

## Amy Harvey

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**From:** Roger Stancil  
**Sent:** Tuesday, May 15, 2018 6:26 PM  
**To:** Allen Buansi; Donna Bell; Hongbin Gu; Jeanne Brown; Jess Anderson; Karen Stegman; Town Council; Michael Parker; Nancy Oates; Pam Hemminger; Rachel Schaevitz; Roger Stancil; Ross Tompkins  
**Cc:** CHRIS BLUE; Loryn Clark; Scott Clark; Susan Brown; Ken Pennoyer; Amy Oland; Matthew Brinkley; Sara Hancock; David Finley; Amy Harvey; Beth Vazquez; Carolyn Worsley; Catherine Lazorko; Christina Strauch; Dwight Bassett; Flo Miller; Mary Jane Nirdlinger; Rae Buckley; Ralph Karpinos; Ran Northam; Roger Stancil; Sabrina Oliver  
**Subject:** Recommended Programs and Department materials for budget work session  
**Attachments:** axFINAL FY19 Recommended Programs & Department Materials.pdf

As part of the budget review process, we will be providing opportunities for you to learn more about our departmental core business operations and strategic initiatives. Attached is a handout that summarizes both. At tomorrow's work session, you will have an opportunity to hear directly from our transit director and our public safety chiefs. I hope the attached information and the opportunity to hear from them meets your interest. We will schedule other presentations for future work sessions.

# RECOMMENDED PROGRAMS & --- DEPARTMENT MATERIALS

Fiscal Year 2018-2019



# TABLE OF CONTENTS

- Manager’s Recommended Programs and Services.....3
- General Government.....5
  - Town Manager’s Office.....6
  - Communications and Public Affairs.....8
  - Human Resource Development.....10
  - Business Management.....13
  - Technology Solutions.....16
- Environment and Development.....19
  - Planning and Development Services.....20
  - Housing and Community.....22
  - Public Works.....26
- Public Safety.....30
  - Community Safety.....31
  - Fire Department.....34
- Leisure.....37
  - Parks and Recreation.....38
  - Library.....42
- Transit.....45

*The table of contents organizes departments in categories that have been used historically in the Town’s budget documents. We also organize our work around policy areas that the community and Council indicate need our focus and attention. These policy areas are led by our Executive Directors and include:*

1. *Housing and Community*
2. *Community Arts and Culture*
3. *Community Safety*
4. *Technology*

\*Click on the department name to jump to the page.



**CONNECTED COMMUNITY.** *To create a highly connected community where bicycling, walking, and transit are convenient, everyday choices for our neighborhoods, businesses, and public spaces.*

Programs & Services

- Traffic Signals
- Traffic Signs/Markings/Calming
- Miscellaneous Construction
- Streets and Parking Lots
- On and Off-Street Parking
- Parking Administration
- Fixed-Route Bus Service
- Demand-Response Service
- Maintenance
- Transit Advertising

## ECONOMIC & FINANCIAL SUSTAINABILITY.

*To steward public assets and support a vibrant economy where there is opportunity for jobs and entrepreneurship that positions Chapel Hill for the future.*

Programs & Services

- Economic Development
- Budget
- Liquidity Management
- Financial Planning & Support
- Facilities

## AFFORDABLE HOUSING

*To increase the availability of and access to housing for households and individuals with a range of incomes, from those who are homeless to those in middle-income households.*

Programs & Services

- Affordable Housing Policy
- Human Services
- Community Development
- Public Housing Administration
- Maintenance

**VIBRANT AND INCLUSIVE COMMUNITY.** *To enrich the lives of those who live, work, and visit Chapel Hill by building community and creating a place for everyone.*

Programs & Services

- Current Development
- Development Services
- Long-Range and Transportation Planning
- Special Event Services
- Park Maintenance
- Planning of Parks and Greenways
- Cemetery Operations
- Special Events / Recreation
- Recreation Programming
- Collection Management
- Circulation
- Customer Service
- Cultural and Community Programs
- Serve as a Place for Everyone
- Cultural Arts

## ENVIRONMENTAL STEWARDSHIP.

*To strategically manage the Town's infrastructure and natural environment by promoting resiliency and sustainability.*

Programs & Services

- Community Sustainability
- Solid Waste Collection
- Special Collections
- Commercial Solid Waste Collection
- Street Sweeping
- Stormwater Regulatory Compliance
- Stormwater Infrastructure
- Civil Engineering and Landscape Architecture Services
- Fleet Services

**SAFE COMMUNITY.** *To preserve and protect life and property through the fair and effective delivery of Town services.*

Programs & Services

- Building Inspections
- Code Enforcement
- Street Lighting
- Inclement Weather
- Patrol Division, Investigative Division
- Support Services
- Emergency Operations
- Code Enforcement
- Command-Control Administration
- Prevention and Safety Education
- First Responder Medical Services
- Training and Development

## COLLABORATIVE & INNOVATIVE

**ORGANIZATION.** *To create an organization that works collaboratively from a mutual learning mindset, leads innovation, and produces effective outcomes for the betterment of the organization and community.*

Programs & Services

- Communications & Public Information
- Governance Support
- Public Records
- Citizen Participation
- Council Support
- Stakeholder Communications
- Ombuds Services
- Classification and Compensation
- Employee Relations
- Employee Training and Development
- Recruitment Services
- Safety and Wellness
- Billing & Collections
- Payroll & Payables
- Accounting & Financial Reporting
- Purchasing & Contracts
- Risk Management
- GIS
- Network Infrastructure
- IT Planning and Coordination



# FY19 MANAGER'S RECOMMENDED STRATEGIC INITIATIVES

## CONNECTED COMMUNITY

### Strategic Initiatives

Maintain	Add
Current Chapel Hill Transit Services (with 1 cent tax increase)	Chapel Hill Transit Service Development Plan Chapel Hill Transit Memorandum of Understanding
Chapel Hill Transit bus replacement program: 5 demand response vehicles and 3 fixed route buses	Mobility and Connectivity street and sidewalk infrastructure improvements (Bond funds)
	Smart City Parking Technology
	Wallace Deck Repairs
	Downtown Ambassador Program
	Downtown Alleyway Improvements (Bond funds)

## ECONOMIC & FINANCIAL SUSTAINABILITY

### Strategic Initiatives

Maintain	Add
Program Support for Convention and Visitor's Bureau	Restore Pre-Recession Debt Fund with a 0.8 cent increase
Program Support for Chapel Hill Downtown Partnership	Investment in Public Facilities
Partnership Support to LaUNCH	
Commercial Development Strategy marketing and entrepreneurial ecosystem development	

## VIBRANT AND INCLUSIVE COMMUNITY

### Strategic Initiatives

Maintain	Add
Program Support for Building Integrated Communities (2-year project)	Rogers Road Community First Plan
Increase cultural events	Implementation of Mobility and Connectivity Plan
Increase Arts and Culture partnerships	Blue Hill Design Guidelines and Potential Code Changes
LUMO Rewrite Project	Historic Preservation Staff
Downtown 2020 Work Plan	Prototype and Implement the People's Academy
Station Area Planning	Activate 140 West Plaza

## ENVIRONMENTAL STEWARDSHIP

### Strategic Initiatives

Maintain	Add
Community Resiliency and Emergency Management Functions	Triangle Regional Resilience Assessment
Town Facilities and Fleet Energy Management	OWASA Water Conservation Partnership
Continue Year Two of Explore More at Pritchard Park	Electric Bus Purchase
	Install LED lights in Park and Rides
	Create Metrics to track success
	Construction of Elliott Road Flood Storage Project
	Eastwood Lake Subwatershed Study

## AFFORDABLE HOUSING

### Strategic Initiatives

Maintain	Add
Penny for Affordable Housing Funding	Contingency Planning for Continued Reduction of Federal Funding
Management of 336 units of Public Housing	Affordable Housing Bond Referendum
Program Support for Orange Community Housing and Land Trust	Development on Town-Owned Land
Program Support for Orange County Partnership to End Homelessness	Public Housing Master Plan
CDBG Funding to Affordable Housing Providers	

## SAFE COMMUNITY

### Strategic Initiatives

Maintain	Add
Coordination of private sector investment in internet infrastructure	Municipal Services Center Design
Improvement efforts to Inspections and Code Enforcement	Implement Online Residential Permitting
Youth Initiatives to engage High School Students in Fire Service	Decide course of action for coal ash remediation
Bike and Pedestrian Safety Initiatives	

## COLLABORATIVE & INNOVATIVE ORGANIZATION

### Strategic Initiatives

Maintain	Add
Customer Service Focus and Analysis	Work Life Balance Initiatives
Leadership Development	Open Data Automating Processes
Wellness	Implement Office 365
Employee Engagement Survey	Complete Diversity and Inclusion Assessment

# GENERAL GOVERNMENT

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# TOWN MANAGER'S OFFICE

The primary mission of the Town Manager's Office is to ensure that the laws of the State and the ordinances, resolutions, regulations, and policies of the Council are faithfully executed.

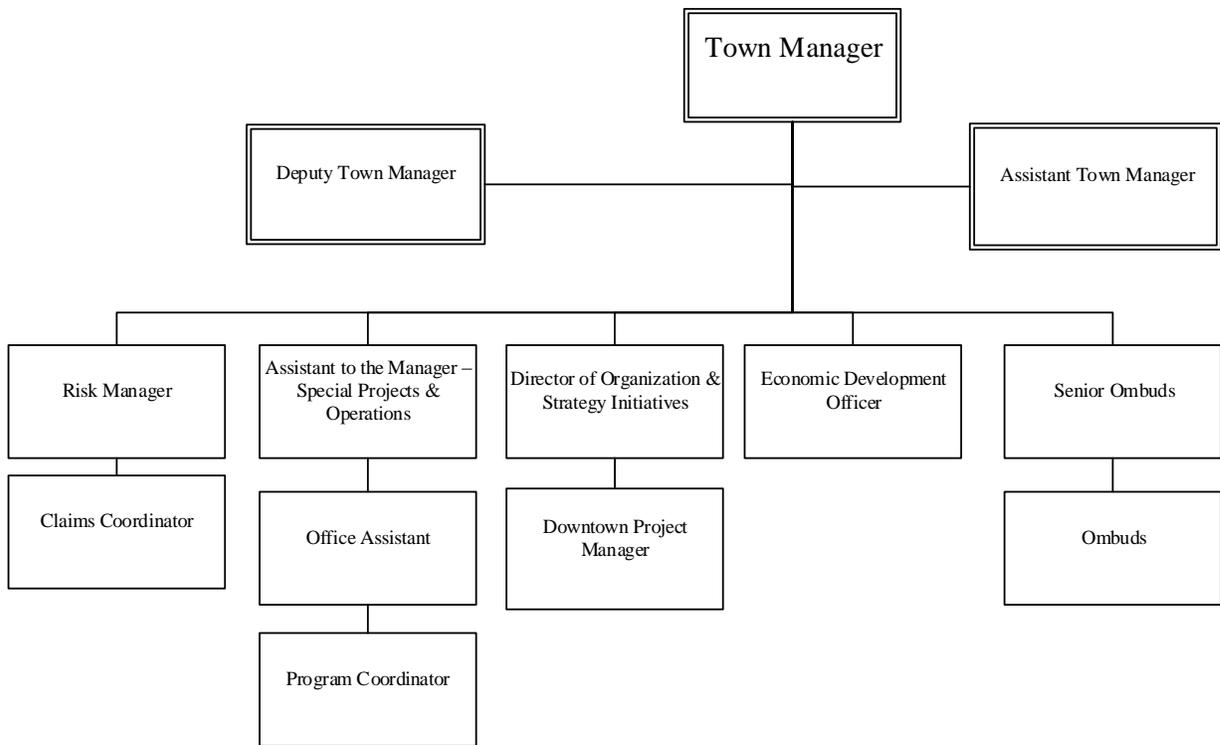
## FY18 PRIORITIES

FY18 Priorities	What is the desired outcome? What data or performance measure(s) will indicate the success of this priority?
Strategic Plan	Develop a strategic plan that will build on the current processes for identifying and acting on council goals, address the community's most significant challenges, and inform the budget development and business plan process.
Future Land Use Map (FLUM) Update & Land Use Management Ordinance (LUMO) Rewrite	Streamline the development review process by clearly and systemically defining development requirements that align with Council and community interests. Successfully codifying these interests will result in less time required to obtain a development permit, fewer applications requiring Council approval, higher level of satisfaction among community/Council with new development, higher level of satisfaction with the application/permitting process.
Create Jobs and Diversify the Tax Base	<p>Per the Commercial Development Strategy, Chapel Hill seeks to be a world-class center for research and development. The Economic Development Office is working to achieve this vision by supporting opportunities that put people to work and create economic prosperity for all. Progress is measured in terms of the availability of specific workspace needed for research and development businesses (primarily operating in the technology and healthcare sectors) and in terms of the amenities and opportunities that are available to the type of workforce those businesses seek to attract.</p> <p>Metrics built into existing incentive agreements (Wegmans, Carraway Village) will also provide valuable data as the projects come online.</p>
Leadership Development	Desired outcomes: greater diversity, establishment of Analyst Career Progression Program, expanded innovation infrastructure within the organization. Qualitatively, we measure success by the reputation of the Town of Chapel Hill as an employer among job-seekers and other local government professionals. Additional success indicators include retention of quality employees and filling of management-level vacancies with internal candidates.

