

Performance Management Report

Published by Senior Directors and Budget Manager

FY 2010

INNOVATION
SUCCESS
EVALUATION
DEVELOPMENT
GROWTH
SOLUTION
PROGRESS
MARKETING



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Performance Management Reporting

FISCAL YEAR 2010

Performance Management in the public sector is an ongoing, systematic approach to improving results through evidence-based decision making, continuous organizational learning, and a focus on accountability for performance. Performance management is integrated into all aspects of an organization's management and policy-making processes, transforming an organization's practices so it is focused on achieving improved results for the public.

"National Performance Management Advisory Commission"

Performance Management can act as a powerful tool to integrate strategic planning, budgeting and management, with evaluation and reporting in a system that helps create an accountable, transparent, and responsive organization. Performance Management uses evidence from measurement to support governmental planning, funding, and operations. Better information enables elected officials and managers to recognize success, identify problem areas, and respond with appropriate actions – to learn from experience and apply that knowledge to better serve the public.

PERFORMANCE MEASUREMENT VS. PERFORMANCE MANAGEMENT

Although these terms are often used interchangeably, they are distinctly different. For decades, governmental entities have measured outputs and inputs, and, less commonly, efficiency and effectiveness. Many have tracked and reported key statistics at regular intervals and communicated them to stakeholders. Although measurement is a critical component of performance management, measuring and reporting alone have rarely led to organizational learning and improved outcomes. Performance management, on the other hand, encompasses an array of practices designed to improve performance. Performance management systematically uses measurement and data analysis as well as other tools to facilitate learning and improvement and strengthen a focus on results:

- *Identify and prioritize results that are most important to the community*
- *Better understand how to choose programs and service based on evidence of how they drive results (or fail to do so).*
- *Make programs more efficient*
- *Better explain to the public what it's paying for*
- *Improve results, and be able to show it*
- *Finally, traditional approaches to budgeting in financial stress have failed.*

Performance Management is a more strategic evidence-based approach and less of a "seat-of-the-pants" method of decision making. This methodology is intentionally aligning processes, people, services, technology, and spending to achieve the organization's MOST important Goals and Initiatives. The fundamental foundation of Performance Management is to "Be Accountable to Learn and Improve".



EXECUTIVE EVALUATION SUMMARY SECTIONS

This report represents a key step towards infusing a Performance Management culture in Morrisville's management practices. It is here that the Town's strategic plan begins to connect to organization processes. Each department has worked to develop Performance Measures that align to the Town's Goals and Initiatives. Performance Measures serve as indicators of departmental performance toward planning and targeting desired results for the community providing evidence toward the accomplishment of those Town Goals. Throughout a performance year, departments are charged with monitoring, tracking and evaluating their effectiveness and efficiency towards those planned targets. However, simply measuring performance is not enough. Developing a more meaningful analysis of what those indicators might be flagging is the point that an organization begins to be accountable to learning and improving results. Senior Directors serve as the Program's Evaluators. It is at this executive level that data drive decisions unfold, applying what is learned from both successes and failures.

It can take years for an organization to make Performance Management the standard way of doing business. The initial implementation of key elements such as performance-driven planning, changing the budgeting process, and training managers and employees to use data to improve programs and services can be accomplished with leadership commitment year after year. It is expected that some measures will need to be re-assessed and more high order (efficiency and effectiveness) indicators defined. Senior Directors are an essential piece to training, planning and putting to practice this methodology within all areas of the organization ensuring the success of the new management culture. Below is an outline of how Senior Directors' carried out their initial evaluations to produce their Executive Evaluation Summaries provided within each department performance profile:

Quality Control Check

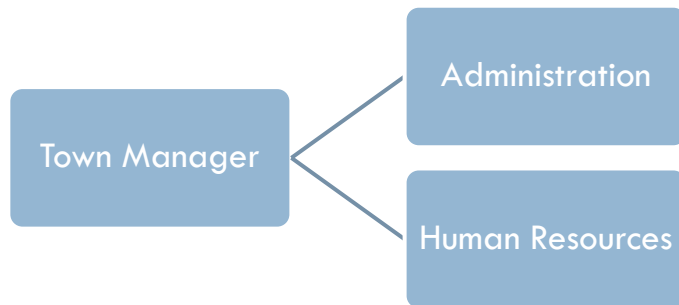
- *Are Major Objectives/Outcomes represented by department.*
 - *Are they aligned to department mission and Town Goals.*
 - *Are they the primary/key Outcomes the department should be working towards.*
 - *Are they in measurable terms.*
- *Do Measures for Objectives serve as a good indicator of success or effort*
 - *Does the data produced by the measures serve to flag to management a success or issue enough to cause management to request further analysis or acknowledge success.*
 - *Does the department offer high-order measures that would communicate efficiency or effectiveness toward the objective in terms of cost, labor, time, etc...*
- *Does the data presented for the Measure match to the language of the Measure.*
- *Did departments offer explanations or supportive discussion within the "Conditions Affecting Service Levels, Performance and Cost" to the results.*

Producing Executive Summary

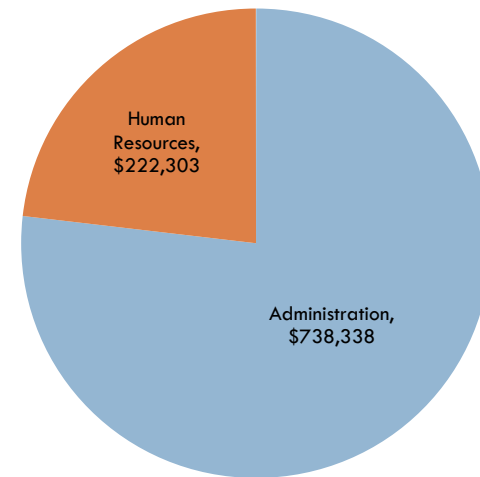
- *Use data as indicators of what areas to analyze further and conduct discussions with departments to determine causes and effects. Determine best action to improve service (workforce, funding, coordination, organizational matter, etc...)*
- *Use data as indicators to identify and celebrate successes toward accomplishing Town Organizational Goals. Focus on Key successes and why they were successful.*
- *Meet with department on your review of their Performance Measures.*
- *Recommend any modifications you deem necessary to any objectives and/or indicators to improve the usefulness of the data for your evaluation purposes – please explain your basis for the recommendation.*

As a final note, developing, tracking and collecting performance measurement data can be a time consuming process, especially with limited resources (people and technology). However, the efforts are well worth the benefits in helping the organization identify successes as well as areas of improvement that are needed. Having a system in place that realistically measures an organization's goals and initiatives is of value to the public and can help to justify the cost of services provided.

Administration Management Unit



2010



Administration Department Performance Profile

SERVICE TO COMMUNITY

The Administration Department manages the functions of the town under the direction of the Town Manager. This consists of: promoting transparent government; encouraging public input and involvement; managing and preserving public records; disseminating timely and accurate public information; providing opportunity for citizen education concerning local government; providing direct and general support to the Town Council and internal staff.

EXECUTIVE EVALUATION SUMMARY

Town Goal 3-Community services that sustain or enhance the quality of life.

- *Continue developing & implementing strategies to enhance customer service*
- *Continually review & identify internal processes & community services to improve their efficiency & effectiveness*

Town staff maintains web based customer inquiry software and responds to inquiries in a timely manner. Action items requiring work to be performed by the Public Works Department is currently managed by new work order software that ensures continuous tracking and reporting of status and notification to the customer when the action is completed. An *iphone* application is now available to the public which permits customers to report concerns via the application making it more convenient for customers to report concerns and make inquiries as they encounter situations in need of staff's attention. Staff feels this is an upward trend and usage of the communication vehicle should increase over time. Staff will improve promotion of this and all communication or feedback devices that are made available to the community.

The Town Clerk has completed 80% of a Scanning Policy. The adoption of this policy is a major step in the Public Records Management Program and a first step in enabling a way for employees to move towards a paperless office which promotes a green environment and aids in the ease of locating documents by providing an easily searchable database of original scanned copies. This will also promote and further the annual theme of transparency by providing another level of document management.

Town Goal 5-A town image with strong, positive identity valued by residents, businesses & visitors

- *Develop & implement a strategy to promote the identity of Town*
- *Promote transparency in town government programs & processes*
- *Continue to require professionalism & friendliness of staff*
- *Cultivate a responsive environment encouraging community comments & feedback.*

Staff had targeted to seek a rating of 65% of Customers Surveyed as "Satisfied" or "Very Satisfied" and met that objective. Going forward, staff will utilize historical performance to use as the basis for this benchmark in the future.

Email subscriber lists continue to be popular with 127 emails broadcasted this year. These lists are valued as a primary source of current town information related to town events and opportunities for public participation in local government. Morrisville was successful in receiving North Carolina legislative protection of broadcast email subscriber addresses which will serve to support continued use of this highly valued service.

The performance data indicates that the Citizen Survey Panel Group has reached 47% of the desired target. However, the ideal number of participate is 366. Staff has activity engaged this group in several meaningful surveys to acquire important feedback and maintain their interest. Staff has carefully weighed other means to improve the participation level and may simplify the sign-up procedures required to join the group.

The Morrisville Connection continues to be a popular monthly publication that many residents rely on for local government and event information. All planned town events were noticed in *The Morrisville Connection* at least seven days prior to the event date.

All town council meeting agendas continue to be posted to the town's website no later than the Friday prior to the following Tuesday evening meeting permitting public access to all meeting support materials and information at least 96 hours before meeting time. All briefing sheets and attachments are completed and updated with current

information prior to town council final actions. Staff has started the process of posting town council meeting minutes excerpts to briefing sheets providing the public with a one-stop review of a briefing item from first briefing through town council final action.

Town Council meeting minutes are completed and presented to the Town Council for approval in a timely manner. Once minutes are approved by the Town Council the minutes are posted to the town's website within 48 hours and remain available for public review.

Town Goal 8 – A healthy & rewarding work culture where employees are our primary asset in delivering high quality services to the community

- *Create a healthy work environment that promotes high morale*

The Public Information Officer publishes a monthly electronic employee newsletter. The *MORE* news provides information of interest to employees and announces employee individual achievements. Employee recognition events are conducted at least twice annually for employees to be publically recognized for their accomplishments.

Town Goal 9 – Citizen involved government

- *Encourage citizens to volunteer within the community*
- *Increase public involvement in Town government programs & processes*
- *Develop & advance opportunities for partnership with local schools & non-profit groups*
- *Diversify the methods of communicating with citizens to provide information on Town news & issues*

In addition to maintaining current information on the town's website other social media also permits the town to broadcast information to interested subscribers. Twitter, Facebook, and YouTube are all used to transmit information that is posted to the webpage. Over 150 postings were made this year via these social media outlets.

Advisory committees continue to be a valuable resource to the town. Maintaining a full roster of appointees on each committee remains a high priority for the Town Clerk who ensures adequate advertising of vacancies and reviews meeting attendance for current appointees. These volunteers along with volunteers in other town functions are registered and service hours tracked for recognition purposes. Every other year a town-wide volunteer recognition event is scheduled and this year 326 volunteers were recognized with a free movie and refreshments.

Annually the town conducts a *Morrisville 101* class for citizen participants to learn about local government in North Carolina and the functions and services of the town's departments. This year 15 students completed the course and all rated the course as excellent. The performance data indicates a drop in class participation. Originally 21 participants sign-up for the class and as the date for the course approached several attendees dropped. The course was reformatted from 8 Thursday night sessions to a one weekend session. The modification minimized logistics and saved approximately \$1,000 in production. Staff conducted an informal survey with this year's 101 graduates. Overall, the graduates supported the format change and offered suggestions that might improve participation in the future. Staff will incorporate some of this feedback to effectively engage, educate and inform the community while continuing to efficiently manage cost.

Additionally the town provides guest instructors to the local elementary schools to expose students to local government and to participate in a community planning exercise.

PERFORMANCE MEASURES TOWN CLERK & PIO



Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Actual
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Town Goal 3-Community services that sustain or enhance the quality of life.

Initiative 5-Continue developing & implementing strategies to enhance customer service

Respond within 1 business day 90% of the time to Initial iPhone app request		% of initial responses to requests sent through iPhone app within 1 business day	n/a	90%	100%
		# of iPhone app request in a year	n/a	n/a	3
Develop Customer Service Training Program by FY2012		% of Customer Service Training Program created to date	n/a	n/a	n/a

Initiative 7-Continually review & identify internal processes & community services to improve their efficiency & effectiveness

Create Scanning Policy FY2011		% completion toward development of Training for Scanning, Naming Conventions and Auditing Process	n/a	25%	80%
		Successfully receive State Approval to destroy documents that are scanned into Laserfiche	n/a	n/a	n/a
Strive to process 100% of Council related documents within given time frames		% of ordinances and resolutions processed within three business days after Council Meeting	n/a	100%	100%
		# of ordinances processed	n/a	60	34
		# of resolutions processed	n/a	125	73
		% of Business Agendas that successfully contained all minutes from previous month's meetings for approval	n/a	100%	98%
		# of sets of minutes prepared annually	n/a	29	29
		% of time the Town Council receives the Agenda four business days prior to a regular meeting, three business days if a holiday is in the time frame	n/a	100%	100%
		# of Briefing Items Processed	n/a	15	25

Town Goal 5-A town image with strong, positive identity valued by residents, businesses & visitors

Initiative 1-Develop & implement a strategy to promote the identity of Town

Implement Branding process planned for FY11 by 2012		% of process completed	n/a	n/a	n/a
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Initiative 2-Promote transparency in town government programs & processes

Successfully utilize current communication tools		% of Next Week in Morrisville emails sent by COB each Friday	n/a	100%	100%
		# of emails sent to email subscriber lists	n/a	125	127
		% of events advertised through newsletter at least 7 days prior to event date	n/a	95%	100%
2010: Year of Transparency		# of methods in which Year of Transparency is promoted	n/a	5	5
		% of citizens surveyed who are 'satisfied' or 'very satisfied' with communications from the Town of Morrisville, according to the annual Communications Survey	n/a	65%	79%

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Actual
Make Council Proceedings Transparent and Available in a timely manner 95% of the time.	# of postings: 1.Agendas 2.Audios 3.Meeting Notifications	n/a n/a n/a	n/a n/a n/a	24 22 52
	% of Town Council Agendas posted on the Town Website two business days prior to a Council Meeting.	n/a	98%	98%
	% of Town Council Meeting Audio's Posted Online	n/a	83%	95%
	% of Town Council Meeting Notifications sent for notification of Meeting Agendas, Minutes and Audio's Available	95%	95%	98%

Initiative 4-Continue to require professionalism & friendliness of staff

Educate all new employees on Public Information & Internal Communication document by the end of their introductory period	% of new employees trained in Public Information & Internal Communications by end of introductory period	n/a	100%	100%
	# of new hires in current year			
Create Public Records Training by the December 2010 (Currently Short Summary Included In PIIC)	% of Training Module Completed	n/a	75%	100%
	% of Employees Initially Trained	n/a	n/a	50%
Town Clerk to obtain Certified Municipal Clerk (CMC) certification by FY 2011*	% of Requirements completed to Obtain CMC	90%	100%	95%

Initiative 5-Cultivate a responsive environment encouraging community comments & feedback.

Maintain at least 366 Citizen Survey Panelist annually	# of panelists currently registered	n/a	100	173
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Town Goal 8 – A healthy & rewarding work culture where employees are our primary asset in delivering high quality services to the community

Initiative 2-Create a healthy work environment that promotes high morale

Celebrate employee achievements through MORE News (Internal Newsletter) by publishing at least 12 editions annually	# of issues sent	n/a	7	7
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Town Goal 9 – Citizen involved government

Initiative 1-Encourage citizens to volunteer within the community

Maintain volunteer hours logged in database	# of hours logged	n/a	12,000	12,000
Volunteer Appreciation Event (every other year)	# of volunteers recognized	n/a		326
Recognize Volunteers that serve as Chairs	# of outgoing Chair's recognized at the Council Level	n/a	n/a	n/a

Initiative 2-Diversify the methods of communicating with citizens to provide information on Town news & issues

Maintain presence on social media sites (Twitter, Facebook, YouTube)	# of posts to Twitter	n/a	50	89
	# of posts to YouTube	n/a	5	5
	# of posts to Facebook	n/a	80	66

Initiative 4-Develop & advance opportunities for partnership with local schools & non-profit groups

Hold/Organize Field Trip for Elementary Students at least once annually	# of classes attended	n/a	7	7
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Initiative 5-Increase public involvement in Town government programs & processes

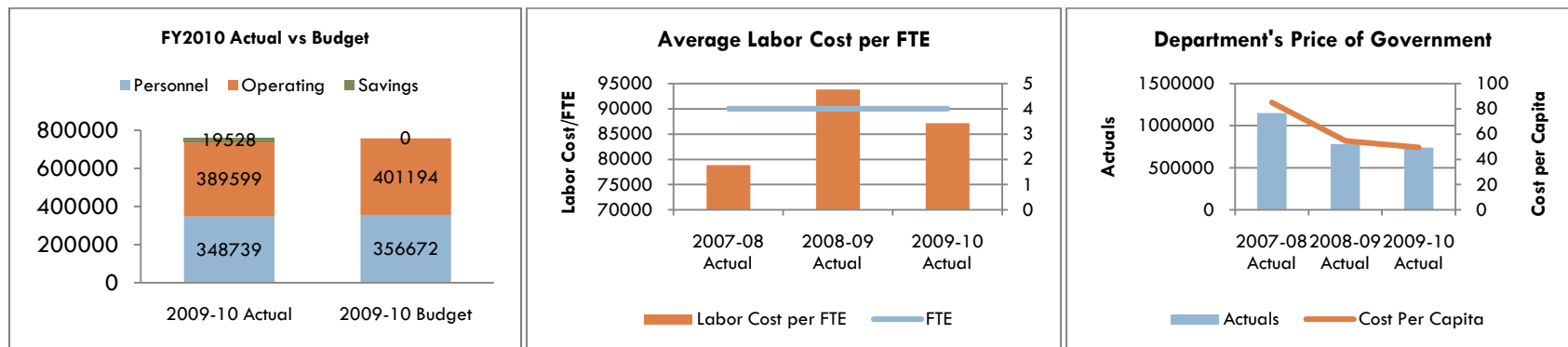
Department Objective	Performance Measure		FY09 Actual	FY10 Target	FY10 Actual
Conduct Morrisville 101 Citizen Academy annually	🕒	# students graduated from course	n/a	20	15
	📊	% of student ranking experience good or better	n/a	90%	100%
Citizen Advisory Committee Involvement at the level of each Committee having a Quorum to run a meeting.	📊	% of Committees with at least enough members for a quorum	90%	100%	100%

Town Manager and Senior Directors are evaluators of Performance Measures Program and therefore are exempt.

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

- Funds were eliminated initially from the FY10 budget to purchase software that allows users outside the Town's network to search the Laserfiche system for public records. There will be continued attention given to potential grants or ways of provided funds from an outside source until funds become available.
- Funds were also eliminated initially from the FY 10 budget to purchase software to provide a segmented audio recording of the meetings. Staff will continue to try to provide the level of service able to be provided until funds become available. There will be continued attention given to potential grants or ways of provided funds from an outside source. Note that audio's in working order were posted on the Town's Website. However, in at least four instances during FY10, "no audio could be posted due to technical difficulty" and this language is posted on the website in these instances instead of the audio, notifying residents as such.
- In FY2010, budget reductions produced fewer opportunities to provide professional development training. This delayed the Town Clerk from completing her CMC requirements. With some training funds reinstated, the CMC should be obtained by the end of FY 2011.
- Cost Savings Initiative: The 2010 Morrisville 101 Course was reformatted from 8 Thursday-night sessions to one weekend session. This reduced logistics and labor costs by approximately half, or \$1,000.
- The Field Trip for Elementary Students was organized by the Town Clerk's Office this year but the field trip itself did not include meeting at the Council Chambers. As the number of classes grew over the past two years from four to seven classes, the Town Clerk's Office was unable to dedicate two complete days to intermittent cycles of classes without impacting the work load/schedule. The Fire and Police Department will provide activities for the Field Trip this year and in the future.

