintenance program automated?				Requires further analysis.



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<b>CLEANING STREETS</b>				
1. Is there a written 'quality of service' statement in place prescribing the target level of street cleaning service for different types of streets and different locations?				Requires further analysis.
a. Does it prescribe the method and frequency of cleaning?				
b. Does it prescribe the placement and use restrictions for litter receptacles?				
c. Does it require periodic public surveys to acquire feedback on satisfaction with cleaning efforts?				
2. Is there a comprehensive and integrated street cleaning plan in place?				
3. Are route design plans developed based on optimal crew size and workload, traffic patterns, street widths, vehicle loads and other equipment needs?				

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<b>MANAGING SOLID WASTE COLLECTION AND DISPOSAL</b>				
1. Does the jurisdiction have an approved integrated solid waste management plan?	√			They have a plan, but not certain as to whether it is a formal, written plan approved by council.
2. Does the plan effectively delineate the availability and proposed reliance on different solid waste management practices, such as reliance on private contractors and inter-jurisdictional cooperation?	√			Yes.
3. Does the plan address all aspects of solid waste management, including waste stream reduction, recycling, composting, resource recovery and solid waste disposal?	√			Yes.
4. Is there an official policy statement in place describing how the jurisdiction will work to reduce the volume of the waste stream? Are there separate treatments of household waste and vegetative waste streams?	√			Appears to be – requires further inquiry.
5. Are there procedures in place for identifying, monitoring and controlling all	√			The Town tracks major classes of generators, particularly residential

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generators of solid waste?				rentals.
6. Are collection statistics maintained?				
a. Do they differentiate between residential and commercial waste generators?	√			Yes
b. Do they permit evaluation of waste stream volume by other pertinent factors such as area of the jurisdiction, collection route, time of year?	√			Unknown for certain, but we believe that they can do this.
c. Are they sufficient to aid in planning strategies to be followed for waste stream reduction objectives?				Uncertain – requires further analysis..
7. Is there a program in place for disposal of hazardous household waste?	√			Yes
8. Does the jurisdiction have a policy that prescribes additional charges for trash containers in excess of the number allowed in the formal policy?		√		No, since trash collection is paid for by the general fund, not from separate charges to trash generators.
9. Are there fixed schedules in place for the time and frequency of collection from all classes of customers and for all types of solid waste?	√			Yes
10. Are special arrangements made, and are citizens properly notified, of modifica-	√			Yes.

Process Consideration	Enter Name of Department			Comments and Observations
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tions to the schedule for holidays, weather events, etc?				
11. Are there viable enforcement mechanisms in place to help ensure compliance with these rules?				Not certain. Requires further analysis.
12. Is staff adequately trained on routine and emergency procedures?	√			They are increasingly better trained.

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<b>MAINTAINING BUILDINGS</b>				
1. Are there procedures for monitoring and eliminating building hazards such as radon, building pollutants, freon, asbestos, and the contents of underground storage tanks?		√		Not specifically – there is a cyclic maintenance program with periodic inspections, but they do not inspect for the specific items listed in all cases.
2. Does the public works group assist all other departments in developing short and long range building and space needs assessments, help in scheduling renovation projects, and work to ensure consistency of efforts with the jurisdictions space/building master plan?		√		Yes – related to maintenance No – related to space needs
3. Is there a written building maintenance plan that addresses, for all locations and their equipment and systems, routine, cyclical and planned maintenance?			√	Nothing is available in writing.
4. Is there an accounting mechanism in place for identifying deferred maintenance and for integrating that into future planned maintenance?	√			Yes
5. Is the plan properly translated into a written maintenance schedule?	√			Yes.