## SIGNIFICANT TRENDS

- The Leading for Collaborative Innovation (LCI) program expanded from 12 participants to 15 participants for the 2018 cohort that runs February-August 2018. Costs affected by number of participants include: assessment center, individual coaching sessions, supplies/materials, and food.
- The Manager’s Office has contracted with a third party to conduct an organizational assessment, followed by the design and implementation of a diversity and inclusion training program.
- While we continue to prioritize organizational and leadership development and expect to fund these programs, the cost to maintain them into the future is significant.

## FY18 ORGANIZATIONAL CHART



The Downtown Project Manager is housed in Planning & Sustainability’s budget, but reports to the Manager’s Office

The Risk Management division is housed in the Human Resources budget but reports to the Manager’s Office

To encourage public participation in Town government, and to support the Town’s strategic directions through news media relations, internal and external communications, vital records maintenance and provision, public education and service programs, and marketing activities.

## **FY18 PRIORITIES**

<b>FY18 Priorities</b>	<b>What is the desired outcome? What data or performance measure(s) will indicate the success of this priority?</b>
Implement Strategic Communication Plan for the Town of Chapel Hill	<ul style="list-style-type: none"> <li>In three years, we would like to accomplish the five major goals and the identified sub-goals within the Plan. Success will include a structured methodology/process to effectively communicate with stakeholders on event specific needs. Plan includes appendices to address crisis communication, social media management and branding guidance.</li> </ul>
User-Based Government Experience	<ul style="list-style-type: none"> <li>Advisory Board Management: policy/procedure improvement. Success may include improved attendance, appropriate meeting length, onboarding members with relevant, non-conflicting and concise information.</li> <li>Code Updates: improve stakeholder experience regarding the ability to find current code.</li> <li>Granicus Strategies: improve stakeholder understanding of Council/advisory board actions.</li> </ul>

## **PROGRAM ALIGNMENT WITH STRATEGIC GOALS**

While a departmental program may support multiple Strategic Goals, the following is emphasized:

<b>FY19 Strategic Goal</b>	<b>Departmental Program Alignment</b>
Connected Community	<ul style="list-style-type: none"> <li>None</li> </ul>
Economic & Financial Sustainability	<ul style="list-style-type: none"> <li>None</li> </ul>
Safe Community	<ul style="list-style-type: none"> <li>None</li> </ul>
Affordable Housing	<ul style="list-style-type: none"> <li>None</li> </ul>
Vibrant & Inclusive Community	<ul style="list-style-type: none"> <li>None</li> </ul>
Environmental Stewardship	<ul style="list-style-type: none"> <li>None</li> </ul>
Collaborative & Innovative Organization	<ul style="list-style-type: none"> <li>Communications &amp; Public Information</li> <li>Governance Support</li> <li>Public Records</li> <li>Citizen Participation</li> <li>Consultation and Ancillary Support Services</li> </ul>

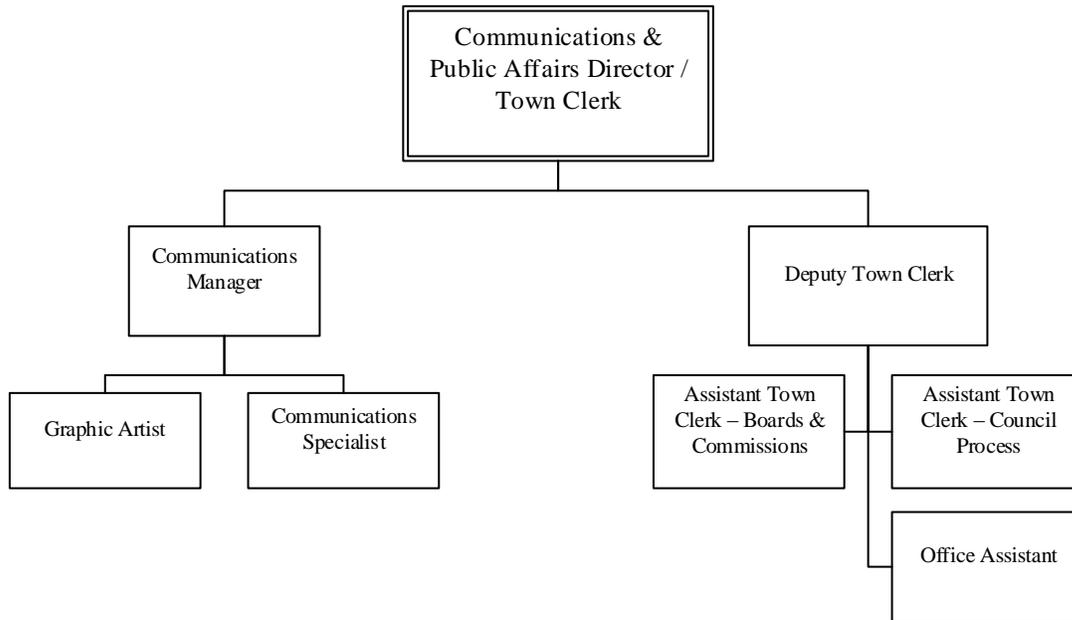
## SIGNIFICANT TRENDS

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- There has been a decrease in local media presence, therefore residents rely on the Town for news and updates.
- The department has seen an increase public records requests, requiring diligence in providing timely and accurate information.
- Photos and visuals are becoming an important aspect of communicating with the public.

## FY18 ORGANIZATIONAL CHART

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## HUMAN RESOURCE DEVELOPMENT

The mission of the Human Resource Development Department is to directly contribute to the Town's mission and vision by strengthening the development of human resources, providing quality services to employees and the community, promoting a safe working environment, ensuring financially sustainable compensation and benefits programs, while recognizing and valuing diverse backgrounds and improving operational effectiveness.

### FY18 PRIORITIES

FY18 Priorities	What is the desired outcome? What data or performance measure(s) will indicate the success of this priority?
Restructure responsibilities in Department	Better service delivery. Better sharing of knowledge and expertise.
Revise and revamp other key HR Functional processes	Better service delivery. Being transparent with Departments on how processes should go and thus be more consistent in applying our practices Town-wide.
Renovate New Employee Orientation	Expand what is provided in New Employee Orientation. Engage Business Management, CAPA, Technology Solutions and other Departments to be part of on-boarding. Better prepare new employees for workforce.
Create a Career Progression Tract in HRD	Develops talent within. Provides career path and retention for staff.
Increase monitoring and focus on diversity in the workforce	Establish standard monitoring for recruiting to insure meeting goals for females and minorities in the workforce. Provide more diversity training for all employees.
Conduct Workers' Comp, Property and Liability Claim review meetings for all department or divisions	Review of all open and closed claims data, trending analysis for current and previous fiscal years, including claim costs, causes and remedial risk and safety management recommendations.
Implement processes for Post Offer Employee Functional Capacity Testing	Establish necessary internal processes and procedures/policies to implement Employee Functional Capacity Testing for Fire, Public Works, and Transit Operations.
Provide additional Risk and Safety Management training programs (on-line) and sessions for all employee workplace environments	Expand and integrate all Risk Management and Occupational Health and Safety employee training programs within the Learning Management System (LMS).
Work with Technology solutions to obtain email account for all Town employees.	Help facilitate the process to obtain email and computer access for all Town employees.

Develop a Supervisor Mentoring program	Develop a plan for continued leadership development training. Create a program for new Town Supervisors to have mentors to help them transition into their new roles.
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## PROGRAM ALIGNMENT WITH STRATEGIC GOALS

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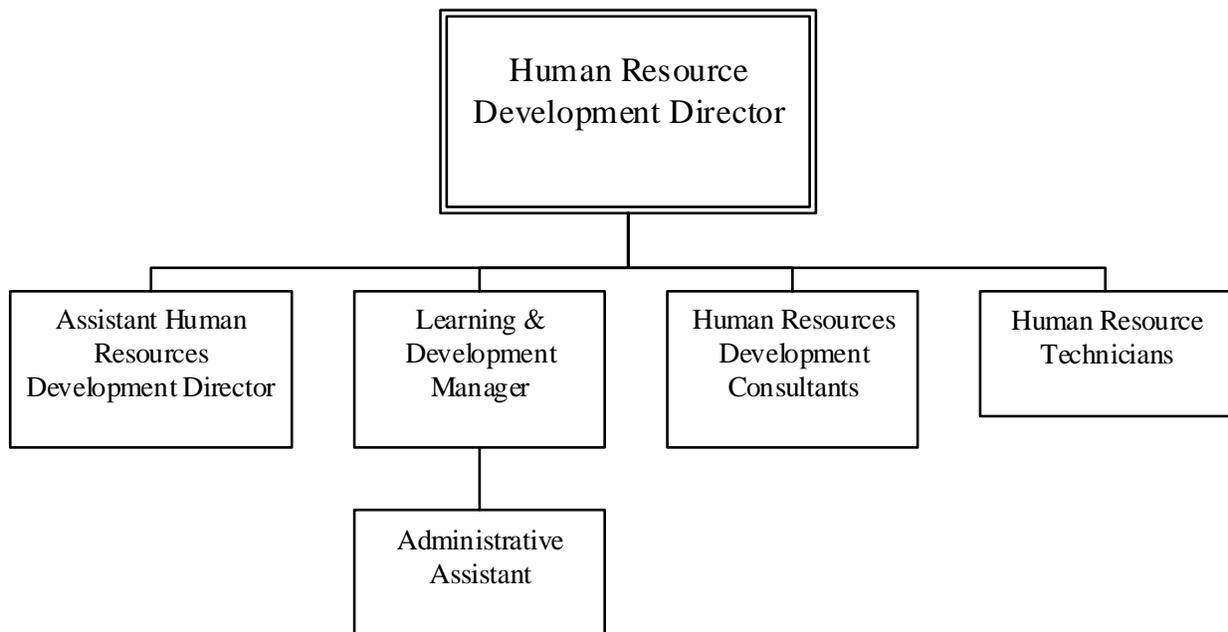
FY19 Strategic Goal	Departmental Program Alignment
Connected Community	<ul style="list-style-type: none"> <li>• None</li> </ul>
Economic & Financial Sustainability	<ul style="list-style-type: none"> <li>• None</li> </ul>
Safe Community	<ul style="list-style-type: none"> <li>• None</li> </ul>
Affordable Housing	<ul style="list-style-type: none"> <li>• None</li> </ul>
Vibrant & Inclusive Community	<ul style="list-style-type: none"> <li>• None</li> </ul>
Environmental Stewardship	<ul style="list-style-type: none"> <li>• None</li> </ul>
Collaborative & Innovative Organization	<ul style="list-style-type: none"> <li>• Administration</li> <li>• Classification and Compensation</li> <li>• Benefits</li> <li>• Employee Relations</li> <li>• Employee Training and Development</li> <li>• Recruitment Services</li> <li>• Safety and Wellness</li> </ul>

## SIGNIFICANT TRENDS

- Turnover is impacting some Departments, thus increasing recruitments.
- Hiring at the minimum rate of a job is almost not possible as the job market has grown more competitive.
- HRD's need to provide more assistance and support is expanding with new workforce.
- Learning Development has increased and with the implementation of Cornerstone we anticipate a significant increase in training in the coming year, which impacts all Departments.
- The loss of many long term employees is leaving us with a knowledge and experience void that Departments are struggling to navigate, thus HRD has to start devoting resources to helping Departments plan for these situations.
- A desire for more wellness and fitness options is growing as well.
- Newer employees are coming to our workforce with differing wants and needs than previous employees which will require us to think differently about what benefits we offer to be competitive and increase retention.

## FY18 ORGANIZATIONAL CHART

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## BUSINESS MANAGEMENT

The mission of the Business Management Department is to safeguard the Town's assets through appropriate financial controls, facilitate Town operations through accurate and timely processing of financial transactions, provide relevant and timely reporting of the Town's financial condition, and provide financial information and analysis to support decision making.

