

TOWN OF CHAPEL HILL

STRATEGIC PLANNING RETREAT



CHAPEL HILL, NORTH CAROLINA
PREPARED FOR TOWN PLANNING RETREAT JANUARY 29-30, 2010

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ACKNOWLEDGEMENTS

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INTRODUCTION

The purpose of the Town Planning Retreat is to establish the Council's goals for 2010-11. The Council's process for goal-setting starts with a review of 2009 successes, trends for the future and suggested priorities by the Town's senior management team. The Council adopted goals lay the groundwork for developing the budget as the guide for use of the Town's resources to achieve the identified goals.

Our discussion will focus on developing action steps for the goals the Council has set for the past two years: Steward Organizational Culture Change; Champion Downtown; Continue Focus on Land Use, Transit and Development; Maintain and Improve Community Facilities and Services; Improve Town's Fiscal Condition; and Plan Ahead for Carolina North.

COUNCIL GOALS

1. Steward 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.

2. Champion Downtown

Create and market an attractive, magical entertainment, cultural, and dining district; mitigate the impact of the higher density development construction process; and work with the IFC in identifying a site for the shelter and transitioning out of uptown to assist them in achieving their goal of providing optimal services.

3. Continue Focus on Land Use, Transit, and Development

Make Chapel Hill a better place to live, work, learn, and play; a more diverse community; and a more sustainable community.

4. Maintain & Improve Community Facilities and Services

Sustain Chapel Hill's vibrant, unique spirit and sense of community; provide a safe and secure community; and support and enhance the quality of life.

5. Improve Town's Fiscal Condition

Diversify revenue sources consistent with Town values to reduce pressure on residential property tax; identify and pursue internal operating efficiencies; and develop a strategic financial plan for long-term sustainability.

6. Plan Ahead for 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.

SUCCESSSES

In preparation for the Council Retreat, department heads and program managers listed the successes for their departments for the past fiscal year. 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.

Business Management Successes

1. **Certificate of Achievement for Excellence in Financial Reporting.** The Town received the highest recognition for financial reporting from the Government Finance Officers Association for its Comprehensive Annual Financial Report (CAFR) issued for the period ended June 30, 2008. This is the 23rd consecutive year that the Town has received this prestigious award.
2. **Distinguished Budget Presentation Award.** The Town received the Distinguished Budget Presentation Award for the Fiscal Year starting July 1, 2008. In order to receive this award a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.
3. **Improvements to Financial Accounting and Reporting System.** A major server and software upgrade of the Town's financial accounting software is under way and will be completed in November as part of our efforts to increase the utilization, reliability and efficiency of the existing system. Preliminary testing and training are being conducted prior to the implementation. Continued improvements regarding utilization of the current system are planned.
4. **Maintained the Town's AAA credit rating and preparing for the refunding of about \$5 million in bonds to be completed in December.** The Town of Chapel Hill is one of the smallest communities to be rated in the highest rating category. As a result, the Town expects to receive very competitive bids for the bond refunding and for the planned a 7-year and 4-year Installment Payment Agreements for vehicle replacements. The refunding is expected to reduce the Town's debt by about \$300,000.
5. **Federal Stimulus Grants Management.** The Business Management Department reviewed all the information available about American Recovery and Reinvestment Act

(ARRA) grants management and reporting, and established access and procedures to facilitate the application, approval, procurement and reporting requirements specific to ARRA-funded grants. The first financial reporting deadline was Oct. 10, with many contract and purchasing deadlines both before and after.

6. **Continued comprehensive review and updating Financial Policies and Procedures.** A comprehensive review of Business Management policies to update and consolidate existing policies and to create new policies where needed was initiated. A committee comprised of department directors has been convened to perform the review. Policies and procedures are an integral part of the Town system of internal controls.
7. **Response to the economic crisis.** Due to the impact of the global financial crisis on Town revenues, a strategy for reducing costs was developed. As part of this plan, savings identified by Town departments in the last fiscal year current budget year from lapsed salaries and reductions in other expenses were moved to holding accounts to make fund balance available for next year's appropriation. The Budget Savings Plan achieved its goal of reducing expenditures by 5 percent. The Business Management Department monitored revenues and economic data sources to update projections, and applied sound judgment to make adjustments in the savings plan as circumstances required, keeping the Council informed by monthly updates on the state of the economy throughout development of the budget.
8. **Other Post-employment Benefit (OPEB).** Established a defined contribution Retiree Health Savings Plan for employees hired after June 30, 2009, to address the \$32 million unfunded liability for retiree healthcare. By switching new employees into a tax-free investment plan fund that is jointly funded by the Town and the employee (approx. 65/35 split) the Town will reduce its liability for the retiree health benefit while providing employees the opportunity to accumulate resources to pay for their healthcare costs after retirement.
9. **Improved data systems service reliability and sustainability.** Implementation of storage area network systems in the data centers at Town Hall and the Town Operations Center have increased reliability of data storage and have improved data processing speeds. Implementation of server virtualization has improved systems reliability. Together these initiatives provide improved power efficiencies leading to improved sustainability of data processing operations
10. **Expansion and enhancement of voice and data services for Town facilities.** The Housing Department offices and the Public Library were integrated into the Town's telephone system. This brings the total number of Town sites services by the system to eight and provides improved service and reliability for departmental sites.
11. **Commencement of the construction project for the Town's fiber network.** NC Department of Transportation has awarded the contract for construction of the upgraded traffic signal system that includes construction of a municipal fiber optic network. The network will provide high bandwidth connections to all Town facilities and provide

sufficient capacity for future community needs. The construction project is scheduled to be completed in 2012.

12. **Enhancements to Geographic Information Systems.** The GIS Web Portal is now available to the public. Users can access an interactive GIS application via their web browser as well as download GIS maps and data directly from the site. In addition, automated database sharing or replication has been implemented with Orange County and the Town of Carrboro. Replication allows each jurisdiction to work from a common database of addresses, streets, and parcel information with updates occurring on a daily basis.
13. **Continued support and improvements to the Wi-Fi pilot project for downtown and housing neighborhoods.** A total of 25 hotspots have been installed throughout the Town in support of public access to the internet via Wi-Fi. Locations include downtown, public housing neighborhoods, and municipal facilities. These hotspots support an average of 300 users per day. Improved hotspots and antennae have extended the range and reliability of this effort.

Communications and Public Affairs Successes

1. **Website Project.** The Communications and Public Affairs Department successfully launched the new website, hosted by Vision Internet, in June 2009. The site was a year-long project lead by the department with the assistance of RHJ Associates and web stewards. Department staff and web stewards continue to work on updating and re-formatting content on the site. The stewards are a group of individuals from each Town department responsible for the content and maintenance of their department's web pages. The department is also constantly updating features to the site, such as Google Custom Search Engine.
2. **Electronic Agenda Process.** The year-long process was formally implemented in September 2009. The Communications and Public Affairs Department began testing the paperless agenda process in May 2009. In fall of 2008, staff participated in joint application design sessions used to construct the Town's templates. Communications and Public Affairs continues to work toward perfecting the process and will turn over hosting of the site to an independent vendor in December. The new host will offer dependable and immediate support to staff.
3. **Internet Policy and Style Guide.** The Communications and Public Affairs Department is finalizing an internet policy. The policy will provide direction and guidance for the management and administration of the Town's website. The policy has been forwarded to the Policies Team and from there will be distributed to the Senior Management Team and then to the Town Manager for final approval. Communications and Public Affairs is also in the process of finalizing a Style Guide to be used as a reference by web stewards so our communications can be consistent.

4. **Improved Agenda Process.** The Communications and Public Affairs Department continues to improve this process by investigating different deadlines and delivery methods. Council is provided an electronic link to meeting packets Wednesday evening before the Monday meeting. The packet is also loaded onto a flash drive and delivered along with a paper copy on the following Thursday morning. We have eliminated delivery of additional materials after the packets are delivered. As part of this process, Communications and Public Affairs also has backup laptops available to Council members at the meeting in the event they don't bring their Town issued laptops to a meeting.
5. **Council Agenda Writing Project:** Facilitated project involving UNC Journalism Professor Bill Cloud to improve the clarity and understanding of Council Agenda memoranda. The professor held two writing workshops and created a first draft of a writing style guide for staff members. We continue to build upon this early work.
6. **Halloween Event.** The public information component of "Homegrown Halloween" was once again spearheaded by the Communications and Public Affairs Department. The information efforts have played a role in reducing the size of the event and improving event safety. Communications and Public Affairs used news releases, press conferences with local merchants and the University, advertisements in The Daily Tar Heel, and social media such as YouTube and Twitter, to get the word out about changes to Halloween in Chapel Hill. While attendance was somewhat higher this year, it was a safer event with only one arrest.
7. **Special Media Outreach:** Coordinated publicity, invitations and/or finishing details for events including Chapel Hill Visioning Project, Southern Community Park grand opening, Aquatic Center grand opening, Peace and Justice Marker rally and dedication, Historical Civil Rights Marker dedication, LED Lights with Duke Energy news conference, and FRED opening.
8. **Expansion and Upgrades to Council Video Room.** The Communications and Public Affairs Department, with the help of Public Works and Information Technology, enlarged the Council Chamber video room to make space for interns to work on creating video public service announcements to be aired on Channel 18. The improvements also included new camera and office equipment.
9. **Redesign and Display of Council Goals Project.** The Communications and Public Affairs Department reorganized the Council Goals and produced a laminated poster of the goals to be displayed at Town Hall and in every department. The poster includes check-off boxes to indicate when a goal has been completed.



10. **Enhancements to Chapel Hill Government TV 18.** UNC-Chapel Hill interns are creating public service announcements and videos of Town related events. The interns are also working on a video to announce volunteer opportunities for advisory boards and commissions.

Economic Development Successes



1. **Analyzing the retail market to identify potential and capacity.**
2. **Develop new web presence** to offer information on business development in Chapel Hill. (Updated as a part of the redesign of the Town's website.)
3. **Initiate process for new downtown master plan.** Combine with existing resources like Parking Study and retail analysis to determine future investment opportunities. (Budgeted \$50,000 for 2009-2010 budget)
4. **Develop an e-newsletter** of economic and development news. (Began e-newsletter)
5. **Create a database of existing office space** in Chapel Hill. (Began Spring 2009)
6. **Develop incentives to assist in small and local business development.** (Small Art Business Loan Program)
7. **Seek new opportunities for downtown redevelopment** (Exploration of Lot 2 redevelopment – continuing)
8. **Develop a strategic approach to improving the Town's development process** (see Development Process below)
9. **Work with UNC Economic Development** to form an Innovation Committee to meet quarterly to discuss futuristic opportunities in economic development. (Manager's Town/Gown Working Group)

Fire Successes

1. **Completed transition to operational use of 800 MHz Voice Interoperability Plan for Emergency Responders (VIPER) radio system as daily response communications system.** This was a continuation project for the last three years,



and we finally switched to emergency dispatching on 800 MHz in July of 2009. This project was largely funded with Homeland Security Grant funds and CIP. The VIPER system allows interoperable communications between county, regional and state fire, EMS and law enforcement agencies.



2. **Continuation of an Educational Safety Puppet Program in cooperation with Chapel Hill Museum and Funded by the UNC Hospital Burn Center.** An entertaining and educational puppet program promoting fire safety for children and the community at large is delivered by Life Safety staff of the Fire Department and Chapel Hill Museum volunteers. The program provides lessons in public safety delivered through music and drama

created by the use of puppets. The program has received awards from several agencies including the NC Public Fire Safety Educators Association for outstanding public education. A film has been made of the program for the purpose of teaching other Fire Departments around the State to create similar programs.

3. **Continued participation in the regional USAR Partnership with Raleigh, Cary and Durham.** The Urban Search and Rescue (USAR) team developed as a partnership with the cities of Raleigh, Durham and Cary has provided resources and training to the Chapel Hill Fire department that we likely would not otherwise be able to afford. This arrangement has provided Chapel Hill with capabilities in technical heavy rescue, water rescue, vertical rescue, ground cave-in rescue and building collapse rescue.
4. **Continuation of Code Red public emergency information system.** A partnership between Chapel Hill, Carrboro and OWASA formed and contracted with Code Red to provide emergency public notification capability through mass telephone messaging. This system allows us to send critical information directly to our residents and businesses either town-wide or in a designated geographical area during a major emergency or potential hazard. The system was activated in November 2007 and has been utilized multiple times for emergency purposes in Chapel Hill and Orange County. We continue to learn how best to utilize the system.

Housing Successes

1. **Applicant Screening:** We continued the criminal background screening process which has been successful in eliminating applicants for public housing occupancy who have criminal records that include arrests for violent crimes or illegal drug activity. Criminal background reports are received from the FBI. 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 are completed for all lease holders every 12 months as required by the U.S. Department of Housing and Urban Development.
3. **Section 504/ADA Compliance:** We completed modifications and upgrades in 17 apartments to comply with federal accessibility standards. We also completed accessibility modifications at the administrative office on Caldwell Street, maintenance shop on Craig Street, and the community centers located at Trinity Court, Airport Gardens and South Estes Drive.
4. **Resident Services:** We are in the final year of a three-year partnership with Chapel Hill Training Outreach Project Inc. to provide programs and services to help public housing residents achieve economic independence. The programs and services are funded through a \$248,240 three-year grant the Housing Department received from the U.S. Department of Urban Development.