BUDGET PERFORMANCE PROFILE



Human Resources Department Performance Profile

SERVICE TO COMMUNITY

Primary duties include interpreting town policies and procedures, administering recruitment and hiring practices, employment law, and legal compliance for all functions. Our job is to ensure that town employees follow all policies and procedures accordingly. Human Resources is also responsible for administering employee benefits, employee relations, training and pay & classification.

EXECUTIVE EVALUATION SUMMARY

Town Goal 3-Community services that sustain or enhance the quality of life.

- *Continue developing & implementing strategies to enhance customer service*
- *Continually review & identify internal processes & community services to improve their efficiency & effectiveness*

Federal and State employment law is continuously monitored for changes that affect local government employment. Personnel policies are reviewed to ensure that current policies remain in compliance with applicable laws and regulations. While the performance data indicates no policies were reviewed this year, the department had determined there were no pressing federal or state mandates requiring major policy updates only some minor housekeeping items. In anticipation of the New Pay Plan, the department elected to hold off on the minor updates until the Pay Plan was completed. Then all updates would be completed at once with the integration of the New Pay Plan structure to the Town's Personnel Policies.

The performance data indicates that 58% of the 84 position classifications (authorized FTE positions are 154) were reclassified this year. While that may seem that a large amount, the last position classification study was conducted seven years ago in 2003. This recent study reviewed all Town authorized fulltime positions. The department has now adopted a standard practice and will budget accordingly to review one third of all positions each year to keep the duties, responsibilities and salary of our positions within market competitiveness and maintain internal equity amongst other town positions.

Town Goal 8 – A healthy & rewarding work culture where employees are our primary asset in delivering high quality services to the community

- *Create a healthy work environment that promotes high morale*

After further evaluation of the performance data for completion of employee introductory period, it was determined there is a disconnection being generated by incomplete departmental paperwork to conclude/extend an employee's introductory period. Human Resources will work with Management in considering measures to improve the timeliness of intro-period review.

The department is evaluating the objective to recruit and fill vacant positions within 60 days. The Human Resources Department does not possess the full span of control over this particular measure. All departments have a degree of accountability towards the effectiveness and efficiency of the recruitment process. Future modifications will

consider isolating specifically what elements of the recruitment process that Human Resources might be responsible for and then identifying within departments a means to measures the departments influence to the success of the objective.

Employees are provided the opportunity and are encouraged to participate in employee wellness activities. Each year the Employee Wellness Committee and the Employee Safety Committee promote opportunities for the town's employees to improve or maintain their personal health and fitness and improve their work areas reducing their personal risks in the workplace. While attendance to the wellness events was low, the department continues to evaluate the carrot vs stick options to encourage attendance to such organizational events.

During their first week of employment all new employees participate in an employee orientation which includes training related to the town's procedures and standard operating procedures and policies. Segments of the training include customer service training and use of the town's customer service tracking and reporting software reinforcing commitment to a high degree of customer satisfaction.

PERFORMANCE MEASURES

Workload






Efficiency

Effectiveness

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Actual
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Town Goal 3-Community services that sustain or enhance the quality of life.

Initiative 7- Continually review & identify internal processes and community services to improve efficiency & effectiveness

Review 30% of positions every three years for classification appropriateness and market competitiveness	 Average # of positions authorized over three year period	152	152	154
	 % of positions reviewed	33.3%	66.6%	100%
	 # of positions reviewed resulting in approved reclassification or adjustment	N/A	10	49
Evaluate Policies annually for compliance with laws	 # of Personnel Polices reviewed for compliance in a year	All	20	0
	 # of Personnel Polices reviewed that were forwarded to Council for approval	11	10	0






Town Goal 8- A healthy & rewarding work culture where employees are our primary asset in delivering high quality services to community

Initiative 1-Recruit & retain competent committed staff

Maintain an 80% success rate for new hires completing introductory period successfully	 # of New Hires	17	5	13
	 % of new hires successfully completing introductory period	82% *	100%	8%
	 # of LAUNCH trainings completed annually	11	3	6
	 # of pre-employment screenings	17	5	15
Recruit & fill positions within 60 day of advertising* <small>*Does not include public safety positions, internal positions, or temporary positions</small>	 # of advertised vacancies in year	11	5	16
	 % of vacancies filled within 60 days of advertising	57%	100%	43%
	 # of applications processed/reviewed annually	361	300	881
Process Pre-Employment Screenings within 1 week of offer annually	 # of Employment offers in a year	16	5	15
	 % of offers accepted in a year	100%	100%	93%
	 % of pre-employment screening processed within 1 week of offer annually	100%	100%	100%

Initiative 2-Create a healthy work environment that promotes high morale

Conduct at least 3 Wellness Events annually to promote a healthy work force	 # of Wellness Events held annually	4	4	3
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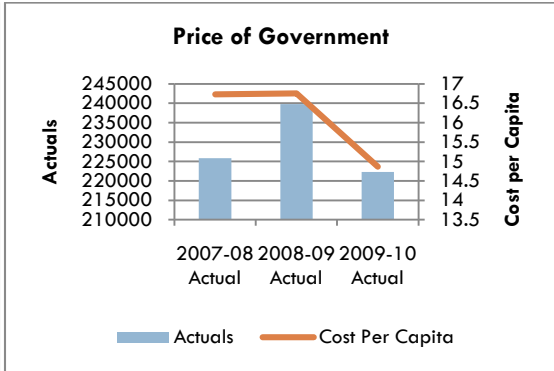
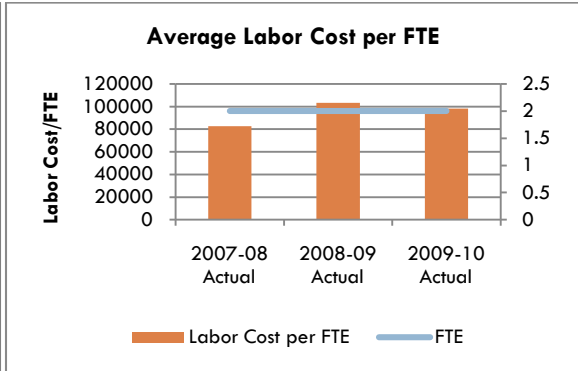
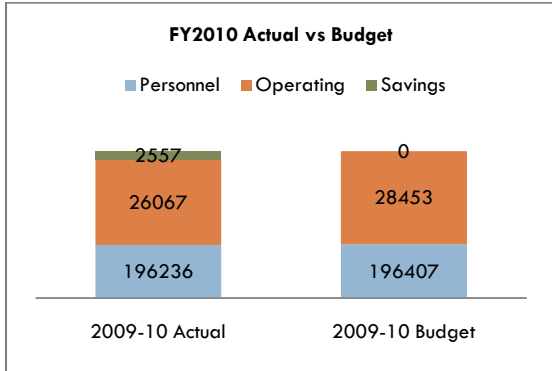
Department Objective		Performance Measure	FY09 Actual	FY10 Target	FY10 Actual
		Average % of fulltime Employees attending Wellness Events annually	44%	100%	9%
Conduct at least 2 employee recognition and/or appreciation events annually		# of organizational employee appreciation events held in a year	1	1	1
		# of Longevity Awards presented in a year	17	24	23
Maintain a benefits package that is cost-effective and meets employee needs		# of participants for benefits survey	69	80	N/A* (every 2 yrs)
		% of employees who rated "satisfied" or better on the benefits survey	89%	90%	N/A

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

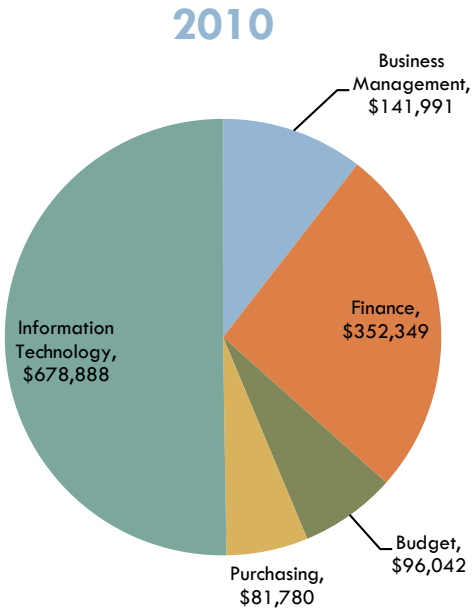
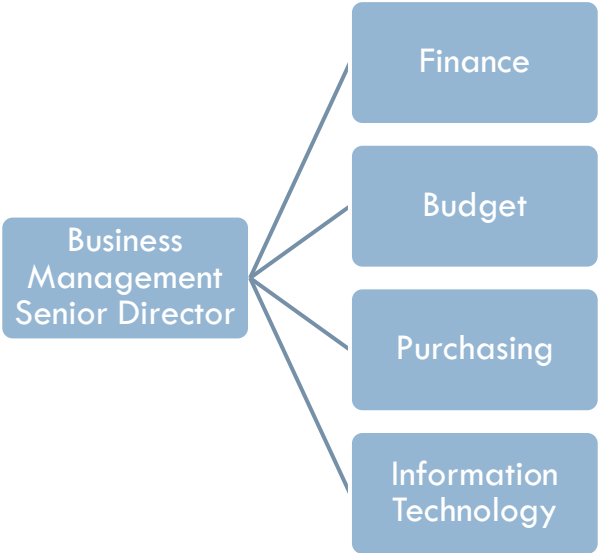
- Conducted and Implemented a Pay & Classification Study to ensure that Town positions were classified appropriately and employees were being paid competitively
- Suspended Merit Pay & COLA for FY10
- Health Insurance premiums increased
- Wellness Budget was cut for FY10
- Employee Recognition Budget was cut for FY10
- Tuition Reimbursement Program was cut for FY10
- Town-wide training budget was reduced for FY10
- Sought out ways to promote Wellness initiatives at no cost by utilizing free services provided by our Employee Assistance Provider and Health Insurance Carrier. Held Town-wide physical fitness challenge during the Spring/Summer. Without funding, it was difficult to obtain participation.
- Provide in-house training for professional development
- Included in FY11 budget a 3% lump sum for employees to show appreciation for attaining sustained level of service in FY10
- Only one employee who began working in FY10 completed the introductory period in FY10. All others are still serving the introductory period, and are scheduled to complete it in FY11.
- Considering either modifying performance measure "% of new hires successfully completing the introductory period" to either better reflect HR's involvement in training the supervisors regarding intro period requirements or moving it to the individual departments.
- Recommending Performance Measure "% of vacancies filled within 60 days of advertising" to be moved to individual Departments. Although the HR Department is involved in advertising positions and forwarding applications to Departments, it is the responsibility of the individual Departments to select candidates, schedule interviews, and check references before notifying HR of their final candidate. This being the case, recruitment time falls largely on the departments and would therefore be better managed and assessed in the individual departments.

* (does not include employees who are still on their intro period. Intro periods range from 3-12 months.)

BUDGET PERFORMANCE PROFILE



Directorate of Business Management Unit



The Business Management Unit has a collective responsibility to render superior level of quality service to citizens and employees of the Town. Committing to the highest standards of accountability, timeliness and accuracy while leading the organization in making informed and successful decisions in resource allocation, program evaluation and long range financial and managed planning. While furnishing a modern, reliable, full-featured computing and telephony environment through which employees may effectively and efficiently perform their duties, we are entrusted to provide for the needs, interests and priorities of our community.

Below represents an Executive Management Evaluation Summary by the Senior Director of the units' performance towards fulfilling the Town Goals and Initiatives of the Organization.

Footnote: Executive Evaluation Summaries Provided by Senior Directors; Text highlighted or with a ~~strike through~~ are some proposed modifications to Performance Measures for FY2011.

Finance Department Performance Profile

SERVICE TO COMMUNITY

The Finance Department administers the financial affairs of the Town of Morrisville under the direction of the Finance Director. This encompasses investing all town funds; maintaining accounting and financial records; billing and collecting; maintaining an encumbrance system for purchasing; processing accounts payable each week; preparing biweekly payrolls; preparation of the Comprehensive Annual Financial Report; issuance of and collections related to privilege licenses.

EXECUTIVE EVALUATION SUMMARY

Town Goal 2 - A strong and stable financial position that fully utilizes all resources in a responsible, efficient and effective manner

- *Maintain a strategic financial plan*
- *Ensure proper use of resources by enhancing internal controls*
- *Identify potential new funding opportunities for specific town projects and services*
- *Continue developing town infrastructure evaluation programs to analyze costs, prioritize maintenance and secure funding*

Finance continually strives to be more efficient in providing financial services to internal and external customers. Finance department provides financial statements by the 10th of each month and prepares the Comprehensive Annual Financial Report for evaluation. Finance received the Certificate of Achievement for year ending June 30, 2009 for the eighteen year in a row which is the highest form of recognition in the area of government accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management.

Staff conducted field search of businesses operating without a privilege license which resulted in an increase of new privilege license being issued. During FY10 Finance worked with IT department to develop a new data base for privilege license whereby information can be shared with all departments and improves the efficiency and collection rate. Cross-trained the Accounts Payable Specialist to cover in the absence of the Accounts Receivable Specialist which ensures 100% coverage at all times. With the implementation of Positive Pay, a fraud detection service offered by banks to help combat fraudulent activity on checking accounts the Town covers 100% of all accounts payable, EFT, payroll distributions. The average number of accounts payable checks reduced slightly in FY10 and staff is working to reduce service costs by actively pursuing vendors to take advantage of EFT transmission for payment which will be tracked in FY11 as a cost savings measure.

Town Goal 8 - A healthy and rewarding work culture where employees are our primary asset in delivering high quality services to the community.

- *Recruit and retain competent committed staff*
- *Create a healthy work environment that promotes high morale*
- *Foster career development and growth opportunities*
- *Encourage employees to identify opportunity to improve efficiencies and effectiveness*

Staff strives to provide 100% payroll accuracy and has recorded less than 1% error rate while processing 7,021 payroll disbursements in FY10. The Town mandates direct deposit for all employees and all disbursements must be pre-noted; therefore this action prevents a 100% participation. Payroll Specialist provides one-on-one training for all new hires and continuously works to ensure departmental staff is timely and accurate processing of all payrolls. Finance staff will continue to research and identify revenue sources that could potentially be utilized to purchase software to implement a paperless pay stub environment which could improve efficiency and reduce cost.

Finance Department is continuing to cross-train employees to function in the absence of others, shielding the department during adverse and emergency situations. Staff position training manuals should be completed by end of December 2010.

During FY2011 Finance will continue evaluating and identifying ways to eliminate audit findings/management letter items and improve the year end processing procedure by reducing the number of adjusting journal entries at year end. Provide training and guidance to reduce purchase order rollover at year end.

PERFORMANCE MEASURES

Workload

Efficiency

Effectiveness

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Actual
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Town Goal 2 – A strong & stable financial position fully utilizing all resources in a responsible, efficient & effective manner

Initiative 1-Maintain a strategic financial plan

Produce a monthly Financial Statement by the 15 th of the following month for FY09 and by the 10 th for FY10		% of times monthly financial statement completed by the 15 th of the month for FY09 and by the 10 th for FY10	100%	100%	100%
Receive Certificate of Excellence in Financial Reporting (CAFR) from the Government Finance officers Association (GFOA) Award Annually		The consecutive # of years recognized for Excellence in Financial Reporting- CAFR Award	17	18	18

Initiative 2-Ensure proper use of resources by enhancing internal controls.

Receive less than 2 Financial Statement Findings & Response comments by Independent Auditors each year.		# of Financial Statement Findings & Response comments given by Independent Auditors annually.	1	0	1
Funds received & deposited on the next banking day.		Average # of daily deposits / credit card batches	5 / 5	5 / 5	5/5
		% of deposits made by the next banking day	N/A	100%	100%

Initiative 3-Identify potential new funding opportunities for specific Town projects & services

Maintain at least a 90% collection rate of billed Privilege License Revenues annually.		# of billed Privilege Licenses in a year.	1400	1250 ¹	1500
		Privilege License collection rate was greater than or equal to 90%	N/A	Yes	Yes

Town Goal 3-Community services that sustain or enhance the quality of life

Initiative 5-Continue developing & implementing strategies to enhance customer service.

Conduct Quarterly Meetings with Town-wide Administrative Support Positions		# of Quarterly Meetings conducted	N/A	4	1
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Initiative 7-Continually review & identify internal processes & community services to improve efficiency & effectiveness

Pay 100% of Vendors weekly through Positive Pay		Average # of active Vendors in the year	525	450	450
		Average # of payables checks processed weekly	48	45	40
		Payables paid weekly	Yes	Yes	Yes
		Average # of Procurement Card transactions processed monthly	235		183

Town Goal 8- A healthy and rewarding work culture where employees are our primary asset in delivering high quality services to the community.

Initiative 2-Create a healthy work environment that promotes high morale.

Strive for 100% Payroll accuracy annually.		% of Payroll Errors compared to average # of Employees	<1%	<1%	<1%
		Average # of payroll checks per year	7035	7010	7021
		% of Employees on Payroll Direct Deposit greater than 95%	97%	97%	98%

Initiative 3-Foster career development and growth opportunities.

Department Objective	Performance Measure		FY09 Actual	FY10 Target	FY10 Actual
Transition monthly reconciliation responsibilities of selected Balance Sheet accounts to targeted employees by year 2011	FD	% progression towards transitioning reconciliation of selected accounts to targeted employees			
		Payroll	83%	100%	100%
		Payables	100%	100%	100%
		Receivables	N/A ²	100%	75%
Initiative 4-Encourage employees to identify opportunities to improve efficiencies & effectiveness.					
Develop Position Training Manuals by June 2010.	FD	% completion by June 2010			
		Payroll	N/A	100%	100%
		Payables	N/A	100%	100%
		Receivables	N/A	100%	50%

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

- Began producing Financials in FY2009. Distributed Financials no later than the 10th of every month.
- Billed non-renewals in FY09, but had modifications to the privilege license data base for FY10. Therefore, non-renewals not billed for FY10. Worked closely with IT to create a new and more efficient Privilege License database that can also be utilized by other departments. Increase Privilege License Revenues for FY2010 by \$125,600. Also, conducted a utility audit with Progress Energy which resulted in a substantial increase in revenues.
- Accounts Receivable position vacant in 2009. Filled Accounts Receivable Position in FY2010. Added additional responsibilities to position – fire permit billing and collections for all Town Departments.
- Wrote the Comprehensive Annual Financial Report and all the conversion schedules. Received the Certificate of Achievement for Excellence in Financial Reporting.
- Cross train Finance Department and developed training manuals (on-going process).

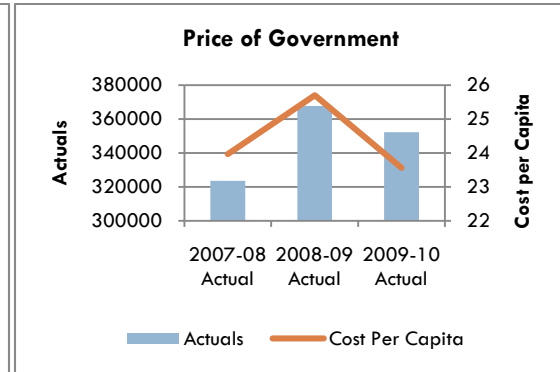
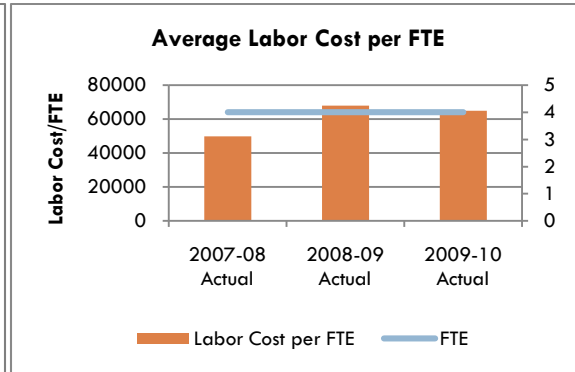
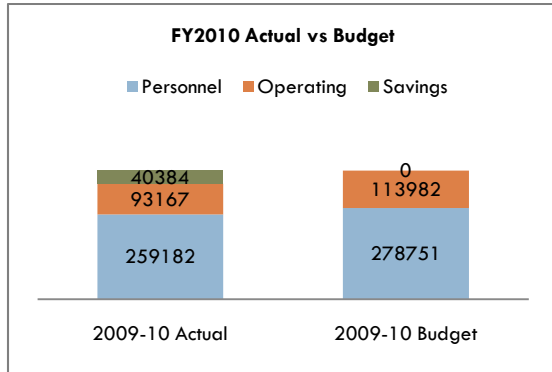
Challenges this year

- Keeping up with new/changing rules and regulations (more paperwork and administration time). Constantly having to do more with limited staff and resources.
- Maintaining a high collection (Accounts Receivable) percentage.
- Budget reductions produced fewer opportunities to provide professional development training.

