

# Council Goals Report Card

2009

Developed in Planning Retreat 2/23/09			B u d g e t	completed	63%			
Adopted by Council 05/04/09				on the way	31%			
				under construction	3%			
				needs more discussion	3%			
Priority		Goal Keeper		Work Objective	Target Date	Measures	Achieved/Updated	Achieved/Updated
							31-Oct-09	31-Jan-10
Goal I. Steward Organizational Culture Change								
A. Learn from and replicate the Economic Development Strategy experience to create one page Strategies for the following Council focus areas								
1. Public Art	YORK	Y	Mayor appoints committee	Jun-09	Use strategy to create shared vision for public arts and prioritize activities	Progress delayed due to transition to include cultural arts. Community dialog session arranged for Nov. 6th. Commission still reviewing documents.	Public mtg. on Cultural Arts held Nov. 6th and report submitted. Follow up mtgs. To develop action plan are scheduled with Town/UNC Task Force. Arts Comm. Re-drafting Contextual Plan	
			Review existing public art documents and CHPAC programs	Jun-09				
			Committee and other meetings to develop strategies	Sep-09				
			Hold community forums to present and revise strategies (October 2009	Oct-09				
			Draft and refine strategies	Nov-09				
2. Communications			Gather and compile existing information	Sep-09	A communication strategy that reflects Council direction and furthers Town's goals (where we	Meetings with stakeholders (media, employees, business leaders, students, general public, Council) organized, to be held on	Good data collection from various stakeholders. Ready to begin drafting the strategy statement with Mayor's Committee on	
			Meet with Council Committee on Communications to review information and develop questions	Oct-09				

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							31-Oct-09 Tuesdays through early December.	31-Jan-10 Communications.
	LAZORKO	Y	Survey key stakeholders, including Council, employees, media, public (Manager Listening Sessions and community survey)	Dec-09	are, where we want to go) with measurable outcomes.			
			Council considers Strategy	Dec-09				
3. Sustainability	RICHARDSON	Y	Create Strategy	Jun-10	Use to guide and prioritize sustainability efforts	Planning continues; identified opportunity to acquire free EPA staff assistance	Gap analysis underway; free EPA staff resources secured	
4. Affordable Housing	CLARK	Y	Meet with Council Committee on Affordable Housing to discuss development of strategies.	Sep-09	Use to evaluate and prioritize affordable housing projects.	Scheduling meeting with the Council Committee to develop a public process to receive feedback on affordable housing issues and priorities.	Meeting with Council Committee to be held in January. Meetings with stakeholders to begin in late January.	
			Schedule public meetings to discuss affordable housing	Fall 2009				
			Create Strategy	Apr-10				
B. Continue employee leadership development initiatives								
1. Extend the Day of Dialogue held at the Town Operations Center			Fire Begin Planning	Jun-09	Participation rate; feedback on Day; follow-up	Committee to develop plan for employee leadership	Committee in planning stages, gathering needs	

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Operations Center to discuss race and relationships in the workplace to all areas of the Town organization and develop a plan for implementing the recommendations	RUSSELL	Y	Fire Report	Oct-09	follow-up feedback of positive experience; reduced grievances	31-Oct-09 manager's review which includes DOD methodology, content, and needed resources.	31-Jan-10 gathering vendor information and developing DOD goals and objectives for manager's review.	
			Police Begin Planning	Jan-10				
			Police Report	May-10				
2. Extend Facilitative Leadership course throughout the Town organization	STANCIL	Y	Schedule session to complete first group of employees (+24)	Sep-09		Session complete; follow-up coaching underway.	Discussing with SMT ways to sustain skills learned	
3. Develop and implement supervisory training program	MEICHER	Y	Begin development of initial training and on-going training	Apr-09	Participant feedback immediate and 6 month	Initial training w/150+ supervisors completed Aug.2009. Planning underway for ongoing training.	Worker's Comp. Supervisory Training underway. Other topics proposed and being scheduled.	
			Begin Initial Training	Jun-09				
			Complete Initial Training	Oct-09				
			Begin on-going training	Nov-09				
C. Explore and recommend methods for creating measurements of success for Council goals, including								
1. Community Survey			Council consider in Budget	Jul-09	Create tool that	Vendor selected.	2,000 surveys were	