Human Resource Development Successes

1. **Recruitment:**
 - Implemented Hiring Freeze Exception Review Process - designed to review all requests to hire and consider alternate strategies to complete mission critical work.
2. **Benefit Plan Improvements**
 - Align benefit plan years to start on September of each year to increase employee understanding all aspects of their benefit plan and make enrollment choices based on complete information. It also increased the efficiency of the open enrollment process. The Flexible Spending Account will also be aligned with the plan year starting September 2010.
 - The Wellness Program included 195 employees who completed Health Risk Appraisals and a Biometric assessment. Individual Risk Factor reports and strategies to reduce them were provided to all who participated. At the end of the program year, 140 employees received wellness incentive checks while 76 actual reduced their risk factors or maintained their original low risk factors score.
 - Retiree health insurance benefits restructured from a defined benefit to a defined contribution plan. These changes will only impact employees hired after July 1, 2010.
 - Grants were applied for and received from the North Carolina League of Municipalities. Specific grants: Wellness Program Enhancement (\$6,000) and Employee Assistance Program Training (\$3,000).

- Health Care Task Force convened to explore options to reduce health insurance costs and to make recommendations to Council in January 2010.
3. **Occupational Health and Safety**
 - Worker's Compensation benefits restructured to emphasize safety, reduce costs and emphasize return to work.
 - Return to work: The "light duty" program was replaced with one that has a greater emphasis on a Return to Work process. This allows injured employees to work wherever help is needed even across departmental lines, while keeping within their medical restrictions. This maintains their regular salary and benefits.
 - Town Safety Committee was reorganized along with a new charter to guide the committee's activity. The committee is charged with taking a total loss control approach to employee and citizen safety.
 4. **Training and Development**
 - Training and Development Advisory Committee chartered in February 2009. The advisory committee is composed of representatives from each department. It accesses internal needs and resources and recommends strategies to develop our workforce.
 - A multi-agency work group developed a website to share training with all employees. "Customer Service" was jointly developed by the partnership and delivered in May to employees from all four entities.
 - Supervisory Training initiative completed in the summer 2009. The two-day, 16 hour course was offered to more than 150 crew leaders, supervisors and managers as the Town's initial offering.
 - As an outcome the Day of Dialogue, employees located at the Town Operations Center received retraining on Town and departmental policies and procedures as well as federal laws and regulations.
 5. **Classification and Compensation**
 - Human Resource Development conducted various position studies that resulted in revised job descriptions, revisions in occupational hierarchy and job families, and career advancement opportunities.


Library Successes

1. **Library Expansion Project: Detailed Plan Review.** The Library's management team participated in the review of detailed construction drawings.
2. **Library Expansion Project: Transition Services Options.** Staff identified alternatives for relocating library services during construction. Alternatives included review of

possible spaces available off site, analyses of levels of service able to be offered in each space, secure and accessible offsite storage of 50,000 volumes and costs associated with relocating and operating temporary services.


3. **Library Expansion Project: Budget Projections.** Library staff prepared operating budget projections for transition services and for the expanded library.
4. **HAPLR Index Rating.** 2009 marked the 12th successive year the Library has been rated the number one public library in North Carolina by the Hennens' American Public Library Rating Index because of its extraordinarily high circulation of materials per capita.
5. **Collection Development Project.** The Library received a grant of \$100,000 from the Chapel Hill Public Library Foundation toward its \$250,000 commitment for this four-year collection development project, which is included in the Town's adopted Capital Improvements Program.

Parks and Recreation Successes

1. **Completed plan development and permitting for phase one of the Morgan Creek Trail project,** which will include about one mile of concrete trail along Morgan Creek and access to the Merritt's Pasture. Secured \$300,000 in federal American Recovery and Reinvestment Act (ARRA) funds in addition to \$700,000 in Federal Highway Administration funding. Successfully bid the project and anticipate construction in 2010.
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2. **Opened the Homestead Park Aquatics Center in January.** This 27,000 square foot building has two tanks including a 25 yard by 25 meter pool and a smaller pool that has zero entry for handicap accessibility and young children. The facility has experienced very high attendance and above expected revenues.
 3. **Opened the Southern Community Park in January.** The park is now our most used park facility.
 4. **Made significant progress on the design and permits for Phase 3 of the Bolin Creek Trail.** Started negotiations for needed easements.
 5. **Completed the athletic light installation project.** Replaced athletic lights and poles at Cedar Falls #2-4, Hargraves Park ballfield, and Ephesus Park tennis courts. Replaced light fixtures on existing poles at Homestead ballfields #1-2.

6. **Completed an extensive repair of the pavement for the Bolin Creek Trail.**
7. **Implemented LUMO ordinance changes related to payments in lieu of recreation areas and space.**
8. **Realigned the landscape division** including development of a zone maintenance system to reduce drive time, addition of contract mowing, and creation of a cemetery crew and athletic field crew.
9. **The Public Arts Office successfully transitioned** from the Town Manager's office to Parks and Recreation.
10. **Began transition of the Active Living by Design Committee** from the Planning Department to Parks and Recreation Department as a sub-committee of the Parks and Recreation Advisory Commission.
11. **Completed two Percent for Art Program projects:** Southern Community Park and Community Center Park.
12. **Successful public art project collaborations** with outside agencies and the community were implemented. *Our Stories, in Focus* was a community-based public art project initiated in collaboration with the UNC Program for the Humanities, the Carolina Union and the Historical Society. Nearly 500 community members participated in creating a photo-installation about community and personal connectivity. The office organized and collaborated with University Mall on a first eco art exhibition in April.
13. **A \$10,000 grant was received from the North Carolina Arts Council** to supplement the Percent for Arts funds allocated to the Greenways prototype art project and will enable four artist-designed benches to be fabricated and installed from the prototypes.
14. **An Arts and Humanities Award was received from the North Carolina Parks & Recreation Association** in recognition of incorporating art into park infrastructure. Chapel Hill received recognition from *American Style Magazine* as One of the Top 25 Small Cities for Art.
15. **Language was included in the Development Agreement to ensure public art is considered as a requirement in the future development of Carolina North.**
16. **An Arts and Economic Development Summit** was attended by 80 participants who brainstormed ways that the cultural arts could play a more significant role in the economic development of Chapel Hill/Carrboro. An 18-page report on the day's activities was produced.

Planning Successes

1. **Carolina North.** Town staff met weekly over the first half of the year with University representatives to develop a shared understanding of how to plan for Carolina North and prepare for joint Town Council/Board of Trustee meetings. A new zoning district was created, property rezoned and the Development Agreement with the University was approved by the Council in June. Work is underway regarding the subsidiary agreements.
 2. **Rogers Road Small Area Plan.** We provided staff support to the Rogers Road Small Area Plan Task Force and coordinated with Carrboro and Orange County staff on related efforts undertaken by both jurisdictions. We worked with the Task Force and the Durham Area Designers to conduct a community workshop and developed a land use plan and final report. The task force final report was submitted to the Council in March 2009 and referred to advisory boards for comment. A public hearing to consider adopting the final report as a component of the Comprehensive Plan was held on November 16, 2009.
 3. **Sustainable Community Visioning Task Force.** We provide staff support to the Visioning Task Force which began meeting in May and provided community input sessions in June. The group is tasked to provide the Town Council with a set of recommendations regarding future growth and development in Chapel Hill over the next 10 years. A status report was provided to the Council on Nov. 23, 2009.
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4. **Sidewalk Construction Program.** We continue to administer the implementation of the Council's sidewalk construction program using Chapel Hill bond money and State and federal funds. During 2009, the Town has completed sidewalks along Ephesus Church Road, McMasters Street and Plant Road. We coordinated with Engineering, Public Works and Transit staff to identify pedestrian improvements and allocate funding.
 5. **NC 86/MLK Pedestrian Safety Implementation Study.** We utilized the analysis and recommendations of the study to secure funding from the federal American Recovery and Reinvestment Act (ARRA) to make pedestrian safety improvements along Martin Luther King Jr. Blvd. and Franklin Street. Additional funding will be sought through the Metropolitan Planning Organization to support implementation of this plan.
 6. **Transportation Management Plans.** We secured continued funding from the regional transportation demand management program to support local activities. In September 2009, we began a survey of Chapel Hill employers covered by the Town's transportation management program to update travel behavior data and develop appropriate programs. The results of the survey will be reported to the Council in early 2010.

7. **Transit Payment-in-Lieu Study.** With the assistance of a consultant, we are finalizing the development of a payment in lieu system for transit improvements. We anticipate using these recommendations to modify the Town's Traffic Impact Analysis guidelines to become Transportation Impact Analysis guidelines that incorporate transit considerations. The project is expected to be completed in early 2010.
8. **Chapel Hill-Carrboro Long Range Transit Plan.** We worked with the Long Range Transit Plan Policy Committee to finalize the Chapel Hill-Carrboro Long Range Transit Plan in July 2009. We are working with the Transit Department to present the plan to Chapel Hill, Carrboro and University advisory and policy boards. A public forum has been scheduled for February 2010 to receive public comment on the proposed plan.
9. **Regional Transportation Planning.** We supported work of the Durham-Chapel Hill-Carrboro Metropolitan Planning Organization (MPO) to finalize and approve the 2035 Regional Plan. We also worked with MPO staff to develop revised information for the Transportation Improvement Program and the allocation of American Recovery and Reinvestment Act (ARRA), Surface Transportation Program Direct Allocation and Congestion Management Air Quality funds to local governments. We have also worked with Triangle Transit and Orange County local government staff to begin the development of an Orange County Transit Plan.
10. **NC 54 Corridor Study.** Staff coordinated with the MPO, City of Durham and Durham County to secure regional funds to conduct the NC 54 Corridor Study. We have provided input to the development of the final scope of work and consultant selection. We are providing staff assistance to the MPO and consultant in the public outreach process and the development of land use and transportation alternatives. The first of a series of public workshops was held on November 18, 2009.
11. **Neighborhood Conservation Districts.** We completed phase one of the Glen Lennox Neighborhood Conservation District. Glen Lennox is the first neighborhood to use the new two-phased process for establishing a Neighborhood Conservation District. We also worked with the Dispute Settlement Center to sponsor a dialogue between residents of the Glen Lennox neighborhood and the owner of the Glen Lennox apartments and shopping center regarding the redevelopment of the area. Phase one is complete and the neighborhood has submitted and the Council has approved a phase two petition to initiate the Neighborhood Conservation District development process. Phase two will involve a feasibility review by the Planning Board. We also received a phase one petition from the Highland Woods neighborhood and from the Hidden Hills neighborhood. The Highland Woods petition was accepted by the Council and the Planning Board in September, and a public information meeting was held on Oct. 7. The Hidden Hills petition was accepted by the Council and the Planning Board in October and a public information meeting was held on Nov. 10, 2009.
12. **Community Service Activities.** Community Development funds are used to support after school and summer programs that serve 67 youths living in the Northside, Pine Knolls or public housing communities.

13. **CDBG Regulatory Success.** The Planning Department successfully met a federally mandated spending threshold so the Town can continue to receive federal Community Development Block Grant funding.

14. **Efforts to End Chronic Homelessness.**

- A. Project Homeless Connect: For the second year, the Planning Department served as lead organizer of Project Homeless Connect. This year's event in September was a great success:

- 202 people who were homeless or at risk of homelessness received services (over 50 percent more than last year);
- Nearly 50 local agencies and individuals provided services including housing and employment assistance, health and dental care, legal assistance, and haircuts;
- Almost 300 volunteers participated;
- More than 70 businesses, faith communities, and others donated food, money, personal care products, and clothes;
- More than 400 lunches were served.



- B. Real Change for Spare Change: The Council allocated \$15,000 of Community Development funds toward this program that educates the community on issues of panhandling and homelessness and supports the current street outreach program in Chapel Hill. The two outreach workers provided support to 379 homeless individuals.
- C. The 10-Year Plan to End Chronic Homelessness is moving from the planning phase to the implementation phase. The Partnership to End Homelessness is on schedule with its goals to reduce chronic homelessness, increase employment, increased access to services and increase public participation in ending homelessness. Planning Department staff member Jamie Rohe has served as the interim coordinator for this effort.

15. **Affordable Housing Development.**

- A. The Planning Department continued to provide staff support to the **Inclusionary Zoning Task Force**. A draft ordinance is complete and was presented to the Council on Sept. 28, 2009.
- B. We sponsored an **Affordable Housing Roundtable discussion** to review the Comprehensive Affordable Housing Overview that was presented to the Council in 2008. The document analyzes the current supply and demand for affordable housing in Chapel Hill, identifies gaps between the supply and demand for

affordable housing, proposes solutions to address the housing gaps, prioritizes proposed solutions, and helps set goals for the affordable housing system in Chapel Hill. We also updated the affordable housing matrix that is included in the document that provides an analysis of the inventory by population and housing type. We will update on an annual basis. As a result of this Roundtable discussion, we now meet quarterly with the affordable housing providers to discuss specific affordable housing projects.

- C. **Community Home Trust (formerly Orange Community Housing and Land Trust).** The Town continues to work with the Community Home Trust to respond to affordability and maintenance concerns of new and existing Home Trust homes. Since January, the Town has provided approximately \$277,055 to the Home Trust to reduce the sales price or rehabilitate 17 homes, including seven homes in the Culbreth Park neighborhood. The Town used Community Development Block Grant funds, the Affordable Housing Fund and the Housing Loan Trust funds to respond to the Home Trust's requests. These permanently affordable homes will continue to serve households earning less than 80 percent of the area median income.
- D. **Public Housing Renovations.** Approximately \$187,824 of Community Development funds was used to modernize nine public housing apartments to conform and comply with Section 504 and the Uniform Federal Accessibility Standards (UFAS) as mandated by the U.S. Department of Housing and Urban Development. An additional \$137,825 of Community Development funds was used to renovate the North Columbia Street public housing community.