### FY18 PRIORITIES

FY18 Priorities	What is the desired outcome? What data or performance measure(s) will indicate the success of this priority?
Banking Services RFP	Conduct a banking RFP process that results in receiving competitive quotes from several qualified institutions to provide banking service for Town. Successful RFP will result in multi-year service contract with a bank that can provide the best range of services and the best value.
Affordable Housing Bond Referendum	Bring an affordable housing bond referendum to the voters at the May 2018 Election. Success will be measured by the number of voters voting yes on the question. (Contingent on Council Approval)
Implementation of MUNIS Contracts Module	Use of the contracts module will change our contracting from a mostly paper-based manual process to a paperless workflow based process. This will allow faster and more efficient processing, contract look-up and improved contract management.
Adoption of Council Level Financial Policies	Continue work on Council level financial policies to be adopted before next debt issuance. (Jan/Feb 2018)
Improve public perception of value received for tax dollars	Continue work on public communications to improve perception of value for tax dollars. (Jan/Feb 2018)

### PROGRAM ALIGNMENT WITH STRATEGIC GOALS

While a departmental program may support multiple Strategic Goals, the following is emphasized:

FY19 Strategic Goal	Departmental Program Alignment
Connected Community	<ul style="list-style-type: none"> <li>• None</li> </ul>
Economic & Financial Sustainability	<ul style="list-style-type: none"> <li>• Budget</li> <li>• Liquidity Management</li> <li>• Financial Planning &amp; Support</li> </ul>
Safe Community	<ul style="list-style-type: none"> <li>• None</li> </ul>

Affordable Housing	<ul style="list-style-type: none"> <li>• None</li> </ul>
Vibrant & Inclusive Community	<ul style="list-style-type: none"> <li>• None</li> </ul>
Environmental Stewardship	<ul style="list-style-type: none"> <li>• None</li> </ul>
Collaborative & Innovative Organization	<ul style="list-style-type: none"> <li>• Billing &amp; Collections</li> <li>• Payroll &amp; Payables</li> <li>• Accounting &amp; Financial Reporting</li> <li>• Purchasing &amp; Contracts</li> <li>• Risk Management</li> </ul>

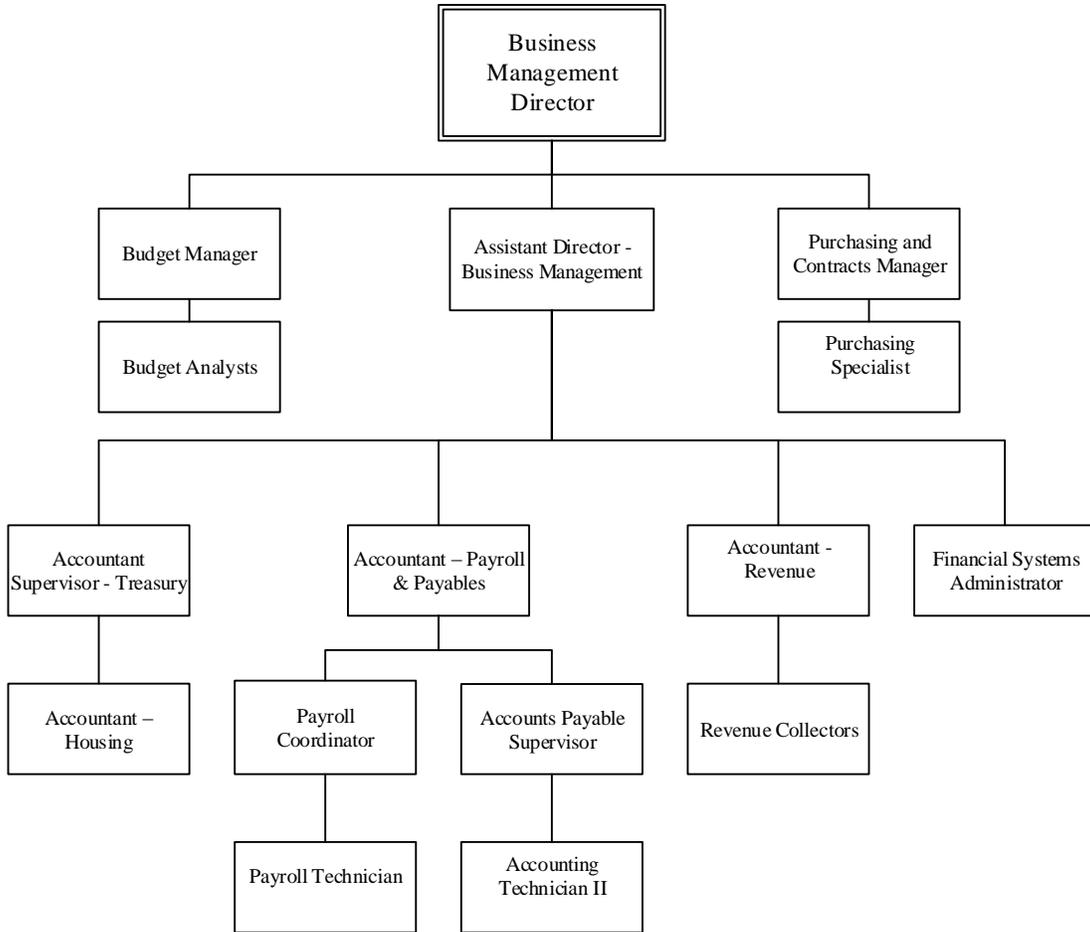
## SIGNIFICANT TRENDS

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- Business Management continues to experience high demand for quality customer service and financial management within existing resources.
- Additional regulatory requirements include reporting for GASB 74 & 75 Financial Reporting for Pension Funds.
- Cost trends include continued increases in the department’s four large contracted services: tax collection, audit fees, banking fees and Munis financial software licensing fees. There has also been a large increase in credit card collection fees over the past few years. We expect this trend to continue as we collect more inspections and planning permit related revenue via credit card in the revenue office.
- As the Town continues to undertake new payment methods (Transit park and ride lots, Library self-service kiosks, parking pay by phone) the bank fees, reporting and reconciliation become much more complex and time consuming.

# FY18 ORGANIZATIONAL CHART

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## TECHNOLOGY SOLUTIONS

The mission of the Technology Solutions department is to provide technology leadership through innovation, oversight, education, and support to ensure that the Town make the best possible use of available technology.

### FY18 PRIORITIES

FY18 Priorities	What is the desired outcome? What data or performance measure(s) will indicate the success of this priority?
Provide effective security to protect the Town’s cyber assets.	<p>This is a continuing project. In FY18 additional physical security measures and environmental protection will be installed.</p> <p>Annual upgrades will occur to improve preventative measures, problem detection and recovery capabilities.</p> <p>Changes needed for PCI, CJIS and other compliance requirements will be made.</p>
Improve Internet access for the residents and business in the community.	<p>Work with vendors, UNC, Orange County, CHCCS and others are planned or being discussed.</p> <p>Collaborated with Planning and Public Works on development and public improvement projects to ensure network access and capacity are included.</p>
Support other department with technology related projects.	<p>Anticipate work on application related projects in most departments. Specific projects include enterprise wide work orders and service requests, records management project management and mobility support systems. This involves the integration of several cloud based applications with each other, with on premise systems and the open data platform.</p>
Develop innovation team support and assist the various innovation teams	<p>Combine Technology Solutions resources and talents with those from other departments to assist innovation project teams and to inspire additional capacity for Smart Cities related activities.</p>

### PROGRAM ALIGNMENT WITH STRATEGIC GOALS

While a departmental program may support multiple Strategic Goals, the following is emphasized:

FY19 Strategic Goal	Departmental Program Alignment
Connected Community	<ul style="list-style-type: none"> <li>None</li> </ul>
Economic & Financial Sustainability	<ul style="list-style-type: none"> <li>None</li> </ul>

Safe Community	<ul style="list-style-type: none"> <li>• None</li> </ul>
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Environmental Stewardship	<ul style="list-style-type: none"> <li>• None</li> </ul>
Collaborative & Innovative Organization	<ul style="list-style-type: none"> <li>• GIS</li> <li>• User Support</li> <li>• Network Infrastructure</li> <li>• Telecommunications</li> <li>• Database Management and Enterprise Application Support</li> <li>• IT Planning and Coordination</li> </ul>

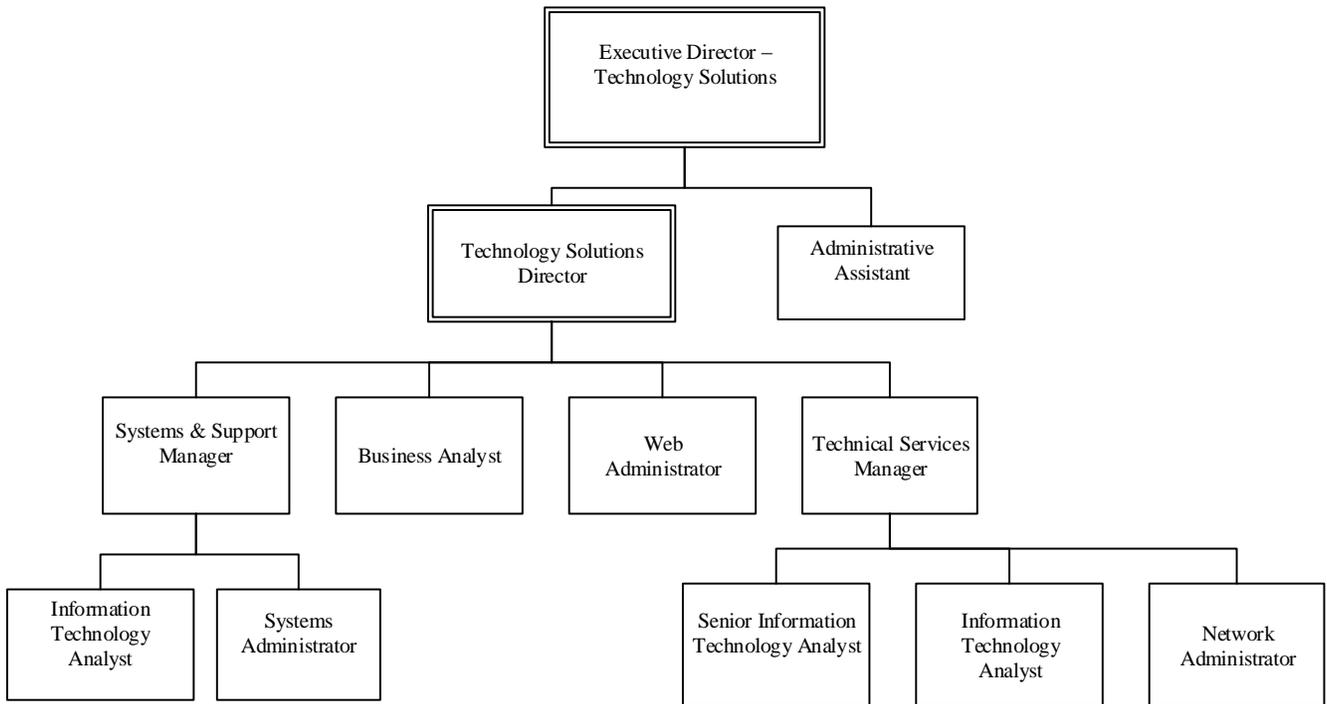
## SIGNIFICANT TRENDS

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- The TS budget sustains the good customer service provided to town staff. Having filled the Sr. Business Analyst this January (FY18) allows TS to expand service and increase the assistance in the early stages of projects.
- There are a large number of concurrent active projects throughout the organization. Town resources are stretched thin to providing core services and projects.
- Two projects are key to multiple departments being able to improve core services as well as expand their project capabilities. Both SeeClickFix and eBuilder require annual funding software licenses. They also require staff time to support the software and the users.
- The licensing costs for Microsoft Office and Windows operating systems (Windows 7, 10 and Server 2018) are increasing with the extension of a 3 year contract. At the same time we are compelled by Microsoft to upgrade all of that software this year.

# FY18 ORGANIZATIONAL CHART

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# ENVIRONMENT & DEVELOPMENT

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## PLANNING AND DEVELOPMENT SERVICES

The Chapel Hill Planning & Development Services Department implements the community’s vision for preservation, development, and future growth. The staff facilitates community decision-making and provides professional advice and technical assistance.

### FY18 PRIORITIES

FY18 Priorities	What is the desired outcome? What data or performance measure(s) will indicate the success of this priority?
Continue to refine our delivery of customer service, communications, and core services	Develop and implement process improvements to systematize Current Development business practices in order to improve quality and timeliness of development reviews. Expand public engagement offerings through new software and public engagement activities. Conduct internal customer service training.
Continue to successfully conduct Council-authorized Planning Initiatives	Continue to advance special projects, building on progress made in FY17. A key performance measure is progress made and successful completion of special projects.
Develop enhanced departmental work plan	Link Town goals to key tasks for each staff person to track staff performance and improve outcomes. A key performance measure is key tasks advanced or completed.