Process Consideration	Enter Name of Department			Comments and Observations
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6. Is there a preventive maintenance program in place for building systems? Does it address topics such as scheduling of parts replacements, cyclical cleaning requirements, and routine inspection and testing of equipment and systems?	√			Housing indicates that replacement /maintenance schedules exist for major appliances, roofs, and painting of exterior surfaces. PW also has a procedure whereby buildings are inspected and project lists developed.
7. Are records kept of the results of preventive maintenance efforts, including information on actions undertaken and the labor/materials expended in that effort?	√			Yes.
8. Does the organization conduct random follow up inspections of maintenance work to ensure compliance with standards and schedules?			√	No
9. Is there a formal major equipment component replacement schedule established to aid in longer term capital investment planning?				Requires further analysis.
10. Are maintenance work orders recorded on an automated system that assists in future analysis of building/equipment unit operating costs, asset improvement costs, craft requirement costs, and relationship of scheduled maintenance efforts to actual service requests?	√			No. The Director indicated a lack of cost analysis systems for the building maintenance area, in general.

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11. Is there a formal facilities inspection plan in place? Are regular inspections conducted to evaluate conditions and identify needed improvements?	√			Yes.
12. Does the organization maintain an up to date inventory of all its building and major systems assets? Does this inventory:				Yes
a. Meet all Federal, state and local record keeping requirements (including those for GASB-34 asset valuation needs)?	√			Yes
b. Detail all major equipment systems in each location?	√			Yes
c. Specify for buildings and component systems the acquisition date, size, location, construction type, identifying code, functional use, reported condition assessments, acquisition and replacement cost?	√			Yes
13. Are there written custodial standards established for each facility?	√			Yes – standards exist in the custodial contract – Fire Department handles their own custodial services.
14. Are there follow up custodial inspection programs in place for all facilities?		√		No – each departmental representative is the contact point for custodial issues – these issues are then forwarded to Public Works.

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<b>MAINTAINING EQUIPMENT</b>				
1. Does the Town regularly monitor its fleet for appropriateness of size, alignment of equipment for work needs, and appropriate replacement scheduling?		√		Yes – although the PW Director expressed some concern in meetings about the fleet size. Further analysis will still be conducted based upon those comments.
2. Does the organization utilize an equipment management information system (EMIS) to manage information on equipment and parts, record maintenance intervals and results, schedule normal and preventive maintenance, maintain equipment maintenance histories, analyze equipment costs, define replacement cycles? (The EMIS can be manual or automated)	√			Yes
3. Is equipment inspection and maintenance scheduled in a manner consistent with manufacturers' specifications or based on actual usage rates?	√			Yes
4. Is preventive maintenance organized in a multi-tier fashion that includes:				2 tier mechanism is used APM – oil change BPM – annual safety inspection



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a. Level 1 involving manufacturers' maintenance recommendations and associated safety checks?	√			
b. Level 2 involving all of Level 1 activities plus focused inspections of high wear or rapid deterioration items?			√	
c. Level 3 involving all of the Level 1 and 2 items plus a thorough check and inspection of all remaining components and assemblies?			√	
5. Do all equipment operators have the appropriate training in the use of the equipment?	√			Yes.
6. Are safety and condition reports made a permanent part of the EMIS record?	√			Yes.
7. Are periodic reviews conducted to ascertain whether equipment in use is appropriate for that use and that it is safe?	√			Yes.
8. Is there a procedure in place to report defects in equipment and to ensure that such equipment is removed from the use inventory?	√			Yes.

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9. Is there a formal preventive maintenance program in place for all equipment?	√			Yes
10. Is the planned and preventive maintenance program and statistics associated with it periodically evaluated and the results used to modify the effort to improve efficiency and effectiveness?			√	No. The level of sophistication of the software allows the analysis, but the staff has not taken full advantage of software capabilities.
11. Are units in the inventory identified by an assigned identifying number, description, class, serial number, date of purchase/acquisition, vendor, cost, using department, date of use, expected life, salvage value, and present mileage (where appropriate)?	√			Yes.
12. Is there an inventory system in place for monitoring of all fuels, oil and lubricants?	√			Yes.
13. Is there a parts inventory system in place for tracking use and reconciling deliveries, parts issuance, and on-hand inventories?	√			Yes.
14. Does the parts inventory system identify issued items by vehicle number, requesting party, date of use, cost of item, vendor or supplier number, bin location (when appropriate)?	√			Yes.