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	LAZORKO	Y	Vendor selected and information report to Council	Sep-09	assists in goal planning and budgeting	Survey review with SMT underway. Surveying to commence in late November.	mailed to households in December. Results being compiled for Council.	
			Survey launched	Dec-09				
			Results released	Jan-09				
2. Employee Survey	MEICHER	Y	Develop and implement pilot survey	Jan-10	Feedback from 40% of employees for benchmark	Researching possible options for Employee Survey administration.	Vendor identified for survey. Timing of survey under discussion.	
			Complete survey	Mar-09				
			Report findings	Jun-10				
3. Metrics that measure advancement of the Council goal	PENNOYER	Y	Complete pilot performance measurement project tied to Council Goals and Budget	By 2010 Council Retreat	Measurable goals	Currently negotiating contract with David Ammons of the SOG to act as subject matter expert/facilitator for benchmarking	Contract has been executed with David Ammons. Perf. Meas. training will beging Feb. with full day class for SMT & Key staff	

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4. Additional round of Listening Sessions by the Town Manager, sharing progress since last Listening Sessions and soliciting current thoughts on what is going well and what could go better	STANCIL	Y	Schedule and hold at least five sessions	Dec-09	Report to Community well received	Sessions rescheduled for Spring 2010.	To be held in Spring	
D. Explore and develop new administrative means for investigating and resolving serious incidents (those involving discrimination, harassment and safety)and what can go better								
1. Consider organizational options	STANCIL	Y	Implement new Process	Jun-09	Employee survey	Reviewing options.	Group of employees brainstorming options	

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Goal II. Champion Downtown								
A. Implement Council approved parking study recommendations	PENNOYER		Develop a Parking Board to oversee policy and parking operations for the Town	Jul-09	Customer feedback on ease of parking	RFP for "unified payment system" will be issued in November. Signage project will be complete by December 31, 2009.	Payment System RFP delayed to Jan. Parking Advisory Bd has held 1st meeting and will meet Monthly.	
			Implement a courtesy ticket system for on-street parking	Jul-09				
			Rename lot and implement signage	Sep-09				
B. Revisit Downtown Master Plan as a guide to investment	BASSETT	Y	Council consider funding in 2009-10 budget June, 2009	Jun-09	Use as guide for downtown development	RFP Issued to consulting community and due back 12/15/09.	Contract being developed . Work begin in February 2010.	
		Y	If funded, present to Council for consideration	Oct-10				
C. Complete and Implement Streetscape Master Plan	NORRIS	Y	Public Hearing	Jun-09	Improved mobility, lighting, appearance	Design contract executed. Pilot project surveying and design in process.	Pilot project surveying complete. Design consultant developing plans.	
			Present design for pilot	Oct-09				
			Implement pilot project	May-10				
D. Evaluate and implement new lighting standards downtown	NORRIS	Y	Initiate LED pilot project	Apr-09	LED Lighting installed	Streetlight relamping completed.	Streetlight relamping completed	
			Re-Lamp other Downtown Street and Pedestrian Fixtures with Metal Halide Bulbs to Improve Lighting	Summer, 2009	Lights upgraded			

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				Report to Council on Pilot Project	Jun-10	Report received; Next steps identified		