### PROGRAM ALIGNMENT WITH STRATEGIC GOALS

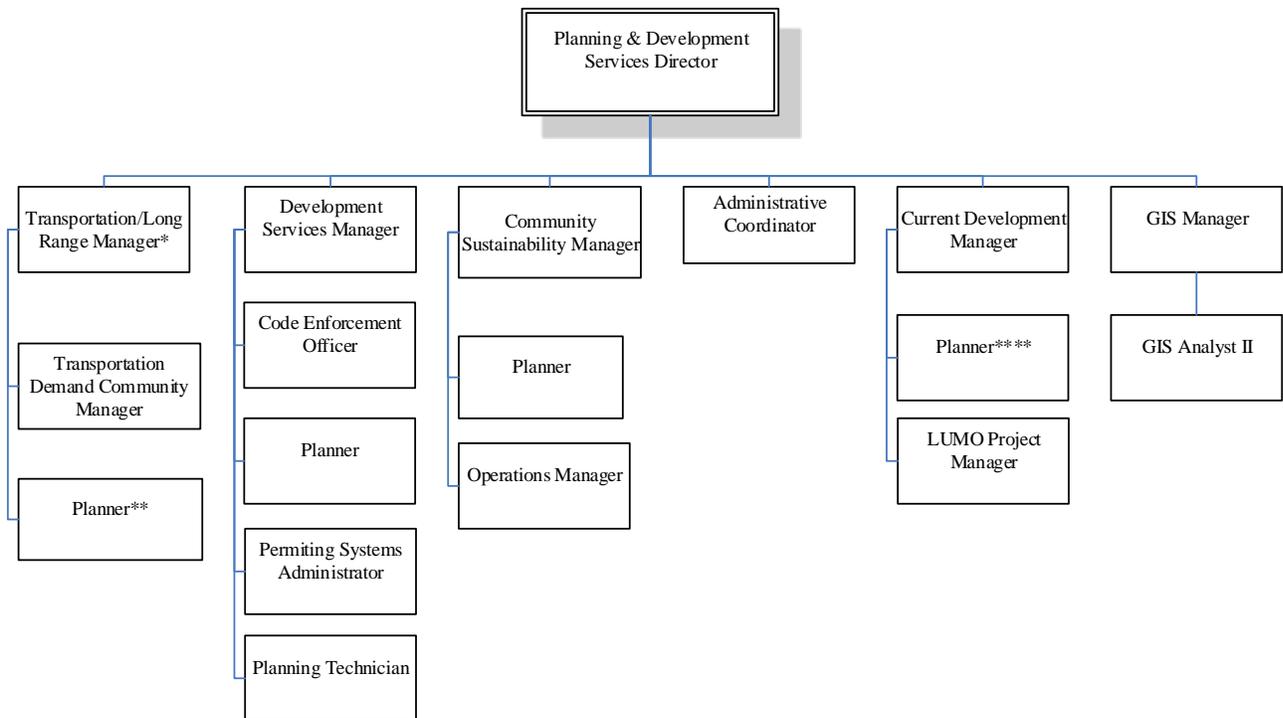
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Safe Community	<ul style="list-style-type: none"> <li>None</li> </ul>
Affordable Housing	<ul style="list-style-type: none"> <li>None</li> </ul>
Vibrant & Inclusive Community	<ul style="list-style-type: none"> <li>Current Development</li> <li>Development Services</li> <li>Long-Range and Transportation Planning</li> </ul>
Environmental Stewardship	<ul style="list-style-type: none"> <li>Community Sustainability</li> </ul>
Collaborative & Innovative Organization	<ul style="list-style-type: none"> <li>None</li> </ul>

## SIGNIFICANT TRENDS

- Significant demand for new development continues, and is coming largely in the form of more complicated infill and redevelopment projects that often require considerable staff time to review.
- Council continues to prioritize its town-wide portfolio of planning projects, which requires an ongoing focus of resources and attention.
- The large amount of fees associated with selected individual development projects is contributing to significant fluctuations in revenues, depending on the fiscal year in which the projects are submitted.
- The mobility of the Millennials and the retirement of the Baby Boomers are causing some ongoing turnover in staff.
- The implementation of a growing number of process improvements is helping the department to increase its productivity and work quality. A recently established Operation Manager-Current Development is leading this effort.
- Strong collaborations with consultants and other departments, combined with hiring and training for project management skills, are helping the department to make good progress with completing its portfolio of special planning projects.
- Strong recent hires are already assuming positions of greater responsibility, and helping the department manage staff changes.

## FY18 ORGANIZATIONAL CHART



# HOUSING AND COMMUNITY

The mission of the Office of Housing and Community is to provide housing, community development, and neighborhood services so that all residents have access to livable neighborhoods and opportunities to thrive.

## FY18 PRIORITIES

FY18 Priorities	What is the desired outcome? What data or performance measure(s) will indicate the success of this priority?
Use creative partnerships to develop affordable housing opportunities	<ul style="list-style-type: none"> <li>Facilitate the creation of x number of affordable units utilizing funding sources administered by our team (number to be determined by September).</li> <li>Complete DHIC Greenfield Place Phase 1 project.</li> <li>Pending Council approval to proceed with the project, complete pre-development and planning phase by year end including identification of partners and ownership structure of Homestead Road parcel.</li> <li>Continue to supporting the Northside Neighborhood Initiative collaboration with UNC, Self Help and nonprofit providers.</li> </ul>
Share our story & progress towards achieving affordable housing goals	<ul style="list-style-type: none"> <li>Develop a communications and marketing strategy.</li> <li>Develop affordable housing activity report and share with Council on a quarterly basis.</li> <li>Develop key affordable housing messages and identify platforms for sharing these messages.</li> <li>Collaborate with the inter-departmental data team to determine how to visually share data from the county-wide affordable housing inventory.</li> </ul>
Create and begin executing an investment plan for affordable housing	<ul style="list-style-type: none"> <li>Determine bond referendum plan</li> <li>Identify revenue options for affordable housing</li> <li>Council approval of investment plan with support from affordable housing Providers</li> </ul>
Complete the Public Housing Master Plan	<ul style="list-style-type: none"> <li>Complete the master plan and move into the implementation phase for redevelopment.</li> </ul>
Strengthen our resident engagement efforts	<ul style="list-style-type: none"> <li>Continue to monitor and engage residents regarding economic self-sufficiency needs and overall program management.</li> <li>Focus on residence satisfaction and share data collected from surveys utilizing the existing dashboards as well as open data channels.</li> </ul>
Strengthen our internal systems to track data and monitor program performance	<ul style="list-style-type: none"> <li>Develop a unified database for tracking all grants awarded to nonprofits for community development, affordable housing, and human service funding.</li> <li>Develop standardized template for agencies to report on the progress towards achieving the goals outlined in their funding performance agreements.</li> </ul>

## PROGRAM ALIGNMENT WITH STRATEGIC GOALS

While a departmental program may support multiple Strategic Goals, the following is emphasized:

FY19 Strategic Goal	Departmental Program Alignment
Connected Community	<ul style="list-style-type: none"> <li>None</li> </ul>
Economic & Financial Sustainability	<ul style="list-style-type: none"> <li>None</li> </ul>
Safe Community	<ul style="list-style-type: none"> <li>None</li> </ul>
Affordable Housing	<ul style="list-style-type: none"> <li>Affordable Housing Policy</li> <li>Human Services</li> <li>Community Development</li> <li>Public Housing Administration</li> <li>Public Housing Maintenance</li> </ul>
Vibrant & Inclusive Community	<ul style="list-style-type: none"> <li>None</li> </ul>
Environmental Stewardship	<ul style="list-style-type: none"> <li>None</li> </ul>
Collaborative & Innovative Organization	<ul style="list-style-type: none"> <li>None</li> </ul>

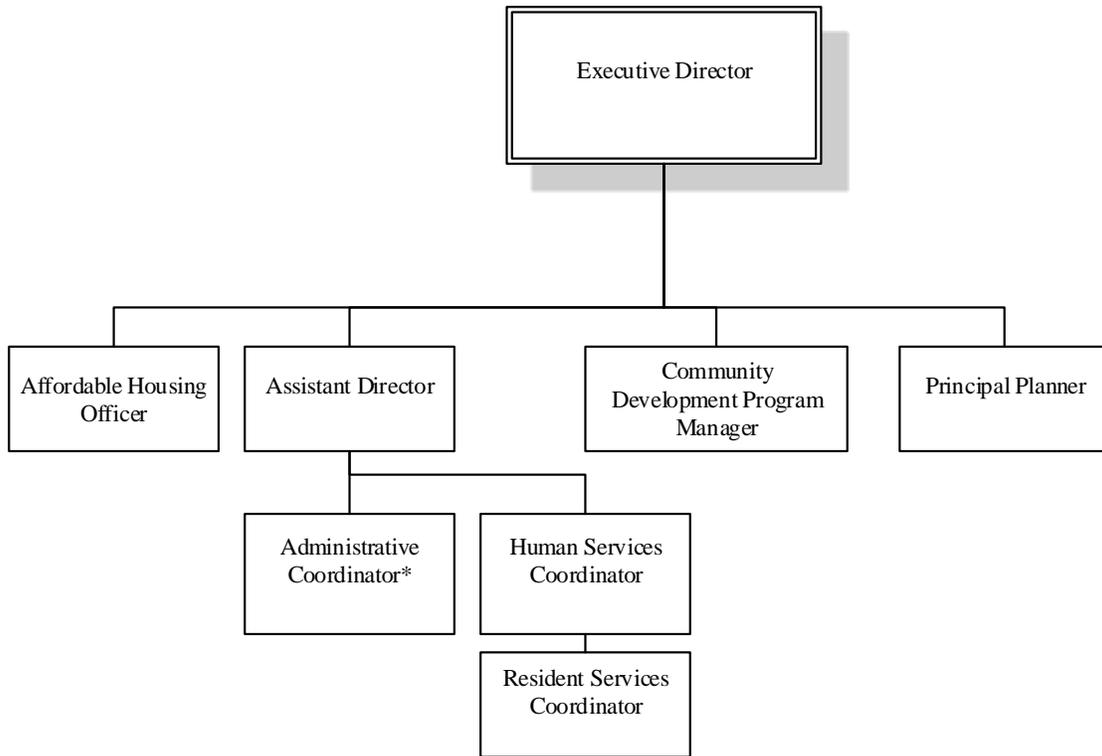
## SIGNIFICANT TRENDS

- Continued focus on affordable housing initiatives.** We continue to dedicate significant department resources to responding to Council requests to develop and refine our affordable housing policies and to implementing strategies to achieve the Council’s affordable housing and community development goals. There are several new initiatives underway and under development:
  - Public Housing Master Plan
  - Homestead Road Mixed Income Housing Development
  - Mobile Home Park Strategy
  - Employee Housing Incentives
  - Implementation of our affordable housing communications and marketing strategy
- Ongoing demand for local affordable housing funding.** We continue to receive significant requests for funding for all of the Town’s local affordable housing funding sources. As the Council continues to explore initiating an affordable housing bond, there may be additional resources available for affordable housing projects if the bond is approved.
- Expansion of our Community Connections initiatives.** At the direction of the Manager and Council, Housing and Community has focused on further developing our Community Connections work, in particular our engagement and partnership work with:
  - Immigrant and Refugee populations – Building Integrated Communities, DACA Assistance, Multi-Lingual Communications and Service Provision
  - Faith Communities – Service Inventory conducted and Engagement Strategy under development