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15. Can the information in the inventory system provide sufficient information to perform routine turnover analysis?		√		Yes, but software capabilities outstrip the actual uses of the current information system.
16. Is the parts inventory routinely updated and reconciled?	√			Annual inventory conducted
17. Is the replacement cycle sufficiently well defined to permit development of a regular maintenance program?	√			Yes
18. Are replacement cycles evaluated periodically to determine if the cycles are set appropriately?	√			Yes – cycles have been adjusted from the original MAXIMUS recommendation
19. In acquiring new equipment, does the organization ensure that the RFP specifications match the known usage requirements of the item? Is total lifecycle productivity and cost per unit of production considered in making purchasing decisions?	√			Yes.
20. Is all acquired equipment properly marked with an identifying number, and is this record entered into the appropriate EMIS database/equipment inventory?	√			Yes.

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<b>MANAGING TRAFFIC</b>				
1. Does the government have a written traffic control policy?	√			Yes.
2. Is this policy reflected in a formal policy and procedure manual for traffic control?	√			Yes.
3. Does the manual conform to the guidelines in the Manual on Uniform Traffic Control Devices (MUTCD) and any state or local requirements?	√			Yes, standards are all MUTCD based in Chapel Hill.
4. Is the placement and operation of the actual traffic control devices periodically evaluated to ensure that they continue to meet minimum MUTCD standards?		√		Demand based reviews seemed to be the norm.
5. Is the location of approved traffic control devices determined based on a study carried out by a qualified traffic engineers?	√			Yes.
6. Is there a procedure in place for the periodic inspection of signs (including night testing of reflectivity) to ensure their intended effectiveness?				Uncertain. Requires further analysis. We discussed this but the conversation got mixed up with problems of coordination with Public Works.
7. Is routine trimming of trees and other vegetation coordinated to ensure that traffic signage objectives are met? Are efforts made to ensure that vegetation on		√		Uncertain. Engineering was concerned that this implementation phase of traffic management was out

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private property does not impair visibility of signs for motorists or pedestrians?				of their hands.
8. Are there procedures in place for the immediate rectification of any noted signage problems?		√		One of the issues traffic engineering raised. They are responsible for problems but they are not the authorized work group making the repairs.
9. Are pavement markings minimally consistent with MUTCD standards? Is the choice of medium (e.g., paint or thermoplastic) based on an analysis of lifecycle cost?	√			Yes
10. Are there procedures in place for responding to traffic signal failures?				Requires further analysis.
11. Is there a parking regulation in force in the community?	√			Yes.
12. Is there a policy in place governing street closures that specifies:				Requires further analysis.
a. When and where a street may be closed?				
b. A procedures for authorizing such a closure including length of closure, permission of special events, emergency vehicle access and continued use by affected residents or businesses?				

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<b>PLANNING LAND USE</b>				
1. Does the Town have a Comprehensive Plan that was developed according to broadly defined and accepted standards concerning scope of coverage, community participation, analyses of strengths, weaknesses, opportunities, and threats, definition of goals and objectives, analyses of alternatives, targets and timetables, and definitions of responsibilities?	√			Yes
2. Are elements of the goals and objectives of the Comprehensive Plan clearly found in the tactical and operational plans of the responsible department level officials and Town work groups?	√			Yes.
3. Are there separate and distinct organizational units responsible for long range planning and current planning?	√			Yes
4. Is there an authoritative review mechanism/process (e.g., often but not always referred to as a planning commission), independent of the long range and current planning staff, with responsibility for reviewing and approving develop-	√			Yes. There appear to be a large number of review commissions and boards.

Process Consideration	Enter Name of Department			Comments and Observations
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ment proposals consistent with the Comprehensive Plan and laws, regulations and ordinances?				
5. Is the Comprehensive Plan reviewed and updated periodically according to an agreed upon schedule and procedure?		√		There is a schedule but they are currently overdue on the scheduled review.
6. Are the performance results for individual department's responsibilities relative to the Comprehensive Plan regularly assessed and reported to the appropriate local authorities?		√		Unknown whether there is any systematic review of results against the plan.
7. Are there enabling ordinances, regulations and work rules bearing on land use consistent with the scope and direction of the Comprehensive Plan?	√			Yes.