- E. **Playground Renovations.** Community Development funds were used to renovate playgrounds at the Craig/Gomains public housing community and the Hargraves Recreation Center.
 - F. The department continues to provide staff support to the **Council Committee on Affordable Housing.** The committee discusses affordable housing policy issues and forwards recommendations to the Council.
16. **Development Review Process.** The Planning Department has successfully managed a high volume of development applications. Staff is developing and has begun to implement changes to improve the internal development review process. We provided a report to Council on June 8, 2009. A RFP for development permitting software has been released.

17. **Amendments to Land Use Management Ordinance.** The department successfully guided the following amendments through the review process this past year:
 - Duplexes in R-1 (correction to footnote in Use Matrix), Jan. 26, 2009.
 - Proposal regarding the non-commercial keeping of female chickens in residential zoning districts was enacted on March 9, 2009.
 - Proposal to consider gravel as an impervious surface was enacted on April 15, 2009.
 - Proposal to adjust the Special Use Permit threshold for downtown development in the Town Center zoning districts was enacted on May 11, 2009.
 - Proposal to amend recreation requirements and payments in lieu provisions was enacted on May 18, 2009.
 - Proposal to create a new University-1 zoning district was enacted on June 22, 2009.
 - Proposal to amend the Resource Conservation District variance findings was enacted on Nov. 23, 2009.
18. **Enhanced Web Presence.** Information about major development applications and Concept Plan submittals is available online at the Town website. Application forms for development permits are posted on the web, with continued improvements underway.
19. **Staff Development.** Increased efforts are underway to comply with American Institute of Certified Planner requirements for continuing education. Lunch and learn sessions as well as joint educational efforts with surrounding jurisdictions are underway.

Police Successes

1. **Halloween 2009:** Again, Chapel Hill Police Department was the lead department for the annual Halloween celebration. We built on last year's successful event by again partnering with the University, the news media, the business community, other town and county departments, law enforcement agencies from all over central North Carolina and local residents. This year, Halloween fell on a Saturday and the weather was mild. This was also the date upon which daylight savings time ended. Despite these additional challenges, we saw only a slight increase in crowd size for this year's event, we cleared the street at a reasonable hour, and we heard from attendees that the tenor of the crowd continues to improve. We will continue our efforts to make the "Hometown Halloween" a safe, more enjoyable event for all.
2. **Basketball Celebrations:** As was the case for Halloween, the Police Department was the lead agency in planning the Town's response to the celebrations after the UNC men's basketball team's National Collegiate Athletic Association (NCAA) tournament run. Despite the large crowd and the presence of bonfires, the crowd was largely cooperative



and the streets were cleaned and reopened to normal traffic in a few hours.



3. **The Police Department went for much of 2009 with a vacancy in the technical services unit.** In August, we were able to hire Juan Weathersby. Juan brings considerable experience to the unit and has been tasked with desktop and in-car computer support. We are also in the process of filling our vacant police analyst and attorney positions, both of which are vital to our operations.
4. **Our community services unit continues to expand its outreach initiatives.** Along with the Good Neighbor Initiative (a partnership with the UNC Office of the Dean of Students and Empowerment) the unit has worked to hold Neighborhood Night Out in Northside, two Shred-a-thons, “Operation: Medicine Cabinet,” and the “Engrave and Save” effort to reduce property crime and to enhance the recovery of stolen goods.
5. **Collaborative efforts between the Police Department and UNC Public Safety, the UNC Office of the Dean of Students and the UNC Student Government were again emphasized this year.** This collaboration resulted in the Homecoming Parade held the morning of the UNC v. Duke football game. Planning and management of the event was jointly coordinated and the event was a huge success.
6. **The Police Department and UNC Public Safety presented a proposal to Council and the Board of Trustees to extend UNC Public Safety’s jurisdiction into part of the Central Business District.** This relationship has resulted in joint patrols, enhanced partnerships on training initiatives, and an improved sense of camaraderie between the two agencies.
7. **Police Department has been participating in the Emergency Response Group (ERG) over the past few years.** Orange County law enforcement agencies, Fire departments, Orange Communications, and UNC Hospitals have been meeting regularly. The group continues to meet to discuss shared challenges and to plan special events and other large-scale and shared responses.
8. **The Police Department continues to partner with the Coalition for Alcohol and Drug Free Teens to address underage drinking issues.** This year, the Police Department has staffed Alcohol Law Enforcement Response Teams (ALERT) to conduct directed patrols in search of underage drinking. These teams, whose time is funded by a grant from the Orange County ABC Board, are comprised of officers from area agencies.

9. **The Police Department has begun a relationship with the downtown bar and restaurant owners,** working together on common concerns. This partnership has proven useful in Halloween planning and in our alcohol enforcement efforts.
10. **The Police Department was awarded \$116,000 through a COPS grant for the purchase of technology equipment and software** to enhance our ability to deliver services. We also made a joint application with the towns of Carrboro and Hillsborough, and Orange County for stimulus funding. We received an award of approximately \$92,000 to be used toward the purchase of in-car cameras and also to support the Project Turn Around program.
11. **Project Safe Orange conducted its first notification this year.** The program, designed to address violent offenders through outreach efforts and enforcement, if necessary, is a partnership among Orange County law enforcement agencies and a number of area social services organizations. Grant funding has been secured to employ a full-time program coordinator to oversee the program. The program seeks to identify and concentrate our efforts on violent criminals in our area.
12. **Crisis Intervention Teams Training:** Throughout North Carolina, law enforcement and mental health advocates have partnered to establish crisis intervention teams. These programs are police-based jail diversion programs that provide law enforcement officers with the skills to de-escalate persons in crisis and emphasize treatment rather than jail for persons who suffer mental illness. This team approach has been proven in other communities to improve outcomes for officers and residents. We will select our first group of officers to receive this training by the end of the year.
13. **The Police Department has undergone growth in the promotional ranks.** This year, we developed and filled the position of assistant chief with two Command-level officers. We also promoted two new captains, three new lieutenants and three new sergeants this year. These vacant supervisory positions were created by the promotion of the two assistant chiefs and by the retirement of a veteran lieutenant.
14. **The Police Department has finalized plans for its first Citizens Police Academy.** The program, planned for kickoff in early 2010, is designed to familiarize residents with the functions of the Police Department and to help establish relationships with residents.
15. **We continue to devote considerable time and effort in the area of youth outreach.** In June, police employees took 34 young people on a tour of historically significant locations in the southeast. The trip, which included 10 chaperones, included stops at the Herndon House, CNN Center, the Martin Luther King Jr. Center and Memorial Site, the Tuskegee Airman Museum, Tuskegee Institute, Alabama Jazz Hall, and Miles College.
16. **The Police Department also received \$25,000 from Community Development Block Grant funds to operate the Summer Youth Employment Program.** The program serves youth from Northside, Pine Knolls and public housing communities whose households earn less than 80 percent of the median income. Two workshops were held to

teach resume preparation, completing employment applications and interviewing skills. Twenty-seven youth, age 14-18, from were placed in jobs for six weeks. The youth worked an average of 20 hours per week. Eight Town departments and 5 nonprofit agencies participated by hosting students.

17. **Police Department employees have also been working on the Visions group.** The Visions group has 40 members this year and meets every other Saturday at Hargraves recreational center, and the middle school students meet every Thursday at lunch at Smith Middle School. The group runs from August through June each year and is used as a support system during the school year. Group members are selected by recommendations from school resource officers, guidance counselors, and concerned parents. The Chapel Hill Police Department also collaborated with the Chapel Hill Bible Church to give 60 back packs with school supplies to middle and high school students living in public housing.

Public Works Successes

1. **Continued work on multi-year Stormwater Management Master Plan,** a key directive from the Town Council as part of its approval of a fee-based Stormwater Management Utility.
2. **Continued construction program for neighborhood traffic calming** in response to petitions requiring majority support of affected property owners. Traffic calming speed tables were installed in five neighborhood locations. In addition, we secured federal stimulus funding to install speed tables in eight other locations throughout the Town.
3. **Continue to implement Fordham Boulevard and Manning Drive Safety Workgroup's recommendations.** This year street lighting improvements were completed and funding was secured for the installation of a sidewalk on Fordham Boulevard from Manning Drive to Old Mason Farm Road. Other recommendations are scheduled to be completed by summer 2010.
4. **Began implementation of the EPA Section 319 Grant for the restoration of the Bolin Creek Watershed.** Two monitoring stations and rain gauges were installed for the Tanyard Branch and Mill Race projects. The Quality Assurance Program Plan associated with these monitoring stations was completed by staff for review by the State. The state has approved the plan.
5. **Monitored review by the State Legislature of the Jordan Nutrient Strategy Rules.** Staff attended legislative meetings to track the revisions to the Jordan Nutrient Strategy Regulations and summarized regulatory impacts on Chapel Hill. Prepared an information



item for the Town Council describing the implementation strategy being employed by Town staff.

6. **Successfully secured stimulus funding for improvement of traffic signal system.** A system-wide upgrade of the closed-loop traffic signal system is expected to begin in December 2009. We anticipate the upgrade to be completed in August 2012.
7. **Participated with Orange County and E911 in development of a comprehensive, county-wide property address database** intended to improve response time and accuracy for emergency response. Information has been entered into the database and is being confirmed by the fire departments within the County.
8. **Secured American Recovery and Reinvestment Act (ARRA) funding for several roadway projects**, including pedestrian safety improvements along Martin Luther King Jr. Boulevard and installation of ADA curb cuts in several locations.
9. **Completed Transportation Impact Analysis for Carolina North.** The update is scheduled to be completed before February 2010.
10. **Continued staff support for consultants** hired to revise the Downtown Streetscape Master Plan and the Town's tree protection regulations. The Downtown Streetscape Master Plan revisions were adopted by the Town Council in June to creatively reflect changing downtown development objectives and enhance the livability of the Town center. Staff support continues as the consultants prepare schematic designs for unimproved sections of Streetscape in addition to construction drawings for a pilot project on West Rosemary Street. Proposed revisions to the tree protection regulations reflect the Town's environmental goals as embodied in the Comprehensive Plan and the Town's commitment to sustainable development. In October, staff conducted a public information meeting to receive feedback on draft language for discussion.
11. **Successfully recycled 136 tons of demolished concrete** from various sidewalk and curb and gutter repairs.
12. **Design and implementation of interactive, web-based leaf collection map**, which provides residents with street level information on leaf collection on a daily basis.
13. **Continuation of project management for construction and renovation projects** at various locations, including the Homestead Aquatic Center and Town Hall (HVAC Replacement Project and other miscellaneous projects). We also continue to provide plan review and feedback for new projects as they come online, including the planned Library Expansion project.



14. **Resurfaced 23 streets totaling seven miles.**
15. **Solid Waste program continued to realize reduction in residential solid waste** (6.4 percent over previous 12 months); continued reduction in commercial solid waste (5.6 percent over previous 12 months). Reductions reflect the recession and cardboard recycling which began December 2008.
16. **Successfully completed North Carolina Department of Insurance training, certification and recertification of all Building Inspectors.**
17. **Implemented multi-disciplinary building permit plan review process.**

Sustainability Successes

1. **Carbon Reduction (CRed) Program.** The Town has pledged to reduce carbon emissions from municipal operations by 60 percent by the year 2050.
 - Staff secured funding from the UNC Institute for the Environment for a graduate-level intern to support the CRed Program.
 - Staff completed Greenhouse Gas Emission inventories of municipal operations for calendar years 2005-2008.
 - Staff secured approximately \$550,000 of federal stimulus funding for energy efficiency and conservation.
 - Staff helped Town become LED City
2. **Sustainability, Energy & Environment (SEE) Committee.** Staff support was provided to the Council's Sustainability, Energy and the Environment (SEE) Committee.
 - Staff assisted with the committee's development of policy and action concerning the Jordan Lake Rules.
 - Staff supported the committee in its pursuit of advanced recognition for the Town within the North Carolina League of Municipalities Green Challenge.
3. **Sustainability Committee.** Staff support was provided to the Sustainability Committee.
 - Staff provided technical support, including ongoing assistance with the development of a Committee Work Plan.
4. **Sustainable Operations & Services (SOS) Team.** Staff support was provided to the Sustainable Operations & Services team.



- Staff facilitated the process for developing the 2010 Sustainable Operations and Services Team Work Plan (16 projects to be implemented by subcommittees of the SOS in 2010).
5. **Earth Day 2009.** Staff support was provided to the Parks & Recreation Department through participation on the Earth Day 2009 planning committee.
 6. **Mayor's Youth for a Sustainable Future.** Staff assisted the Mayor's Office in the ongoing development of the Mayor's Youth for a Sustainable Future—a youth-oriented sustainability program designed to provide hands-on learning and skills for a green economy.
 - Staff provided assistance with the development and implementation of the first project aimed at water conservation in low-income housing.
 - Staff provided assistance with the development and implementation of the second project which is aimed at energy conservation in low-income housing.
 7. **Performance Measurement Development Project.** Staff support was provided to explore performance measurement development for Town departments.
 - Staff conducted a summer research project to explore performance measurement development using staff resources in two pilot departments.
 - Staff secured outside assistance from the UNC School of Government to assist in the development of a performance measurement system and develop staff resources to maintain this effort.