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					<b>31-Oct-09</b>	<b>31-Jan-10</b>
<b>Goal III. Continue Focus on Land Use, Transit, and Development</b>						
A. Continue improvement of Development Review process	BASSETT	Y	Implement internal staff changes and begin to measure success April, 2009	Apr-09	Documented decrease in processing time; fewer complaints	Technology consultant retained, work group met to discuss RFP process. Expect to issue RFP by mid-November and due January 2010.  RFP due 1/15 and an update will be made to Council January 25, 2010.
	STANCIL	N	Discuss options for ordinance changes and advisory board changes with Council	May-09	Council decides whether to proceed with ordinance and structure review	
B. Complete current planning processes under way						
1. Revised tree ordinance for Council consideration	NORRIS/ CULPEPPER	Y	Planning Board review and begin Public Education Component	Spring/ Summer of 2009	Ordinance before Council for consideration	Public information session provided. Input from session being evaluated.  Second public meeting 01/19; public hearing on 02/22.
			Public Hearing	Fall, 2009		
2. Inclusionary Zoning Ordinance	CULPEPPER	Y	New Consultant to meet with Task Force and complete draft Ordinance in	Jun-09	Ordinance before Council for consideration	Task Force draft Ord to Council 09/28. Recommended process for public review presented to Council on 10/28.  Public information session held 12/02. Planning Board review begins 01/19.
			Planning Board review and Education Component	Fall, 2009		
			Public Hearing	Fall, 2009		



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3. Historic Preservation Initiatives	CULPEPPER	Y	Public Hearing	Oct-09	Ordinance before Council	CHANGE: Hearing moved to Winter 10	Hearing moved to Spring 10	
4. New ordinances for transit and energy	NORRIS	Y	Consultant report on Transportation Impact Analysis Changes	May-09	Implement New TIA Fall 2009	Final report from Consultant expected Nov, 09.	Report submitted by the consultant and it is under review by Town staff	
	RICHARDSON	Y	Report on Energy Bonus to Council	Fall, 2009	Proposed timeline for Energy Bonuses	Information to Council January 2010	Proposed process for integration with other projects	
5. Stormwater Management Program Master Plan	BURKE	Y	Projects identified and evaluated with priorities and preliminary cost estimates	Mar-10	Quality product easily updated and maintained, used to justify priorities, schedule projects and assist in obtaining funding	On schedule. Stormwater Advisory Board has provided some initial comments. Staff will work with prioritization procedures on trial sites to determine sensitivity.	On schedule. Staff is reviewing criteria used for prioritization.	
6. Updates and amendments to		Y	Rogers Road Report to Council	Mar-09	Plan before Council for	Review of Rogers Road	Draft Rogers Road Small Area Plan	

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Comprehensive Plan	CULPEPPER	Y	Council Public Hearing	Fall, 2009	consideration as component of the Land Use Plan and/or Comprehensive Plan. Implemented	recommendations underway. Public forum scheduled for 11/16.	expected to return to Council in 03/10 for possible action.	
		N	Begin coordinating implementation	Fall, 2009				
7. Complete the Long Range Transit Plan and build consensus among partners regarding transit growth	SPADE	Y	Policy Committee presentation	May-09	Report Received	Initiated public review of Chapel Hill Long Range Transit Plan. Public forum scheduled for February, 2010.	Public input process initiated and completed. Conducted 7 public input sessions to introduce the Long Range Transit Plan to the public. Staff is now reviewing public comments. Town Council Public Forum is scheduled for Feb 15, 2010.	
			Presented to Transit Partners	Jun-09	Report Received			
			Public Input Process	June-October, 2009	Shared local commitment to move forward			
			Approval by Partners	Dec-09	Approval			
			Complete concept plan for Phase 1 short Range Transit Plan	Dec-09	Approved consistent with TIA for Carolina North			

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C. Support the Sustainable Community Visioning Task Force	CULPEPPER	Y	Council appoints Task Force and receives results of facilitated listening sessions	Jun-09	Task Force report provided to Council for consideration	Staff provided background reports and presentations. Facilitator selected to assist with group values statement.	Staff provided support with Facilitator, to Task Force. Task Force expected to endorse guiding principles in 01/10.	
		N	Second consultant selected	Fall, 2009				
		Y	Task Force Report	Spring, 2010				