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<b>REGULATING CURRENT LAND USE</b>				
1. Does the Town have written rules and regulations governing zoning and inspection activities that are readily understandable and available to staff and citizens?	√			Yes
2. Are these written rules and regulations available, in multiple languages as appropriate, from a variety of sources such as printed brochures or Town web sites?				The content of the rules is unknown.
<u>Zoning</u>				
3. Is the Town's zoning review process clearly defined and transparent? Do applicants entering the process have clear expectations of what to expect and what is expected of them?				Requires further review.
4. Is there a structured zoning review process, with a target timeframe for completion, that ordinarily includes the following major steps:	√			Yes
a. Preliminary review				



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b. Planning/zoning staff review and, when appropriate, direct discussion with the applicant				
c. Input on the application from other Town departments				
d. Environmental review				
e. Status communication with the applicant				
f. Notice of public hearings when required				
g. Planning Commission hearing				
h. Town Commission hearing and decision				
5. Does the Town have a well organized process of broad scope and focused communication between the zoning officials and the citizen?		√		We did not get the impression that there was an aggressive educational outreach effort.
a. Is there application and process description related material available through both printed material and internet based information sources?		√		Internet material/information not highly interactive.

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b. Is all material found in these sources concise and does it contain easily understandable process descriptions for zoning applications, appeals, zoning changes?				Requires further analysis.
c. Is the material available in languages commonly used in the community?				Requires further analysis.
6. Are applicants apprised at the start of the process of the anticipated schedule for the application, and is he/she updated as needed regarding any changes to that schedule and the reasons for those changes?				Interviews did not indicate this practice.
7. Does the information available to the potential applicant clearly identify any requirements, such as required forms, proof of legal entitlement to seek rezoning, neighbor notification requirements, or provision of map information, that will be required of them?				Requires further analysis.
8. Are the Town's zoning maps updated in a reasonable amount of time?				Requires further analysis.
9. Are Town zoning maps and data maintained in a manner that supports asset valuation and depreciation requirements set forth by GASB-34 related to publicly owned land, improvements, rights-of-				Requires further analysis.

Process Consideration	Enter Name of Department			Comments and Observations
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way and easements?				
10. Is each zoning application assigned, upon receipt, to a staff member who serves as a single point of contact with the applicant through to completion of the process?		√		It did not seem to be the case, but requires further evaluation and research.
<u>Inspection and Code Enforcement</u>				
11. Does the Town make information on code requirements readily available to citizens?		√		Printed information is available at the inspection office. However, anyone desiring information apparently has to come to the central office to get it or to call on the phone.
a. Is that information available through written materials, internet sites, and directly through an automated or staffed telephone help line?				
b. Is the information available in the common languages spoken in the community?				
12. Are inspection and enforcement efforts that occur across organizational boundaries coordinated in such a manner as to reduce inefficiencies, minimize the burden on citizens and businesses, and ensure an integrated parcel- or property-		√		We got the impression that coordination was largely informal. There were no formal teams set up to carry a project from initial permit application through to inspections.

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based record of the results?				
13. Is there evidence that permit-driven inspections are scheduled in a way to accommodate the needs and convenience of the citizen in a cross-disciplinary manner?		√		To some extent, but it did not seem to be a priority.
14. Does the Town respond to complaint-driven inspections within pre-defined periods of time?	√			Appears to be the case.
15. Are statistics on complaint types and response times maintained and analyzed to help improve performance and to monitor trends?	√			Some statistics are kept.
16. Does the Town maintains a manual of inspection rules and standards which guide inspection efforts?		√		Does not appear to be the case.
17. Do Town inspectors make use of inspection checklists to record their findings and make copies of those findings available to the party being inspected?				Requires further analysis.
18. Are Town inspectors continually and appropriately trained?	√			Yes, they appear to be getting increasing amounts and types of training.
19. Are all inspectors performing standard and specialty inspections properly certi-	√			Yes