Transit Successes

1. **Fleet Modernization.**
 - We received 17 new buses in 2009. This will bring the number of new buses in our fleet to 36. Regular replacement of aging buses is key to controlling maintenance costs and increasing ridership. The new buses also contribute positively to the environment.
 - We purchased 13 new paratransit vehicles, completely replacing the old fleet with modern more accessible vehicles.
2. **Green Fleet Activities.** The number of hybrid buses in the Chapel Hill Transit fleet increased from three to 14. It is estimated that one hybrid bus can save up to \$6,000 annually in fuel cost. About 15 percent of the bus fleet is now powered by hybrid technology making Chapel Hill Transit the largest hybrid transit fleet in the state.



3. **New Services.**

- Chapel Hill Transit introduced express bus service to Pittsboro and Chatham County. This is a collaborative effort among the Town, Pittsboro and Chatham County.
- New service was introduced in the Rogers Road neighborhood with the extension of the HS Route.

4. **Ridership Growth.** Fiscal Year 2008-09 saw a record number of riders at 7.4 million. Chapel Hill Transit is the second largest transit system in the state of North Carolina

5. **Transit Planning and Service Collaboration.**

- The Long Range Transit Plan was completed in 2009. It is anticipated that a final plan will be adopted in early 2010. This plan will set a course for the long term growth and development of the transit system over the next 20 years.
- Chapel Hill Transit participated in the development of the Transit related sections of the Carolina North Development Agreement. The agreement sets forth activities and services necessary to support the growth of Carolina North.
- Chapel Hill Transit worked collaboratively with Triangle Transit and Durham Area Transit Authority (DATA) to develop a Hwy. 15/501 corridor service improvement study. This work identified ways that area transit systems can coordinate service in the 15/501 corridor providing better service to the area travelers.
- The Orange County Transit plan development began in 2009. This plan identifies transit services to be considered throughout Orange County to support the long term development of regional light rail service.
- Orange County and Chapel Hill Transit began a project to coordinate demand response services for the elderly and disabled. Once completed, the plan will improve service and introduce operating efficiencies.

6. **Safety Efforts.** We completed a safety review of the transit system in spring 2009. A safety training manager was hired to increase our emphasis on employee recruitment, training and safety programs.

7. **Staff Development.**

- Transit supervisors completed supervisory training classes intended to improve their skills in communication and leadership.
- We introduced a maintenance career progression program that recognizes mechanics' efforts to get additional training and experience by moving to higher levels in the mechanic classification system. Maintenance employees were involved in at least one training session each quarter of 2009.
- All transit operators received a four-hour pedestrian safety training class in 2009.

TRENDS

In preparation for the Council's Planning Retreat, department heads and program managers identified trends, from their professional perspectives, 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.


Business Management Trends

1. **Fiscal stress.** Although the FY2008-09 results were better than expected, due in large part to the Budget Savings Plan and better than expected revenues, the economy has not fully recovered and weakness in the employment and housing sectors continues to create concern both nationally and regionally. There is still concern that efforts to balance future state budgets will impact the distribution of state collected revenues. There is also concern that some revenues such as inspection and development fees may lag the economy, and the full impact of the downturn may not be felt in these areas until the second half of FY2010 or FY2011.
2. **Debt service budgetary pressure.** The dramatic growth in debt service costs requires a greater emphasis on long-term planning in order to meet capital needs and to maintain the Town's highest credit rating. Portions of the Town's long-term capital needs will be expanding as existing facilities age and must be replaced or renovated, while the demand for new facilities will continue to increase. The Town must maintain a debt management plan that provides capacity for additional debt to meet the current and future debt service requirements.
3. **Sustainability of employee healthcare program.** The Town of Chapel Hill must develop a plan to ensure the sustainability of its employee health-care benefits, including retiree healthcare (*other post-employment benefit* (OPEB)) and separation allowance for police officers. Continued double digit increases in premium costs will eventually result in difficulty balancing operating budgets without a reduction in the workforce.
4. **Growth in support requirements for information technology systems.** As Town departments add new technology systems to meet critical needs, the demands for service and support increase as well. Both the number and sophistication of technology support requirements continues to exceed staff capability to accomplish all desired goals. With increased use of technology systems on a round the clock basis, the need for afterhours support is also a growing concern.
5. **Growth in mobile and remote computing by staff and residents continues to accelerate.** The growth in the use and capabilities of cellular devices alone has doubled the number of support requests. The impact of the increased usage reaches other areas of the technology business model such as bandwidth, licensing, and security. Accurate

modeling and prediction of the usage requirements is critical to ensuring that core Town systems can be structured to meet the demands.

6. **Growth in the volume of electronic data stored and used by the Town.** The volume of electronic documents and data stored by the Town continues to grow. Implementation of a storage area network has provided much needed storage capacity. Providing ease of access while maintaining appropriate security of data continues to require much staff time for systems maintenance and training

Communications and Public Affairs Trends

1. **Continued demand for more advanced technology.** The public is demanding more advanced technology, particularly in connection with the Town's website. We use social media sites such as FaceBook, YouTube and Twitter to communicate with our audience. The website, and online, on-demand streaming video of Council meetings has greatly reduced telephone and walk-in inquiries. Our new website has enabled CaPA, assisted by Web Stewards, to better meet the ever-changing needs of residents.
2. **Recruitment for advisory board diversity.** Recruitment for Diversity is a Council priority and was listed in its February 2007 goals. Communications and Public Affairs is responsible for advertising seats on more than 50 committee and boards, with more than 700 volunteers. We use software to keep an inventory of seats, volunteers, terms served, etc. For this priority to make forward progress, recruitment needs to be the primary responsibility of a staff person. Such a position could tie into the Town's need for coordination of volunteer efforts, college interns, the Youth Council, and a Citizen's Academy.A photograph showing two women at an outdoor community outreach table. The table is covered with a purple cloth and has various items on it, including a sign that says 'participate' and some brochures. One woman is standing and looking at the sign, while the other is sitting and looking at the table. The background shows a brick building and some greenery.
3. **Technology Assistance at Council Meetings.** Increasingly, residents are using PowerPoint presentations and digital images to communicate information to the Council. While Communications and Public Affairs has held training sessions to assist other department staff members in operating audio-visual equipment in the past, it is time to consider a position to oversee and expand all Town video components and capabilities. This could include programming for Chapel Hill Government TV Channel 18.
4. **New Communication Technologies.** The majority of our communications today are via the web and email. We will continue to seek ways to improve our website and interactive web technologies. For example, we are expanding outreach on social media, and also adding new video and other offerings to the website. We also find more time demand to monitor and respond to numerous community blogs.

5. **E-government and Communication.** Our residents continue to express their desire for e-government, the exchange of information and services by electronic technologies. Communications is an important part of this service.
6. **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 residents in important conversations with the Town.
7. **Changing Demographics.** More bilingual residents are moving into Chapel Hill. How do we encourage participation, convey rules, communicate our values, etc.?
8. **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?

Economic Development Trends

1. **Continued slowing of Sales Tax growth and collections based on current economic climate.**
2. **Minimal growth in Commercial Tax Base** – There has been few new projects coming out of the ground due to lending conditions and economic climate.
3. **Overall conditions of global economic climate.**
4. **Funding to follow the adopted Economic Development Work Plan.**

Fire Trends

1. There is a continuing 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 besides traditional fire and emergency medical.** These include disaster, terrorism, environmental protection and public education, all resulting in increased workload and increased need for specialization and technical training. Combined with this trend is increased 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 related to records documentation and training of employees.
2. A trend observed first last year and continuing is that of **increasing demands on the time of our employees who also serve as military reservists.** During the past several

years we have experienced frequent and lengthy military activations that take full time employees away. This causes staffing difficulties for us and increases the need for overtime to meet staffing requirements. It also disrupts supervision relationships. We currently employ seven full time individuals (8.1 percent of our Operations force) who also serve in the military reserve or National Guard. Currently we have one Fire Captain deployed by the National Guard until at least November of 2010, one Firefighter deployed by the National Guard until at least March of 2010 and a second Firefighter deployed by the Air National Guard until at least June 2010. We anticipate additional deployments in 2010. We expect this trend to continue for at least a couple more years until the Iraq and Afghanistan wars are completed.

3. A *potential* trend that is historically documented in sand national fire statistics and may become something we see locally (but to date have seen no local evidence of) is an **increase in destructive property fires (homes, businesses and vehicles) during severe economic downturns**. The current economic recession creates failing businesses, home foreclosures and vehicle repossessions which some individuals will try to forestall or obscure with set fires in an attempt to defraud insurance carriers. If the economy continues at a low level we may yet see an increase in property fires.

Housing Trends

The trend of funding from the U.S. Department of Housing and Urban Development is a reduction of funding for operating costs for the past three years. However, with the economy in its current state, **future funding from HUD is unknown**. The difference between funding and cost has been offset by the transfer of funds from the Town's general fund. We have taken measures to reduce our operating costs, but with continued cutbacks we will not be able to provide the current level of maintenance and services.

Human Resource Development Trends

1. **Economic trends have impacted public sector jobs and total compensation of current employees.** Little or no raises, hiring freezes, furloughs and reductions in force are all strategies that private and public entities are using to reduce costs. In addition, erosion of 401(k) retirement accounts and other investments have greatly increased the anxiety of employees and their feelings of security. On the bright side, slow job creation creates opportunities for finding people whose skills are more developed to full current vacancies.
2. **Health coverage premiums continue upward trends and unique strategies are being developed to mitigate rising costs.** Public and private entities are increasing cost sharing, focusing on consumer education and holding employees accountable for their wellness. Wellness programs vary in their approach with some providing incentives to reduce risk factors while others restrict those with high risk factors from participating in the premier insurance plans. Success in health and wellness programs will require employee engagement and motivation over time.

3. **Training and Development initiatives are focused on Change Management Efforts.** Change is inevitable but most organizations have not done a good job of preparing their employees for change or engaging them in change initiatives. Leaders need to provide a clear, consistent message and managers must be good coaches to team members to build commitment. The skill building and training efforts are becoming more focused on developing management coaching and communication skills and building organizational resilience and involvement.
4. **Staffing trends continue to reflect phased retirement options to keep experienced older workers in the workforce longer.** Skill shortages in some areas as well as employers' interest to help employees transition to an easier and more affordable retirement is making phased retirement a win-win option. Employers are spending more time gathering information about employees' perspective; adapting flexible working arrangements and re-evaluating rehire policies.

Library Trends

1. **Library use continues to increase.** Despite Internet availability, Chapel Hill Public Library use continues to increase. Since 2000, Chapel Hill's overall circulation has increased by 34 percent; children's circulation increased by 70 percent. This heavy use means that collection items are wearing out at a rate of 3-4 times faster than the state average. Additional resources are needed to replace and mend materials, in order to maintain the size and condition of the collection and to expand the collection to the 4-item per capita recommendation included in the adopted
2. **Patrons expect libraries to keep pace with new technology.** Patrons expect libraries to provide them with access to information in new and changing formats, including downloadable music, audio books, e-book best sellers, data base subscriptions and 24/7 access to reference services. Additional space and resources will be needed to provide these formats and services.
3. **The library will service as a "commons" or "living room" of the community.** The Library is meeting this national trend by providing community space, including meeting space, in the expanded library expansion design.
4. **People use public libraries more during economic downturns.** More patrons are using the library to look for jobs, prepare resumes, provide family outings (programs, movies, storyhours, etc.), borrow books and other materials they might otherwise have purchased and to use public computers to avoid home Internet access bills. The Library is meeting this trend by target programs that increase job skills and assist individuals seeking jobs and by purchasing more copies of fewer titles to meet demand for popular materials.

Parks and Recreation Trends

1. **Aging landscapes at Town facilities.** The landscapes at most Town facilities are aging beyond their intended functional life cycle. These landscapes are no longer maintenance friendly and provide challenges to routine maintenance efforts.
2. **Aging facilities.** Many of the Town's parks are now in excess of 30 years old and require major renovations. These mounting needs when coupled with recent escalations in the costs of construction and renovation will likely make it more difficult to keep pace with needed capital improvements.
3. **Focus on certain recreation amenities.** There is an increased demand for certain types of facilities including greenway trails, dance and art facilities, and dog parks.
4. **Stormwater regulations.** Jordan Lake rules and greater emphasis on federal regulations will affect how we maintain facilities, renovate older facilities, and build new parks and trails. We are currently unprepared for implementation of new rules and maintenance responsibilities.
5. **Childhood obesity.** As in previous years, childhood obesity continues to plague North Carolina. Chapel Hill is not immune from this problem. North Carolina currently ranks fifth in the number of children who are obese and this trend is expected to continue. In Chapel Hill, contributing factors are the limited number of outdoor play spaces for active recreation and the inability of children to find active field space for structured (organized league) play and unstructured play.
6. **High density development.** As Chapel Hill continues to move towards greater high density development, the Town needs to provide more open space and passive recreation areas in closer proximity to this type of development to allow for the opportunity to find peace and quiet places to relieve stress. In addition, dog parks should be developed for pet owners in these developments.
7. **Loss of open space.** As the Town continues to approach its limits of development there are few remaining opportunities for acquisition of open space and park lands. Some significant tracts remain on the Town's edge, but there is little remaining funding dedicated to the purchase of open space.
8. **Economic recession causes greater demands for Parks and Recreation Services.** During an economic slowdown or recession, the demand for public recreation and park services increases as residents are looking for meaningful recreation experiences, a greater variety of ways to reduce stress and enjoy healthy living, more opportunities for exercise and fitness and quiet reflection all closer to home and less expensive to access. There will be more demands for school age children's programs and camps, especially during the non-academic year. There will also be a greater need for teen and young adult programs and activities as employment opportunities for these age groups dwindle and this population has more free time on their hands.