Mitigation of recession impacts

- Focus more time on collection efforts and constantly review procedures in order to reduce the Town's exposure of delinquent accounts.
- No funds to purchase much needed Privilege License software/database. Worked with Information Technology (IT) in developing a new database in house that also communicates with other departments.

BUDGET PERFORMANCE PROFILE



Budget Department Performance Profile

SERVICE TO COMMUNITY

The Budget Office oversees the budgetary preparation and management analysis of fiscal operations in coordination with departments and senior directorates ensuring proper understanding and utilization of budget information and performance measures.

EXECUTIVE EVALUATION SUMMARY

Town Goal 2 - A strong and stable financial position that fully utilizes all resources in a responsible, efficient and effective manner

- *Maintain a strategic financial plan*
- *Ensure proper use of resources by enhancing internal controls*
- *Identify potential new funding opportunities for specific town projects and services*
- *Continue developing town infrastructure evaluation programs to analyze costs, prioritize maintenance and secure funding*

Budget continues to identify methods that will enhance the Town's strategic plan and offers transparency in the LRFM by providing a summary for internal & external customers but with limited staffing levels this was not accomplished in 2010. Staff will continue to work to deploy a new Capital Improvement Program policy and plan by the end of 2012.

Developed the FY10 budget in the aftermath of the national economic downturn and the trickle down effect on the State and local economy, successfully guided staff to achieve positive outcome in the execution of the FY 10 budget.

Staff identified a weakness in the budget adjustment policy and implemented a revised policy that will reduce the number of adjustments and will improve the staff time required. In 2011 staff will begin tracking the type of adjustments to ensure the annual budget ordinance provides the budget officer the appropriate authorization levels. Project tracking was introduced to the organization which provides an automated method for tracking projects and staff is encouraged to expand this tracking method in other avenues within the organization.

Staff will work to modify the quarterly expenditure and revenue performance for the next budget cycle.

Town Goal 3 - Community Services that sustain or enhance the quality of life

- *Refine and implement a performance measurement process to provide better information for budgetary decision-making and create a stronger link between allocation of resources and desired results.*
- *Continually review and identify internal processes and community services to improve their efficiency and effectiveness.*

Budget began augmentation of the Town's Performance Measures in an effort to infuse managerial value and accountability to aid in improving and evaluating Town services. All departments defined their objectives and produced measures based on their missions. Senior Directors will serve as evaluators of the data and provide reports of efficiency and effectiveness to Town Manager and Council. Budget will apply results received from performance measures to define and finite the performance measurement policy. The GFOA reviewers awarded Morrisville efforts to re-develop the Performance Measures Program for FY10 a proficient rating, next level will be outstanding.

Staff reduced the budget printing cost by 22% in FY10 through adjusting the budget format. In an effort to further reduce cost staff engaged a new vendor and the results were a sacrifice in quality and time and this is a key element in the production of this document, other options will be reviewed in the future.

Town Goal 5 - A Town image with a strong, positive identity valued by residents, businesses & visitors.

- *Promote transparency in Town government programs and processes*

Budget received the Certificate of Distinguished Budget Presentation Award for year ending June 30, 2010 for the fifth year. 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. In the future I would encourage Budget Manager to serve as a reviewer for the program in order to glean additional ideas and information.

Budget has successfully managed the Morrisville 101 “Your Tax Dollars at Work” for the past 3 years with attendees rating the course with 100% satisfaction.

Town Goal 8 - A healthy and rewarding work culture where employees are our primary asset in delivering high quality services to the community.

- Foster career development and growth opportunities

Budget Manager continues to pursue her goal to attain the “Professional Certification in Budgeting” but with limited personnel it is difficult to balance work and training hours necessary to further develop her skills.

Town Goal 9 - Citizen involved government

- Increase public involvement in town government programs and processes









Budget initiated and successfully managed the Budget Open House, Budget Comments Portal, public hearings and Budget Panel meetings with more opportunities in FY11. All new programs within the organization that are developing slow but steady. Challenge for the future is more staff support with the programs.

PERFORMANCE MEASURES

 Workload

 Efficiency

 Effectiveness

Department Objective		Performance Measure	FY09 Actual	FY10 Target	FY10 Actual
Town Goal 2 -A strong & stable financial position fully utilizing all resources in a responsible, efficient & effective manner					
Initiative 1-Maintain a strategic financial plan					
Complete a Long Range Financial Model Summary Report by October 30, 2010		% of completion	n/a	50%	50%
Present a Preliminary Budget /LRFM to Town Manager and Senior Directors before April 15 th annually resulting in no more than 5 recommended changes from the evaluation		# of days +/- targeted presentation date (+ meaning additional days needed and – meaning days in advance)	n/a	-2	-2
		# of changes	n/a	n/a	n/a
Complete re-development of Capital Improvement Program Policy and Plan by end of Fiscal Year 2012		% of Completion	n/a	n/a	0%
Initiative 2-Ensure proper use of resources by enhancing internal controls					
Develop a Budget Adjustment Policy to communicate expectation, consistency and influence better budgeting practices by departments byFY2011		% of Completion	n/a	100%	95%
Reduce # of Budget Adjustment request by departments by 10% annually		# of Budget Adjustments Processed annually	190	140	194
		% of Budget Adjustments resulting from: <ul style="list-style-type: none"> • Unforeseen Circumstances • Dept Error in Budget • Reimbursement/Claims • Budget Ordinance Amendment 	n/a	n/a	n/a
Implement Project Tracking (non CIP projects) by June 30, 2010		% of Completion	n/a	100%	10%

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Actual
Review once per quarter Revenue and expenditure performance	⌚ # of performance reviews performed annually with Budget Panel	n/a	4	4
	📄 % of reviews resulting in a successful opinion from Budget Panel Assessment	n/a	100%	100%
	📁 Year end Revenue Projections are within +/- 3% of actual	n/a	n/a	Yes
	📁 Year end Expenditure Projections are within +/- 3% of actual	n/a	n/a	Yes

Town Goal 3-Community services that sustain or enhance the quality of life

Initiative 6-Refine and implement a performance measurement process to provide better information for budgetary decision-making and create a stronger link between allocation of resources and desired results

Develop a Performance Measures (PMs) Policy by end of Fiscal Year 2011 that will identify how the PMs are to be utilized organizationally to increase managerial value and improve services	📄	% of Completion	n/a	n/a	n/a
Complete re-development of Performance Measures Program by Fiscal Year FY2010	📄	% of Completion	50%	100%	75%
Receive a Proficient or higher rating from all reviewers from the Government Finance Officers Association for the Re-developed Performance Measures Program	📄	# of reviewers giving positive feedback in relation to the new re-developed Performance Measures Program	n/a	n/a	3 of 3

Initiative 7- Continually review & identify internal processes & community services to improve their efficiency & effectiveness

Develop a Budget Procedure Manual by January 2011	📄	% of Completion	n/a	n/a	n/a
Assist in departmental analysis annually that result in cost effective decisions	⌚	# of various requested analysis in a year	n/a	n/a	n/a
	📄	% of those analysis resulting in a cost effective result	n/a	n/a	n/a
To decrease the overall cost to produce Annual Budget Report by 10%	📁	Cost per Budget Report Publication	\$4,712	\$4,000	\$3,712

Town Goal 5-A Town image with a strong, positive identity valued by residents, businesses, & visitors.

Initiative 2-Promote transparency in town government programs & processes

Receive annually the Distinguished Budget Presentation Award from the Government Finance Officers Association satisfying nationally recognized standards as a policy document, financial plan, operations guide and communication device to be valued by community.	📄	Received GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes
At least 90% of Morrisville 101 attendees ranked the presentation of "Your Tax Dollars at Work" as a satisfactory or better	⌚	# of Morrisville 101 attendees			15
	📄	% of attendees ranking presentation of Morrisville 101 as satisfactory or better			100%
Utilize at least 5 different communication vehicles annually to inform the community of budget matters.	⌚	# of communication vehicles utilized to inform community of budget matters	n/a	n/a	n/a
	📁	Average cost per communication vehicle	n/a	n/a	n/a
	📄	% of Citizen Survey Panel respondents ranking budget related communication efforts as satisfactory or better	n/a	n/a	n/a
	⌚	# of Citizen Survey Panel members	n/a	n/a	n/a

Town Goal 8- A healthy and rewarding work culture where employees are our primary asset in delivering high quality services to the community.

Initiative 3-Foster career development and growth opportunities.

Attain Professional Certification from NC Local Government Budget Association by Fiscal Year 2015	⌚	Course work required to receive Certification:			
		• Budgeting & Financial Planning, Part I Annual Budget Prep and	FY09		

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Actual
	Enactment			
	• Budgeting & Financial Planning; Part II Capital Planning & Finance		FY10	FY10
	• Performance Measures in Local Government	FY09		
	• Practical Analytical Techniques for Local Government	FY09		
	• Budget Analysts Training Academy	n/a	n/a	n/a

Town Goal 9--Citizen involved government

Initiative 5-Increase public involvement in town government programs & processes

Increase the number of attendees/participants in budget related informational events annually by 20%	04	Average # of attendees/participants:			
		• Budget Open House	3	tbd	5
		• Public Hearings	5	tbd	1
		• Budget Comments Portal	4	tbd	7

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

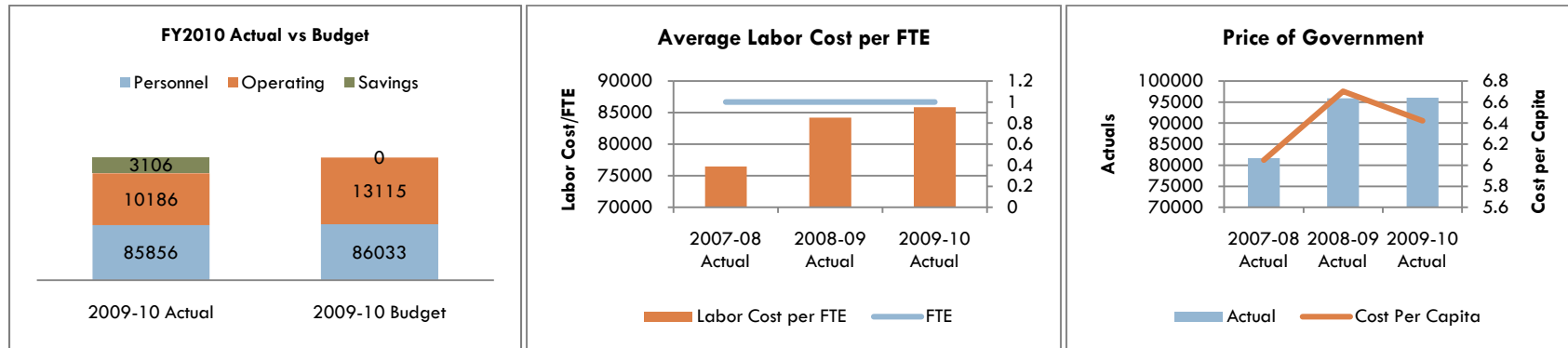
- Implementation of 5-Year Business Planning by department in to the Budget Process and linked to our 5-Year LRFM to better assess future needs in the perspective of financial capacity. This multi-year analysis provides better understanding of future budgets. The LRFM considers many components.
- Implementation of Project Tracking on non-CIP items – have determined the need to test the usage of this product to evaluate feasibility in application for FY2012. During FY2012 budget development the objective target will be updated. Currently testing usage with Public Works and Planning departments.
- Based on the data collected for Budget Adjustment transactions, the Budget Office was processing 3 or more per week. This average seemed excessive and contrary to good budgetary practices. 42% of the Budget Adjustments transactions were being processed within the first two quarters of a budget year. After further investigation, the following was determined:
 - Some departments had budgeted for certain expenditures types as a lump sum within a single line account rather than estimating needs across the functional sub line accounts for the same category of expenditures.
 - Some request were to match budget to spending activity as it occurred.
 - Request were also being made when funds were clearly available in the line account for the category of spending.
 - Other issues where that requestors were not evaluating needs for the remainder of year with a single request.
 - A few request were loop request. Moving funds from one account to another only to move the funds back later.
 - These items give the impression that we are not trying to live within departmental budgetary limits.

The issues listed above have been addressed with the organization through the establishment of a Budget Adjustment Policy defining guidelines to set the expectations and to preserve the integrity and functionality of the organization’s performance against an approve budget. I will work to expand this analysis in the coming year to breakdown the type of request.

- In process of re-developing Town’s Performance Measures program to infuse managerial value and accountability to aid in improving & evaluating services. We are 75% complete in this effort. All departments have defined their objectives and produced performance measures based on what they determined was important to their missions. The next step is to produce a deliverable report to Town Manager and Council that shows application and analysis of performance measurement data by senior management. This step is key to the successful integration of the performance management philosophy in to our management practices. Senior management will serve as the evaluators to reap the benefit of performance measurement for service improvement, by actually analyzing and using performance data to identify strategies for change. It is very likely during this Senior level review that some departmental objectives and/or measures will be fine tuned, building higher-order measures of efficiency and effectiveness.
- By working through this 1st development year for generating a report to Town Manager and Council, I will be able to develop a sound Performance Measures Policy.

- 2 out of 3 GFOA Reviewers gave Morrisville's efforts to re-develop the Performance Measures program for FY2010 Budget a proficient rating and the other rated it as outstanding.
- By adjusting the Budget Report format I was able to reduce the overall printing cost of down by 22% below FY09. Other printing sources will be tested for FY2011 Budget Report to perhaps further reduce the printing cost.
- The attendance/usage of the Budget Portal, Public Hearings, and Open House as it relates to Recommended Budgets is largely dependent on whether budgets contain controversial elements such as a proposed tax rate increase. I will continue to track and likely will modify the department objective.
- Completed the UNC School of Government Public Administration Program to further professional development. This was a 6 month program dedicating a week of classroom time each month over a 7 month period.

BUDGET PERFORMANCE PROFILE



Contracts & Purchasing Department Performance Profile

SERVICE TO COMMUNITY

This position coordinates all activities involved with procuring goods and services, reviews requisitions, confers with vendors to obtain product or service information, determines method of procurement, prepares bid requests, reviews bid proposals, and negotiates contracts within budgetary limitations and scope of authority.

EXECUTIVE EVALUATION SUMMARY

Town Goal 2 - A strong and stable financial position that fully utilizes all resources in a responsible, efficient and effective manner

- *Maintain a strategic financial plan*
- *Ensure proper use of resources by enhancing internal controls*
- *Identify potential new funding opportunities for specific town projects and services*
- *Continue developing town infrastructure evaluation programs to analyze costs, prioritize maintenance and secure funding*

Purchasing and Contract department has initiated many new programs and processes since its establishment in 2007. GovDeals provides services to various government agencies that allow them to sell surplus and confiscated items via the Internet and through this program the Town recognizes a cost savings by eliminating advertising cost, and the process has increased revenue. While the number of items processed through GovDeals has increased in 2010 staff will be tracking time involved from inception to actual sale and revenue generated and development of online approval processing for the transfer and disposal of fixed assets. A paperless system will create greater efficiency and reduce the time for final disposition of fixed assets.

P&C has worked to develop a grant policy for the organization and while in 2010 the department tracked the number of grants reviewed, staff recognizes a weakness in that measure and will began to track the % of grants reviewed and the number that were awarded.

The DBM Directorate has set a goal to complete a training/procedure manual for each position and with limited resources it is difficult to achieve all goals in a timely manner but P&C is moving forward with 20% completion of the training/procedure manual.

On September 26, 2010 the Internal Revenue Service mandated significant changes in regard to cell phone usage the current measures do not provide viable information and staff will execute new measures to track actual cost of cell phones, total cell phones issued, employees receiving reimbursement , replacement cost and annually review the Town's cell phone plan for cost savings.

Staff continually explores ways to enhance the procurement card system but note that the measure in 2010 did not supply data for evaluation and in 2011 will report on the P-card rebates received annually and staff training hours.

Purchasing and Contracts has implemented a new contract and performance bond database which streamlines contract administration and management process. The database is available to all staff which provides a copy of the contract, date of contract, and bond expiration data therefore; it improves efficiency by reducing the travel time to a central location for review. Staff will continue to measure the number of contracts executed annually and will include the dollar value of the contract, number of changes orders issued and quantify the time frame from contract approval to project completion date.

As purchase order requisitions are tracked by quantity the dollar value will be added in 2011 and further evaluation to how this measure could further benefit the organization.

Since 2007, staff has provided launch training for all new hires and existing staff as requested. With an average of 25% of internal customers receiving training annually staff would like to increase that to 50% of the Town receive on-going training.

Purchasing & Contract will continue with development and implementation of internal and external customer training to keep the lines of communication open, to provide guidance and a better understanding of the P&C methods and procedures.

PERFORMANCE MEASURES

Workload

Efficiency

Effectiveness

Department Objective		Performance Measure	FY09 Actual	FY10 Target	FY10 Actual
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Town Goal 2 -A strong & stable financial position fully utilizing all resources in a responsible, efficient & effective manner

Initiative 1-Maintain a strategic financial plan

Sell surplus property on GovDeals or process through various means. Update fixed asset inventory.		# of surplus items processed.	n/a	75	188
Review grants for quality and legal compliance.		# of grants reviewed	n/a	15	12

Initiative 2-Ensure proper use of resources by enhancing internal controls.

Develop written office procedures for internal use in Purchase & Contracts Department by December 2010.		% Complete of procedures manual.	n/a	100%	20%
Organizational adherence to Town's cell phone Policy is greater than 95%		# of cell phones transactions	n/a	75	81
		# of cell phones misused	n/a	2	0
		Average time to replace cell phones	n/a	2 yr	2 yr
Organization adherence to Town's P-Card Policy		# of P-Cards issued	n/a	10	96
		# of P-Card misused	n/a	0	0
		# of P-Cards re-issued due to potential fraud	n/a	20	7
Negotiate and write contracts/bids in accordance with Town, State, and Federal regulations.		# of contracts awarded	n/a	50	48
		Average time from receipt of requirement to vendor selection/contract award	n/a	3wks	3wks
Review for legal compliance and issue purchase orders		# of purchase orders issued	n/a	200	232
		# of supplies delivered with no purchase order	n/a	2	0
		% of purchase orders returned held due to errors or incomplete description	n/a	5	15
		Errors per purchase order	n/a	0	0

Town Goal 3-Community services that sustain or enhance the quality of life

Initiative 5-Continue developing & implementing strategies to enhance customer service.

Provide monthly LAUNCH training and day-to-day training in procurement, p-card, and cell phone use.		# of employees trained each month	n/a	3	2
		% of employees participating in Launch that required additional training	n/a	0	0





Initiative 7-Continually review & identify internal processes & community services to improve efficiency & effectiveness

Evaluate Policies annually for compliance with laws and organizational direction		3 Policies to monitor	n/a	Yes	Yes
		# of policies requiring updates annually	n/a	1	1
		Average time to review policy	n/a	60 days	60 days
		# of New Polices recommended to Management	n/a	1	0
		% of New Polices receiving approval	n/a	1	0

Department Objective		Performance Measure	FY09 Actual	FY10 Target	FY10 Actual
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Town Goal 5-A Town image with a strong, positive identity valued by residents, businesses, & visitors.

Initiative 2-Promote transparency in town government programs & processes

Scan in all Bonds and Contracts daily to data base for availability on the Intranet.		Average # of Bonds & Contracts scanned per year	n/a	80	55
		% of times scanning was performed successfully daily	n/a	90%	90%
Update vendor database daily.		Average # of vendor's added to database per year	n/a	30	109
		Average length of time to complete review of contract and post in database	n/a	1 wks	1 wks

Town Goal 6- Regional partnerships to grow & develop new resources & opportunities

Initiative 1-Develop & maintain liaison with other elected officials, agencies, jurisdictions, & stakeholders

Attend at least 1 conferences annually for networking		% of new information obtained to benefit the department and Town	n/a	80%	95%
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Town Goal 8- A healthy and rewarding work culture where employees are our primary asset in delivering high quality services to the community.