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ried by the appropriate authorities?				
20. Do separate feedback channels, independent of the inspection staff, exist for citizens to provide feedback on perceived issues of fraud, inefficiency, or abuse?				Requires further analysis
21. Does the Town regularly collect and evaluate quantitative information on the frequency, type, location, results, and cost of inspections? Are the results of those evaluations used by Town officials in organizing future efforts?		√		Interviews did not indicate this to be the case.
22. Does the Town continuously collect the appropriate financial and statistical data, in a form and content that meets the needs of normal cost accounting, to permit accurate calculating and monitoring of the cost of inspection actions?			√	No.
23. Does the Town undertake effective civil action (and, when appropriate, criminal action) to ensure that code compliance is viewed as a serious concern within the community?	√			Yes.
24. Do the official work hours for inspection personnel conform with normal hours for contractors and businesses? Can special hours be arranged with advance notice to	√			They seem to have done some synchronization.

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accommodate contractors' inspection needs?				
25. Does the Town have policies and procedures in place, including when necessary financial penalties, for handling re-inspections?		√		Yes, in some cases. Requires further analysis

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<b>PROMOTING AND CONTROLLING DEVELOPMENT ACTIVITIES</b>				
<u>Development permit application process</u>				
1. Do guidelines exist for prioritizing development efforts consistent with the goals and objectives of the Comprehensive Plan?		√		Not that we could tell from the interviews
2. Are there written policies and procedures governing the processing of development permit applications?				Requires further analysis
3. Are development projects coordinated by an individual serving as the single point of contact for the developer?				Requires further analysis
4. Does the standard development application review process have internal timelines which are set, maintained and monitored?				Requires further analysis
5. Are routine waivers and exceptions from development regulations decided administratively rather than by Board or Town Council action?			√	They have a relatively tight control over what can be approved administratively. The Planning Director appears to have little independent authority in this area.

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6. Are there cross-departmental teams assigned to handle permit applications, with one person authoritatively coordinating the work of the team?		√		They do not appear to have such teams, although they do coordinate work across department boundaries in a more or less informal manner.
7. Are all records, from inception through close out, maintained electronically in a single data management system or in multiple but fully integrated systems? Are those records stored on that system or systems secure but available to all those with a specific need to work with them during the development project lifecycle?			√	No. Management of paperwork was noted as a large and growing burden.
8. Does the Town have a well-defined set of tools for project-specific communications that generally include pre-application meetings, highly informative web sites, and printed information packets and walk-in opportunities to gain timely, correct project application information.			√	Interviews did not indicate these tools are in place.
9. Is there is a clearly defined sequential stage application process that includes:	√			Yes
a. On going informational outreach designed to facilitate the eventual submission of an application?				



Process Consideration	Enter Name of Department			Comments and Observations
	Activity of the Town of Chapel Hill			
	Meets or Exceeds	Slight Gap	Significant Gap	
b. A pre-application process?				
c. Formal application submittal, review and decision making processes?				
d. Post approval implementation processes, including inspections?				
10. Are the formal reviews by the planning commission or equivalent body and final approval by elected Town officials scheduled in a manner consistent with the actual flow of decision making demands:		√		Formal reviews are scheduled, but insufficient information to say whether they are scheduled in a way that reduces the time burden on a waiting applicant. Large number of Review Boards.
11. Does the Town require staged levels of payments, with those stages generally reflecting natural decision making and labor cost aggregation points in the process:				Unknown
12. Does the development permit process make consistent and well integrated use of basic information management tools, including:				
a. Land management systems to manage information on overall land use and structural/inspection histories?			√	Does not appear to be the case at present. They are reportedly working on something that will partially serve this role.

Process Consideration	Enter Name of Department			Comments and Observations
	Activity of the Town of Chapel Hill			
	Meets or Exceeds	Slight Gap	Significant Gap	
b. GIS for map maintenance and decision support services?			√	There is a GIS but it appears to be largely a proprietary tool of Engineering, not an enterprise tool integrating multiple department work efforts.
c. Labor and cost accounting systems for cost control and permit charge determinations?			√	No
d. Internet based tools for extensive interaction with customers?			√	No
13. Is information on land, improvements and property ownership found in Town data bases easily available, with the proper security restrictions on authorized use and users, across Town department boundaries?			√	Does not appear to be the case
14. Are automated information management tools integrated in such a way as to minimize the amount of manual handling that must be done during the project life-cycle?			√	Does not appear relevant given current technology configurations.
<u>Development project inspections</u>				
15. Are inspections carried out within a specified period of time after they are scheduled?	√			Yes

Process Consideration	Enter Name of Department			Comments and Observations
	Activity of the Town of Chapel Hill			
	Meets or Exceeds	Slight Gap	Significant Gap	
16. Are expedited and off-hour inspections available at premium charge rates?			√	Interviews did not indicate this to be the case.