9. **Continued focus on general condition of downtown.** There will continue to be a focus on improving conditions of cleanliness and general appearance of the downtown. This trend will require an increased presence in the downtown by the landscape division and additional efforts to provide a higher level of service in the downtown.
10. **Increase in size and number of Town facilities.** The additions of new Town facilities requiring landscape maintenance will continue to be challenging as these projects come on line. The addition of the Southern Community Park, Aquatics Center, and the landscape buffer project on Christopher Road are examples of areas that will require additional resources of equipment and labor to provide adequate maintenance.
11. **Community-based public art programs.** Recent large-scale projects have not proven their value to the community at-large. There is a need to re-connect public art with the community via projects that employ local artists, are transparent in their development, and involve community participation and collaboration, as well as education.
12. **The need for a broader Cultural Arts Program.** The desire for the arts in the Chapel Hill area moves well beyond public art and should encompass all arts and cultural activities. There is no centralized agency to serve as a support mechanism.
13. **Public Art in context.** The strategy for public arts in Chapel Hill is to link public art to redevelopment, new development, streetscape, cultural arts, social services, recreational facilities, transit and public spaces. The current structure, funding mechanism, and programs only minimally support this effort.

Planning Trends

1. **Transitioning to a built-out community – redevelopment pressure.**
2. **Build-out of the University main campus and transition to development of Carolina North.**
3. **Increased emphasis on sustainability/carbon-reduction.**
4. **Use of alternate forms of transportation increasing.**
5. **Increased focus on public health, aging population and associated disability issues.**
6. **Complications of providing affordable housing.**
 - a. Long-term maintenance and affordability of the affordable housing stock.
 - b. Identifying potential buyers in a difficult financial environment
 - c. Change in the affordable housing product.
 - d. Need for additional subsidy to address housing affordability issues and assist with foreclosure prevention
7. **Housing Costs continue to rise while incomes are remaining stagnant or declining.**

Police Trends

1. **Budget limitations will again necessitate that we look to grant funding to maintain essential programming.** While we received several grant awards in 2009, we will need to continue to seek funding sources if we are to sustain our Project Turn Around and Project Safe Orange programs.
2. **Crimes against persons continue their downward trend while property crimes have been increasing.** We have implemented a series of directed patrols in an effort to abate these incidents. We are also working with other area agencies on sharing intelligence.
3. **Continued redevelopment in the Central Business District and elsewhere around the town will have the effect of changing the business/residential mix in these areas** and with that a change in expectations in how we police those neighborhoods. We believe that the residents will expect short response times to calls for service as well as more police visibility. Along these same lines, the University of North Carolina continues to build and to plan for expansion. Their plans will also have an effect on population density, traffic volume and residential/retail mix. In turn, this will have an effect on policing.
4. **We saw fewer spontaneous or clandestinely planned street events/protests this year,** although the presence of the groups that have previously participated in such events remains a concern. We are continuously working with other area agencies to exchange information about possible protests or related activities. We remain respectful of the right to public protest, but we are also vigilant in learning of such events so we can plan ways to keep them as safe as possible.
5. **New police technologies,** such as evidence bar coding and on-line crime mapping, are emerging realities for our agency. We look forward to rolling out those and other technological innovations in the coming year.
6. **We continue to see a general decline in the pool of qualified police applicants.** While we received a large number of applicants for our most recent police officer openings, the quality of the candidates remains a concern.
7. **Chapel Hill Police Department will continue to develop expertise in gang activity.** We have maintained regular meetings of our in-house gang-trained employees, and we continue to work with area agencies on this issue.

Public Works Trends

1. **Increasing scrutiny by state and federal regulators regarding water quality in our lakes and streams.** This scrutiny involves the detailed review of the Town's compliance with its National Pollutant Discharge Elimination System (NPDES) permit requirements; the identification and mitigation of impaired streams and stream segments; and the establishment of State standards for controlling pollutants entering Jordan Lake, all of which will result in significant fiscal and physical resource impacts on the Town.
2. **Increase in infill and higher density development.** Increased density typically increases the number vehicles per block which could exacerbate problems of vehicle storage/parking, localized congestion and air pollution and development expense. Infill development also tends to eliminate economic opportunities for stormwater management and pollution control, and may lead to challenges for new development. We will be more readily able to quantify impacts with hard data as such development occurs.
3. **Uncertainty of costs for construction materials and fuel related to changing economic conditions.**
4. **The increasing abandonment and neglect of private property** housing stock and commercial buildings. This trend appears to be a direct result of the national financial crisis which is purported to have officially begun in January 2005 with the measured increase in foreclosures. North Carolina has a three percent rolling 12-month increase in foreclosure starts, and although Orange County is not within the top 20 highest increasing foreclosure areas in North Carolina, Chapel Hill contributes to this county's 5.1ce increase in the foreclosure start total since the beginning of the crisis. Code enforcement will continue to work closely with Police and Fire personnel to monitor and address life safety issues directly resulting from the deteriorating properties and has begun surveying the Town to identify abandoned properties.
5. **The prevention of demolition by neglect and ongoing Land Use Management Ordinance revisions** require additional attention as they pertain to closed and secured properties in the Historic District that are vacant, abandoned, or are not being maintained. These new requirements, coupled with the Historic District Commission orders to delay the demolition of deteriorated buildings, results in an increased demand of code enforcement file maintenance to track property approvals, detailed time-contingent permit conditions and manage resident complaints during the delays.
6. **Increased need for front-yard and leased parking zoning enforcement** resulting from recent Council petition.
7. **Continued focus on sustainability** will result in more comprehensive design review requirements for both private and public projects. During the design and approval process for Town projects this focus will likely also lead to increased initial construction costs that may be offset by long term energy savings. The use of Leadership in Energy and Environmental Design (LEED) certified professionals to commission the library

expansion and potentially other future Town projects will assist staff in monitoring our success in meeting the sustainability objectives included in the Comprehensive Plan.

8. **Potential revisions to the Town's tree protection regulations**, which we anticipate will be made in February 2010, may necessitate new permitting requirements involving staff review of currently unregulated activities. We monitor the number of plans reviewed for consistency with the Town's tree protection and landscape related regulations and anticipate that these potential changes could significantly increase the number of plans reviewed by staff.
9. Increased interest in the downtown area likely will result from the significantly changing development patterns in that area. This will likely result in the need for an **increase in the pace of Streetscape improvements** and the associated staff resources needed to manage these improvement projects. Available bond funds are monitored as these improvements are undertaken and an increase in the use of these funds is anticipated.
10. **Streets maintained by the division have increased by 28.5 percent** (or about 36 square miles) over past 14 years. During this period there have been significant increases in the cost to resurface streets, with an annual average increase of over 19 percent over the past several years.
11. **Reduction over the years in funding for street reconstruction** has resulted in a backlog of unfunded projects totaling over \$500,000.
12. **Increased expectations and demand for higher service levels** relative to collection of loose leaves, snow removal and maintenance of Town's streets, drainage and sidewalk infrastructure.
13. **Continued increase in quantity and sophistication of fleet** including increased maintenance demands on fire apparatus, new diesel engines emissions requirements and police vehicles.
14. **We continue to expect an upward trend in fuel prices** over the long term based on factors of supply and demand.
15. **Continued increasing costs to dispose municipal solid waste.**
16. **Continued increase in high-rise construction permit reviews and inspections**, as well as continued increase in single family detached residential renovation projects.

Sustainability Trends

1. **Increased emphasis on transparency, accountability and data-driven decision-making** – tools like performance measurement seen as key.
2. **Challenge to balance “green” with reduction in “greenbacks.”**
3. **Greater community awareness of resource limitations.**
4. **Increased funding for energy conservation** (e.g., development of Energy Efficiency and Conservation Block Grant, Retrofit Ramp-up Program, enhanced Weatherization Assistance Program).
5. **More policy to support creative financing mechanisms for resource conservation** at the community scale (e.g., NC Law: revolving loan fund, property assessment for energy improvements, power purchase agreements between utilities and municipal corporations).
6. **Continued political pressure to develop federal policy to address greenhouse gas emissions** through better building codes and transportation options.
7. **Continued appreciation for green businesses**, though “greenwashing” confuses and pollutes the landscape of sustainable business.
8. **The marriage between auto dependency and sustainability is coming:** Plug-in electric vehicles and the infrastructure to support it (i.e. charging stations).
9. **Continued emphasis on the re-localization of goods and services** (e.g. locally grown food).
10. **Sustainability curriculum continues to expand** in higher education — growing pool of students trained in fields with focus on sustainability.
11. **Continued demand for green job training and development.**

Transit Trends

1. **Regional Cooperation.** Efforts to coordinate services will continue to be important as demand for transit service increases and funding becomes tighter. Activities to develop regional transit plans and advocate for new sources of funding will require greater efforts to coordinate.
2. **Fleet Replacement.** The transit fleet is aging. Vehicle replacement will continue to be an issue as 35 buses will be eligible for replacement in 2010.
3. **Funding Deficiencies.** Transit funding at the state and federal level relies on gas tax revenues. As fuel use declines so will transit revenues. Efforts will begin to identify new sources of public funding for transportation at the federal and state level.
4. **Fuel Costs.** Fuel costs will continue to be volatile. National trends indicate that fuel prices will increase in 2009. Many industries heavily reliant on diesel fuel, such as transit, will move toward fuel contracting to control fluctuating prices.
5. **EPA Emissions Standards.** New EPA standards effective in 2010 will affect bus pricing. The new technology will also bring a new version of diesel engines and significant infrastructure changes to accommodate the new technology.
6. **Communication.** Ridership growth will continue and as the number of new riders increases, demands for better more accessible information will grow.

PRIORITIES

In preparation for the Council Planning Retreat, department heads and program managers reviewed the achievements of the past year and the trends they monitor professionally to project their priorities for the coming year.

Priorities Grouped by Goals

In this section, the Town Manager organized priorities identified by department heads and program managers into Prioritized Goals.

1. Steward Organizational Culture Change

CaPA: Website. The new website was launched in June 2009. In 2010, Communications and Public Affairs will begin doing assessments of each department's pages and offer ways in which to improve pages and communicate with our audience.

CaPA: Communications Plan with a Public Relations Strategy. In conjunction with the Mayor's Committee on Communications, Communications and Public Affairs is holding a series of discussion groups seeking input that will help develop ways to enhance and improve communications and outreach to the public.

CaPA: Community Survey. The Community Survey will measure satisfaction with Town services and gather input from residents about issues facing the community.

CaPA: Electronic Agenda Process. We hope to go completely paperless in the very near future, thereby reducing paper costs and allowing us to operate in a sustainable way.

PR: Support for the Town's Public Art Program while building upon this program to create a Cultural Arts Program for the Town.

PR: Educate the value of public art to Town staff, commissions, Council, artists, and the public.

PW: Steward organizational and cultural change within Public Works by continuing to engage employees in an inclusive process.

SO: Implement Annual Goals for Sustainable Operations & Services (SOS) Team.

2. Champion Downtown

PR: Increase involvement in and support for the Streetscape Plan. Parks and Recreation will work with downtown merchants and the Downtown Partnership to enhance horticultural areas and hang planters on Franklin Street and Rosemary Street.

PW: Successfully complete the Streetscape schematic designs and pilot project including construction bid process and plan implementation.

3. Continue Focus on Land Use, Transit and Development

ED: Medical Office – Study the ability to add a new use category in the LUMO for medical related offices that are not clinics.

ED: Work to create an inventory of commercial spaces and tenants. This item will allow us to keep track of occupancy levels and also be better prepared for growth and development opportunities.

ED: Create a database of existing office/commercial space in Chapel Hill. Define opportunities for growing jobs and demand for office/commercial space. Consider ways to encourage growth of entrepreneurial opportunities in Chapel Hill that will help in growing office space demands.

ED: Initialize a Small Area Plan for area adjacent to Ram's Plaza and including former Volvo dealership and Colony Apartments.

ED: Define areas like which could benefit from a small area plan and initiate.

ED: Begin looking at targeting Development Opportunity areas to create a community conversation on how these parcels should be utilized to assist in growing our commercial tax base.

ED: Work with partners to draft a white-paper defining issues related to business development in Chapel Hill including: rents, regulatory environment, space available and other issues.

ED: Based on findings evaluate the needs for encouraging business development in Chapel Hill including lease subsidy.

ED: Analyze existing office market to better understand future growth potential, absorption of office space and lab/research space.

PR: We will use the Parks and Trails Assessment report as a basis to explore development of a Parks Master Plan.

PR: We will work with the Planning Department and the Council to further upgrade the Parks and Recreation section of the LUMO.

PR: Champion Public Art in private development.

PL: Comprehensive Plan Update and Amendments.

PL: Implementation of Comprehensive Plan.