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D. Enhance sustainability efforts	RICHARDSON	Y	Develop measures of success for Sustainable Operations & Services (SOS) Team and develop Sustainability Work Plan	Aug-09	Team operating with a plan and showing results	2010 Work Plan approved by Manager; implementation phase underway.	Subcommittees formed; leads assigned; finalizing implementation plan	
	RICHARDSON	Y	Complete emissions inventory (2005-2008)	Dec-09	Set baseline for carbon reduction commitment	Data collection complete for scope 1 & 2 emissions.	Council report drafted; 2009 inventory underway	
Goal IV. Maintain & Improve Community Facilities and Services								
A. Bid and begin the Library expansion project as soon as economically feasible	THOMPSON	N	Continue quarterly reports to Council on bond market conditions for bond sale	Jun-09	Project complete; operations budget funded; increased use by Chapel Hill residents	On schedule with target dates; Presentation to Council January 2010.	Target date for construction start has moved from Spring to Summer 2010. Presentation to Council January 2010.	
			Complete construction drawings	Fall 09				
			Projected Bond Sale	May-10				
			Projected construction start	Summer 2010				

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B. Enhance focus on safety for employees		MEICHER	Y	New Hazard awareness training December, 2009	Dec-09	Reduction in accidents (incident and severity) and costs	Development of curriculum underway and pilot planned for Nov. 2009.	Training started in December and all departments are scheduled. Training also added to first day orientation for all new employees.

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C. Complete priority projects:								
1. Technology:								
a. GIS website	BARNARD	Y	Launch website after final staff review	Apr-09	Web site hits and user feedback	Launched GIS-based interactive Leaf Collection Map on website for citizens to track leaf collection service.	Launched GIS-based interactive Adverse Weather Map to provide up-to-date road treatment information	
b. Improve downtown wireless	AVERY	Y	Install higher power hotspots	30-Jun	Improved signal strength, accessibility range, and user count	Completed. (Coverage improved)	Clearwire modems upgraded to WiMax providing increased bandwidth.	
			Install hotspot repeater units	Sep-09				
c. Upgraded signal system with municipal fiber optic			Seek NCDOT Stimulus funding for local match (\$90,000)	Apr-09	Funding approved	The lowest bid fell within the allocated budget.	Construction cost is within the available budget	
			Seek first Council funding for fiber optic component (\$325,000)	Jun-09	Funding approved			
			Seek second Council funding for fiber optic (+\$325,000)	Jun-10	Funding approved	May not need \$325,000.	May not need entire second \$325,000	

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	NEPPALLI	Y	NCDOT contract let date	Jul-09	Contract awarded	Construction to start in December, 2009.	Contractor setting up the equipment and offices in Chapel Hill. First monthly Construction progress meeting completed	
			Project Completion: Signal system and local fiber optic in	Jul-11	Improved traffic flow, improved	7/31/2012	7/31/2012	
d. New website up	OLIVER	Y	Internal test of site	May-09	Improved interaction with community	Created "Report a Problem", Internet Policy/Style Guide	New:online surveys, Goals Report Card	
			New site implemented	Jun-09				
e. Paperless agenda	OLIVER	Y	Staff training	Apr-09	Agenda Materials posted to Web sooner, improved process efficiency, reduced production costs	Tailoring product to our needs; Council gets link to packet on Wed.; Paper packet/flash drive delivered on Thurs.	Working with vendor to attain the product that we need. We require more dependable and immediate support to staff.	
			Council test group	Aug-09				
			First agenda paperless	Sep-09				

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2. Integrate public art with on-going activities and projects	YORK	Y	Complete the Greenway prototypes project	Mar-10	Public Art review Committee & Council approval of submitted designs	Comm. Ctr. proj. complete. Greenway proj. in design. Sculpture placed around town. Pilot strolling musician program underway.	Greenway proj. on sched. For completion in May. 140 West Franklin proj. to be re-activated in Feb. Library proj. on hold. Superstreet design proj. started	
			Advance the process for projects at 140 West Franklin and the Library toward completion	Jun-10				
			Initiate performing art downtown	Sep-09	Artists scheduled			
D. Focus on ways to improve maintenance of current facilities	KISIAH	Y	Initiate “Town within a Park” theme	Spring 2009	Higher level of quality in landscape maintenance	Theme continues to be incorporated as a visual reminder of the required quality of landscape work.	Beginning to present the idea of "a town within a park" to groups such as the Chapel Hill Garden Club to expand the idea of quality landscapes to non-public property.	