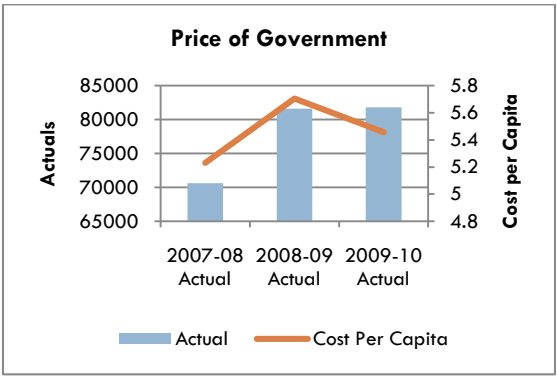
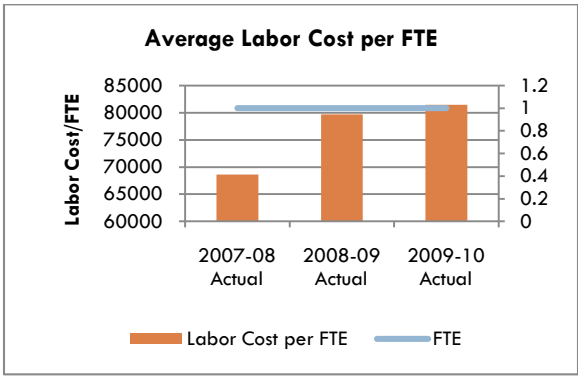
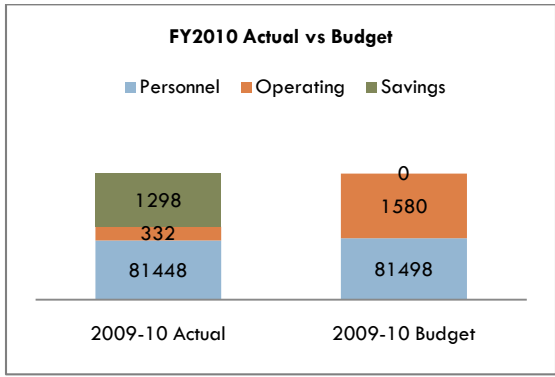
Initiative 3-Foster career development and growth opportunities.

Obtain Lifetime certification for CLGPO by 2010		certification obtained	n/a	Yes	Yes
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CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

- Continue to stay current on Administrative and Financial Laws for Local Government in North Carolina pertaining to purchasing and contracting. Ability to attend conferences and training is contingent on available funding in the budget. Attended CAGP Spring 2010 Conference, obtained information training on P-Card Rebates for utilities, and use of Correction Enterprises for printing. Correction Enterprises provided a on-site visit whereby the Town was given opportunities for cost savings for printing.
- Provided organizational training by providing monthly articles for M.O.R.E.
- Continue to sell surplus property for the highest prices through the nationally advertised GovDeals. (FY'10 the Town received \$49,500 in the sell of surplus property by GovDeals.)
- Continue to compete and negotiate service contracts to obtain best values for the Town. (FY'10 negotiated the solid waste contract with a cost saving for FY'11 of \$33,600 from FY'10.)
- Provide monthly project update reports.
- Continue to work to improve digital record storage. FY'10 the "Year of Transparency" marked the completion of the creation of the Contracts Data Base. All contract documents dating back to the 1980's were scanned into the data base. The data base is now accessible through the Town's intranet. Information can be sorted by contract number, contractor's name, contract amount, dates, departments, and the contract document can be viewed.
- Review the monthly cost of Town cell phones vs potential cell phone stipend as a cost savings for the organization. In FY'10 Sprint replaced 25 phones at no cost to the Town. The phones were assigned and distributed to employees. Approximately 20 new phones were ordered to replace broken equipment. ▸
- This was the year of renewal by Bank of America for the majority of the Town's P Cards. Renewed P Cards were distributed to 90 employees.
- The Purchasing and Contract Department strives to provide current, accurate data on their web page in support of the Town's effort to provide more transparency.

BUDGET PERFORMANCE PROFILE



Information Technology Department Performance Profile

SERVICE TO COMMUNITY

Our Department is responsible for the purchase, installation, maintenance, and support of all technology equipment and software throughout the Town.

EXECUTIVE EVALUATION SUMMARY

Town Goal 3 - Community services that sustain or enhance the quality of life

- Continue to developing & implementing strategies to enhance customer service

Information Technology Department supported 2015 support calls in FY10 and has steadily improved the response time. Continued improvement is expected as a benefit of a strategic focus of the department to enhance customer service.

One of the biggest challenges the Town faces in information technology is the enormous appetite of Town departments for implementing technology solutions to further their objectives which puts a strain on IT resources. With no documented metrics representing internal project hours in 2010, IT implemented a new project tracking report whereby; IT tracks all man-hours worked by department, this effort will provide the data needed for future personnel requirements and improve efficiency and customer services.

Information Technology maintains less than 1% downtime with IP phone system, AS400, Windows and available networks.

In FY11 staff will be tracking the IT training opportunities provided by number of employees, training hours received and % rating of satisfaction.

Staff has noted a decline in service level due to system aging and equipment is no longer covered by the maintenance plans due to age. Some contracts were reduced in scope or eliminated altogether and all 24x7x365 contracts were reduced to 8x5/ M-F in scope. Equipment repairs that were once covered by IT were pushed back to the other departments. Staff utilized the opportunity to develop a new equipment replacement plan and in 2011 will be tracking the number of projects implemented in accordance with the Town's business plan.

Funding reductions in 2010 impacted the organization but in FY11 Information Technology will continue to improve services and provide the highest level of professional service as possible.

PERFORMANCE MEASURES

 Workload





 Efficiency



















 Effectiveness

Department Objective		Performance Measure	FY09 Actual	FY10 Target	FY10 Actual
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Town Goal 3-Community services that sustain or enhance the quality of life.



Initiative 5-Continue developing & implementing strategies to enhance customer service

Provide timely and effective resolutions to computer, phone, and network problems.		Total number of calls for service.	2151	n/a	2015
Provide timely and effective resolutions to computer, phone, and network problems for Priority 1 tickets within 2 hours of submittal.		Number of Priority 1 tickets received annually.	15	n/a	7
		Percentage of Priority 1 tickets resolved within 2 hours.	100%	100%	100%
Provide timely and effective resolutions to computer, phone, and network problems for Priority 2 tickets within 4 hours of submittal.		Number of Priority 2 tickets received annually.	118	n/a	110

Department Objective		Performance Measure	FY09 Actual	FY10 Target	FY10 Actual
		Percentage of Priority 2 tickets resolved within 4 hours.	96%	90%	97%
Provide timely and effective resolutions to computer, phone, and network problems for Priority 3 tickets within 24 hours of submittal.		Number of Priority 3 tickets received annually.	1229	n/a	1150
		Percentage of Priority 3 tickets resolved within 4 hours.	90%	80%	88%
Assist Departments with their ongoing IT projects and initiatives.		Total number of project hours completed for Administration & Town Council.	n/a	n/a	101
		Total number of project hours completed for Directorate of Community & Emergency Services.	n/a	n/a	223
		Total number of project hours completed for Directorate of Development Services.	n/a	n/a	0
		Total number of project hours completed for Directorate of Business Management, excluding the IT Department.	n/a	n/a	124
		Total number of project hours completed for internal IT Department initiatives.	n/a	n/a	335
Maintain unnecessary downtime to less than 1% annually for critical business systems.		Percentage of time the IP Phone system is available, including both planned and unplanned outages.	n/a	99.9%	100%
		Percentage of time the AS400 system is available, excluding planned service windows.	n/a	99.9%	100%
		Percentage of time critical Windows systems are available, excluding planned service windows.	n/a	99.9%	99.9%
		Percentage of time networks are available, excluding planned service windows and service interruptions outside our control.	n/a	99.9%	100%
Provide modern and reliable tools and infrastructure to our customers.		Total number of Windows user accounts.	n/a	n/a	228
		Total number of IP Phones in service.	n/a	n/a	178
		Total number of AS400 user accounts.	n/a	n/a	317
		Total number of managed desktop and laptop computers in service	n/a	n/a	173
		Total number of physical and virtual servers in operation.	n/a	n/a	45
		Total number of network printers and copiers in operation.	n/a	n/a	34

Town Goal 5- A Town image with a strong, positive identity valued by residents, businesses, and visitors.

Initiative 4. Continue to require professionalism and friendliness of staff.

Provide courteous and professional service to our customers by receiving a rating of "Very Good" or "Excellent" from survey respondents.		Number of surveys administered annually.	95	n/a	70
		Percentage of respondents rating customer service as "Very Good" or "Excellent."	96%	90%	99%

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

Funding for equipment replacement

- FY 2010 – Funding was further reduced. More equipment scheduled for replacement was not.
- Result – Some items can no longer be covered under maintenance and are at risk. Life cycles of equipment are being stretched out.

Funding for technology training

- FY 2010 – Funding was eliminated. We were unable to train on new software or hardware, attend conferences, or travel.
- Result – Technology skills become stale if not regularly refreshed.

Funding for maintenance and upgrades

- FY 2010 – Funding was further reduced. Maintenance contracts were reduced or canceled. No major upgrades were completed.
- Result – Our systems continued to age. Some department requests had to be declined. Annual software updates were pushed out another year.

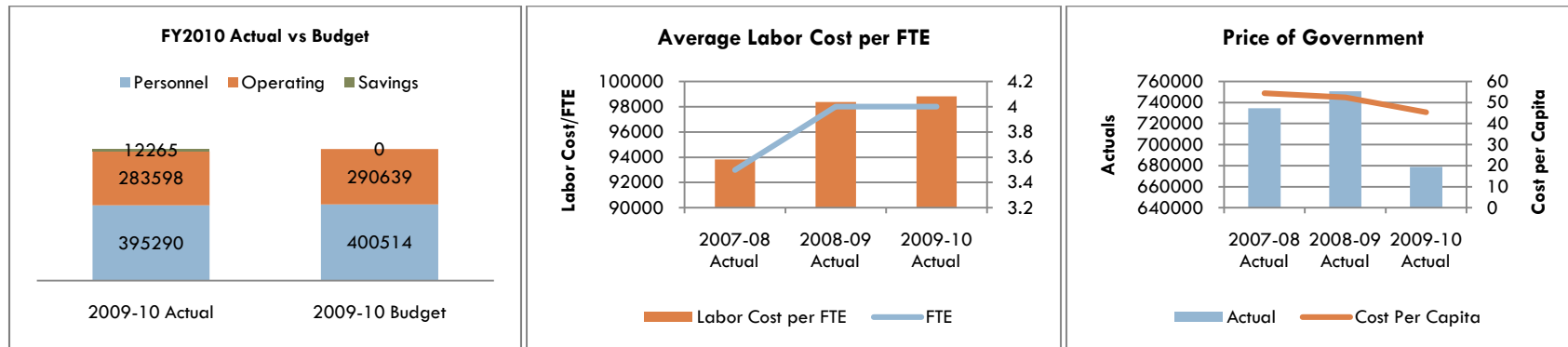
Examples of service level decline

- Service contract pricing stayed the same or increased in all cases, yet funding levels did not keep pace.
- Some contracts were reduced in scope or eliminated altogether
- All 24x7x365 contracts were reduced to 8x5 / M-F in scope.
- Equipment repairs once covered by IT were pushed back to other Departments.
- A portion of our computers and phones are no longer covered by maintenance plans due to age.

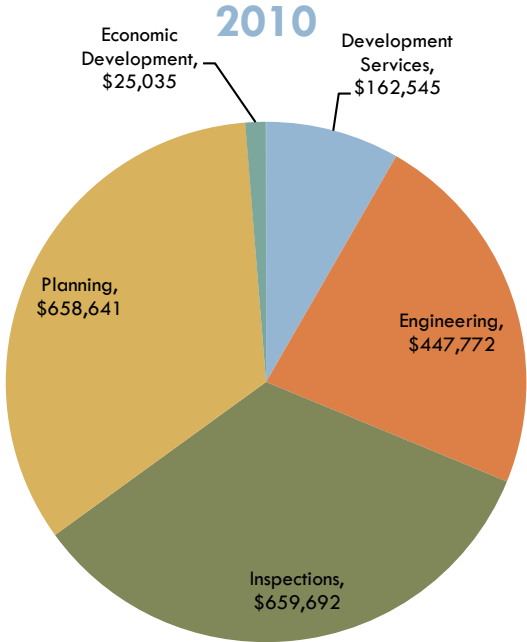
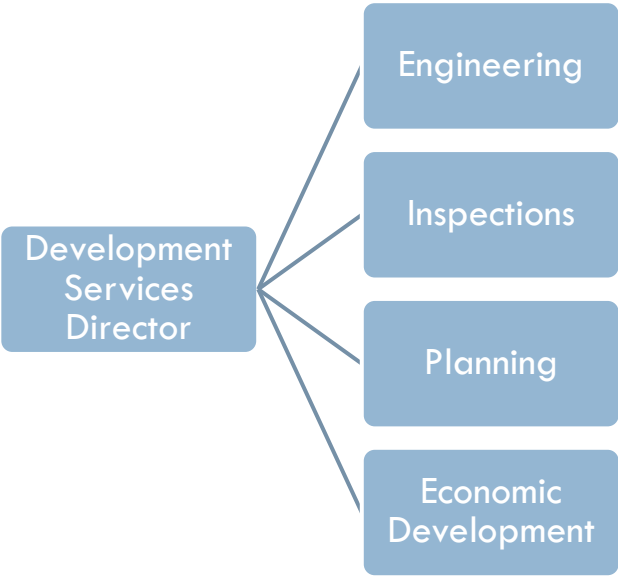
OBSERVATIONS AND COMMENTS

- There are no documented metrics representing internal project hours prior to this fiscal year as there are for helpdesk tickets. Ticket counts and complexity over the years have stabilized while our time allocation toward internal projects seems to have clearly escalated. This is a trend that we expect to continue, the effect of which we are still considering.
- Although the conditions affecting our service levels were significant, our performance measures clearly show that the year was by no means a complete loss. Customer satisfaction levels remained high even though the total ticket count remained substantially the same as last year. In addition the department was able to learn to accept higher tolerances for risk with regard to service contract coverage. When faced with funding shortfalls, some coverage which was once perceived as indispensable took a back seat to more critical operations.
- This is not to say that funding reductions can continue indefinitely. In order to keep pace with the demands of our citizens, we certainly must endeavor to maintain a modern technology infrastructure. Software, hardware, and staff training cannot be allowed to erode for long, as the pace of change is rapid in our industry.

BUDGET PERFORMANCE PROFILE



Directorate of Development Services Unit



Engineering Department Performance Profile

SERVICE TO COMMUNITY

- Evaluating and responding to residential and business concerns and complaints
- Providing development support, including review of site plans, construction plans, plats, and plot plans (construction phase development support also involves construction inspection services and the formal acceptance of public improvements)
- Developing and implementing NPDES Phase II and the Jordan Lake Rules stormwater requirements for the Town, including:
 - Public education and outreach
 - Public involvement and participation
 - Illicit discharge detection and elimination
 - Construction site runoff controls
 - Post-construction site runoff controls
 - Pollution prevention and good housekeeping for municipal operations
- Providing technical support in meeting the Town's floodplain management responsibilities
- Overseeing capital projects including:
 - Review of engineering design
 - In-house engineering design
 - Project construction management and oversight
- Overseeing of contracted professional consultants

EXECUTIVE EVALUATION SUMMARY

Town Goal 3 – Community services that sustain or enhance the quality of life

- *Provide a safe community*

An essential community service performed by the Engineering Department is to ensure that infrastructure – streets, stormwater facilities, and other public facilities – are built so as to create a safe and functional environment for the public once constructed. Providing plan review and construction oversight to development proposals submitted to the Town ensure that infrastructure proposed and constructed in association with private development (ultimately to be accepted by the Town for maintenance in perpetuity) is durable and lasting (i.e., built according to current standards and “best management practices”). Part of this review entails administering federal and State stormwater and floodplain management requirements. Another part of Engineering's role is to shepherd the Town in formal acceptance of street, stormwater, and other public facilities for maintenance once properly constructed.

The performance measures illustrate to a large degree workload/quantity of effort, although one effectiveness measure is listed (*resolution of residential and business complaints within 5 business days*). The data reported is not complete and what data is presented was difficult and time-consuming to obtain; this remark is true for other Engineering performance measures as well. In discussing this issue with the Department Head, there are a couple issues that need to be resolved in order to facilitate future reporting of data for the performance measurements:

1. Engineering component for HTE needs to be restructured so that data entries cover all of the department's needs. The IT Department has been contacted about possible “re-engineering” or restructuring of the Engineering module in HTE, along with the provision of additional training in HTE for Engineering staff. In addition, a currently vacant position within the Directorate is being revised to encompass within its job description greater HTE support for Engineering and the other departments within DDS.

2. Engineering or other DDS staff need to report on actions taken during the review process more consistently. Refining the performance measures will be continuing in FY 11 and into FY 12 to make sure the measures are useful as a management tool. Further, efforts will be made to facilitate tracking the various performance measures in a manner that is not inordinately time-consuming. In addition, an area of responsibility of the currently vacant position referenced above will be to provide support in refining and tracking the performance standards, including those related to the development review process.

Engineering has experienced a very heavy workload over the past year (part of the time being down one Professional Engineer [PE] and an injured Field Inspector) which has in part presented an obstacle to Engineering staff to properly record the data which would document its heavy workload. And in spite of the large amount of work, there have been a number of positive accomplishments, such as providing design support for the Town-initiated Fire Station project; hiring and training a second Professional Engineer; reviewing the construction drawings for Park West Village (consisting of 110 sheets) and plans for numerous other projects. The workload issue is to be addressed through a reassignment of tasks delegated to Engineering staff. Their priority in terms of importance to the core functions of the department, and the mix of skills available on staff. Some restructuring of the department may result.

Town Goal 4 – Plan transportation & other public infrastructure to address community needs

- *Develop and implement a stormwater management plan, including creating a self-sustaining funding mechanism*
- *Continue evaluating the cost and benefits of in-house vs. contracted services*

The Engineering Department is in the process of renewing the Town's NPDES Phase II permit (expires December 2010); however, no progress has been made toward establishing a "stormwater utility" or in discussing the issue at either the Town Council or the State General Assembly level. The overall workload in the department along with the former PE leaving and the hiring and training of the new PE has precluded serious attention being given to the establishment of a stormwater utility or other fee mechanism.

The Engineering Department worked with the Fire Department to develop drawings for Fire Station I and provided assistance in overseeing the project. However, overall workload and staffing issues have prevented Engineering from performing extensive in-house design work.

One aspect of the workload issue referenced above involves an evaluation of the degree to which in-house design services can be provided (as opposed to outsourcing design services) in light of other demands on staff time.

Town Goal 6 – Regional partnerships to grow and develop new resources and opportunities

- *Continue active participation in forums for regional cooperation*

The Stormwater Engineer has participated in monthly meetings of the Jordan Lake Partnership (to provide for rational and equitable allocation of Jordan Lake waters among jurisdictions in the region) as well as participated in a regional water resources study led by the Town of Cary. The Senior Director has been a regular participant in the Technical Advisory Committee of the Western Wake Regional Wastewater Treatment Facility (WWRWWTF), a project led by the Towns of Cary, Apex, and Morrisville as the "Partners".

Town Goal 7 – Environmentally responsible and energy efficient community

- *Evaluate and implement changes to Town Ordinances, plans and policies*

The Engineering Department plays an important role in Town efforts toward becoming more environmentally responsible, specifically in its role of administering the NPDES (National Pollution Discharge Elimination system) Phase II permit. Key activities include ensuring that stormwater "best management practices (BMP's)" are incorporated into the design of site plans and construction drawings submitted for Town review, and addressing the six areas outlined in the Town's Phase II permit. Much of the staff activity in this area is folded into the site plan review goals and data under Town Goal 4 above. Specific recording of Phase II maintenance activities is needed.