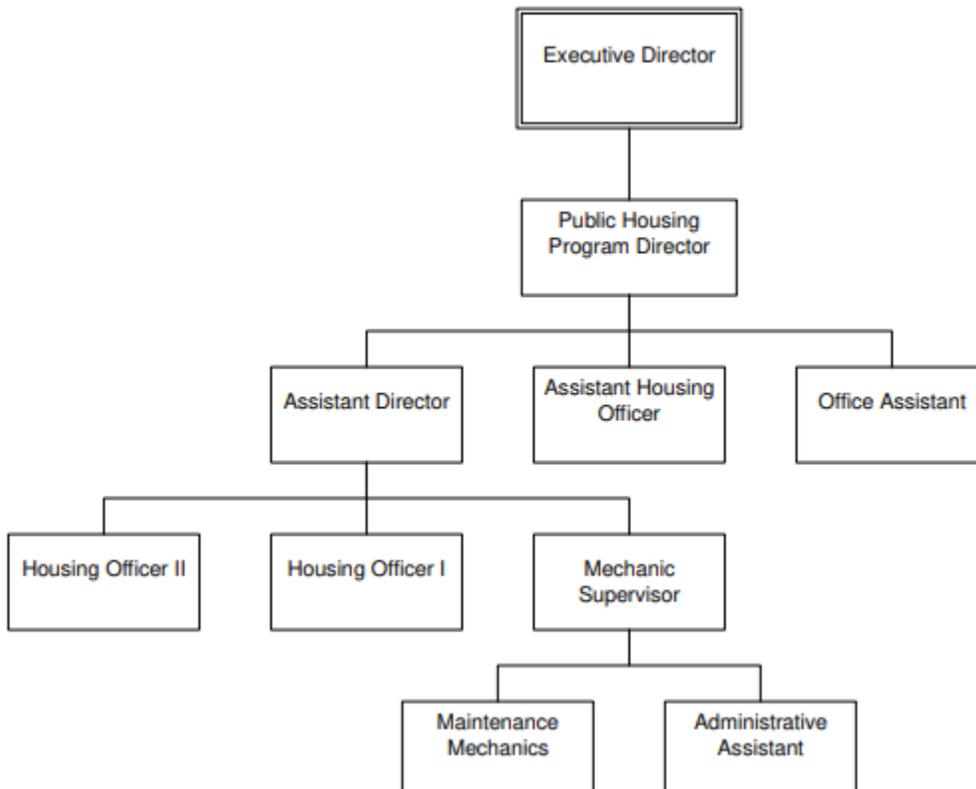
3. Students and Youth – Good Neighbor Initiative, Campus Community Partnership, Marketing and outreach to off-campus students, Mentoring and Small Group Work, Summer Youth Employment, and the Teen Strategy under development
  4. Human Service Program Improvement Project – revising the process to be more focused on key human service needs and achieving measurable results
- **Uncertainty about federal funding.** Given the recent change in the federal administration and the possibility of shifting priorities within HUD, we are uncertain what the impact may be on our funding for public housing and the Community Development Block Grant (CDBG) programs. We anticipate that we could see a further reduction or elimination in funding, which would impact both our ability to fully fund some staff positions and to fund outside agency projects.

# FY18 ORGANIZATIONAL CHART

## General Fund Staff



## Housing Staff



# PUBLIC WORKS

The overall mission of the Public Works Department is to establish and maintain the Town’s physical infrastructure, emphasizing a safe, efficient and effective environment.

## FY18 PRIORITIES

FY18 Priorities	What is the desired outcome? What data or performance measure(s) will indicate the success of this priority?
<p>1. Oversee and manage the town-wide capital program, in collaboration with Business Management</p>	<p>Implement recommendations of third-party firm and staff related to improving planning, scheduling, and timely completion of quality capital projects.</p> <p>Continue to manage expenditures related to 2015 bond funds, installment financing, and pay-as-you-go funds.</p> <p>Continue timely reporting on existing and future capital projects through the Capital Program Report web-based dashboard.</p> <p>For more detail, see Strategic Initiative 1, page 24-25.</p>
<p>2. Continue to be environmental stewards of the town’s natural resources</p>	<p><b>Stormwater Management:</b> Continue implementation of the Stormwater Management Master Plan, including studies of the seventeen remaining subwatersheds located partially or wholly within the Town limits. Using recommendations of the subwatershed studies, identify and construct needed stormwater capital improvements.</p> <p>Next steps for FY18 include facilitating implementation of top priority projects identified in the Lower Booker Creek Subwatershed Study, completing the Eastwood Lake Subwatershed Study and beginning the Cedar Fork Subwatershed Study.</p> <p>For more detail, see Strategic Initiative 3, page 27.</p> <p><b>Coal Ash:</b> Public Works will continue to oversee and support <a href="#">the coal ash remediation project</a> at 828 Martin Luther King Jr Blvd. The next step is to develop a Remediation Action Plan (RAP).</p> <p><b>Comprehensive Solid Waste Review:</b> The completion of the Routing and Technology Study, continuing phased implementation of commercial fee increases to work towards full cost recovery, and development of a solid waste inter-local agreement with Orange County are anticipated in FY18.</p> <p>For more detail, see Strategic Initiative 2, page 26.</p>

<p>3. Continue street and sidewalk capital planning and maintenance</p>	<p>Implement street resurfacing as outlined in the five-year resurfacing plan, which prioritizes multi-modal streets.</p> <p>Implement phased funding increases to a sustainable level to meet overall street pavement maintenance requirements.</p> <p>Continue construction of Elliott Road Extension, Legion Road widening, and initiate reconstruction of Friday Center Drive in Spring/ Summer 2018.</p> <p>Continue to participate and provide support to the Bike/ Pedestrian Champion’s Team in implementing recommendations to improve navigation and safety for pedestrians, bicyclists, and motorists.</p> <p>Continue to oversee design and construction of high priority sidewalk projects, including Willow Drive, Seawell School Road, Ephesus Church Road, and Homestead Road.</p> <p>Identify and prioritize capital repair and maintenance needs related to existing sidewalk network.</p> <p>Identify potential budget impacts to implement recommendations of Mobility and Connectivity Plan.</p> <p>See Strategic Initiative 5 for more detail, page 29.</p>
<p>4. Improve customer service related to engineering and development services</p>	<p>Pursue needed resources to better support Engineering and Stormwater staff’s ability to meet maintenance requirements and timely complete permit-required activities, including development review, illicit discharge detection and elimination, monitoring and inspections, ordinance revisions, and policy development.</p> <p>For more detail, see Mission-level Measure 9, page 12.</p>
<p>5. Plan for major renovations/ repair needs and enhance maintenance service levels at Town facilities</p>	<p>Seek guidance regarding the department’s role in evaluating outcomes for facilities that are approaching the end of their useful life or have chronic maintenance issues. Determine appropriate interim maintenance efforts and use of current resources at these facilities.</p> <p>Address resources needed to maintain new and expanded facilities, particularly the Municipal Services Center.</p> <p>Model the way for Stormwater BMP maintenance by mapping stormwater systems, identify and pursue resources, and implementing solutions at existing Town facilities. Staff will begin with a pilot effort at Hargraves Community Center and the Library.</p> <p>Pursue funding and staff resources to address currently unbudgeted maintenance needs related to Parks and Recreation functions (i.e., sports lighting, graffiti removal, swimming pool inspections, etc.).</p> <p>Pursue funding to acquire increased quality of custodial services at Town facilities.</p> <p>Public Works continues to pursue opportunities and additional funding for maintenance and repair contracts to meet needs associated with the newer and more complex building systems. Our initial priority is to acquire full service HVAC/ control systems contracts for the Library and Transit.</p>

<p>6. Assess technology-based solutions related to Public Works operations</p>	<p>Continue to implement a work request/ work order management system with Technology Solutions. Address the following related needs to successfully manage public input received through this application:</p> <ul style="list-style-type: none"> <li>• Identify staffing resource requirements and pursue funding to successfully manage public information.</li> <li>• Pursue funding to acquire a mobile application, smart devices, and stipends for data plans to allow staff to more effectively respond to work orders from the field.</li> </ul> <p>Assess department technology needs in collaboration with Technology Solutions and identify opportunities for additional data analysis to support core business functions.</p>
<p>7. Improve employee work/ life balance and retention by appropriately managing workloads and increasing departmental succession planning efforts</p>	<p>Identify critical resource needs to support employees' work/ life balance, as we work to maintain core business service levels and to manage more and increasingly complex capital projects.</p> <p>In addition, we are aware that a significant percentage of department employees are nearing retirement eligibility. We will work with HRD to increase departmental succession planning efforts by</p> <ul style="list-style-type: none"> <li>• Identifying skill/ knowledge gaps anticipated with upcoming retirements and provide directly related professional development to prepare employees to fill the gap.</li> <li>• Identifying opportunities to build steps for succession in the department's organizational structure.</li> <li>• Supporting town-wide succession efforts.</li> </ul> <p>See Personnel Summary, page 16-17; Employee Engagement Summary, page 19.</p>
<p>8. Maintain service levels related to core business programs</p>	<p>Continue to evaluate and pursue needed resources to maintain service levels associated with our core business programs.</p> <p>Acquire funding to respond to needs related to traffic signal and wireless technology fiber locating services.</p>
<p>9. Support new code enforcement team initiatives</p>	<p>Evaluate need for additional resources, including staff support, to implement new and more rigorous code enforcement strategies.</p>

## PROGRAM ALIGNMENT WITH STRATEGIC GOALS

While a departmental program may support multiple Strategic Goals, the following is emphasized:

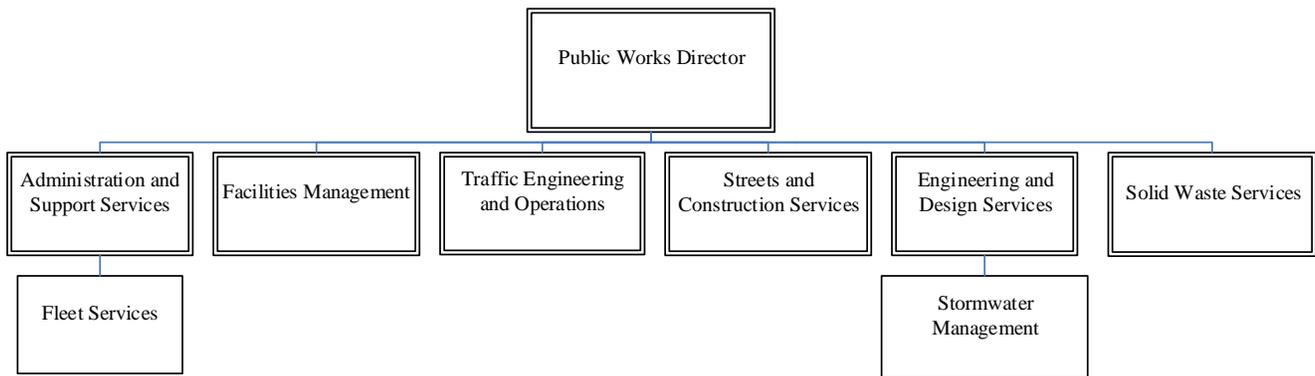
FY19 Strategic Goal	Departmental Program Alignment
Connected Community	<ul style="list-style-type: none"> <li>• Traffic Signals</li> <li>• Traffic Signs/Markings/Calming</li> <li>• Miscellaneous Construction</li> <li>• Streets and Parking Lots</li> </ul>
Economic & Financial Sustainability	<ul style="list-style-type: none"> <li>• Facilities</li> </ul>

Safe Community	<ul style="list-style-type: none"> <li>• Street Lighting</li> <li>• Inclement Weather</li> </ul>
Affordable Housing	<ul style="list-style-type: none"> <li>• None</li> </ul>
Vibrant & Inclusive Community	<ul style="list-style-type: none"> <li>• Special Event Services</li> </ul>
Environmental Stewardship	<ul style="list-style-type: none"> <li>• Solid Waste Collection</li> <li>• Special Collections</li> <li>• Commercial Solid Waste Collection</li> <li>• Street Sweeping</li> <li>• Stormwater Regulatory Compliance</li> <li>• Stormwater Infrastructure</li> <li>• Civil Engineering and Landscape Architecture Services</li> <li>• Fleet Services</li> </ul>
Collaborative & Innovative Organization	<ul style="list-style-type: none"> <li>• None</li> </ul>

## SIGNIFICANT TRENDS

- There is a significant need for master planning and management of major capital projects, including replacement, expansion, and renovation of aging facilities and construction of public infrastructure improvements.
- New and aging facilities and increasingly complex building systems continue to require resources beyond our current base budget capabilities to properly maintain the public’s investment.
- Continued interest in multi-modal street infrastructure and bicycle and pedestrian safety improvements.
- Continued deterioration of street condition due to insufficient funding for timely and appropriate maintenance activities.
- Increase in frequency of inclement weather events.
- Increasingly high service expectations for timely collection of loose leaves, snow removal, and infrastructure maintenance with respect to services provided.

## FY18 ORGANIZATIONAL CHART



# PUBLIC SAFETY

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## COMMUNITY SAFETY

The primary mission of the Office for Community Safety is to preserve and protect life and property and to enhance the quality of life in our community through the fair and effective delivery of Town services.

### FY18 PRIORITIES

FY18 Priorities	What is the desired outcome? What data or performance measure(s) will indicate the success of this priority?
Focus on Downtown	Select and install new parking meters in the CBD. Continue to explore opportunities to expand our parking capacity in the CBD. Establish regular meetings with business stakeholders to address concerns surrounding alcohol issues in the CBD. Continue research on potential for Streetline and Smart Cities.
Staff Recruitment/Retention/Training	Implement Language, FTO and Wellness incentives. Revise career progression for officers in specialty positions, to include training requirements.
Focus on neighborhoods	Implement and evaluate new residential permitting in the Northside based on parking study recommendations related to capacity. Utilize survey data to evaluate our performance and community needs. Purchase and install AVL's and use data to inform patrol patterns. Begin party registration for program for UNC students.
Bike/Ped/Traffic Safety	Continue to use data to inform resource deployment aimed at reducing injury crashes. Continue to educate the public on our efforts around traffic safety using our Community Safety Communications Specialist.
Refine our delivery of customer service, communications, and core services in Building Inspections/Code Enforcement	Continue efforts to increase public satisfaction/trust in staff knowledge and to ensure consistency in our customer service efforts. Feedback surveys; quality control checks; benchmarking.