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1. Landscaping town-wide	KISIAH	Y	Realign people and resources for efficiency and effectiveness	Spring 2009	Development of efficient work teams	The restructuring of the Landscape Division has been completed. This restructuring is showing signs of being successful based on improvements to the Town's landscape.	Finalizing study with HRD Department of landscape staff positions and their current classifications to bring uniformity and recognize special skills needed for new tasks.	
			Provide specialized landscaping training	Spring 2009	Higher quality and healthier landscapes	Staff continue to attend specialized landscape training opportunities.	Spring 2010 training schedule being developed	
			Create dedicated crew for cemeteries	Spring 2009	Improved cemetery maintenance	The crew provides improved cemetery maintenance.	Identified rehab projects for Winter 2010	

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			Create dedicated crew for athletic field maintenance	Mar-09	Safe and inviting athletic fields	The crew is providing for improved athletic field maintenance.	Ballfields at Cedar Falls and Homestead are being regraded to improve drainage.	
2. Parks and recreation facilities			Present parks/greenways assessment to Council	Jun-09	Adopted Guide for improvement	Ongoing: Town Council received the assessment in June, 2009 and will receive additional information on November 23, 2009	Council passed a resolution at the 11-23-09 meeting requesting the Manager plan for additional maintenance expenditures in the 2010-11 operating budget.	

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	KISIAH	Y	Begin Needs Assessment for parks and recreation facilities that includes Long Term Capital Investment Plan and Land Bank	Sep-09	Adopted Guide for future investment	Ongoing: Town Council will receive a recommendation on this issue at the November 23, 2009 business meeting	Council passed a resolution at the 11-23-09 meeting requesting the the Manager plan for funding a comprehensive masterplan for parks and recreation in the 2010-11 operating budget.	
			Complete maintenance management plans for each park and greenway	Jan-10	Plans to guide improvements	Ongoing: Maintenance Management plans for each park and greenway continue to be developed. The January, 2010 goal deadline should be met.	Maintenance Management Plans for each Town Park and Greenway have been completed and will be reflected in the 2010-11 operating budget for landscape maintenance.	

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				Begin staff planning for recreation program facility	Jan-10	Program and financing plan for new facility	Ongoing: Staff is currently meeting with a Town task team to discuss space needs.	The Town Task Team continues to meet with the goal of presenting the Manager options in January.
E. Begin planning for new public safety administrative and training facilities	CURRAN/ JONES	Y		Police and fire develop plan for joint police/fire needs	Jun-10	Plan for functions complete	Meeting with town staff to discuss space needs.	Facility space needs being developed based on staff discussions.

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F. Evaluate and define community expectations of policing in Chapel Hill and develop staff leaders that can achieve those expectations	CURRAN	Y	Meet with community groups to evaluate and define expectations: Report	Fall, 2009	Clear definition of community expectations	Plan in place to meet with Community Partners and Affiliate Agencies	Community focus groups scheduled to meet in February in a series of work sessions.	
			Create promotional process that identifies leaders who can lead toward those expectations	Fall, 2009	Leadership Team committed to community policing	Promotions completed and restructuring on-going.	Leadership team in place and internal strategic planning and training is underway.	
Goal V. Improve Town's Fiscal Condition								
A. Develop a Recommended Budget based on a lowered tax rate calculated as revenue neutral, generating the same property tax revenue as 2008-09 from a higher tax base	STANCIL	Y	Recommended Budget presented to Council	May-09	Council adopts Budget at revenue neutral rate without significant reductions in service	Budget implementation successful.	Budget implementation successful.	
B. Enhance the non-residential tax base following the elements of		Y	Complete Market Retail Analysis	Mar-09	Report Received	Retail Market Analysis Complete.	Retail Market Analysis Complete.	