PERFORMANCE MEASURES



Department Objective		Performance Measure	FY09 Actual	FY10 Target	FY10 Actual.
Town Goal 3-Community services that sustain or enhance the quality of life.					
Initiative 1-Provide a safe community					
Evaluate and respond to 90% of residents and businesses concerns and complaints within one business day;	⌚	Number of evaluations	n/a	TBD	150
	⌚	Number of staff hours	n/a	n/a	30
Bring resolution to 90% of all resident and business complaints within 5 business days	📅	Percent responses within one business day	n/a	n/a	0
	📅	Percent responses resolved within 5 business days	n/a	n/a	Tracking
90% plan review (Site, Construction, Plat, and Plot Plans) within published schedule;	⌚	Number of reviews		TBD	240
	⌚	Number of staff hours	n/a	n/a	350
Percent plan reviews completed within 3 rounds of comments	📅	Percent completed within published schedule	n/a	n/a	n/a
	📅	Percent completed within 3 rounds of comments	n/a	n/a	n/a
Perform 90% site inspections within 2 days of request	⌚	Number of inspections	n/a	TBD	300
	⌚	Number of staff hours	n/a	n/a	200
	📅	Percent inspections performed within 2 days	n/a	n/a	100
Complete 100% review of revisions to Floodplain mapping within 30 days	⌚	Number of reviews	n/a	TBD	2
	⌚	Number of staff hours	n/a	n/a	n/a
	📅	Percent reviews completed within 30 days	n/a	n/a	n/a

Town Goal 4- Plan transportation & other public infrastructure to address community needs

Initiative 3-Develop and implement a stormwater management plan, including creating a self-sustaining funding mechanism

Maintain compliance with the NPDES Phase II permit and Jordan Lake Rules stormwater requirements through comments made on 100% of site plans	⌚	Number of applications reviewed reviews conducted to verify compliance with NPDES Phase II and the Jordan Lake Rules requirements	n/a	n/a	25
		Number of staff hours	n/a	n/a	50
Continue pursuing legislative authority for the Town to have the opportunity of establishing a stormwater utility fee	📁	Annual cost of maintaining stormwater compliance	n/a	n/a	n/a

Initiative 6-Continue evaluating the cost and benefits of in-house vs. contract services

Review 100% capital project designs of Town projects prepared by others within published schedule	⌚	Number of Town projects reviews	n/a	TBD	20
	⌚	Number of staff hours	n/a	n/a	30
	📅	Percent of Town projects reviewed within schedule	n/a	n/a	n/a
Provide 90% of in-house design of capital projects within required timeframe	⌚	Number of projects	n/a	TBD	2
	⌚	Number of staff hours	n/a	n/a	Tracking
	📅	Percent of Town projects designed within required timeframe	n/a	n/a	n/a

Department Objective	Performance Measure		FY09 Actual	FY10 Target	FY10 Actual.
Provide 90% Inspection of capital projects within 2 days of request	☞	Number of inspections	n/a	TBD	90
	☞	Number of staff hours	n/a	n/a	200
	☞	Percent of Town projects inspected within published schedule	n/a	n/a	n/a

Town Goal 6 - Regional partnerships to grow and develop new resources and opportunities

Initiative 3-Continue active participation in forums for regional cooperation

Attend 8 regional meetings related to the Town's engineering issues	☞	Number of meetings	n/a	TBD	5
	☞	Number of staff hours	n/a	n/a	15

Town Goal 7 - Environmentally responsible and energy efficient community

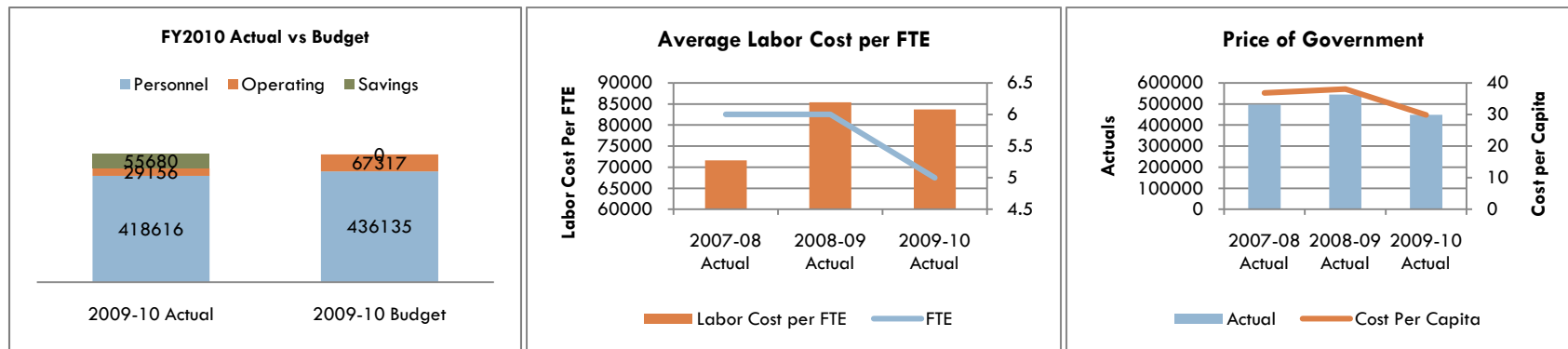
Initiative 2- Evaluate and implement changes to Town Ordinances, plans and policies

Evaluate annually and when warranted, amend the Design and Construction Ordinance (DCO)	☞	Number of staff hours	n/a	n/a	Tracking
	☞	Number of amendments to the DCO	n/a	n/a	0
Initiate maintenance activities in each of the 6 areas of NPDES Phase II as well as the Jordan Lake Stormwater requirements	☞	Number of activities	n/a	n/a	n/a
	☞	Number of staff hours	n/a	n/a	Tracking

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

- Two staff positions were eliminated last year (FY 08-09) from our Department (a full-time construction inspector and a part-time administrative assistant); limited administrative support is shared with staff in the Planning and inspections Departments
- Our Department continues complying with the NPDES Phase II and Jordan Lake Rules stormwater requirements
- Our Department continues to expand our involvement assisting with the development, designing, and management of capital projects
- Limited time and financial support for staff training; limited to maintain licenses for Professional Engineers

BUDGET PERFORMANCE PROFILE



Inspections Department Performance Profile

SERVICE TO COMMUNITY

The Inspections Department and the Inspectors are responsible for enforcing within their territorial jurisdiction State and Local laws relating to; the construction of buildings and other structures; installation of such facilities as plumbing, electrical, heating, refrigeration, and air-conditioning systems; maintenance of structures in a safe, sanitary and healthful condition; and other matters that may be specified by the Town Council.

EXECUTIVE EVALUATION SUMMARY

Town Goal 3 – Community services that sustain or enhance the quality of life

- *Provide a safe community*
- *Continue developing and implementing strategies to enhance customer service*
- *Review internal processes & services to improve efficiency & effectiveness*

Maintaining a well-educated staff and a culture of customer service are both key to providing an important community service. As indicated below, the Department is strong in both of these areas.

The performance measures identifying *quantity* of work, and fee-based revenues are driven by development; because of the ongoing economic slowdown (particularly for commercial development) most indicators are down for FY 10. However, there was a surprisingly high number of inspections requested. This figure (11,150; up from 10,723 and 10,400 the last two years) reflects a high volume of residential activity. Despite this high activity, the per cent of the department's annual operating budget covered by fees was down (60%; down from 90% last year), since much of the inspections activity was associated with smaller residential permits as opposed to larger commercial activity.

The performance measures intended to measure the quality of both field inspection and educational efforts on behalf of contractors (under Goal 3, Initiative 1), does not clearly give an accurate measure. For instance, the initiatives to reduce the number of re-inspections and Code violations are intended to improve the review process as contractors become better educated (due to interaction with Inspections staff). However, the measures identified (% of inspections resulting in re-inspection and # of citizen inquiries pertaining to Code violations) do not accurately measure what is needed. The Department head will rework this measure for FY 2011.

Town Goal 5 – A Town image with a strong, positive identity valued by residents, businesses, and visitors

- *Continue to require professionalism and friendliness of staff*

The Performance Measures related to customer service - particularly the timely scheduling of inspections once requested, completion of all inspections, and the issuance of commercial and residential permits within published schedules (each at 100%) - indicate a culture within Inspections of good customer service.

In addition, in a customer service survey of the development community last year the Inspections Department received consistently high marks for professionalism and positive customer service. These comments are consistent with comments received in similar surveys in 2005 and 2007. Professional competence of the staff is of critical importance due to the life safety issues integral to the work of Building Inspectors; the Department's emphasis on education underscores the priority (see below).

Town Goal 8 – A healthy and rewarding work culture where employees are our primary asset in delivering high quality services to the community

- *Foster career development and growth opportunities*

All Town of Morrisville Building Inspectors are required to hold certifications in building, electrical, plumbing, and mechanical trades; meaning that all Inspectors are certified in multiple trades unlike in many other jurisdictions. In addition, all Inspectors attend required training (minimum 24 hours per year) to stay current in technical and legal issues related to their fields of expertise. A townwide dip in funding for continuing education in FY 2009 limited the training opportunities for Inspections staff (as with all Town staff) to only that essential to maintain certifications and licenses; however, FY 2010 levels restored some of the monies reduced and permitted additional training (e.g., to pursue additional certifications). Actual FY 10 Performance Training figures indicate that all Inspections office staff and Inspectors completed 100% of training projected.

PERFORMANCE MEASURES

Workload




Efficiency

Effectiveness



Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Est.
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Town Goal 3-Community services that sustain or enhance the quality of life.






Initiative 1-Provide a safe community

Reduce re-inspection requests by 10% annually. Evaluate Code Violations annually to develop trend analysis		% of total inspections that result in re-inspection annually	12%	11%	11.41%
		# of code violations issued in year	1275	1144	1272
Reduce Code Violations annually by 10%. Evaluate citizen inquires of code violations to develop trend analysis		# of citizen inquires received pertaining to building code violations	20	15	12

Initiative 5-Continue developing and implementing strategies to enhance customer service


Complete all requested inspections within 48 hours of request.		% of scheduled inspections completed within 48 hours of request	100%	100%	100%
		# of requested inspections annually	10723	10400	11150

Initiative 7-review internal processes & services to improve efficiency & effectiveness

100% of all new commercial and commercial alteration permits issued within 6 weeks		% of Commercial permits issued within 6 weeks	95%	100%	100%
		# of Commercial permits issued	112	110	107
100% of all new residential permits issued within 2 weeks of submittal		% of Residential permits issued within 2 weeks	95%	100%	100%
		# of Residential permits issued	259	210	220
100% of all residential alterations and other permits issued within 2 weeks of submittal		# of Other permits issued	372	350	282





Town Goal 2 - Strong & Stable Financial Position using all resources Community services that sustain or enhance the quality of life.

Initiative 3- Funding opportunities

Maintain at least a 100% operations cost recovery through departmentally generated fees		% of annual operating cost covered by Fiscal Years collected Revenues	86%	90%	60%
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Town Goal 5- A Town image with a strong, positive identity valued by residents, businesses, and visitors.

Initiative 4. Continue to require professionalism and friendliness of staff.

Inspectors and office staff must attend 2 days of professional development classes annually.		Number of days of Professional Development classes attended per employee	0 days	2 days	2 days
		Average # Departmental meetings attended	48	48	48
Inspections Department must attend weekly interdepartmental, monthly Directorate Staff meetings and outside jurisdictional meetings with peers.		Average # Directorate meetings	11	11	10
		Average # peer meetings	8	9	6

Town Goal 8- A healthy and rewarding work culture where employees are our primary asset in delivering high quality services to the community.

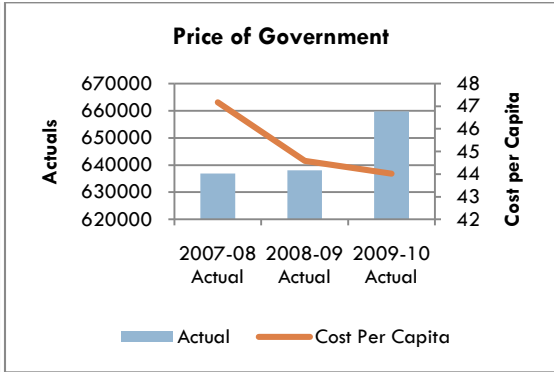
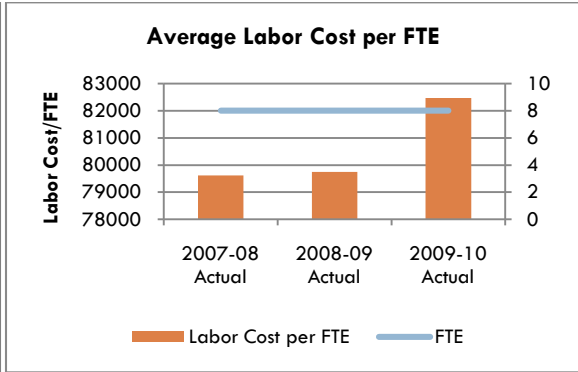
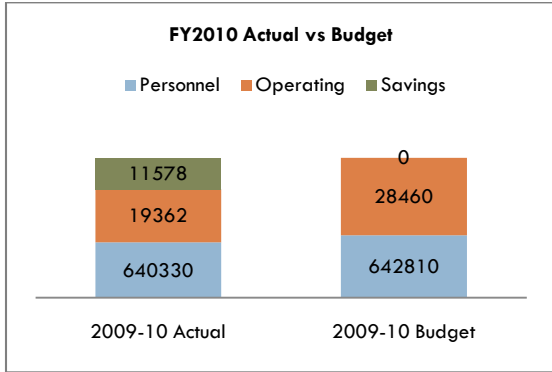
Initiative 3-Foster career development and growth opportunities.

Department Objective	Performance Measure		FY09 Actual	FY10 Target	FY10 Est.
Inspectors must complete 24 credit hours (6 hours per trade) per year per Inspector of continuing education to meet the General Statutes in North Carolina and maintain a high degree of workforce knowledge to better serve the community	☞	Number of Continuing Education hours completed for each Inspector annually	24 hours	24 hours	24 hours
Inspection Department employees encouraged to become members of Professional Organizations and attend meetings as required.	☞	Department Head memberships	6	6	6
	☞	Inspector memberships	4	4	4
	☞	Office Staff memberships	2	2	1
	☞	Number of meetings attended per department	30	30	30

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

- All Town of Morrisville Inspectors are required to hold certification in Building, Electrical, Plumbing and Mechanical trades; meaning they are Multi-Trade Inspectors, unlike many other jurisdictions whose inspectors are certified in one or two trades only.
- During the 2005 session of the North Carolina General Assembly, a law was passed requiring continuing education for all inspectors. The administrative rules pursuant to this bill were developed on March 1, 2006 and require every Building Inspector to complete a minimum of six (6) hours of continuing education for each trade (Building, Electrical, Mechanical and Plumbing) for which a standard certificate is held. The Town of Morrisville requires that its Building Inspectors be certified in all four trades for a total of 24 hours of continuing education per year. The 2011 budget will propose an abnormal challenge to meet this requirement.
- These continuing education classes require approved instructors and lesson plans per general statute, approved by the NC Qualification Board. Classes offered are often not in the local areas. Finally, to maintain a good level of customer service, all of the inspectors cannot be gone at the same time.
- The actual NC Code Books change every three years, which means all new books for all inspectors in those years (at \$600 to \$800 per staff member).
- The Performance Measures that are quantitative (measuring volume of work) are driven by development within the town. Because of the ongoing economic slowdown (particularly for commercial development), our 2011 and 2012 revenue projections and permit numbers will be hard to predict and therefore very conservative.
- As a cost savings initiative the Inspectors grouped continuing education training at the same location for four consecutive days instead of four individual days in four different locations.
- In 2008 the North Carolina General Assembly passed a law allowing all development projects approved between January 1, 2008 and December 31, 2010 to “toll” or freeze the approvals so as to extend the period of project approvals. This extended time was to provide financial relief for developers and builders during the economic slowdown; therefore a rush to meet the mandated time restraints of the ordinances and laws, before a project died, was no longer in effect. This law combined with the overall economic slowdown caused projects and building permits to slow drastically.
- A new law adopted in 2009 by the General Assembly allows another year of time postponement for development projects and permits. However, this most recent law permits a local government to “opt out” of the additional year extension. These postponements could greatly affect Departmental revenues.

BUDGET PERFORMANCE PROFILE



Planning Department Performance Profile

SERVICE TO COMMUNITY

- Long-Range Planning: Working with the community to plan the future of the Town
- Current Planning: Reviewing development proposals, improving ordinances, and providing needed information
- Cross-jurisdictional Coordination: Collaborating with our neighbors
- Community Projects: Working with volunteers to improve the community

EXECUTIVE EVALUATION SUMMARY

Town Goal 1 – A mix of land uses that is environmentally sensitive & sustains livability in a changing community

- *Implement updated Land Use Plan*
- *Continue implementation of adopted Town Center Plan*
- *Evaluate ordinances and policies that contribute to a sustainable and well planned community*

Both the *Land Use Plan* and the *Town Center Plan* contain a number of implementation measures, many of which have been accomplished, such as preparation and adoption of the *Town Center Code*; completion of a needs assessment for a cultural arts facility as the anchor for Main Street in the Town Center; relocation of the historic Pugh House and restoration of the Christian Church (underway) in the Town Center; development of Town policy regarding ownership of real property in the Town Center; participation in discussions and study of regional transit alternatives (*Land Use and Transportation Plan*).

Looking specifically at the performance measures listed, staff workload and the lack of funding for outside contractual support have affected the Department's ability to complete tasks. For instance, progress toward preparation of the *Unified Development Ordinance*, a key element in implementing the *Land Use Plan*, has been limited due to lack of funds to retain an outside consultant to take the lead (responsibility has been assigned to a Planner with many other duties); work on the *Heritage Plan* for the Town Center has been limited over the past year (after a workshop in December 2009) due to the vacancy in a Planner position (recently filled); and the Telecommunications Ordinance (a major text amendment) has been processed more slowly due to staff capacity. However, the *Town Center Code* has recently been adopted with the bulk of the effort completed in FY 2010 as anticipated and a grant to create a small area plant for the area around McCrimmon and NC 54 has been submitted (this could advance the timetable on this project substantially). In addition, two major text amendments were prepared and adopted by the Council in FY 2010.

Town Goal 2 – A strong & stable financial position fully utilizing resources in a responsible, efficient, & effective manner

- *Identify potential new funding opportunities for specific Town projects & services*

The Planning Department pursues funding for important capital projects (often of regional significance and which exceed the resources of the Town acting alone), including participation in CAMPO and seeking other funding sources. Over the past year, the Planning Department applied for three new grants for infrastructure from outside funding agencies; two of these were programmed (\$3.7 M) while one was granted (\$100K).

Town Goal 3 – Community services that sustain or enhance the quality of life

- *Provide a safe community*
- *Continue developing and implementing strategies to enhance customer service*

Reviewing private development proposals to ensure compliance with the *Zoning Ordinance* and the *Subdivision Ordinance* is an important function to ensure a safe, attractive, and well-functioning community. Predictable and timely review of projects is important for both staff and the development community as one of our customers, particularly in the current economic slowdown. Although no data was available for FY 2010, a goal of 80% review within published review guidelines has been set.

Performance measurement targets related to customer service for FY 2011 set a goal of 95% responsiveness to phone calls and email inquiries within one business day.