### PROGRAM ALIGNMENT WITH STRATEGIC GOALS

While a departmental program may support multiple Strategic Goals, the following is emphasized:

FY19 Strategic Goal	Departmental Program Alignment
Connected Community	<ul style="list-style-type: none"> <li>• On and Off-Street Parking</li> <li>• Parking Administration and Parking Permit Programs</li> </ul>
Economic & Financial Sustainability	<ul style="list-style-type: none"> <li>• None</li> </ul>

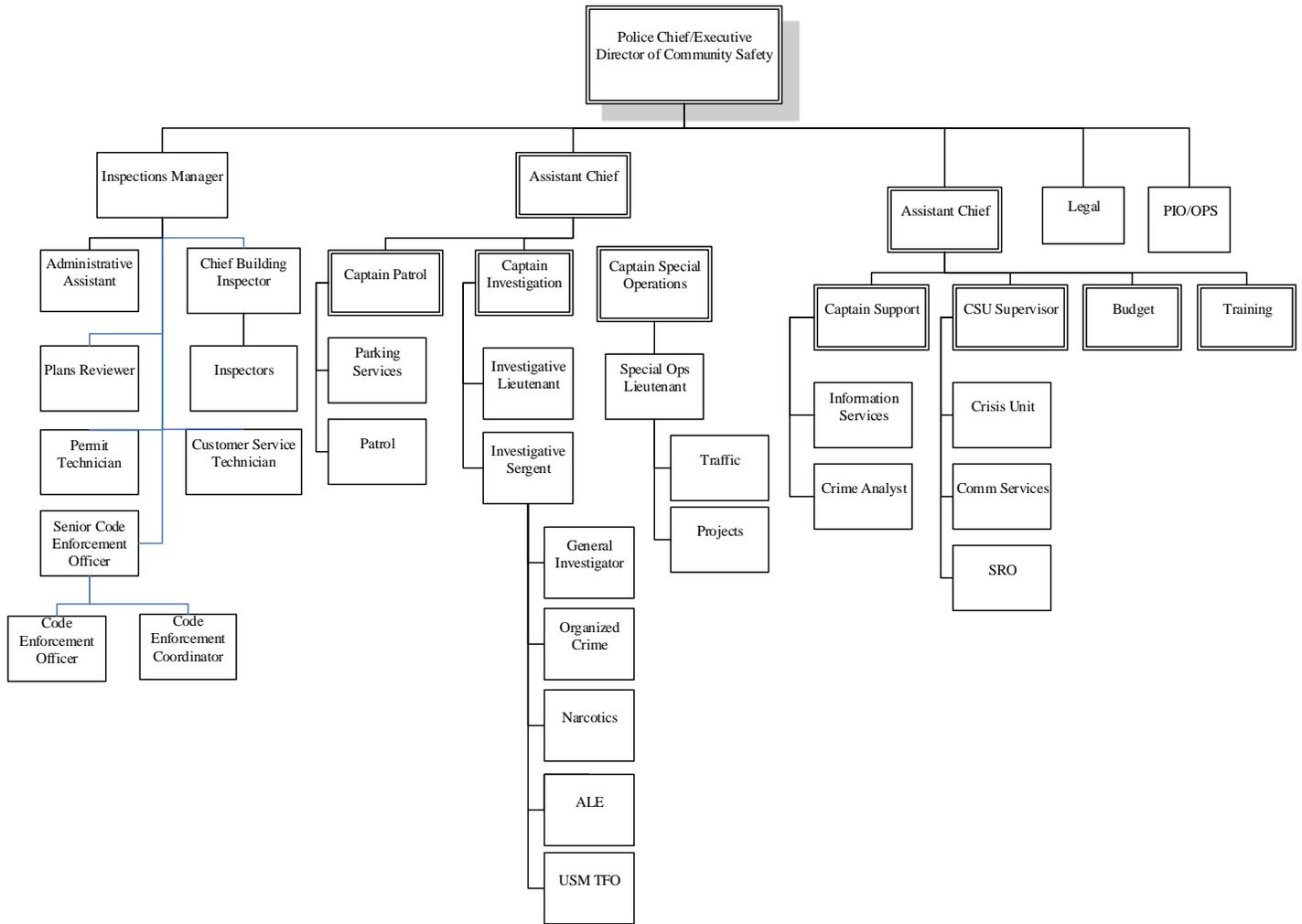
Safe Community	<ul style="list-style-type: none"> <li>• Building Inspections</li> <li>• Code Enforcement</li> <li>• Patrol Division, Investigative Division, Police Crisis Unit</li> <li>• Support Services</li> </ul>
Affordable Housing	<ul style="list-style-type: none"> <li>• None</li> </ul>
Vibrant & Inclusive Community	<ul style="list-style-type: none"> <li>• None</li> </ul>
Environmental Stewardship	<ul style="list-style-type: none"> <li>• None</li> </ul>
Collaborative & Innovative Organization	<ul style="list-style-type: none"> <li>• None</li> </ul>

## SIGNIFICANT TRENDS

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- Costs for most services have remained stable but annual maintenance fees for software and technology continue to have increase. Our records management system, policy management software, in-car cameras, and body worn cameras are all subject to annual maintenance and storage fees.
- We have again reduced the Special Events budget in anticipation of a Wednesday Halloween event this year – less money is being spent, based on smaller crowds and a shorter event. We decreased the overall budget in Special Events, limiting it to the expense of Halloween, alone. Our budget request will not cover any expenditures in the event that the UNC Men’s Basketball team were to make an appearance in the NCAA Tournament.
- In Inspections, the impacts of skills-based pay are found in our personnel submissions. Since the beginning of the skills-based pay program, 7 new certifications have been acquired by our employees, resulting in a significant increase to our personnel bottom line.

# FY18 ORGANIZATIONAL CHART



# FIRE DEPARTMENT

The primary mission of the Chapel Hill Fire Department is to protect life, property and the community environment from the destructive effects of fire, disasters or other life hazards by providing public education, incident prevention and emergency response services.

## FY18 PRIORITIES

FY18 Priorities	What is the desired outcome? What data or performance measure(s) will indicate the success of this priority?
Strategic Planning	<ul style="list-style-type: none"> <li>Utilize information gathered last year to develop and implement “next steps” for staffing, training and development and changes that will support our mission in line with town growth; complete a rough draft of the Department Strategic Plan. Utilize feedback from ISO evaluation to inform/direct strategic planning and growth.</li> </ul>
Add Rescue Response Unit	<ul style="list-style-type: none"> <li>Purchase and staff vehicle/apparatus to function as service/squad unit town wide to keep up with town and response needs growth (This will reduce response load on multiple apparatus and assist with keeping units available in their first due response areas.</li> </ul>
Continue to evaluate efficiencies with different deployment models and response strategies	<ul style="list-style-type: none"> <li>Develop, with SORS, QRV pilot program staffed with 1 CHFD and 1 SORS personnel during “peak times” for EMS calls (personnel would also be able to respond to fire and other emergencies to provide support)</li> <li>Utilize Rescue Response Unit (above) in overlap areas of multiple districts for EMS response</li> </ul>
Station 2	<ul style="list-style-type: none"> <li>See through to completion construction project of replacement for Fire Station 2; relocate Engine 32 from temporary quarters on Finley Golf Course Rd. and Tower 73 (re-designated as Tower 72) to the new station</li> <li>Finalize logistics with Orange County EMS for housing an EMS Medic unit at the new station 2. Anticipated move-in date January 2018.</li> </ul>
Station 3 & continuation of overall facilities needs evaluation	<ul style="list-style-type: none"> <li>Explore and pursue development options for upgrading or replacing Fire Station 3</li> <li>Continue coordinating with PW for facilities improvement</li> <li>Strategic LR Planning will support this effort</li> </ul>
Youth Initiatives/STEM Project/High School Program	<ul style="list-style-type: none"> <li>Continue and possibly expand STEM program</li> <li>Support High School Fire Certification program with limited participation from our personnel, and through granting access to our training facilities</li> <li>Engage in other opportunities for Youth outreach by identifying and participating in other programs for youth offered by CHPL, and the Town’s Youth Council</li> <li>Continue support of CHPL and school reading programs</li> </ul>

## PROGRAM ALIGNMENT WITH STRATEGIC GOALS

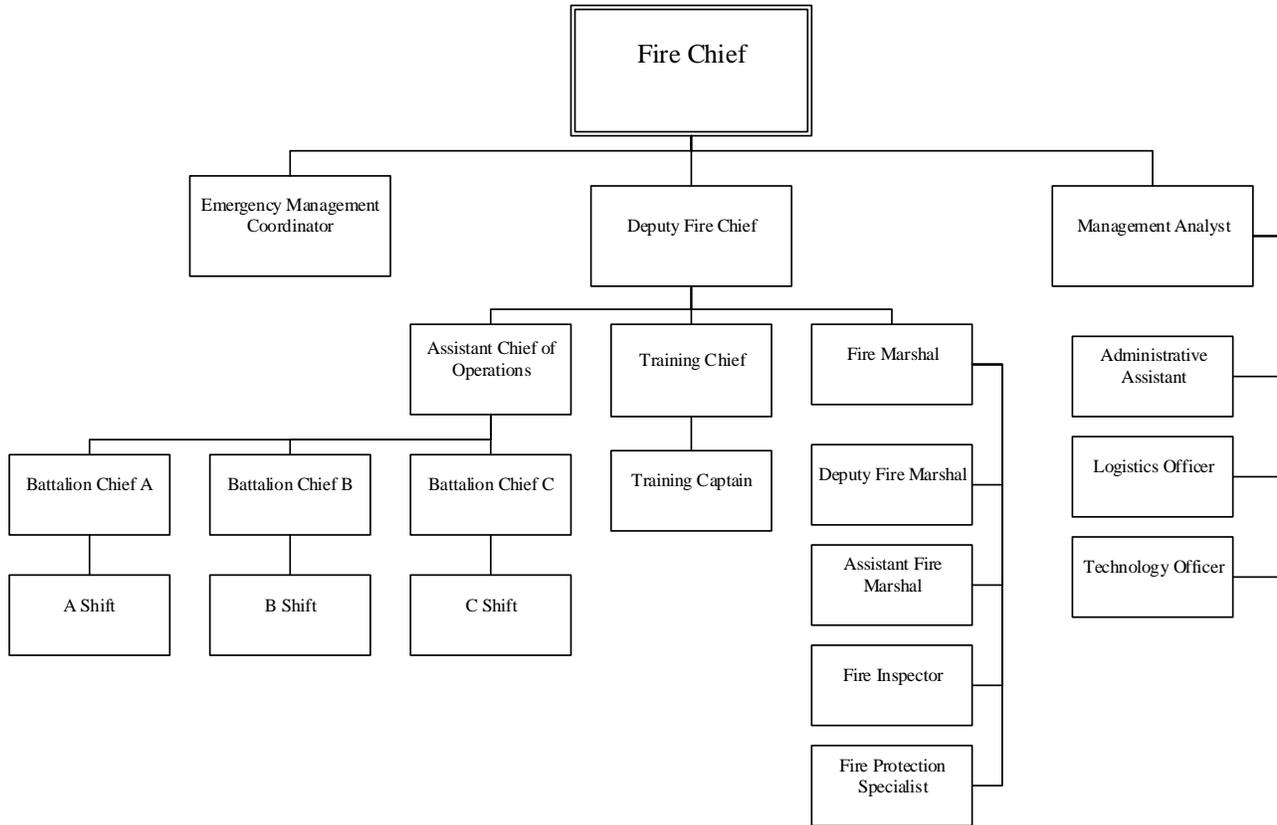
While a departmental program may support multiple Strategic Goals, the following is emphasized:

FY19 Strategic Goal	Departmental Program Alignment
Connected Community	<ul style="list-style-type: none"> <li>• None</li> </ul>
Economic & Financial Sustainability	<ul style="list-style-type: none"> <li>• None</li> </ul>
Safe Community	<ul style="list-style-type: none"> <li>• Emergency Operations</li> <li>• Code Enforcement</li> <li>• Command-Control Administration</li> <li>• Prevention and Safety Education</li> <li>• First Responder Medical Services</li> <li>• Training and Development</li> </ul>
Affordable Housing	<ul style="list-style-type: none"> <li>• None</li> </ul>
Vibrant & Inclusive Community	<ul style="list-style-type: none"> <li>• None</li> </ul>
Environmental Stewardship	<ul style="list-style-type: none"> <li>• None</li> </ul>
Collaborative & Innovative Organization	<ul style="list-style-type: none"> <li>• None</li> </ul>

## SIGNIFICANT TRENDS

- The Department launched the Chapel Hill High School Fire Academy which is developing a diverse and local workforce of the future.
- The Department has also been heavily focused on the redevelopment of the Fire Station 2 property through a Public Private Partnership with East West Partners. Construction of the Fire Station is nearing completion.
- In addition, the Town will take delivery of a new aerial apparatus within the next month. Replacement of the current aerial will immediately result in increased reliability and fewer maintenance costs. The new fire station and apparatus represent a significant commitment, made by our citizens, to ensure that our employees have the resources needed to provide exceptional emergency response in protecting our community. We look forward to placing these new assets into service.
- Over the course of the past year, we were also successful in finalizing the realignment our organizational structure to reflect our departmental needs and priorities. Within this structure we experienced several significant leadership changes including the departure of our Management Analyst, Emergency Management Coordinator and Deputy Chief.
- Challenges over the past year include; managing the construction budget at new Fire Station 2 due to several unforeseen building complications, managing several long term absences while maintaining service delivery and our continued attempts to launch a comprehensive strategic planning initiative to guide our future.