PW: Enhance enforcement of Town Code and the Land Use Management Ordinance.

PW: Continue to work with Planning Department to improve Development Review Process to make it more timely and consistent.

PW: Manage resources to permit timely inspections of large-scale construction projects.

PW: Maintain multi-disciplinary plan review process.

PW: Develop and implement Jordan Nutrient Strategy Rules.

SO: 2009 Municipal Greenhouse Gas Emissions Inventory.

SO: 2005-2009 Chapel Hill Community Greenhouse Gas Emissions Inventory.

SO: Complete Pilot Study for Performance Measures.

SO: Plan for and Complete Sustainability Strategy for Chapel Hill.

SO: Develop Energy Strategy for EECBG Grant and Begin Implementation Phase.

TRAN: Develop a consensus regarding transit growth among funding partners and establish a plan to sustain the growth.

TRAN: Establish transit system performance measures as part of the short range transit plan to improve allocation of resources.

PW: Maintain scheduled development of the Stormwater Management Program Master Plan.

4. Maintain and Improve Community Facilities and Services

A. Services

LIB: Maintain Current Service Levels. If the expansion project proceeds, staff will develop alternatives for on- and off-site operations to minimize service impacts for the public.

LIB: Collection Development Project. The Library Master Plan recommends that the Library provide a 4-items-per-capita collection to patrons on opening day.

PD: The future of Project Turnaround remains a priority with the department.

PD: The Police Department plans to strengthen its relationships with key community partners.

PD: We also will continue to strengthen our partnership with neighborhood groups as part of our expanding community policing efforts.

PW: Continue to work with appropriate staff and the Sustainability Energy and Environment (SEE) Committee to provide for better management and oversight of a proactive sustainability program.

PW: Successfully complete revisions to the Town's tree protection regulations, including approval of additional staff resources as deemed necessary to implement these revised regulations.

PW: Revise solid waste program to continue improved safety and efficiency in collection, including consideration of "Pay as You Throw" option.

PW: Ensure communication of laws to all property owners and citizens.

B. Technology

BMS: Use of technology. A goal of Business Management is to encourage/assist in the better use of technology to achieve the Town's goals.

BMS: New tax collection system. A new system will provide opportunity for integration of data and access to more information than currently readily available to the Town for planning and other purposes.

BMS: Improve information systems infrastructure to better support continuity of business operations. Continued implementation of storage area network and server virtualization technologies are needed to provide higher storage capacity for electronic data and documents.

BMS: Build the municipal fiber network – Monitoring the construction process will require continued staff involvement to support a successful build of the network.

BMS: Improve business operations through improved use of Intranet resources and electronic document workflow.

BMS: Provide additional GIS maps and information to the public.

CaPA: Town-wide Document Management System. With the implementation of the electronic agenda process a Town-wide document management system is critical. There needs to be one place where all the Town's documents are readily accessible by all Town departments.

FD: Continued Development and Implementation of Improved Wireless Technology for Fire Department Field Access.

LIB: Technology Planning. Objectives will be to update the existing Technology Plan component of the Library Master Plan.

PL: Continued Web Enhancement/Communication Improvements. We continue to look for ways to improve the way we communicate with the public.

PW: Obtain funding and implement integrated work order management, automatic vehicle location/mobile data terminals and call center programs that are compatible with our financial management system.

SO: Enhance Content of the Town's Sustainability Webpage.

C. Human Resources

FD: Complete Implementation of a career development program for the Department started in FY 07-08.

FD: Apply for and begin the Fire Department organizational accreditation process through the Commission for Fire Accreditation International (CFAI).

HRD: Employee Training and Development. Develop follow-up supervisory training based on feedback from participants who attended summer 2009 initial training.

HRD: Policy review standardization. Policy review began in September 2009 with bi-weekly sessions in Senior Management Team. Work will continue through 2010.

HRD: Build on the strengths of the HRD Partner model. Ensure HRD Partners have the tools, knowledge and support to best serve their partners' needs and requests in a timely manner.

HRD: Develop and implementation of Employee Health Center and on-site nurse.

HRD: Increase understanding of risks and injuries in each department and reduce injuries and costs overtime.

PR: Develop a comprehensive staff training program as an ongoing process for both supervisor and groundskeeper levels personnel.

PR: The Office will work within the Parks & Recreation Department to develop a position of Cultural Arts Manager.

PL: Invest in employees. Our employees are our most valuable resource. Special focus will be on our certified planners who now have mandatory continuing education requirements.

PL: Challenge the staff to develop new and innovative approaches to the way we function.

PD: The Police Department's overtime budget continues to be a matter of concern.

PD: We are working hard to fill key non-sworn staff positions that are currently vacant.

PD: An ongoing review of compensation and retention issues within Public Safety is a priority.

PW: Allocate staff resources as necessary to ensure adequate construction oversight for upgrading and replacing the Town's computerized traffic signal system.

PW: Conduct position reclassification study on selected positions in order to remain competitive with market members in various fields.

TRAN: Continue expanded emphasis on System Safety for Chapel Hill Transit.

TRAN: Continue staff development efforts to improve employee skills and performance and establish opportunities to create a welcoming work environment.

FD: Improvement of the overall Emergency Preparedness of the Town of Chapel Hill through the creation of an Emergency Manager position.

D. Facilities

HD: Continue energy conservation measures by installing energy star rated appliances in the public housing apartments. Also, install energy-efficient florescent light bulbs and water saving plumbing saving plumbing devices.

HD: Begin comprehensive renovation work in the 15 South Roberson Street public housing apartments.

LIB: Library Expansion Project. The Library will continue to provide staff support to the design team and Town staff as the Town considers costs associated with building and operating an expanded library.

PR: Explore options for adequate programming space and a new department administrative headquarters building.

PD: Planning for a new Public Safety headquarters facility remains a high priority.

PW: Continue to construct sidewalk improvements to facilitate safe pedestrian movement for the elder and disabled citizens, including retrofitting sidewalks with curb cuts and truncated domes.

PW: Obtain additional funds to increase frequency of street resurfacing from once every 20 years to once every 14 years (national recognized standard is once every 12 years).

PW: Continued improved pavement maintenance practices such as crack pouring and various types of seal coats.

E. Vehicles and Equipment

FD: Our current greatest need operationally is improvement of the fire apparatus fleet maintenance program by the addition of an extra fire pumper for spare/reserve purposes.

PR: Increase the effectiveness of the Parks and Recreation Landscape Division and its efforts to maintain community facilities more efficiently and with improved safety by providing additional personnel and equipment resources.

PD: Fleet management remains a concern for the Police Department.

TRAN: Improve the maintenance, dependability and condition of Chapel Hill Transit fleet.

5. Improve Town's Fiscal Condition

BMS: Continue to refine the Debt Management Plan.

BMS: Improve and strengthen Internal Control to recognize new requirements over financial reporting and compliance of laws and regulations.

BMS: Improve performance measurement and service efforts reporting.

BMS: Centralize and improve business management services to enable Town departments to increase efficiency and effectiveness of service delivery.

BMS: The Town of Chapel Hill must ensure the sustainability its employee health-care program including retiree healthcare or "*other postemployment benefit*" (OPEB).

HRD: In collaboration with Business Management and the Town Manager, develop health insurance options and pricing based on employee feedback for the Manager's advisory group.

ED: Consider marketing grants to encourage and grow retail sales for shopping centers.

ED: Establish a working group of professionals to help identify issues related to the retaining and attracting creative professionals to Chapel Hill.

FD: Continuing a legislative priority to address equitable state funding for fire protection of state owned properties and work with the University Administration to find a local solution.

HD: Continue the process of converting to the project-based budget and asset management budgeting model as required by the U.S. Department of Housing and Urban Development. Full conversion is to be completed by January 2011.

HD: Continue to investigate opportunities to collect outstanding balances from former tenants.

PR: Utilize contract mowing to help to free staff to accomplish other necessary tasks in the horticultural area of responsibilities.

PR: Develop alternative funding sources and innovative funding strategies to help meet the growing demand for parks, open space and recreation programming.

PR: Revise the Public Art Contextual Art Plan to reflect economic realities.

PL: Efficient use of available resources (including state/federal program funding) and identification of new resources.

TRAN: Identify alternative forms of local funding for Chapel Hill Transit.

6. Plan Ahead for Carolina North

PR: We will work with the University and other Town staff to implement the provisions of the Carolina North Development Agreement including an integrated greenway system on the new campus, a Campus to Campus bike route, and campus recreation space.

PW: Continue to allocate staff resources as necessary to thoroughly review and comment on proposals for development of Carolina North.

Priorities Identified by Departments/Programs

Business Management Priorities

1. **Continue to refine the Debt Management Plan.** The Town's annual debt service cost has more than doubled in the last five fiscal-years, which has severely strained the Town's debt capacity. With the creation of the debt fund an important first step has been taken in managing the Town's debt, by matching our most reliable revenue with our most important obligation. By delaying planned General Obligation debt issuance for the Library expansion project we have been able to gain some additional debt capacity without generating new revenues. It is imperative that the Town continue to carefully manage its debt load in a manner that does not negatively impact its ability to deliver appropriate levels of routine services.
2. **Improve and strengthen Internal Control** to recognize new requirements over financial reporting and compliance of laws and regulations. The Auditing Standards Board recently issued Statement on Auditing Standards No. 112, *Communicating Internal Control related Matters Identified in an Audit* will have an impact on performance of the Town's annual audit and materially increase staff efforts during the fiscal year and at fiscal year end. The Government Finance Officers' Association has issued recommendations to minimize the negative effects resulting from implementation of SAS No. 112 that calls for improving and maintaining a sound financial reporting system by the following:
 - a. utilizing sufficient financial staff to minimize the possibility of material auditor-initiated audit adjustments;
 - b. incorporating an anti-fraud monitoring program and methods to monitor adherence to administrative procedures; and
 - c. maintaining adequate staff to prepare financial statements without assistance by independent auditors.
3. **Improve performance measurement and service efforts reporting.** The connection between the budget and the strategic plan should be strengthened so that resource allocation decisions more clearly support the strategic direction of the Town. Partnering with the UNC School of Government, the Town is embarking on a pilot project to create meaningful benchmarks and performance indicators for selected work units and to use as management tools to gauge efficiency and effectiveness of operations.
4. **Centralize and improve business management services** to enable Town departments to increase efficiency and effectiveness of service delivery. By centralizing some of the business and financial procedures within the Business Management Department, staff in other departments will be able to increase their time and effectiveness in performing service delivery responsibilities. This will result in Townwide improvement in efficiency and effectiveness and result in better service.

5. The Town of Chapel Hill must **ensure the sustainability of its employee health-care program including retiree healthcare** or “*other postemployment benefit*” (OPEB). In addition to finding a way to increase funding for current and unfunded OPEB liability costs, the Town, assisted by the employee health care task force will consider various methods of containing costs for health care coverage for current employees.
6. **Use of technology.** A goal of Business Management is to encourage/assist in the better use of technology to achieve the Town’s goals, including existing resources (Outlook calendar, Excel and Munis) and new ones, such as an integrated work order system or Munis’ new dashboard capability.
7. **New tax collection system.** The Orange County Tax Collector will be moving to a new tax collection system in the coming year. The Business Management Department will need to learn the new system in order to be able to continue to function as a tax collection point for Orange County residents. A new system will provide opportunity for integration of data and access to more information than currently readily available to the Town for planning and other purposes. Business Management will explore such opportunities while learning the new system.
8. **Improve information systems infrastructure to better support continuity of business operations.** Continued implementation of storage area network and server virtualization technologies are needed to provide higher storage capacity for electronic data and documents, and to better ensure continuity of business operations and services. This will ensure the Town can meet service needs during routine and emergency operating conditions.
9. **Build the municipal fiber network.** Monitoring the construction process will require continued staff involvement to support a successful build of the network.
10. **Improve business operations through improved use of Intranet resources and electronic document workflow.** Traditional tools for internal electronic document management such as file storage and email do not adequately meet employee needs to collaborate and manage data. Better use of electronic forms, databases systems, and online workflow tools would alleviate many time consuming tasks and simplify document retrieval. Seek solutions for technology maintenance requirements.
11. **Maintenance support for Wi-Fi hotspots** has been problematic without ready access to a vehicle that can be equipped with the appropriate maintenance tools. With the need to monitor and resolve issues related the municipal fiber optic network, the difficulties will only increase. Alternatives such as outsourcing of maintenance will be considered.
12. **Provide additional GIS maps and information to the public.** This fall, the Town launched an interactive Leaf Collection Map. It will be the first of several web maps built on the Adobe Flex API. These maps are designed to provide information on a specific topic and allow the user to quickly find the information they are looking for. A Development Activity Map is currently being developed and should launch soon.

Communications and Public Affairs Priorities

1. **Website.**

- The new website was launched in June 2009. It is how we communicate with our residents, the community, and the world.
- Now that the site is up and running, it is important that we continue to update and reformat information on the site.
- In 2010, Communications and Public Affairs will begin doing assessments of each department's pages and offer ways in which to improve pages and communicate with our audience.
- We will also continue to add features that will improve our services.

2. **Communications Plan with a Public Relations Strategy.**

- This fall, in conjunction with the Council's Committee on Communications, Communications and Public Affairs is holding a series of discussion groups seeking input that will help develop ways to enhance and improve communications and outreach to the public.
- The various groups include the media, UNC community, general public, business leaders, the Town Council and employees. This process is shaped after the process used to create the Economic Development strategy.
- We'll use the information we gather from these various sources to create a Communications Strategy.