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the Economic Development Strategy		BASSETT	Y	Present preliminary info to Council ED Committee	Apr-09	Information presented		
			Y	Present to community and retailers	May-09	Develop next steps		
C. Discuss strategies for sustainability of the Town retiree health-care program including “ <i>other post employment benefits</i> ” (OPEB) with the Town’s consultant								
1. Consider all aspects of changes in Workers Compensation rules				Brief Council	Jun-09		Manager’s Budget Update outlined WC plan changes. Fact sheet, Frequently Asked Questions and Talking Points developed and distributed to appropriate audiences.	Personnel Policy revisions under review and supplemental salary calculation tool developed.
		PENNOYER MEICHER	Y					

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2. Council approve health Savings Plan with budget			Results reflected in budget	Jun-09		Retirement Health Savings Plan approved.	Documents signed; 07/01/10 implementation	
3. Refresh actuarial study			Study Complete	Nov-09		Actuarial Study was completed in September. Study resulted in significant drop in liability due to change in inflation factor and more accurate census data.	Actuarial Study was completed in September. Study resulted in significant drop in liability due as reported in the Town's FY09 Financial Statements	
4. Additional recommendations to Council			Recommendations for future sustainability and timeframe for action	Jan-10		Employee Healthcare Task Force meeting	Bi-weekly meetings are on-going	
D. Develop and implement a Debt Management Plan for the future investment in facilities to manage the Debt Service Fund created	PENNOYER		Develop debt affordability and debt management plan – Present preliminary report to Council 4/15	Jun-09	Policies adopted for future	Debt affordability model will be updated in conjunction with annual budget process.	Debt affordability model will be updated in conjunction with annual budget process.	

# Council Goals Report Card

2009

Developed in Planning Retreat 2/23/09			B u d g e t	completed	63%			
Adopted by Council 05/04/09				on the way	31%			
				under consruction	3%			
				needs more discussion	3%			
Priority		Goal Keeper	Work Objective	Target Date	Measures	Achieved/Updated	Achieved/Updated	
						31-Oct-09	31-Jan-10	
in 2008-09			Continue Plan with approval of 2009-10 Budget June, 2009			Draft debt policies being developed; will be introduced during budget process.	Draft debt policies being developed; will be introduced during budget process.	



# Council Goals Report Card

2009

Developed in Planning Retreat 2/23/09			Budget	completed	63%			
Adopted by Council 05/04/09				on the way	31%			
				under consruction	3%			
				needs more discussion	3%			
Priority	Goal Keeper		Work Objective	Target Date	Measures	Achieved/Updated	Achieved/Updated	
						31-Oct-09	31-Jan-10	
Goal VI. Plan Ahead for Carolina North								
A. Complete and present Transportation Impact Analysis	NEPPALLI	Y	Presentation to Council that addresses mitigation of Carolina North impacts in first phase of development agreement	May-09	Mitigation measures as part of the development agreement	Work on Fall TIA Update started and the final report will be available by Dec 31, 2009.	TIA Update is completed and the final report is available. The Town Council will receive the report at their February 8, 2010 meeting	
B. Complete new Zone and Development Agreement	CULPEPPER	Y	Public Hearings	May, June 2009	New Zone agreed upon and applied to property, Development Agreement terms	Complete.	Complete.	
			Council/Trustee negotiations complete	Jul-09				
C. Develop implementing agreements based on new zone and Development Agreement approved by Council and Trustees	SMT	Y	Actions and Target dates to come from the Council/Trustee negotiated Development Agreement	Jan-10	Impact of Carolina North development mitigated	Underway.	Underway.	
Legend:								
Goal Keeper: Lead staff person responsible for coordinating effort								
Budget: Y=included in 2009-10 adopted budget; N=not included in 2009-10 adopted budget								