Town Goal 4 – Plan transportation & other public infrastructure to address community needs

- *Implement & maintain updated Transportation Plan*
- *Continue developing a reimbursement policy, developer requirements and regional partnerships for transportation and public infrastructure*
- *Identify critical areas of traffic congestion & appropriate strategies to resolve transportation problems, drawing on NCDOT and regional partners*
- *Work to promote installation of infrastructure in timely manner to support private development*

The Town adopted the updated *Transportation Plan* in March of 2009; the plan identified a number of implementation efforts, many of which are identified as performance measures. Much of the work on transportation involves coordination of many jurisdictions and agencies on large regional projects over a number of years. Such an effort is the current transit planning process (involving Capital Area Metropolitan Planning Organization [CAMPO], NCDOT, the Town of Cary and other jurisdictions) which is estimated to be at a roughly 30% completion (the timing of the process has extended beyond the original estimate). Initial coordination and work planning have taken place on the NC 54 corridor study; staff is working with CAMPO, NCDOT, the Town of Cary, and NCRR to develop a collaborative approach to the study. This project is the top priority identified in the *Transportation Plan*. Staff has also made a presentation to the Town Council regarding preparing “pre-NEPA” studies to get projects “shovel ready” and thus more eligible for grant funding by outside funding agencies. Another top priority is the McCrimmon/NC 54 grade separation study, for which Planning has submitted a request for federal grant funding through HUD and FTA; this intersection would also be included in the NC 54 corridor study..

Other Planning Department efforts have been oriented to addressing other transportation and congestion issues, such as coordinating with NCDOT to manage construction of improvements to Morrisville-Carpenter in response to problems identified at the intersection with Davis Drive and a need for widening in the vicinity of property owned by Progress Energy.

The performance measures identify a total of 2.7 acres of land obtained as voluntary contribution through the TIA review process for private development projects (through seven project reviews). This land dedication represents a “cost avoidance” successfully realized through the TIA/project review process.

The Planning Department is the primary staff representing the Town in regional planning efforts for transportation (through membership and participation in the metropolitan transportation planning organization [CAMPO], the Triangle J Council of Governments, and the current regional transit planning effort headed up by Triangle Transit and Wake County). The Planning Department has increased the Town of Morrisville’s profile in regional transportation planning efforts over the last five years.

Town Goal 5 – A Town image with strong, positive identity valued by residents, businesses & visitors

- *Promote high quality development and attractive community appearance*
- *Cultivate a responsive environment encouraging community comments and feedback*

An attractive, well-planned community with supporting public infrastructure is the “outcome” of good planning efforts; this in turn provides the basis of a positive community image. Site plan review of private development proposals ensures the aesthetics and functioning of site plans which will enhance the Town’s image. There are other activities that also further a strong identity for Morrisville. For instance, the Community Appearance Committee meets monthly and conducts programs to promote an attractive community, such as the Yard of the Month program and litter sweeps (noted in the performance measures). In addition, the workshop held in December 2009 to develop the Heritage Plan for the historic residential core of the Town Center (an implementation effort of the *Town Center Plan*) was the first step in preserving the historic character of the center of town.

The performance measures noted identify the code enforcement and sign permit review duties of the Planning Department. The department’s Code Enforcement Officer conducts “proactive” enforcement of zoning requirements (not just relying on citizen complaints) which often entail appearance issues; the 48% completion of the 372 cases investigated very nearly hit the 50% goal for FY 2010. Review of sign permit requests ensure that signage conforms to the appearance requirements of the *Zoning Ordinance*.

Another component of community image relates to public access and participation in the process of governing and developing policy. This is particularly so in Morrisville’s declared “Year of Transparency.” Planning Department activities (such as review of site plans, rezoning requests, text amendments before the Council) and policy

documents (such as the *Land use and Transportation Plan* and *Town Center Code*) provided opportunities for and rely heavily on public participation. A summary of citizen participation in planning efforts indicates (under Town Goal 9 in the performance measures) a total of 144 persons logging in approximately 560 hours of volunteer service.

Town Goal 6 – Regional partnerships to grow & develop new resources and opportunities

- *Develop & maintain liaison with other elected officials, agencies, jurisdictions, and stakeholders*
- *Provide educational training for committee/board members and Council members*

As noted above, the Planning Department is the department representing the Town in regional planning efforts for transportation (through membership and participation in the metropolitan transportation planning organization [CAMPO], the Triangle J Council of Governments, and the current regional transit planning effort headed up by Triangle Transit and Wake County). The Planning Department has increased the Town of Morrisville’s profile in regional transportation planning efforts over the last five years.

DDS staff also represented the Town in regional resource planning efforts - Western Wake Regional Wastewater Treatment Facility and Jordan Lake Partnership.

The Planning Department staff also conducted three training sessions for the Planning and Zoning Board in spring and summer 2010.

Town Goal 7 – Environmentally responsible and energy efficient community

- *Evaluate and implement changes to Town Ordinances, plans and policies*

Sustainability efforts in the Planning Department focused on two areas – incorporation of resource conservation and efficiency measures in the *Town Center Code* and preparation of a Tree Protection Ordinance. The *Town Center Code* was adopted in FY 2010 with incentives to incorporate sustainability measures in the design of projects, and work continued on the Tree Protection Ordinance with a committee of citizens and business interests.

Town Goal 8 – A healthy & rewarding work culture where employees are our primary asset in delivering high quality services to the community




- *Foster career development & growth opportunities*
- *Encourage employees to identify opportunities to improve efficiencies & effectiveness*

Planning staff is encouraged to take advantage of training opportunities and participate in professional organization (e.g., American Planning Association). The performance measures indicate that all Planning Department staff attended some staff training during FY 2010.

<u>PERFORMANCE MEASURES</u>	 <i>Workload</i>	 <i>Efficiency</i>	 <i>Effectiveness</i>			
Department Objective		Performance Measure		FY09 Actual	FY10 Target	FY10 Actual

Town Goal 1 - A mix of land uses that is environmentally sensitive & sustains livability in a changing community

Initiative 1-Implement updated Land Use Plan.

Complete preparation and adoption of Unified Development Ordinance (UDO) by Fiscal Year 2014		% Completion of UDO		n/a	n/a	n/a
Complete preparation and adoption of Telecom Ordinance by Fiscal Year 2011		% Completion of Telecom Ordinance		n/a	50%	25%
Complete preparation and adoption of McCrimmon Small Area Redevelopment Plan by Fiscal Year 2012		% Completion of McCrimmon Small Area Redevelopment Plan		%	%	%

Footnote: Executive Evaluation Summaries Provided by Senior Directors; Text highlighted or with a ~~strike through~~ are some proposed modifications to Performance Measures for FY2011.

Department Objective		Performance Measure	FY09 Actual	FY10 Target	FY10 Actual
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Initiative 2-Continue implementation of adopted Town Center Plan.

Complete preparation and adoption of Town Center Code by Fiscal Year 2011	📅	% Completion of Town Center Code	50%	100%	95%
Complete preparation and adoption of Heritage Plan by Fiscal Year 2011	📅	% Completion of Heritage Plan	n/a	n/a	20%
Prepare Main Street Plan including Master Plan, Architectural Code, Financial Analysis, Request for Development Proposals by Fiscal Year 2012	📅	% Completion of Main Street Plan	n/a	n/a	n/a

Initiative 4-Evaluate ordinances and policies that contribute to a sustainable and well planned community.

Improve Town's ordinances and policies that contribute to a sustainable and well planned community annually	🕒	# of revised ordinances/ policies prepared annually	n/a	2	2
	📅	% of ordinances / policies prepared that were approved by Council or Manager annually	n/a	100%	100%

Town Goal 2- A strong & stable financial position fully utilizing resources in a responsible, efficient, & effective manner

Initiative 3-Identify potential new funding opportunities for specific Town projects & services

Maximize funding opportunities by submitting for at least 2 planning/infrastructure grants annually if available	🕒	# of Planning/ Infrastructure grants applied for	n/a	2	3
	🕒	# of grant awards programmed	n/a	1	2
	📁	Total grant dollars programmed	\$	\$300k	\$3.7 million
	🕒	# of grant awards received	n/a	1	1
	📁	Total grant dollars received	\$	\$50k	\$78k

Town Goal 3- Community services that sustain or enhance the quality of life

Initiative 1-Provide a safe community

Conduct accurate and timely plan reviews 80% of the time within published schedule	📅	% of plan reviews conducted within published schedule.	n/a	n/a	n/a
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Initiative 5-Continue developing and implementing strategies to enhance customer service.

Conduct continuous improvement in customer service.	🕒	# of customer service improvements identified	n/a	2	n/a
	🕒	# of customer service improvements implemented	n/a	2	n/a
	📅	% phone calls answered within 1 business day	97%	97%	n/a
	📅	% emails answered within 1 business day	98%	97%	n/a
	🕒	# of walk-in customers served	181	150	n/a
	🕒	# of in-person meetings held	975	900	n/a

Town Goal 4- Plan transportation & other public infrastructure to address community needs

Initiative 1-Implement & maintain updated Transportation Plan

Complete review and adoption of Resolution regarding Wake County Transit Agreement by Fiscal Year 2011	📅	% Completion for Transit Coordination project Phase One	n/a	50%	30%
Complete preparation of NC54 Corridor Study by Fiscal Year 2013 (programmed to begin in 2012)	📅	% Completion for NC54 Corridor Study	n/a	n/a	n/a
Complete preparation of Pre-NEPA Roadway Study by Fiscal Year 2013	📅	% Completion for Pre-NEPA Roadway Study	n/a	n/a	n/a
Complete preparation of McCrimmon Grade Separation Design by Fiscal Year 2014	📅	% Completion of McCrimmon Grade Separation Design	n/a	n/a	n/a

Initiative 2-Continue developing a reimbursement policy, developer requirements and regional partnerships for transportation and public infrastructure.

Department Objective		Performance Measure	FY09 Actual	FY10 Target	FY10 Actual
Complete preparation and adoption of revised Traffic Impact Analysis (TIA) and Transportation Improvements Policy by Fiscal Year 2011	🕒	% Completion for TIA and Transportation Improvements Policy	n/a	n/a	n/a
Initiative 4-Identify critical areas of traffic congestion & appropriate strategies to resolve transportation problems, drawing on NCDOT and regional partners					
Work annually with NCDOT and other partners to effectively resolve community transportation issues.	🕒	# of coordination phone calls with NCDOT and other partners	n/a	n/a	n/a
	📁	% of citizen transportation concerns responded to.	n/a	n/a	n/a
Initiative 7-Work to promote installation of Infrastructure in timely manner to support private development.					
Conduct systematic transportation reviews and secure right of way and infrastructure improvements with new development.	🕒	# of Traffic Impact Analyses (TIAs) reviewed	33	20	7
	🕒	Acres of right of way secured	15.4	2	2.7
	📁	Dollar value of transportation improvements secured during review process (still researching)	n/a	n/a	n/a

Town Goal 5- A town image with strong, positive identity valued by residents, businesses & visitors

Initiative 3-Promote high quality development and attractive community appearance

Enforce Town ordinances and promote community appearance by closing at least 50% of all open cases per year	🕒	# of code enforcement cases opened	432	400	372
	📁	% of open case closed annually	57%	50%	48%
Review sign permits submitted for adherence to Town ordinances and policies	🕒	Sign permits reviewed	187	150	127
Conduct 3 Community Appearance Committee Events per year	🕒	# Community Appearance Committee events held	3	3	5

Initiative 5-Cultivate a responsive environment encouraging community comments and feedback

Provide public input opportunities annually for community involvement in planning projects.	🕒	# of Public Comment Sessions and Public Hearings held on planning projects	n/a	n/a	n/a
	🕒	# of special public meetings held on planning projects.	n/a	n/a	n/a

Town Goal 6- Regional partnerships to grow & develop new resources and opportunities

Initiative 1-Develop & maintain liaison with other elected officials, agencies, jurisdictions, and stakeholders

Participate actively in regional partnerships for planning, transportation, and public infrastructure	🕒	# of regional meetings attended for planning, transportation, and public infrastructure	n/a	n/a	n/a
Continuously improve collaboration with other agencies, jurisdictions, and stakeholders.	🕒	# of active projects involving some form of regional partnership	n/a	n/a	n/a

Initiative2-Provide educational training for committee/ board members and Council members

Conduct at least 1 training sessions annually for supported committees and boards	🕒	# of training sessions held.	n/a	3	3
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Town Goal 7- Environmentally responsible and energy efficient community

Initiative 1-Evaluate and implement changes to Town Ordinances, plans and policies.

Complete preparation and adoption of Green Building Standards in Town Center Code Fiscal Year 2011	📁	% completion of preparation and adoption of new Green Building Standards in Town Center Code	n/a	100%	95%
Complete preparation and adoption of a Tree Protection Ordinance by Fiscal Year 2011.	📁	% Completion of Tree Protection Ordinance	n/a	n/a	80%

Town Goal 8- A healthy & rewarding work culture where employees are our primary asset in delivering high quality services to the community

Department Objective		Performance Measure	FY09 Actual	FY10 Target	FY10 Actual
Initiative 3-Foster career development & growth opportunities					
At least 85% of planning staff to attend at least 1 professional development class annually in accordance with professional development plan	∞	Total employee training hours per year.	430	300	n/a
	⌘	% employees attending at least one specialized training class.	100%	50%	100%
Initiative 4-Encourage employees to identify opportunities to improve efficiencies & effectiveness					
Receive at least 2 staff identified departmental improvements annually	∞	No. of departmental improvements identified implemented.	n/a	n/a	n/a
	⌘	% of identified improvements implemented	n/a	n/a	n/a

Town Goal 9- Citizen involved government

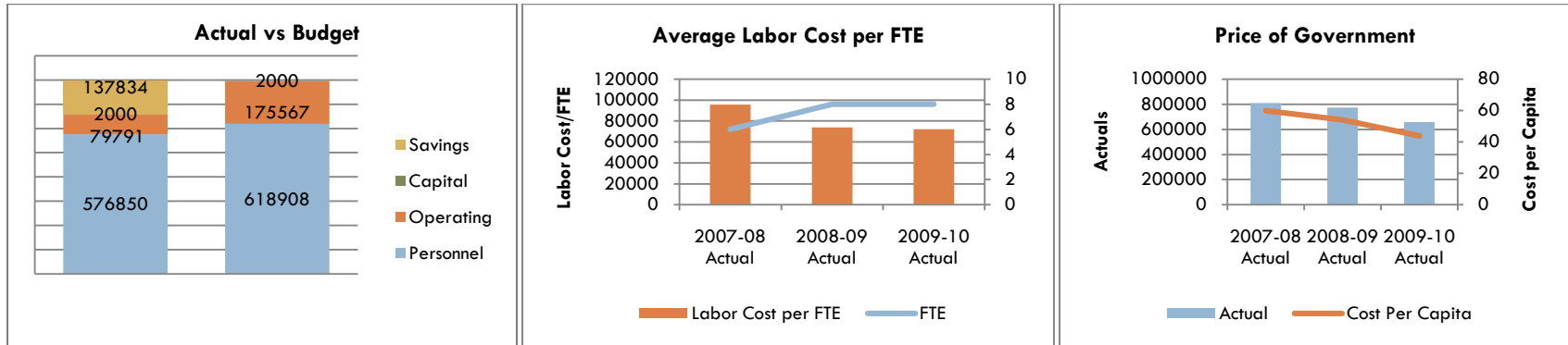
Initiative 1-Encourage citizens to volunteer within the community

Provide regular opportunities for citizen volunteerism to address planning issues in community.	∞	# of citizens volunteering on Planning projects	n/a	50	144
	∞	# of citizen volunteer hours spent on Planning boards, committees, and projects.	n/a	400	560

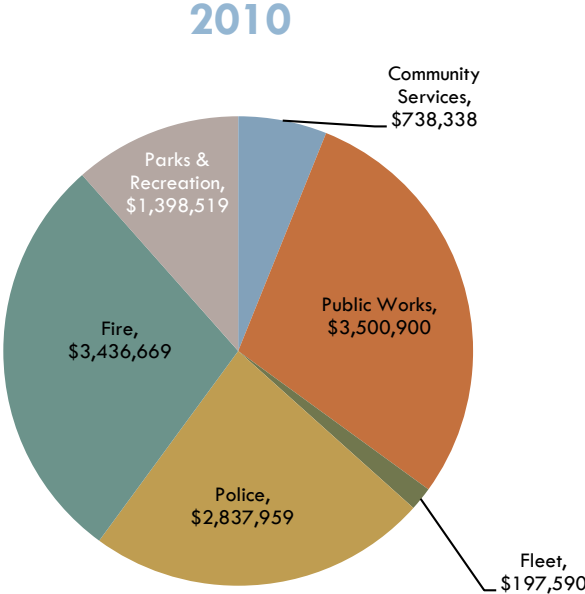
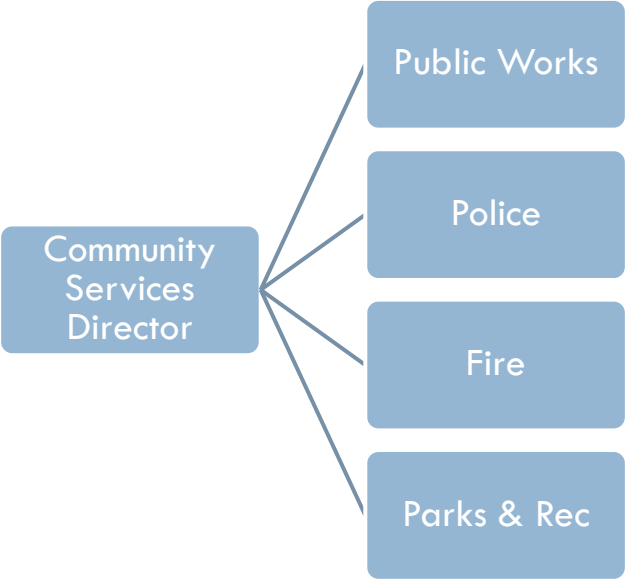
CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

- Over the past five years, the Planning Department has worked to complement current planning efforts with long-range planning activities that engage the community in developing a vision for how the community should change in the years ahead (e.g., preparation and adoption of the *Town Center Plan*, *Land Use Plan*, *Transportation Plan*).
- Preparation and implementation of these important policy documents is a major component of the Planning Department's workload. These efforts empower the community to help shape its future, and provide the framework for the Department's current planning work.
- Budget limitations in FY'09, FY'10, and FY'11 have constrained the ability of the Planning Department to implement the recommendations contained in the *Town Center Plan*, *Land Use Plan*, and *Transportation Plan* (e.g. no funding for Main Street Project, very limited funding to prepare Unified Development Ordinance [UDO], matching funds only for NC 54 Corridor Study, etc.). The lack of resources to fill the Planning Assistant position has shifted important clerical/administrative work to staff in DDS, reducing the time available to spend on professional work. For example, the completion dates for the UDO, Telecom Ordinance, and Tree Protection Ordinance have been extended because sufficient special project funds were not available to hire a consultant to do the work, the department had one staff position frozen, and the Town Center Code project required additional staff time.
- Although, there has been a decline in the introduction of large new private development projects over the past several years as a result of the general economic slowdown, there has nonetheless been a steady amount of current planning work related to previously approved large and small projects now at various stages of review (e.g. Shiloh Crossing, Kitts Creek, Park West Village, Everett Crossing, etc.).
- The Planning Department helped the Finance Department secure more than \$120,000 in additional utility franchise fee revenues for the General Fund by reviewing and updating the address list maintained by a local utility provider.
- The Planning Department identified more than 125 missing addresses from the address list maintained by the U.S. Census for the 2010 Census. Each person counted in the Census brings an average of \$1,200 - \$1,500 per year in additional federal funds to the Town, the County, and the state for the ten-year period until the next Census. Each household has about two people, so this correction is worth about \$3 million over the next ten years.
- In FY'10, the Planning Department pursued a number of grant opportunities in order to leverage Town resources and make progress on projects identified in adopted Town plans. These include projects such as the Crabtree Creek Greenway, Shiloh Greenway, and Barbee Road paving and sidewalks.

BUDGET PERFORMANCE PROFILE



Directorate of Community Services Unit



The Community and Emergency Services departments are responsible for providing customer oriented services related to Public Safety, Recreational, Athletic and Cultural programs and events. These services are further supported by the development and conservation of a system of parks and greenway trails utilized by current and future Morrisville residents.

Parks, Recreation and Cultural Resources Department Performance Profile

SERVICE TO COMMUNITY

Primary responsibilities include the development and implementation of athletic, recreation and cultural programs and events, as well as planning and construction of parks, greenways, and recreation facilities in accordance with the department's comprehensive master plan.