3. **Community Survey.**

- The Community Survey will measure satisfaction with Town services and gather input from residents about issues facing the community.
- The statistically valid survey is being conducted by ETC Institute. The firm has administered surveys in more than 300 cities and counties across the United States.
- The survey will be mailed to 2,000 randomly selected households in early December 2009. Follow-up phone calls will be placed to households that do not respond by mail. The survey will poll residents on issues ranging from public safety, development, and parks and recreation, to infrastructure, administrative services and leadership.
- Data from the survey will provide the Town Council and staff with vital information on resident satisfaction in a variety of service areas. Benchmarking analysis will be conducted to help Chapel Hill understand how its results compare to similar community. A final report on the findings will be presented to Council in January 2010.

4. **Electronic Agenda Process.**

- We continue to tweak this process to adapt the software to our needs.
- We are working to make the process available to the Council and staff via a link on a web page on the Town's website.
- Hosting the program off-site will provide dependable and timely support for staff.

- We hope to go completely paperless in the very near future, thereby reducing paper costs and allowing us to operate in a sustainable way.

5. **Townwide Document Management System.**

- With the implementation of the electronic agenda process a Town-wide document management system is critical. There needs to be one place where all the Town's documents are readily accessible by all Town departments.
- Paper documents could be scanned into the system, then stored offsite, freeing up needed space in our facilities.

Economic Development Priorities

1. **Analyze existing office market** to better understand future growth potential, absorption of office space and lab/research space. Utilize the results of this study to better understand how to grow our office market share through marketing and use of targeted incentives.
2. **Work with partners to draft a white-paper defining issues** related to business development in Chapel Hill including: rents, regulatory environment, space available and other issues.
3. Based on findings **evaluate the needs for encouraging business development** in Chapel Hill including lease subsidy.
4. **Consider marketing grants** to encourage and grow retail sales for shopping centers.
5. **Establish a working group of professionals** to help identify issues related to the retaining and attracting creative professionals to Chapel Hill. (Looking for participants for working group. Marketing through Development Update e-news, Town News, Chamber Government update and other.)
6. **Medical Office.** Study the ability to add a new use category in the Land Use Management Ordinance (LUMO) for medical related offices that are not clinics.
7. **Work to create an inventory of commercial spaces and tenants.** This item will allow us to keep track of occupancy levels and also be better prepared for growth and development opportunities.
8. **Create a database of existing office/commercial space in Chapel Hill.** Define opportunities for growing jobs and demand for office/commercial space. Consider ways to encourage growth of entrepreneurial opportunities in Chapel Hill that will help in growing office space demands.

9. **Initiate a Small Area Plan** for area adjacent to Ram's Plaza and including former Volvo dealership and Colony Apartments.
10. **Define areas that may benefit from a small area plan and initiate.**
11. **Begin looking at targeting development opportunity areas** to create a community conversation on how these parcels should be utilized to assist in growing our commercial tax base.

Fire Priorities

1. Our current greatest need operationally is improvement of the fire apparatus fleet maintenance program by the addition of **an extra fire pumper for spare/reserve 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 preventive maintenance. A primary reason for this is lack of good quality and dependable spare apparatus. Both of our spare apparatus are 20+ years old and are not dependable for service. Replacement and repair parts for these units have also become very difficult to locate. We received a replacement front line pumper in 2009 to replace E-32, but this will only marginally increase our reserve contingency. This causes us to pressure Public Works to return front line units, quickly reducing maintenance opportunities. One potential cost saving approach to this issue may be to purchase a late-model; excellent condition used pumper from another Fire Department. A capital request for this equipment was submitted for consideration in FY 2010-11.
2. **Continued development and implementation of improved wireless technology for Fire Department field access.** As part of the Council and Manager's priority to use technology to improve delivery of services, the Fire Department worked with RHJ Associates Consulting firm to make fire and emergency related databases accessible from the field during emergency responses. This increases vital information available to responders relative to GIS and fire based software. This will include computer terminals in fire trucks and readily updated information on streets, occupancies, infrastructure and hazard information. Needs for fulfillment of this objective include acquisition of a standalone fire server or space sharing on the police server, 12 to 14 mobile data terminals and transmission hardware, and a full or part-time information technology position to manage the fire software and hardware. This project was approved for initiation in the 2008-09 CIP fund and a beta-test is currently underway with trial units on two fire units. The project was delayed due to budget conservation measures and technical personnel changes. Implementation is slated for spring of 2010. This database also has applications and value for Engineering, Police, Public Works, Building Inspections and Planning.

3. Continuing a legislative priority to address **equitable state funding for fire protection of state owned properties and work with the University administration to find a local solution.** Several years ago we were given assurances that the state fire fund would be increased incrementally over a period of years but that assurance has not been fulfilled by the Legislature. With Council's authorization we are once again prepared to launch a repeated major lobby effort by affected municipalities statewide to seek another fund increase. UNC System President Erskine Bowles has stated that campus safety is his administration's number one priority, and fire protection is included in that priority. We have also identified opportunities through the Carolina North joint planning efforts to work with UNC-Chapel Hill administration to research potential budget solutions directly with the University to address equitable fire protection funding.
4. **Complete implementation of a career development program for the department started in FY 2007-08.** The program creates a path from new hire Firefighter to Master firefighter or fire equipment operator based on achievement benchmarks. We also implemented a process of a two-step company officer career track whereby new promotees to company officer from the competitive process are initially lieutenants and then they will follow an achievement based career track to captain. We implemented the career path for firefighters and we have promoted lieutenants this past year as a result of the competitive process for promotion. We have not been able, due to budget constraints, to implement the second step of the career development that involves a senior captain progression based on achievement.
5. **Apply for and begin the Fire Department organizational accreditation process through the Commission for Fire Accreditation International.** This accreditation testing and evaluation process measures the operations, procedures, policies, training and resources of a municipal fire department against published standards of industry best practices and determines areas of need. Once those needs are identified and addressed through internal improvements, a certificate of an accredited fire department is issued. This is a nationally recognized standard of public safety excellence that lets a community know that its fire department provides excellent services, is a good steward of public resources, and meets all regulatory and legal requirements. The process takes over a year, requires the temporary assigning of an accreditation manager internally to oversee the process and does not dictate the level of resources a community must commit to achieve accreditation.
6. **Improvement of the overall emergency preparedness of the Town of Chapel Hill through the creation of an emergency manager position.** As the Town has grown and become more dense and high profile the risk and need for emergency preparedness has also become more complex. This could be a civilian or fire officer position (suggested grade 43) responsible for comprehensive Town of Chapel Hill Disaster and Emergency Operations plans, Emergency Operations Center management, FEMA liaison and record keeping, planning assistance for all Town departments, grant writing, emergency resource inventories, employee emergency training, FEMA regulatory compliance, special event plans, risk assessments and coordination of disaster recovery plans and

operations. The retirement of Randy Ballard in Public Works two years ago makes this critical since he served as our FEMA reimbursement specialist for past incidents.

Housing Priorities

1. **Continue the process of converting to the project-based budget and asset management budgeting model** as required by the U.S. Department of Housing and Urban Development. Full conversion is to be completed by January 2011.
2. **Continue to investigate opportunities to collect outstanding balances from former tenants.**
3. **Continue energy conservation measures** by installing energy star rated appliances in the public housing apartments. Also, install energy-efficient florescent light bulbs and water saving plumbing saving plumbing devices.
4. **Begin comprehensive renovation work in the 15 South Roberson Street public housing apartments.**

Human Resource Development Priorities

1. **Employee training and development.** Develop follow-up supervisory training based on feedback from participants who attended summer 2009 initial training. Finalize efforts and deliver training in customer service, wellness and safety. Develop and implement a Townwide on-boarding process from recruitment to end of probationary period.
2. **Policy review standardization.** Policy review began in September 2009 with bi-weekly sessions in Senior Management Team. Work will continue through 2010.
3. **Build on the strengths of the HRD Partner model.** Ensure HRD Partners have the tools, knowledge and support to best serve their partners' needs and requests in a timely manner.
4. **In collaboration with Business Management and the Town Manager, develop health insurance options and pricing based on employee feedback for the Manager's advisory group.** Provide Town Manager and advisory group with information to understand current benefits and costs. Work with consultants to provide pricing options based on possible changes. Use information to bid FY 2010-11 benefit plan.
5. **Develop and implementation of Employee Health Center and on-site nurse.** Work collaborative to build structure, identify equipment, inventory, etc. and define operation

and staffing. Construct project plan for clinic for opening in May 2010.

6. **Increase understanding of risks and injuries in each department and reduce injuries and costs overtime.** Conduct department training about workers' injury hazards. Develop strategies and accountabilities in each department for supervisors and employees. Retrain supervisors in Workers' Compensation injury procedures. Develop return-to-work opportunities. Develop a more accurate allocation of workers compensation premium costs by department by risk codes.

Library Priorities

1. **Library Expansion Project.** The Library will continue to provide staff support to the design team and Town staff as the Town considers costs associated with building and operating an expanded library. If the Library is to be in the existing space for an extended time, then staff will consider floor plan revisions to improve efficiency and service.
2. **Maintain Current Service Levels.** If the expansion project proceeds, staff will develop alternatives for on- and off-site operations to minimize service impacts for the public. Staff will also work with the Library Board to develop user surveys to identify future services and outreach.
3. **Technology Planning.** Objectives will be to update the existing Technology Plan component of the Library Master Plan, develop a schedule for installation of a radio frequency identification system and continue to identify cost-effective technologies and vendors to maximize patrons' electronic access to library resources.
4. **Collection Development Project.** The Library Master Plan recommends that the Library provide a four-items-per-capita collection to patrons on opening day. The Library will implement the last year of a four-year project to expand the current collection to provide four materials per capita by 2011, and encourage financial support from local non-governmental partners, including the Chapel Hill Public Library Foundation, the Friends of the Chapel Hill Public Library and other private sources, to fund this project.

Parks and Recreation Priorities

1. We will use the Parks and Trails Assessment report as a basis to explore development of a **Parks Master Plan**, development of a financial plan to address deferred maintenance, an increase in funding for maintenance operations, and an increase in Small Park resources within the CIP.
2. We will continue to provide support to the reorganization as outlined in the roadmap for organizational change. To accomplish this priority we will continue to provide additional

support for the Town's Public Art Program while building upon this program to create a **Cultural Arts Program** for the Town.

3. We will champion the Downtown by increasing involvement in and support for the Streetscape Plan. We will work with downtown merchants and the Downtown Partnership to enhance horticultural areas and bring more color to the downtown area by **placing hanging planters on Franklin Street and Rosemary Street.**
4. We will work with the University and other Town staff to **implement the provisions of the Carolina North Development Agreement** including an integrated greenway system on the new campus, a Campus to Campus bike route, and campus recreation space.
5. We will work with the Planning Department and the Council to **further upgrade the Parks and Recreation section of the LUMO.**
6. Explore options for adequate programming space and a **new department administrative headquarters building.**
7. Increase the effectiveness of the Parks and Recreation landscape division and its efforts to maintain community facilities more efficiently and with improved safety by providing **additional personnel and equipment resources.**
8. **Utilize contract mowing** to help to free staff to accomplish other necessary tasks in the horticultural area of responsibilities.
9. **Develop a comprehensive staff training program** as an ongoing process for both supervisor and groundskeeper levels personnel.
10. Develop alternative funding sources and **innovative funding strategies to help meet the growing demand for parks, open space and recreation programming**, including event sponsorships, increasing the opportunity for donations and charitable gifts; increased marketing and advertising sales.
11. **Revise the Public Art Contextual Art Plan to reflect economic realities.** Work with a Mayor's committee to seek community input on a public arts strategy for Chapel Hill. The current plan is valuable. However it is not reality-based.
12. **Develop a position of Cultural Arts Manager** to oversee the creation for a community vision of a cultural arts plan and eventually a cultural arts program that recognizes both visual and performing arts to provide a vibrant artistic character for Chapel Hill through a strategy of advancing tourism and economic development, finding appropriate venues for arts activities, partnering with UNC and the private sector, and providing technical support for artists.

13. **Champion Public Art in private development.** Work with the Planning Department to research other resolutions of this type, craft appropriate memos that would allow for payment options and a revenue stream for non-development site art programs, projects, and facilities to present to Town Council for approval. Assist private developers to better understand the value of public art for their development and how to implement public art in their projects.
14. **Educate the value of public art** to Town staff, commissions, Council, artists, and the public.

Planning Priorities

1. **Comprehensive Plan Update and Amendments.** Upcoming efforts anticipated to include:
 - amendment to incorporate recommendations of the Rogers Road Small Area Plan,
 - amendment to incorporate recommendations of the Long Range Transit Plan, and
 - amendment to incorporate recommendations of sustainable community visioning process.
2. **Implementation of Comprehensive Plan.** Efforts include:
 - development review/permitting improvements,
 - amendments to the Land Use Management Ordinance,
 - Carolina North implementation,
 - regional transportation planning,
 - coordination with Orange County and Carrboro to implement recommendations from the Rogers Road Small Area Plan,
 - development of capability to monitor cumulative impact of development and visioning tools,
 - housing/community development/neighborhood efforts,
 - Development of Affordable Housing Strategy,
 - Develop of a 2010-2015 Consolidated Plan as required by HUD,
 - Complete Phase II of the Glen Lennox Neighborhood Conservation District Process,
 - Complete Phase 1 of the Hidden Hills Neighborhood Conservation District Process, and
 - Complete Phase 1 of the Highland Woods Neighborhood Conservation District Process.