Process Consideration	Enter Name of Department			Comments and Observations
	Activity of the Town of Chapel Hill			
	Meets or Exceeds	Slight Gap	Significant Gap	
<b>DEVELOPING AND MAINTAINING INFRASTRUCTURE</b>				
1. Is there a capital improvements program that is developed and executed according to generally accepted practice for capital investment planning in local government?		√		Yes, although it is managed by the planning department and seems to have minimal involvement by Finance or Public Works.

Process Consideration	Enter Name of Department			Comments and Observations
	Activity of the Town of Chapel Hill			
	Meets or Exceeds	Slight Gap	Significant Gap	
<b>MANAGING IMPORTANT LAND INFORMATION</b>				
1. Does the Town make use of an integrated land management system that effectively and efficiently stores and processes all land related information?			√	No
2. Is the land management system available, with the proper security restrictions, to all Town officials involved in project activities and does it serve as a fundamental tool in cross-functional integration of business processes?			√	No
3. Does the organization consistently transfer hard copy records to electronic format for ease of storage and use/access across organizational boundaries?			√	No
4. Does the organization as a whole have a written records management policy and a set of procedures?			√	Does not appear to be the case based on the initial interviews.
5. Are all systems maintained and records backed-up to off-site storage continuously, using modern information technology standards?				No

Process Consideration	Enter Name of Department			Comments and Observations
	Activity of the Town of Chapel Hill			
	Meets or Exceeds	Slight Gap	Significant Gap	
<b>ESTABLISHING AND MAINTAINING A STRONG CUSTOMER SERVICE ORIENTATION</b>				
1. Has the Town as a whole established and does it maintain a clear and consistent position on the importance of customer service?		√		While there is a strong organizational culture for customer service, there does not appear to be any formal customer relations management system in place.
2. Does the Town actively seek feedback on the concerns and needs of customers?		√		Through high levels of citizen involvement.
3. Does the Town support and encourage workers who show a strong customer service orientation?		√		Commitment to be an expectation of employees
4. Does the Town as a whole and each of its organizational components review performance and redesign work processes, as needed, to support customer service objectives?		√		Not immediately apparent; Town appears to operate from an assumption of customer service.
5. Does the Town regularly measures performance on customer service?		√		Nothing formal was observed
6. Is there evidence that top management actively participates in customer service efforts?	√			Yes

Process Consideration	Enter Name of Department			Comments and Observations
	Activity of the Town of Chapel Hill			
	Meets or Exceeds	Slight Gap	Significant Gap	
<b>MANAGING THE COST OF SERVICES</b>				
1. Is there a formal written policy regarding charges and fees?				
a. Does the policy state the specific conditions and circumstances under which a jurisdiction will charge more or less than 100 percent of costs?			√	No such policy exists according to interviews conducted by 2 consultants.
2. Does the Town require that the full cost of providing a service should be calculated?		√		Apparently not since a number of cost areas I reviewed have no associated fees. Full cost calculations are typically not considered. Market analysis seems to be the prevalent method for setting fees. The Town has conducted some time based analysis for setting fees in the past.
3. Are charges and fees reviewed and updated periodically to take in to account the impact of inflation, other cost increases, improved productivity, as so on?			√	There does not appear to be a consistent approach to updating charges.
4. Is information on charges and fees available to the public, including statements of its policy governing recovery of		√		Limited information.

Process Consideration	Enter Name of Department			Comments and Observations
	Activity of the Town of Chapel Hill			
	Meets or Exceeds	Slight Gap	Significant Gap	
costs?				