EXECUTIVE EVALUATION SUMMARY

Town Goal 1-A mix of land uses that is environmentally sensitive & sustains livability in a changing community

- *Maintain a formal acquisition & implementation strategy for parks, greenways, & open space.*

The department continued making good progress in developing and maintaining parks and greenways and preserving open space in the Town. Currently providing 11.33 acres of parkland per capita, exceeding the 2010 goal of 11.1 acres and the NRPA recommended average of 7.6 acres. Greenway trails expanded to 7.6 miles exceeding the 2010 projection of 6.9 miles .

Town Goal 2- A strong & stable financial position fully utilizing resources in a responsible, efficient, & effective manner.

- *Identify potential new funding opportunities for specific Town projects & services.*

The department continues to reduce compensatory hours earned by full time personnel by more effective use of part time employees and volunteers. Compensatory time hours averaged 10.45 per full time employee as compared to the 2010 target goal of 15 hours/employee. The 7,277 hours of Volunteer time utilized exceeded the target goal of 6,800 hours. In addition the department staffed two additional special events during 2010 as well. Recreation and Athletic Program cost recovery goals were met at 100% for 2010. The department's implemented a new initiative for 2010 designed to supplement the direct programming budgets of Recreation, Athletic and Special Events by at least 10% through the use of sponsorships and donations. This initiative did not meet the first year target projections. Staff will be retooling the program in 2011 and seeking Council approval for a more comprehensive sponsorship package as well as receiving additional training on how to implement sponsorship programs.

Town Goal 3- Community services that sustain or enhance the quality of life.

- *Provide & promote healthy community activities & programs*
- *Provide accessible & safe public parks, recreational programs, cultural resources and facilities*
- *Continue developing & implementing strategies to enhance customer service.*

The department continues to provide a variety of Recreation/Cultural activities and Athletic programs in a safe and effective manner as evidenced by the 94% "above average to excellent" satisfaction rating by program participants. Staff will continue to evaluate alternative survey tools and methods in 2011 to reduce costs and staff processing time. The implementation of the on-line registration program has been a tremendous success with the number of users doubling the 2010 target goal of 750 to a total of 1,528. To help ensure safe and high quality program offerings, background checks and youth coach certification training was conducted for all coaches.

Overall program enrollments did not meet 2010 target levels. The lower enrollment is attributed to the unexpected pool closing (cancellation of swim classes during the winter months) and the recessionary effects due to the downturn in the economic conditions.

Town Goal 8 – A healthy & rewarding work culture where employees are our primary asset in delivering high quality services to the community.

- *Create a healthy work environment that promotes high morale*
- *Foster career development & growth opportunities*

One area that the department fell below the 2010 projection level is in staff training opportunities. Budget limitations made it difficult to achieve this in FY 2010 last year. Funding levels for training were increased in 2011 and this area is expected to show improvement from in FY 2011.

Town Goal 9-Citizen involved government.

- Encourage citizens to volunteer in the community

The Parks, Recreation and Cultural Resources department formalized and implemented a town wide volunteer participation program. Staff will formulate a process to capture the potential financial advantages of utilizing volunteers during FY12.

PERFORMANCE MEASURES

 Workload





 Efficiency

 Effectiveness

Department Objective		Performance Measure	FY09 Actual	FY10 Target	FY10 Actual
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Town Goal 1 -A mix of land uses that is environmentally sensitive and sustains livability in a changing community -

Initiative 3-Maintain a formal acquisition and implementation strategy for parks, greenways and open space

Provide and maintain parkland, greenways and preserved open space in accordance with adopted master plan.		Maintain min. of 7.8 acres dedicated parkland per capita in accordance with master plan & National Recreation & Park Assoc. standards	11.5	11.1	11.33
		Miles of completed greenway and multi-use paths	4.9	6.9	7.6
		Total developed park acres	78.4	96.1	96.1
		Total preserved parkland and open space acres	187.5	190.5	188




Town Goal 2 - Strong & stable financial position utilizing resources responsibly, efficiently & in effective manner

Initiative 3-Identify potential new funding opportunities for specific Town projects and services

Implement the sponsorship program to encourage public/private collaboration for the delivery of programs and events.		To supplement the direct programming budget by at least 10% with sponsorships and donations.	N/A \$3,500	10% \$12,500	5.3% \$6,645
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Town Goal 3-Community services that sustain or enhance the quality of life.



Initiative 3-Provide and promote healthy community activities and programs

Create quality recreation experiences for the community.		Score Above Average or Excellent on at least 95% of participant evaluations for recreation programs & athletics leagues	97%	96%	94%
		Total # of program enrollments	6,612	7,000	5,863
		Total # of facility reservations (hours)	2,289 (44,691)	2,200 (44,000)	2,084 (44,656)

Initiative 5-Continue developing & implementing strategies to enhance customer service

To increase customer service by increasing the availability of program registration through an online system.		Total # of households using online registration	1,000	750	1,528
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Initiative 4-Provide accessible and safe public parks, recreational programs, cultural resources and facilities

To make participant safety a top priority.		To provide background checks for 100% of the volunteer youth sports head coaches	100%	100%	100%
		Train and certify 95% of all youth sports head coaches	98%	99%	98%

Initiative 6-Refine & implement a performance measurement process providing better information for budgetary decision-making & create stronger link between allocation of resources & desired

Department Objective		Performance Measure	FY09 Actual	FY10 Target	FY10 Actual
results					
Ensure cost-effective use of available resources in delivering services to the community.	☞	To meet cost recovery goals for at least 97% of recreation and athletics programs in accordance with Fees and Charges policy	100%	97%	100%
	☞	Utilize at least 90% of the budgeted part time salary	95.5%	96%	90%

Town Goal 8- A healthy & rewarding work culture where employees are our primary asset in delivering high quality services to the community

Initiative 2-Create a healthy work environment that promotes high morale

Average compensatory time is less than 15 hours per employee by end of fiscal year.	☞	Less than 195 hours of compensatory time accumulated as of June 30.	80	225	158.45
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Initiative 3-Foster career development & growth opportunities

Provide at least one professional development opportunity to all FT staff members.	☞	Percentage of FT staff attending at least one training program.	77%	50%	46%
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Town Goal 9- Citizen involved government

Initiative 1-Encourage citizens to volunteer in the community

Maintain a minimum volunteer participation level of 6,800 hours.	☞	Hours of volunteer time.	7,447	6,800	7,277
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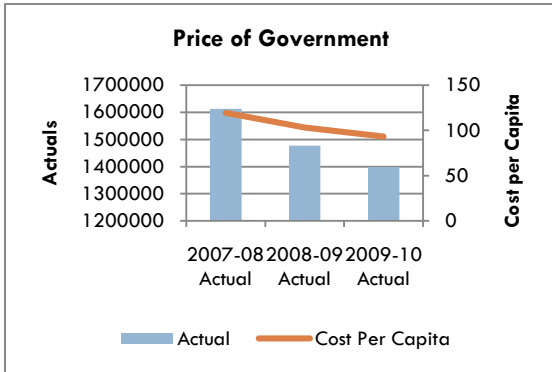
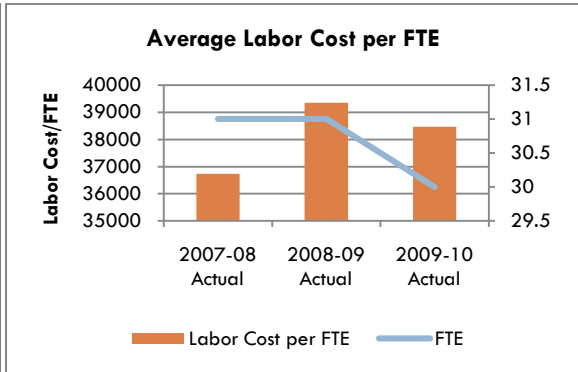
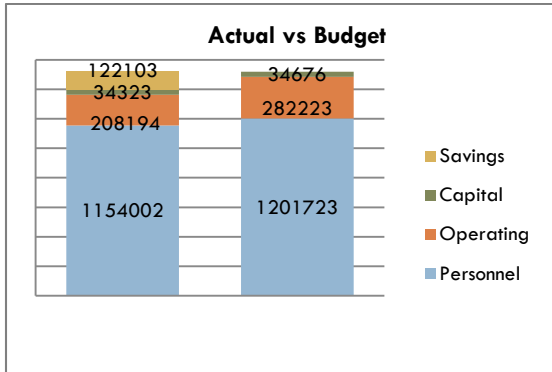
CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

- The continuation of the economic recession will cause the department to extend the current service level restrictions to work within the anticipated budget. These limits include the following performance, service, or cost impacts:

Little or no funding for new programs or growth in existing programs.	No funding for many community special events.
Limited opportunities for professional staff training.	Delay of facility improvements and equipment replacements.
Current economic conditions are having a negative impact on potential sponsorship support as businesses remain cautious with expenses.	Delay the application process for the department accreditation effort.

- As the Town population continues to increase so has the percentage of resident participants in recreation programs. With many of the programs at full capacity, this reduces revenues generated by these programs because residents pay lower enrollment fees than non-residents. To balance the revenues, some increases to enrollment fees are expected.
- The swimming pool was closed for three months resulting in decreased program enrollments, memberships and daily users. This resulted in lower revenues but also reduced part-time salary expenses for lifeguards and swim instructors.

BUDGET PERFORMANCE PROFILE



Public Works Department Performance Profile

SERVICE TO COMMUNITY

Public Works is responsible for ensuring the safety of the Town's vehicle fleet, creating secure and clean environments in Town facilities, providing safe and improved streets for travel, affording town-wide landscape, park, and athletic field maintenance while offering progressive, cost-effective solid waste services.

EXECUTIVE EVALUATION SUMMARY

Town Goal 2 – A strong and stable financial position that fully utilizes all resources in a responsible, efficient and effective manner.

- *Continue developing Town infrastructure evaluation programs to analyze costs, prioritize maintenance, and secure funding.*

The department achieved a reduction in the cost of solid waste services through a combination of research, data collection and negotiation with the private contractor which may likely yield an approximate savings of \$23,000 for FY2011. Additional cost reductions were achieved through the department's development of a strategic energy plan and pro-active replacement of light fixtures in Town facilities and street lights. This resulted in a significant per square foot reduction in the facility energy cost from \$2.41 to \$2.11 and an overall reduction in facility utility costs from \$2.70 to \$2.44 per square foot.

One area identified through the performance measures as not performing at the level expected was in the miles of street repaired and the annual expenditure for street maintenance. Upon further review of the PM's for this division it was identified that an overhaul of the PM's for this division is needed to better align the PM's with overall expectations. This will be accomplished in 2011.

Town Goal 3- Community services that sustain or enhance the quality of life.

- *Provide a safe community*
- *Continually evaluate emergency response needs & capabilities*
- *Provide accessible and safe public parks, recreational programs, cultural resources and facilities*
- *Continue developing & implementing strategies to enhance customer service*
- *Continually review & identify internal processes & community services to improve their efficiency & effectiveness*

The department has as a priority to seek out and correct serious safety hazards quickly (within 4 hours). They achieved a 96.5% completion rate which exceeded their target goal of 90%

The department continues to improve and enhance its customer service performance through the use of customer feedback surveys, data collection and technology improvements. Target levels for customer satisfaction in all divisions were exceeded in FY 2010. The Residential Solid Waste program met its performance expectations for missed trash events. The department implemented a new software package for work orders and fleet maintenance that will save the Town \$11,000 per year and provide faster more efficient service delivery to its internal customers.

Town Goal 4-Plan transportation & other public to infrastructure address community needs.

- *Continue evaluating the costs & benefits of in-house vs. contract services*

In FY2010 the selection of a sidewalk repair contractor utilizing innovative patented cutting methods saved the Town more than \$119,000 over use of traditional removal and replacement methods sidewalks, repairing 847 trip hazards at a total cost of \$50,000.

Improved in-house asphalt pavement repair capabilities and cost savings by using the asphalt Zipper equipment for repairs to Cotton and Sunset Streets.

Town Goal 8 – A healthy & rewarding work culture where employees are our primary asset in delivering high quality services to the community.

- *Foster career development & growth opportunities*

The department implemented an employee suggestion box program to encourage employee feedback and facilitate operational improvements. 5 suggestions were received during the year with 1 suggestion being implemented. Additional discussions with employees are needed to further determine the direction of this program for 2011.

The department continues to place strong emphasis on employee training and development as evidenced by the department exceeding its target goal of 90% (100%) employee attendance of outside training beyond the 16 hours required.

Town Goal 9-Citizen involved government.

- *Increase public involvement in Town government programs & processes.*

The Public Works department utilized volunteers to enhance landscaping of Town owned properties (Hartness House and Northwest Park).

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Actual
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Town Goal 3-Community services that sustain or enhance the quality of life.

Initiative 1-Provide a safe community

Conduct at least 6 meetings annually to provide continual departmental review and evaluation of emergency response needs	# of Safety Meetings	5	6	6
Conduct at least 12 Random Safety Audits per year to ensure Personal Protection Equipment (PPE) is being utilized on the job	% of Random Safety Audits with 100% pass rate	N/A	N/A	N/A
Secure 90% of serious safety hazards within 4 hours	% of serious safety hazards secured within 4 hours	95.4%	90%	96.3%

Initiative 4-Provide accessible and safe public parks, recreational programs, cultural resources and facilities

Provide safe, functional and convenient physical resources and facilities for the delivery of public services	Total acreage of Parks & Grounds maintained	127	139	139
	Total cost of park & grounds maintenance	\$160,166	\$96,450	\$146,745
	Average maintenance cost per acre	\$1,261	\$694	\$1,056
	# of square footage of building space serviced	88,686	100,382	100,382
	Total cost per square foot of building serviced	\$4.85	\$4.25	\$4.51
	# of Town vehicles maintained	121	121	121
	Total cost of vehicle maintenance	\$83,097	\$69,440	\$73,938
	Average maintenance cost per vehicle	\$687	\$573	\$611
Complete 90% of scheduled vehicle maintenance on time	% of scheduled vehicle maintenance completed on time	N/A	N/A	N/A

Initiative 5-Continue developing & implementing strategies to enhance customer service

Maintain at least a 90% satisfaction rating from internal customers via survey for Fleet, Facilities & Parks Maintenance.	Satisfaction rating from internal customer survey for:			
	Fleet	95.8%	90%	96.9%
	Facilities	92.8%	90%	99.3%
Respond to 80% of work order requests within 2 workdays of when promised submittal date with 80% success.	# of work orders submitted annually	1,021	1,105	759
	% completed within 2 workdays of submittal date on time.	77.4%	80%	81.2%
Provide reliable solid waste pickup for Morrisville residents by receiving no greater than 173 1 out of every 1,000 residents missed collection concerns per month	Number of missed collection concerns (Solid waste & Recycling)	N/A	210	170
	Number of other customer concerns (Other)	N/A	42	65
	Average cost per household served (\$)	192.77	187.25	178.05
	Number of households served	3,983	4,208	4,294

Initiative 7-Continually review & identify internal processes & community services to improve their efficiency & effectiveness.









Employee Suggestion Box	# of suggestions submitted	N/A	20	5
	# of implemented suggestions	N/A	N/A	1

Town Goal 4- Plan transportation & other public infrastructure to address community needs.

Initiative 5-Continue developing a capital funding strategy for infrastructure needs, including the Town Center




Provide annual street resurfacing maintenance per plan	Miles of Streets maintained	25.85	27.00	31.25
	Miles of Streets repaired or resurfaced during this fiscal year according to plan	1,200 linear ft.	6,600 linear ft.	2,500 linear ft.

Footnote: Executive Evaluation Summaries Provided by Senior Directors; Text highlighted or with a strikethrough are some proposed modifications to Performance Measures for FY2011.

		Average funding per street mile (Powell Bill and General Funds)	\$16,628	\$12,685	\$11,846
		% of repair cost recovery through Powell Bill funds	59.4%	99%	99%
		% of street maintenance funded through Powell Bill funds	84%	50%	91%
		Annual expenditure for street maintenance	\$24,985 \$171,808	\$342,500	\$227,220 \$366,520
		% of Streets budget spent (Powell Bill and General Funds)	40%	90%	58%
		% of roads with PCR lower than 65	TBD	N/A	N/A
Evaluation of Pavement Condition Rating (PCR) on Town Roads with the intended goal of 80		Miles of roads with PCR lower than 65	TBD	N/A	N/A
		Town Road Average PCR Rating	TBD	N/A	N/A

Town Goal 7 - Environmentally responsible & energy efficient community

Initiative 2-Evaluate & implement changes to Town Ordinances, plans & policies

Maintain 60% town-wide recycling participation rate to comply with Wake County Recycling plan		% of participation of Morrisville residents annually in recycling program.	61.96%	60%	54.99%
Increase annual recycling tonnage by 5%		% tons of Recycled material waste	22.82%	n/a	23.04%
Maintain a facility energy savings goal of 5% over baseline FY09 by FY11		Energy cost per square foot per year (\$/ft ² /year)	\$2.47	\$2.41	\$2.11
		Water usage per square foot per year (gal/ ft ² /year)	24.5	23.9	28.6
		Total utility cost per square foot per year (\$/ft ² / year)	\$2.77	\$2.70	\$2.44

Town Goal 8- A healthy & rewarding work culture where employees are our primary asset in delivering high quality services to the community

Initiative 3-Foster career development & growth opportunities

90% of staff will attend professional development outside of the required training – 16 hours minimum		% of staff attending professional development outside of required minimum of 16 hours	100%	90%	100%
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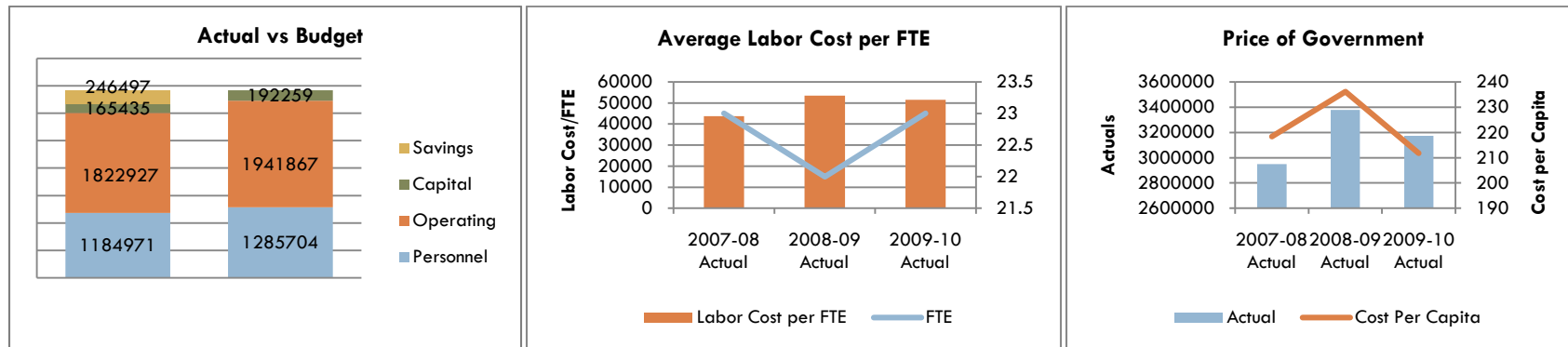
CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

- In FY2010, budget reductions produced fewer opportunities to provide professional development training.
- FY2010 was budgeted as the minimum to maintain existing services, therefore there is no extra money to handle unforeseen and unusual expenses.
- In FY2010 the selection of a sidewalk repair contractor utilizing innovative patented cutting methods saved the Town more than \$119,000 over use of traditional removal and replacement methods repairing 847 trip hazards at a cost of \$50,000.
- Implementation of asset management software will enable enhanced tracking of infrastructure assets and utility costs, needs, and maintenance history for FY2011 and out years. Discontinued use of the present HTE software package for work orders and fleet maintenance will save the Town \$11,000 per year.
- Continued diligent execution of a financial plan that supports the strategic goals of the department.
- Continuation of review and audit processes to ensure responsible and efficient use of Town resources.
- The quality of customer service delivery and professional courtesy and friendliness to the public, internal customers, and co-workers will continue to remain our primary objective.
- Due to the freeze on new positions, promotions, COLA, merits and employee appreciation expense the general morale of the staff has suffered. Public Works is thinking of ways we can show appreciation for our staff without spending money.
- The Public Works Department strives to maintain a healthy work environment that supports employee's professional and personal needs.
- Public Works Streets Division is challenged with scheduling time and resources for street, sidewalk, storm water and traffic calming projects while not

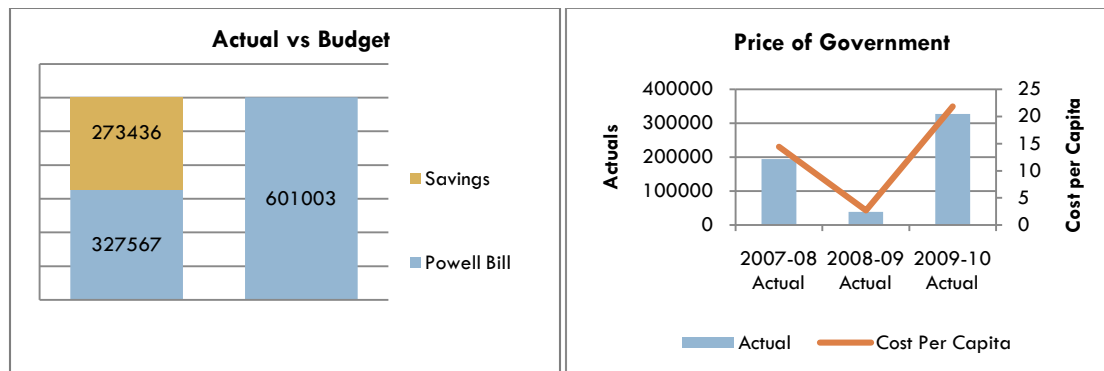
compromising time for day to day operations.