# FY18 ORGANIZATIONAL CHART



# LEISURE

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# PARKS AND RECREATION

To provide exceptional recreational and cultural opportunities in beautiful, sustainable environments.

## FY18 PRIORITIES

FY18 Priorities	What is the desired outcome? What data or performance measure(s) will indicate the success of this priority?
Capital project planning and implementation	<p>Use \$100,000 made available in the annual Capital Improvements Program to address safety and capital maintenance issues; especially those identified in the Parks Master Plan. Use 100% of funds to address high priority projects.</p> <p>Complete the Meadowmont Bridge Replacement project in Meadowmont Park.</p> <p>Reach the 25% drawings stage of the Fordham Boulevard Multi-Use Path project.</p>
Continue working toward implementation of the Parks, Greenways, and Cultural Arts Master Plans	<p>Greenways Master Plan - Start construction of the Tanyard Branch Trail, Phase 3 project and reach 80% completion by the end of the fiscal year. Complete the section of the Bolin Creek Trail affected by the coal ash situation, if construction is authorized by Council. Complete planning for the Morgan Creek Trail project.</p> <p>Parks Master Plan – Complete the Southern Community Park playground and Homestead Park synthetic turf fields projects. Complete master planning for the Inclusive Playground project at Cedar Falls Park.</p> <p>Cultural Arts Master Plan – Based on the list of priorities, continue to work on projects related to the four main goals.</p> <p>Support Public Works efforts to plan for and obtain additional funding to address the increased maintenance needs of Parks and Recreation facilities. Examples include: athletic/sports field lighting maintenance; graffiti removal on greenways, trails and cemeteries; and specialized facility maintenance issues including swimming pools, gym equipment (i.e. built-in bleachers and basketball goals), etc.</p>
Review current programming and develop plans to increase and enhance recreation and cultural arts programming, including investigating vocational opportunities.	<p>A formal review of the current Sculpture Vision program by the Arts Commission resulted in the development (spring 2018) of a new thematic sculpture program focusing on health, the environment and social issues. This review is a collaboration between the Chapel Hill Public Library and Parks &amp; Recreation Department. Continued collaboration with CHCCS to supplement art education provided by the school district. Utilize community feedback/marketing data to improve programming mix success.</p>
Open Space Initiative	<p>To explore and develop cross-departmental teams that will focus on caring for parks and green spaces, supporting community wellness, providing inviting spaces, developing connections with the natural resources and enhancing connectivity to neighborhoods and other destinations.</p> <ul style="list-style-type: none"> <li>• Current examples include the Southern Community Park Fitness Trail, Walk with a Doc program, conversations with UNC Family Medicine to partner on ideas and projects revolving around community wellness.</li> </ul>

## PROGRAM ALIGNMENT WITH STRATEGIC GOALS

While a departmental program may support multiple Strategic Goals, the following is emphasized:

FY19 Strategic Goal	Departmental Program Alignment
Connected Community	<ul style="list-style-type: none"> <li>None</li> </ul>
Economic & Financial Sustainability	<ul style="list-style-type: none"> <li>None</li> </ul>
Safe Community	<ul style="list-style-type: none"> <li>None</li> </ul>
Affordable Housing	<ul style="list-style-type: none"> <li>None</li> </ul>
Vibrant & Inclusive Community	<ul style="list-style-type: none"> <li>Park Maintenance</li> <li>Planning and Development of Parks and Greenways</li> <li>Cemetery Operations</li> <li>Special Events / Recreation</li> <li>Recreation Programming</li> </ul>
Environmental Stewardship	<ul style="list-style-type: none"> <li>None</li> </ul>
Collaborative & Innovative Organization	<ul style="list-style-type: none"> <li>None</li> </ul>

## SIGNIFICANT TRENDS

- Increased Demand of Programs and Facilities**  
 The department continues to experience a high demand for facilities and programs especially youth and teen programs, summer camps, summer athletic clinics and learn to swim classes as well as requests for non-athletic classes that the department cannot accommodate due to lack of programmable space. As in years past there has been a steady increase in facility usage requests such as athletic fields (specifically the Cedar Falls artificial turf fields), gymnasiums and playgrounds. The department will continue its partnership with the Chapel Hill Carrboro School System in offering a summer camp at Frank Porter Graham Elementary School while introducing an Inclusion Camp at McDougal Middle School. Even with these additions to our camp offerings, there continues to be extensive wait lists for all of our camps for every session.
- Increased use of Open Space and Parks**  
 The department continues to see heavier use of our outdoor facilities which correlates to a greater demand placed on the department's maintenance capabilities. Greenways, trails and the continued increase in use of the soccer fields at Southern Community Park by local rental groups are just some examples of heavy facility usage. During FY 17-18, the Open Space Champion designation for our department has increased

the visibility of how “open space” is viewed within the Town. This concept will guide us in the future on how the Town views Downtown spaces, Downtown street trees, streetscape, greenway/trails and how they connect neighborhoods, bike cycle and pedestrian connections and how all of the various Town “plans” fit into this overall concept of Open Space.

- **Developmental Impacts**

Large potential developments are being discussed in various parts of Town including Carraway Village, Chapel Hill Retirement Residence, Fordham Blvd. Apts., Hillstone, Glen Lennox , and the re-development of sections of the downtown area. These developments are in areas where we have only minimal recreational opportunities. These developments, when built, will place additional stress on our facilities throughout the Town.

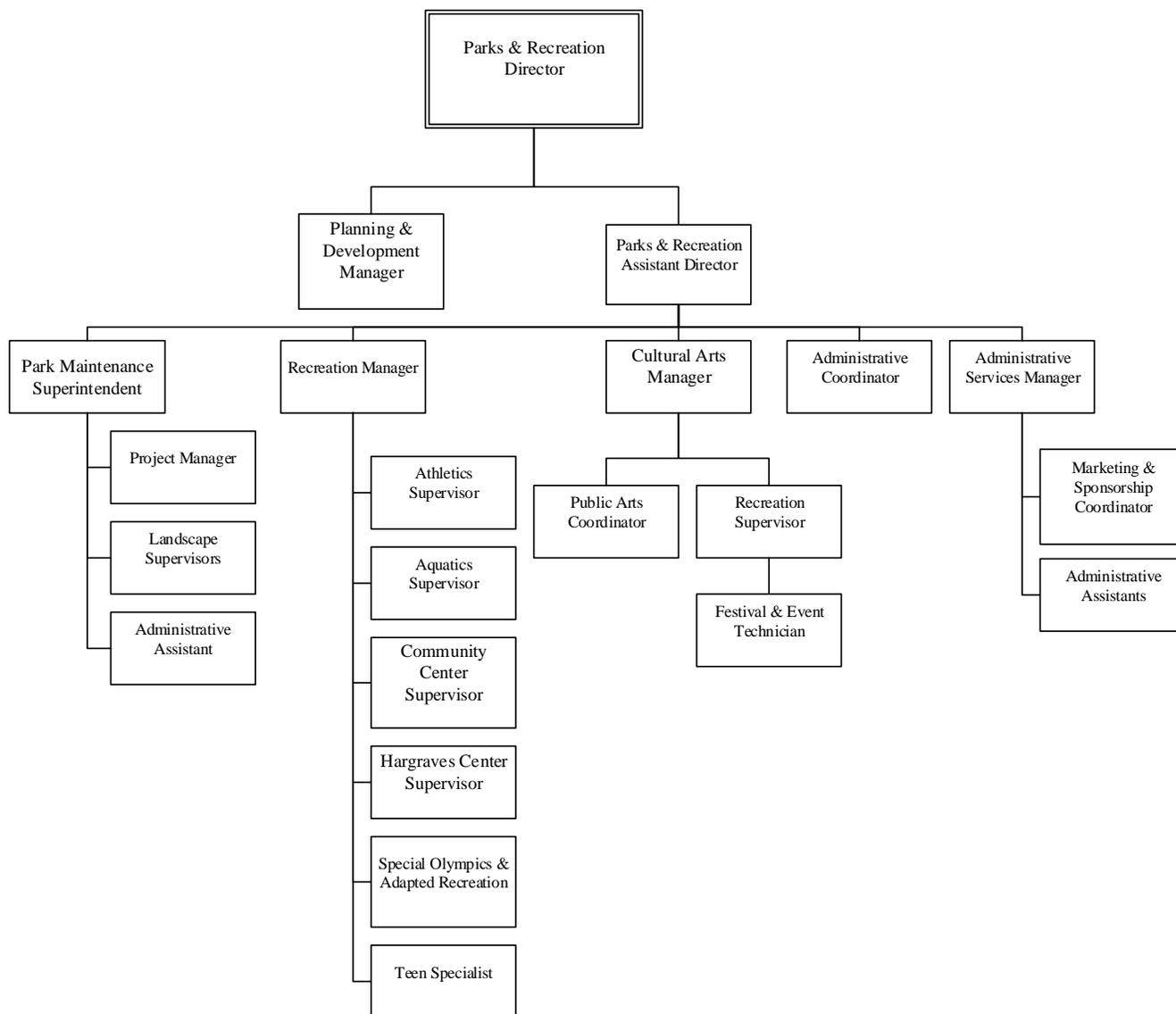
- **Repositioning Resources to meet the Maintenance Demands**

The department continued its program of repositioning resources to place greater emphasis on maintenance of parks and greenways while continuing to provide adequate landscaping services throughout the Town. In the past years, landscape services and mowing of the Fordham Blvd. corridor, MLK Jr. Blvd. corridor, and Weaver Dairy Road have been contracted out. In addition, the landscaping for the Library was contracted out and moved to the Library budget. Our department will continue to administer all of the landscaping/mowing contracts, including one for the Transit Park and Ride lots. During Fiscal Year, the maintenance of the Transit Park and Ride lots have been shifted to the Transit Department.

- **Aging Facilities are requiring more Maintenance and Repair Work**

Aging facilities continue to drain the Town’s operational resources as well as Capital funds. The community continues to support the importance of recreation and cultural arts programming by evidence of the results of the latest “Community Survey.” In 2015, the Town Council adopted new master plans for parks and greenways which identified \$49,000,000 in renovations and new facility needs. In November 2015, the Bond Referendum passed that included funds for a new administrative office that would be part of the Town’s collaborative effort to house multiple departments into a Municipal Services Center to better serve the residents of Chapel Hill. Also included in the referendum was \$1 million dollars for park renovations.

# FY18 ORGANIZATIONAL CHART



Sparking curiosity. Inspiring learning. Creating connections.