Regarding amendment to the Land Use Management Ordinance, we will seek Council guidance to determine the most significant text amendments for the immediate future from the active list below:

- a. Development Review Improvements – Report to Council scheduled for January intended to provide an update on development technology solutions we have identified and to report on our diagnosis of the land use management system

- including information on strengths and concerns, and a report on how our current regulatory array stacks up against state-of-the-art approaches.
 - b. Inclusionary Zoning Ordinance (work under way; ordinance beginning public review, public hearing scheduled for March, 2010).
 - c. Strengthening the tree protection regulations (public review process under way, public hearing scheduled for February, 2010).
 - d. Enacting the legislation allowing the Town to accept payments in lieu of transportation infrastructure improvements for new development projects – new Transportation Impact Analysis provisions (consultant hired, work under way).
 - e. Adjustment to the definition of office-type business to address medical office use.
 - f. Changes to Ordinance provisions regarding the definition and permit requirements for shelters.
 - g. Implement Jordan Nutrient Strategy Rules regarding riparian buffers.
 - h. Expanding existing transit supportive development district provisions (guidelines to follow Long Range Transit Plan).
 - i. Update lighting provisions (Planning Board initiative – report scheduled for spring).
 - j. Demolition in Historic Districts (Historic District Commission recommended scheduling for May, 2010).
 - k. Sign regulation improvements (report scheduled for spring).
 - l. Energy Management Incentives (coordinated effort with sustainability officer, report scheduled for January).
 - m. Parking Lots – consider increased shading requirements.
 - n. Bicycle Parking Revisions.
 - o. Considering recreation space requirements for non-residential development Special Use Permits (coordinated effort with Parks and Recreation).
 - p. Respond to bed and breakfast petition.
3. **Invest in employees.** Our employees are our most valuable resource. Special focus will be on our certified planners who now have mandatory continuing education requirements.
4. **Efficient use of available resources** (including state/federal program funding) **and identification of new resources.**
5. **Continued web enhancement/communication improvements.** We continue to look for ways to improve the way we communicate with the public.
6. **Challenge the staff to develop new and innovative approaches to the way we function.**

Police Priorities

1. **The future of Project Turnaround remains a priority with the department.** PTA is a program run from the police department as an intervention for first time drug offenders. It has been in existence since 1993 and serves 120-150 adult and juvenile clients annually. The program is designed to have two employees serve the adult population and one employee serving the juvenile population. Funding comes from assorted grants and from client fees – both uncertain sources of revenue. We have carried a vacancy in the juvenile position for some time now with the current case managers sharing the workload. In the past, lapsed salary funds were used to make up for the shortfall, however as we are nearly fully staffed that option is no longer viable. We need to make a Town commitment to the program if we are going to sustain it in its current incarnation.
2. **The Police Department's overtime budget continues to be a matter of concern.** It does not reflect staffing needs for an increasing number of special events, including the NCAA, Halloween, and other events. The demand for such events makes staffing for ongoing special projects such as DWI checkpoints, stakeouts, and other operations a particular challenge.
3. **We are working hard to fill key non-sworn staff positions that are currently vacant.** We have vacancies in the crime analyst position, one of our crisis counselor positions, and the police attorney position. Filling them is a key priority and processes are underway at this time to fill each.
4. **Fleet management remains a concern for the department.** A special committee worked last year to develop some short-term steps to manage our existing fleet, but a long-term strategy is needed in order to ensure that the Police Department has a sustainable but adequate fleet to maintain vital operations.
5. **An ongoing review of compensation and retention issues within public safety is a priority.** While some progress was made this year thanks to the work of a Police Department committee tasked with reviewing compensation issues, resources and economic conditions limited the group's ability to make substantive progress on the salary compression issues and related compensation challenges. Resolution of these issues remains a priority as we continue to recruit and retain the very best employees to serve the town.
6. **Planning for a new Public Safety headquarters facility remains a high priority.** The current police headquarters facility is outdated and undersized. There have been meaningful discussions this year about the need for a new facility. Those discussions will need to continue if we are to maintain the high level of police service to which our residents have been accustomed. A modern, well-equipped, and adaptable police headquarters facility will enable us to grow to meet the demands of Chapel Hill's ever-changing density.
7. **The Police Department plans to strengthen its relationships with key community partners.** We have faced significant scrutiny this year and have relied on our community

relationships to help us successfully bring our employees through this challenging time. It is our hope that we can work with our community partners to develop a model or strategy to successfully respond to citizen concerns while respecting the hard work of our police employees.

8. **We also will continue to strengthen our partnership with neighborhood groups as part of our expanding community policing efforts.** Moving forward, our commitment to community policing will guide how we interact with residents. Early in 2010, we plan to hold our first Citizen Police Academy as part of that effort.

Public Works Priorities

1. **Steward organizational and cultural change within Public Works** by continuing to engage employees in an inclusive process in which we discuss the mission, values and strategies of the Senior Management Team and the goals of the Council.
2. **Maintain scheduled development of the Stormwater Management Program Master Plan.** The program master plan provides a roadmap and schedule for the efficient and effective allocation of resources necessary to meet the requirements and objectives identified in the plan. The plan also provides 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.
3. **Continue to work with appropriate staff and the Sustainability Energy and Environment (SEE) Committee to provide for better management and oversight of a proactive sustainability program.**
4. **Allocate staff resources as necessary to ensure adequate construction oversight for upgrading and replacing the Town's computerized traffic signal system.** Project design is complete and construction is scheduled to begin in December 2009. Close coordination and involvement with the Town's IT Division 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.
5. **Continue to allocate staff resources as necessary to thoroughly review and comment on proposals for development of Carolina North,** which will be the most significant individual land development project in the Town's history. We will continue to allocate staff resources as necessary to ensure compliance with the development agreement and community goals while achieving the University's objectives for development of its property.
6. **Develop and implement Jordan Nutrient Strategy Rules.** The Town will submit its local programs for the existing development and riparian buffer protection rules to the State for review and approval in the current fiscal year (FY 2009-10). This may require the development of new ordinances, procedures, and policies or revision to existing

ordinances, procedures, and policies. Implementation of these programs will commence in the next fiscal year (FY 2010-11).

7. **Conduct position reclassification study on selected positions in order to remain competitive with market members in various fields.**
8. **Successfully complete the Streetscape schematic designs and pilot project including construction bid process and plan implementation.**
9. **Successfully complete revisions to the Town's tree protection regulations, including approval of additional staff resources as deemed necessary to implement these revised regulations.**
10. **Obtain additional funds to increase frequency of street resurfacing from once every 20 years to once every 14 years** (national recognized standard is once every 12 years).
11. **Continued improved pavement maintenance practices such as crack pouring and various types of seal coats.** These practices give cost effective alternatives to extend and maintain service life of the Town's roadways.
12. Continue to construct sidewalk improvements to facilitate safe pedestrian movement for the elder and disabled residents, including retrofitting sidewalks with curb cuts and truncated domes.
13. **Obtain funding and implement integrated work order management, automatic vehicle location/mobile data terminals and call center programs** that are compatible with our financial management system.
14. **Revise solid waste program to continue improved safety and efficiency in collection,** including consideration of "Pay As You Throw" option for residential, automated residential service and more efficient and environmental friendly yard debris collection through requirement that such has to be placed in yard waste containers.
15. **Continue to work with Planning Department to improve development review process** to make it more timely and consistent.
16. **Manage resources to permit timely inspections of large-scale construction projects,** such as East 54, Greenbridge, Chapel Watch and Chapel Hill North.
17. **Maintain multi-disciplinary plan review process.**
18. **Enhance enforcement of Town Code and the Land Use Management Ordinance.** The Inspections Division continues to face challenges in the enforcing specialized zoning regulations, such as ordinances regulating Neighborhood Conservation Districts, while continuing the enforcement of elements of the Land Use Management Ordinance and the Town Code with one code enforcement officer.

19. **Ensure communication of laws to all property owners and citizens.** In an effort to enforce ordinances and procedures consistently and to provide the residents with courteous and timely attention to requests for information and assistance, the Inspections Division is using placards and other posted notifications such as the Complaint Notice on private property to initiate communication with the property owners. Code enforcement also works closely with multi-department, community, and university organizations, as well as the Communications and Public Affairs Department, to create and maintain accurate public information through meetings, pamphlets, and neighborhood canvassing.

Sustainability Priorities

1. **2009 Municipal Greenhouse Gas Emissions Inventory.** With support from the UNC institute for the Environment through spring 2010, staff will work to complete the 2009 emissions inventory for Town operations and services. This will be the fifth consecutive inventory the Town has performed.
2. **2005-2009 Chapel Hill Community Greenhouse Gas Emissions Inventory.** With support from the UNC institute for the Environment through spring 2010, staff will work to complete a five-year emissions inventory for community emissions.
3. **Implement annual goals for Sustainable Operations & Services (SOS) Team.** Work with the team to implement 2010 SOS Work Plan.
4. **Enhance content of the Town's sustainability web page.** Work with Communications and Public Affairs Department to improve website content so as to provide greater education to the public regarding sustainability practices.
5. **Complete pilot study for performance measures.** Work with David Ammons and Performance Measurement committee to complete pilot study for performance measurement development in 4-6 Town departments/divisions. Develop Plan for implementing performance measures across all remaining departments/divisions.
6. **Plan for and complete sustainability strategy for Chapel Hill.** Work with Melissa McCullough, SEE Committee, Sustainability Committee, Town Management and Town Department Heads to plan for and complete a draft Sustainability Strategy for Managerial and Council approval.
7. **Develop energy strategy for EECBG Grant and begin implementation phase.** Work with Clean Energy Solutions Inc. to develop a Council-approved Energy Strategy and begin implementation phase by spring.

Transit Priorities

1. **Develop a consensus regarding transit growth among funding partners and establish a plan to sustain the growth.**

The Long Range Transit Plan and the Carolina North Development Agreement will provide the framework for future growth of the transit system through 2035. In 2010 it will be important to move the short range activities forward.

Chapel Hill Transit and its partners should position the transit system to meet future demands by undertaking the following:

- Complete the public review and approval process for the Long Range Transit Plan.
- Develop a three-to-five-year transit plan that will impact budget development with an emphasis on the early stages of Carolina North.
- Develop a financial plan including sources of funding to sustain the necessary growth in the transit system.
- Identify potential park and ride locations for future development and commit existing federal earmark funds.
- Establish criteria to guide service performance evaluation.
- Expand opportunities for regional cooperation and coordination.
- Implement EZ Rider system improvement and refocus to be more efficient.

2. **Improve the maintenance, dependability and condition of Chapel Hill Transit fleet.**

We have invested more than \$35 million in our bus fleet. A modern, properly maintained bus fleet is essential to assure proper use of Town resources and quality service to the public. The recent purchase of 36 buses was a major improvement in the fleet. However, 35 buses will be eligible for replacement in 2010. the Transit capital reserve is underfunded and there is currently no federal funding available for bus replacement. The following activities are critical to maintain the fleet.

- Develop transit Capital Improvement Program and support a long term fleet vehicle replacement plan.
- Secure federal funding to purchase 10 buses annually for the next four years.
- Approve one additional maintenance employee to maintain electronic equipment on buses.
- Continue training to expand maintenance skills of maintenance staff.

3. **Identify alternative forms of local funding.**

To support the continued development and viability of the transit system a solid financial base needs to be established. Current funding relies primarily on local property taxes. The following efforts should be under taken to diversify the funding base to make the transit system financially sustainable.

- Support the implementation of local option taxes to support transit including increased vehicle registration fees and the 1/ 2 cent sales tax.

- Consider the introduction of transit advertising.
- Consider opportunities for expanded membership to share costs and coordinate services.

4. **Establish transit system performance measures as part of the short range transit plan to improve allocation of resources.**

We have made significant advances in the introduction of technology to better manage the transit system. Automated passenger counters, scheduling and run cutting software, and mobile data terminals improve system management and performance measurement. Also, staff is now in place to conduct performance evaluation and short range planning.

In 2010 we should focus on a comprehensive evaluation of the system with a goal to improve system performance. To be successful the following needs to take place:

- Establish performance criteria.
- Analyze the system in accordance with the evaluation criteria.
- Conduct periodic performance measurements during the year.
- Examine the EZ Rider service performance and identify opportunities for regional cooperation.

5. **Continue expanded emphasis on system safety.**

In 2009 we hired a safety and training manager and provided effective safety and defensive driving training. Efforts to improve safety should continue as we implement the recommendations of the 2008 safety audit. Below are improvements that can be made to make our safety and training programs more effective.

- Hire two additional road supervisors to increase supervisory coverage.
- Continue to provide high quality training opportunities for drivers and supervisors.
- Increase system monitoring with supervisors and independent audits.
- Implement system improvements and actions plans from the safety audit.
- Develop a set of standards for bus stop and other amenities design and placement.

6. **Continue staff development efforts to improve employee skills and performance and establish opportunities to create a welcoming work environment.**

Chapel Hill Transit has a responsibility to ensure that employees have proper training to perform their jobs effectively. Staff development and training is a critical component to provide effective and responsive transit service. Chapel Hill Transit should continue and expand training efforts.