- With a modification to our solid waste program offering our residents larger recycling carts, Public Works staff has had to take additional time each week (4-6 man hours) to deliver the new 65 gallon recycling containers to residents.
- Energy audits conducted and lighting renovations made on several of the Town facility buildings will yield an anticipated savings in Public utilities of \$12,477 in FY2011.
- A Strategic Energy Plan adopted by the Town on February 1, 2010, provides energy conservation goals and objectives and performance measures.
- Due to budgetary restrictions in FY2011, key areas inclusive of street and public safety fleet will be underfunded not providing for viable proactive repair and replacement of assets which may lead to escalated repair costs.

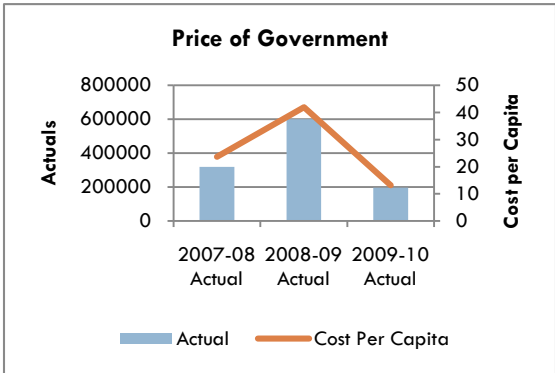
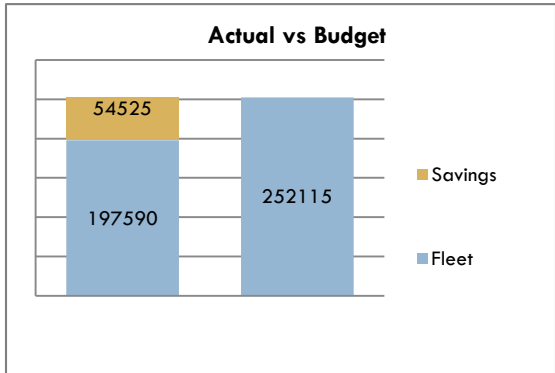
BUDGET PERFORMANCE PROFILE



POWELL BILL PERFORMANCE PROFILE



FLEET PERFORMANCE PROFILE



Police Department Performance Profile

SERVICE TO COMMUNITY

Primary responsibilities include crime prevention and education, general law enforcement activities, conducting criminal investigations.

EXECUTIVE EVALUATION SUMMARY

Town Goal 2 - A strong & stable financial position fully utilizing resources in a responsible, efficient, & effective manner.

- *Identify potential new funding opportunities for specific Town projects & services.*

Through the implementation of a K-9 program the department has increased its ability to detect illegal drugs resulting in an increase of over \$30,000 dollars of drug money received from the courts.

Town Goals 3- Community services that sustain or enhance the quality of life.

- *Provide a safe community*
- *Continually evaluate emergency response needs & capabilities*
- *Continue developing & implementing strategies to enhance customer services.*
- *Review internal processes & service to improve efficiency & effectiveness*

The ability to reduce crime is directly related to the availability of Police officers. The department increased the availability of officers (exceeded the target level of 42.5 hours) to 50.8 hours. Additionally the department achieved a Crash Severity Index of 3.8 which was lower than their target index level of 4.10 and just over their goal of maintaining a 3.5 or less index level.

Number of calls for service in 2010 (12,019) was higher than the target level projection of 10,750 with overall response times decreasing from 2009 levels (10.40 minutes) and the 2010 target level (10.10 minutes) to an actual response time of 9.39 minutes.

Of particular noted significance is the achievement of 0 officer on the job injuries equating to no lost work days.

To maintain the departments national accreditation level the department must maintain compliance with 451 standards. This department's 2010 target level goal was to review 100 standards. The total number of standards completing the review process was 30. The reduction in the number of files reviewed could have been the result of the combination of the resignation of the accreditation manager in FY 2010 and the reassignment of this responsibility to the department Training Sergeant and newly appointed Administrative Sergeant. This situation will be closely monitored during FY 2011 to ensure adequate resources and training are available to ensure compliance with the accreditation standards.

Another important aspect of crime prevention is the interaction of police officers with citizens in the community. The department exceeded its target levels for number of crime prevention programs conducted by each squad in the community. Performance measures not meeting target levels in this section include the bicycle safety rodeos and customer satisfaction surveys. More emphasis will be placed in these areas in FY2011.

G9-Citizen involved government.

- *Increase public involvement in Town government programs & processes.*

The Police department conducted one School Guard Crossing class

PERFORMANCE MEASURES



Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Actual
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Town Goal 2- Strong & Stable Financial Position using all resources

Initiative 3- Funding opportunities

Reduce cost of operating and improve service by leveraging grant and drug seizure funds		Total \$ amount of grant money received	\$ 0.00	\$ 0.00	\$0.00
		Total \$ of drug money seized	\$2,000	\$10,000	\$32,792

Town Goal 3-Community services that sustain or enhance the quality of life.

Initiative 1-Provide a safe community

Achieve a patrol availability factor of 55% - 60% uncommitted patrol time per quarter		% of uncommitted patrol hours	42.6	42.5	50.48
Attain an Average Crash Severity Index of 3.50 or less per year at targeted high accident intersections defined by NCDOT*		Crash Severity Index	3.75	4.10	3.80
		# of motor vehicle crashes reported & investigated	452	430	459
Continue to decrease amount of Index Crimes by Investigating and solving crime		# of Index Crimes reported	338	380	417
Complete site building plan reviews within 10 business days 90% of the time		% of site building plans reviewed within 10 business days	n/a	n/a	n/a
		# of site plans reviewed annually	-	-	30

Initiative 2-Continually evaluate emergency response needs & capabilities

Achieve 0 police officer injuries annually		# of annual police officer injuries	-	-	0
Maintain average response time to all services calls to 9 minutes or less		Average minute response time to all calls for service	10:40	10:10	9:39
		# of calls for service (dispatched & self initiated)	12202	10750	12019
Maintain 24 hour minimum mandated training hours per officer		Average training hours per officer	55.42	50.00	98.00

Initiative 3-Provide & promote healthy community activities and programs

Conduct safety and crime prevention community policing related activities per year		Conduct at least 4 crime prevention activities per squad per quarter	14	18	20
		Conduct at least 2 bicycle safety related events annually	0	2	0
Increase police-citizen contact by opening lines of communication		Conduct at least one random citizen satisfaction survey per year	0	1	0
		Maintain a survey grade of 90% or better	-	90.0%	-

Initiative 7-review internal processes & services to improve efficiency & effectiveness

New Officers must complete a structured Introductory Training Program by their fourth month of employment		Average # of new officer trainings completed per quarter	3	6	2
Maintain accreditation by Commission on Accreditation for Law Enforcement Agencies (CALEA)		% of the 451 CALEA files currently in compliance (must achieve at least 90%)	95	100	30

Town Goal 9- Citizen Involved Government

Initiative 1-Encourage citizens to volunteer within the community

Provide free training programs to interested citizens regarding volunteering within the community		Offer 2 school crossing guard training sessions to interested citizens annually	0	2	1
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CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

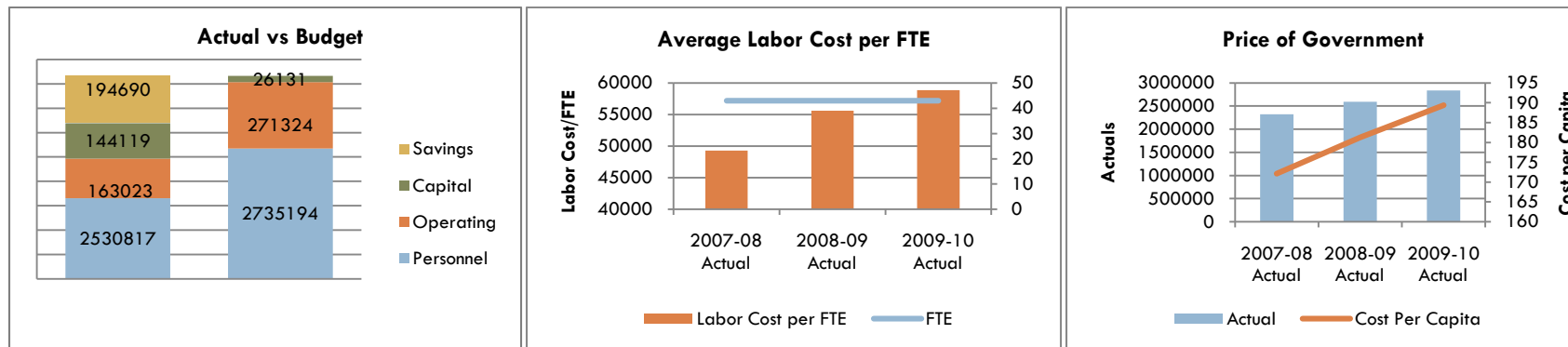
Challenges:

- Implementation of the Police K-9 unit was reduced by 50%, reducing the department's ability to proactively assist both day and night patrol teams in removing illegal drugs from our community, reducing the potential revenue to the department from drug intervention operations and decreasing the department's ability to conduct drug education to area schools and businesses.
- Having only a single K-9 unit to cover the resource needs of four patrol teams (both day and night shifts), maintain needed training as well as conducting community based drug education presents quite a challenge.
- Funding for a major portion of the department's wellness program (annual officer physicals) was eliminated. This will delay indefinitely the department's officer physical training program.
- Funding for employee recognition programs have been eliminated. The ability to bring officers and their families together to fellowship with one another in the good times and not at a time of a possible tragedy is an important benefit to the officers.

Opportunities:

- The officer's daily report have been converted to a database type report to allow supervisors to review the information more consistently improving their ability to allocate manpower to specific areas based on the types of crimes, times of occurrence and locations.
- To reduce costs (overtime and travel expenses) from our training budget and to gain efficiencies in staff time, an on-line training program in some officer disciplines will be instituted.
- The department implemented a new organizational plan intended to meet the increasing demands of the Investigative, Patrol and Administrative Divisions within the department. The new plan reallocates and incorporates personnel from the Traffic Unit back into the Patrol Division and increases staff in the Investigations Division. A Patrol Sergeant will continue to act as a liaison with the Governor's Highway Safety Program and coordinate selective traffic enforcement activities with surrounding police departments. The Administrative Sergeant position responsibilities were realigned to meet increased needs and assist the Training and Accreditation Sergeants position. The Training Sergeant and Accreditation Managers positions were combined creating the opportunity for an additional Police Officer position.

BUDGET PERFORMANCE PROFILE



Fire Department Performance Profile

SERVICE TO COMMUNITY

The Morrisville Fire Department provides services to the community utilizing a combination of volunteer and career members 24 hours a day, 365 days a year.

EXECUTIVE EVALUATION SUMMARY

Town Goal 3- Community services that sustain or enhance the quality of life.

- *Provide a safe community*
- *Continually evaluate emergency response needs & capabilities*
- *Continue developing & implementing strategies to enhance customer services.*

The department is finding it difficult to meet the response time goals, consistently fall well below (20-35 % below) the established goal. The department plans to modify the response time goal to better align the department with the fire service accreditation model and NFPA 1710 standard, "Staffing and Emergency Response for Municipal Fire Departments". Due to enhancements at the 911 center, the department can now begin capturing call processing time and they will adjust their turnout time for fire related calls to 80 seconds 90% of the time. Currently, our turnout time goal for all emergencies is 60 seconds or less 90% of the time. Significant improvement in the response time goal is not anticipated until Station #3 is relocated to a more strategic location in the western part of Town and the road network is improved to the southern and eastern sections of Town.

The staffing goal of getting 4 people on the scene within 4 minutes was missed by 7% in FY2010. However, more importantly, the department was only able to get 14 people on the scene within 9 minutes 20% of the time. To achieve the staffing goal the department will need to increase staffing to 15 per shift to achieve the goal of getting 4 people on the scene in 4 minutes and we need to increase staffing to 19 people per shift to achieve getting 14 people on the scene within 14 minutes.

Staff has made tremendous improvements in physical fitness levels. The current goal for 90% of staff to score fit or higher is extremely aggressive. Evaluation of this goal over the past several years this goal is probably too aggressive and may never be achieved. The result for FY 2010 was impressive which included 57% achieved fit, 42% scored fair, and 1% scored excellent. The results indicate no one scored in the improvement needed category. The data supports the fact that staff is taking physical fitness seriously which help to improve their capabilities and reduce the number and severity of injuries. The current goal will reviewed in 2011 with the intent to modify the goal to make it more realistic and practical.

The department missed the target goal of 3 or less accidents per year. Total accidents for FY 2010 were 5, an increase of 3 over FY 09. Evaluation of the accidents revealed no discernable patterns to the incidents. The number of accidents indicates the need to continue training and educating staff on the importance of safety in the workplace.

The fire department met its 2010 target goal of conducting 75 Public Education events and exceeded the target goal for child safety seat installations. The fire prevention Inspection program missed the 2010 target projections due in part to a vacancy in the Deputy Fire Marshal's position. Also budget constraints prevented the department from acquiring technology enhancements (Mobil Data Computers) that would increase the fire inspectors efficiency with completing fire inspection reports. The department did manage to meet its target projections achieving a 100% completion of new construction inspections within the 24 hour time frame. The Dep. Fire Marshal position is expected to be filled in late November of FY 2011. In addition a temporary inspector will be hired to assist with catching up the inspections

PERFORMANCE MEASURES

Workload

Efficiency

Effectiveness

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Actual
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Town Goal 3-Community services that sustain or enhance the quality of life.

Initiative 1-Provide a safe community

Maintain a call processing time of 60 (90 seconds for Wake County) seconds or less 90% of the time		% of calls processed in 60 seconds or less	n/a	n/a	n/a
Maintain a turnout time of 60 seconds or less 90% of the time		% of calls with turnout time of 60 or less	76%	80%	86%
Maintain a travel time of 4 minutes or less 90% of the time.		% of calls with a travel time of 4 minutes or less	67%	70%	64%
Arrive on the scene with 4 personnel within 5 minutes travel time 90% of the time		% of calls 4 personnel arrive on the scene within 5 minutes	66%	90%	83%
Arrive on scene with 14 personnel within 9 minutes or less 90% of the time		% of calls 14 personnel arrive on the scene within 9 minutes	0%	90%	20%
Confined fire to the rooms of involved on arrival 90% of the time.		% of fires confined to rooms of involvement on arrival	n/a	n/a	n/a
To achieve a primary search function and transmittal of "all clear" (no additional life hazards) within 10 minutes of the full first alarm arrival 90% of the time		% of primary search function completed within 10 minutes of arrival of the first alarm assignment	n/a	n/a	n/a
Maintain a property save to loss ratio greater than 95%.		% of property save to loss ratio	85%	95%	99%
Maintain a property protected to loss ratio greater than 99%		% of property protected to loss ratio	86%	99%	100%
Complete 100% of required annual routine fire inspections		% of annual routine fire inspections completed	90%	100%	100%
		# of annual routine fire inspections completed	770	610	550
Correct 90% of fire code violations within 90 days.		% of fire code violations corrected within 90 days	80%	90%	71%
Complete site building plan reviews within 10 business days 90% of the time		% of site building plans reviewed within 10 business days	100%	100%	100%
		# of site plans reviewed annually	32	20	46
Complete new construction inspections within 24 hours of request 90% of the time		% of new construction inspections completed within 24 hours of request	100%	100%	100%
		# of new annual construction inspections	177	100	162
		# of annual routine fire inspections completed by fire company personnel	155	175	200
		# of annual routine fire inspections completed by fire prevention personnel	615	435	350

Initiative 2-Continually evaluate emergency response needs & capabilities

Achieve 0 accidents per annually		# of annual accidents	2	0	5
Achieve 0 firefighter injuries annually		# of annual firefighter injuries	9	0	1
Achieve 0 fire fatalities annually		# of annual fire fatalities	0	0	0
Ninety percent of the firefighters score fit or higher on the annual physical fitness assessment (PFA)		% of firefighters scoring fit or higher on the annual PFA	67%	90%	57%

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Actual
Firefighters average completing 360 hours of fire service training per	Average annual fire service training hours per firefighter	360	360	360
	Total annual fire service hours completed	18960	14040	19139
Initiative 3-Provide & promote healthy community activities & programs				
Maintain satisfactory rating or higher on 90% of the customer service surveys	% of satisfactory or higher customer service survey responses	n/a	n/a	n/a
Conduct two CERT training programs per year	# of annual CERT classes completed	2	2	1
Conduct one fire safety day event year during the National Fire Prevention Week.	Annual fire safety day completed	Y	Y	Y
Conduct one open house day event per year during the week	Annual open house event completed	Y	Y	Y
Contact 10% of the town population with public fire education information annually	% of town population contacted	535	1500	604
	# of people contacted annually	8410	10000	9068
	# of annual public education events	79	80	75
	# of annual child safety seat inspections	520	520	507

Town Goal 4- Plan transportation & other public infrastructure to address community needs

Initiative 7-Continually review & identify internal processes & community services to improve their efficiency & effectiveness

Review internal policies biannually	# of policies reviewed annually	n/a	n/a	n/a
	# of policies developed annually	n/a	n/a	n/a
	# of policies deleted annually	n/a	n/a	n/a
Achieve Fire Service Accreditation	Year fire service accreditation awarded	n/a	n/a	n/a
Maintain annual fire service accreditation compliance report	Annual accreditation compliance reported completed	n/a	n/a	n/a
100% pass rate on firefighters annual performance readiness evaluations (PE)	% of crews that passed the annual PREs	n/a	n/a	n/a

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

Projects, Studies, or Adopted plans that Impact Our Service Delivery:

- Fire service accreditation manual
- Strategic Plan
- Long Range Financial Plan
- NFPA 1710, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments
- OSHA 1910.134, Respiratory Protection
- ISO

Challenges This Year:

- Funding limitations will create challenges in fire department operations. Delays in hiring needed staff continues to place staff at unsafe risk and are a contributing cause to not meeting approved goals and objectives.

- Delaying the implementation of the quint plan strains service delivery by not having needed apparatus to mitigate emergency incidents effectively in increasingly higher dense development.
- Not funding the two Mobile Data Computers (MDCs) will require fire inspectors to continue doing double entry on fire inspection reports. Double entry decreases the total number of inspections that can be completed annually.

Mitigation of Recession Impacts:

- Continue to reevaluate existing programs to assess if there are more efficient ways to provide to the services.
- Continue to evaluate cost recovery options.
- No new programs that require additional funding are planned for FY 2011.
- Continue cost savings plans such as the Fuel Conservation Policy and the Energy Conservation Policy.
- Continue to seek grant funding opportunities.

BUDGET PERFORMANCE PROFILE