## FY18 PRIORITIES

FY18 Priorities	What is the desired outcome? What data or performance measure(s) will indicate the success of this priority?
Customer development and community awareness	<ul style="list-style-type: none"> <li>Engage a diverse audience with The Circulator in first full year of service. Partner with 10 agencies and hold 45 events.</li> <li>Collaborate with Housing &amp; Community to execute BIC grant.</li> <li>Assess customer satisfaction using online tools. Special focus on engaging users in assessment and development of collections to meet their needs.</li> <li>Create an intentional experience around getting a library card. Explore ways to engage new users and understand their needs.</li> </ul>
Improve experience for all users	<ul style="list-style-type: none"> <li>Implement new Service Delivery model that aligns with service pledge and includes Staff ID, mobile service tools for staff, new welcome hub, and more.</li> <li>Continue UX improvements on the Lower Level, including conversion of quiet reading room to a conversation &amp; co-working space.</li> <li>Complete UX improvements to Lobby and Terrace, continue to assess and improve</li> <li>Ensure safe and effective flow of people and vehicles around library. Work w/ PD &amp; others to identify &amp; execute improvements for pedestrians, bicyclists, and drivers.</li> <li>Begin a UX assessment of Kids Room and Youth &amp; Family Services.</li> </ul>
Staff Development and Engagement	<ul style="list-style-type: none"> <li>Incorporate measures to create a more diverse applicant pool and changes to the hiring process in order to achieve greater staff diversity.</li> <li>Invest more time in staff training. Complete “new hire” course content, integrate digital courses with Cornerstone system.</li> <li>Hold a Staff Development Day in November. Offer NCLA participation to all staff.</li> <li>Revisit Re-organizing for Results Initiative to assess impact &amp; efficacy after 3 years.</li> <li>Launch an organization-wide volunteer program to increase capacity and align with service pledge.</li> <li>Consider ways to most effectively use Program Support Resources, explore use of more student interns and seasonal hires.</li> <li>Create a unified approach to schedule, aligned with service pledge and strategic priorities. Explore platforms and launch an org-wide schedule.</li> </ul>
Leverage Position as Trusted Source of Information	<ul style="list-style-type: none"> <li>Curate Open Data datasets. Increase number of useful datasets to 100.</li> <li>Formalize Open Data Policy &amp; processes to guide staff behavior and clarify expectations.</li> <li>Lead the Town Facilitators project, create first cohort of facilitators in mid-2018.</li> <li>Increase number of library programs for adults by 10%.</li> </ul>
Leverage tech for community & organizational success	<ul style="list-style-type: none"> <li>Assess and improve self-service experiences for users, including check out, registration, work rooms, etc.</li> <li>Assess and improve public computing experience, build on success of 2017 experiments.</li> <li>Launch mobile tools for staff to facilitate pro-active, point of need user services.</li> <li>Experiment with new tools for cataloging and sharing photos.</li> </ul>
Partner in Educational Success	<ul style="list-style-type: none"> <li>Automatically create library accounts for all students &amp; staff of CHCCS to diversify and expand user base, decrease barriers, identify needs, and provide services.</li> <li>Continue to develop strategic partnerships with CHCCS, meet with new Superintendent and senior staff</li> <li>Lead &amp; collaborate on Outdoor Learning project with UNC and TOCH partners.</li> <li>Lead &amp; collaborate on Civic Education Grant with UNC and ELGL</li> <li>Explore new partnerships &amp; resource-sharing opportunities with UNC Libraries and others</li> </ul>

## PROGRAM ALIGNMENT WITH STRATEGIC GOALS

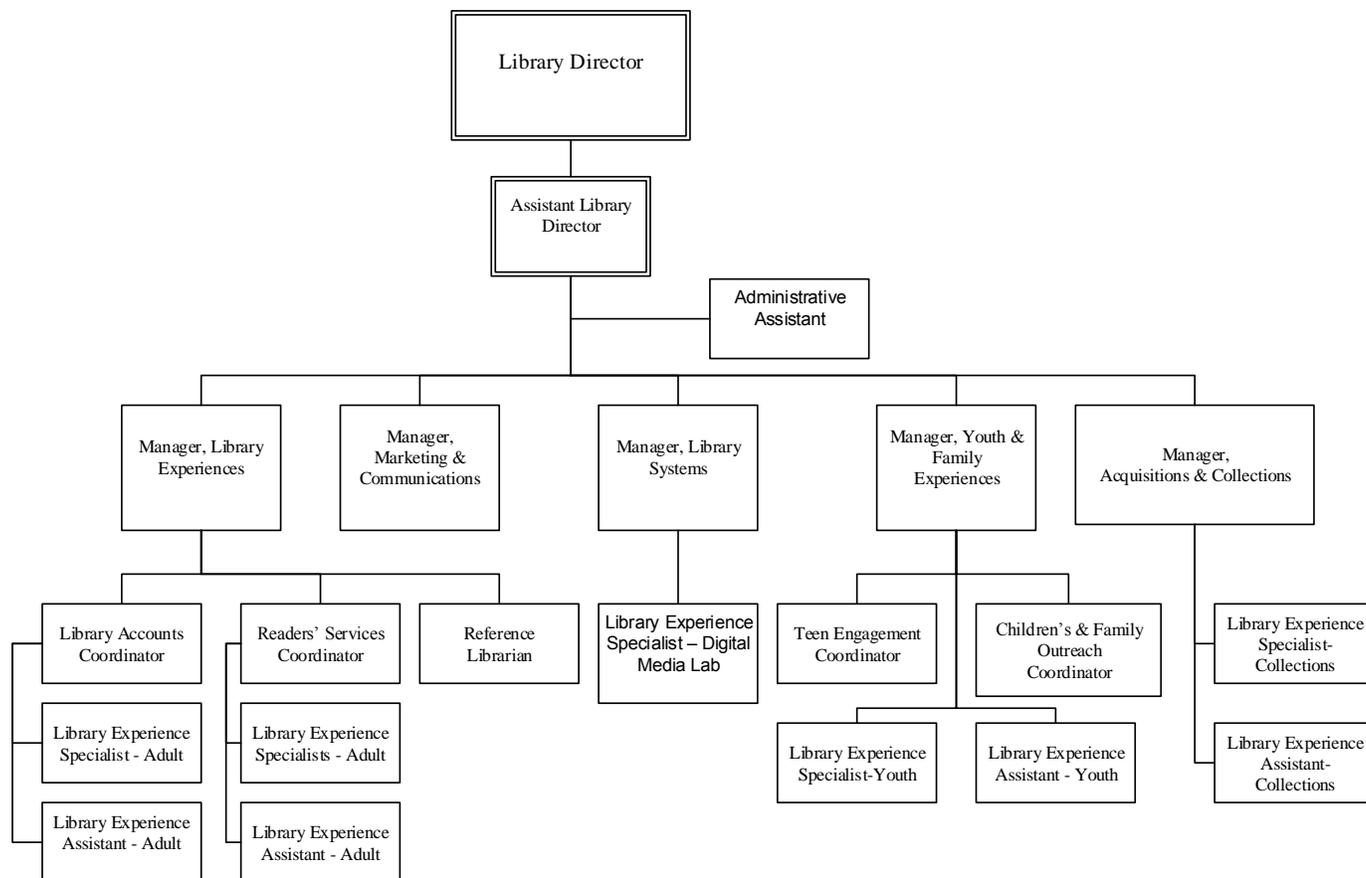
While a departmental program may support multiple Strategic Goals, the following is emphasized:

FY19 Strategic Goal	Departmental Program Alignment
Connected Community	<ul style="list-style-type: none"> <li>None</li> </ul>
Economic & Financial Sustainability	<ul style="list-style-type: none"> <li>None</li> </ul>
Safe Community	<ul style="list-style-type: none"> <li>None</li> </ul>
Affordable Housing	<ul style="list-style-type: none"> <li>None</li> </ul>
Vibrant & Inclusive Community	<ul style="list-style-type: none"> <li>Collection Management</li> <li>Circulation</li> <li>Customer Service</li> <li>Cultural and Community Programs</li> <li>Serve as a Place for Everyone</li> <li>Cultural Arts</li> </ul>
Environmental Stewardship	<ul style="list-style-type: none"> <li>None</li> </ul>
Collaborative & Innovative Organization	<ul style="list-style-type: none"> <li>None</li> </ul>

## SIGNIFICANT TRENDS

- Users continue to use all library services heavily. Business is booming. Parking is a significant pain point and barrier to access. While staff are seeking creative ways to address the issue, we have yet to identify a silver bullet.
- Visitors come for library programs & collections, public computer & printer access, meeting rooms, work & study space, social contact, and coffee. After school use is high, particularly with kids from Estes Hills & Phillips Middle School within walking distance. Users are just beginning to discover Explore More at Pritchard Park, which is likely to feed parking problems.
- Demand and usage also continue to drive maintenance & repair costs up annually.
- Explore More at Pritchard Park is creating opportunities for meaningful cross-departmental collaboration and opening doors to new partnerships and funding possibilities.
- Creation of Community Arts & Culture ED will have budgetary impacts in future, though trends are not yet clear. Rethinking priorities and personnel will lead to changes in org structure in FY19.

# FY18 ORGANIZATIONAL CHART



# TRANSIT

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Chapel Hill Transit’s mission is to build and operate a public transit system that provides personal mobility, while supporting local development and environmental goals of our community.

## FY18 PRIORITIES

FY18 Priorities	What is the desired outcome? What data or performance measure(s) will indicate the success of this priority?
North-South Bus Rapid Transit	<p>Initiate and advance environmental (NEPA) and design (up to 30%) work.</p> <ul style="list-style-type: none"> <li>• Procure consultant services; hire 2 separate teams</li> <li>• Both, NEPA and Design, are multi-year projects. The goal is to complete:               <ul style="list-style-type: none"> <li>○ 50% of NEPA scope in FY18 (50% in FY19)</li> <li>○ 50% of Design scope in FY18 (50% in FY19)</li> </ul> </li> </ul>
Safety and Risk Management	<ul style="list-style-type: none"> <li>• Implement Maintenance Safety Policy in coordination with Public Works.</li> <li>• Implement facility safety improvements, including design and construction of facility entrance gate.</li> <li>• Implement park and ride camera replacement project in coordination with Public Safety and Technology Solutions.</li> <li>• Develop internal candidates for Supervisor position and recruit for Supervisor in FY18.</li> <li>• Achieve Defensive Driving Instructor certification of 100% of the division’s Supervisory/Asst. Manager staff.</li> <li>• Achieve a level of at least 50% of behind-the-wheel recertification in Defensive Driving for operators (recertifying all personnel biennially).</li> <li>• Supervisors will implement the driving skills and customer service monitoring program by observing all employees at least quarterly.</li> <li>• Update or create at least 24 procedures for the Operator Handbook.</li> <li>• Train staff on Bus Evacuation, Active Shooter, and Emergency Response.</li> </ul>
Maintain Customer Satisfaction	<ul style="list-style-type: none"> <li>• Finalize Customer Code of Conduct and adoption by Transit Partners</li> <li>• Develop an FTA Compliant “Exclusion Policy” for customers causing serious disruption of services</li> <li>• Focus on culture of customer service experience – testing all door boarding, allowing children to remain in strollers during non-peak hours, and allowing non-messy snack foods on board.</li> <li>• Translate all Vital Documents into Spanish and other formats such as Braille and Large Print for customer availability.</li> </ul>
Technology Upgrades	<ul style="list-style-type: none"> <li>• Purchase and test electric bus.</li> <li>• Explore available technology options for scheduling, timekeeping, and attendance tracking</li> <li>• Purchase a portable speed device for monitoring and training purposes</li> <li>• Complete Trapeze software upgrade and cloud based hosting</li> <li>• Identify opportunities to improve Maintenance inventory and work order systems</li> </ul>
Fiscal Sustainability Plan	<ul style="list-style-type: none"> <li>• Initiate and complete Phase 2 of the Financial Sustainability Plan (Short Range Transit Plan)</li> <li>• Develop Memorandum of Understanding with funding partners related to the general operation of Chapel Hill Transit:               <ul style="list-style-type: none"> <li>○ Provision of service and cost sharing</li> <li>○ Revenue sharing</li> <li>○ Long-term liabilities</li> </ul> </li> </ul>

## PROGRAM ALIGNMENT WITH STRATEGIC GOALS

While a departmental program may support multiple Strategic Goals, the following is emphasized:

FY19 Strategic Goal	Departmental Program Alignment
Connected Community	<ul style="list-style-type: none"> <li>• Fixed-Route Bus Service</li> <li>• Demand-Response Service</li> <li>• Maintenance</li> <li>• Administration and Finance</li> <li>• Transit Advertising</li> </ul>
Economic & Financial Sustainability	<ul style="list-style-type: none"> <li>• None</li> </ul>
Safe Community	<ul style="list-style-type: none"> <li>• None</li> </ul>
Affordable Housing	<ul style="list-style-type: none"> <li>• None</li> </ul>
Vibrant & Inclusive Community	<ul style="list-style-type: none"> <li>• None</li> </ul>
Environmental Stewardship	<ul style="list-style-type: none"> <li>• None</li> </ul>
Collaborative & Innovative Organization	<ul style="list-style-type: none"> <li>• None</li> </ul>

## SIGNIFICANT TRENDS

- Where possible we are maximizing outside resources, to reduce Partners contributions. For example we plan to use ~\$750K in Orange Transit Plan funds to offset increased cost of existing service (as of budget development the max amount that could be used for this)
- We have used fund balance to keep contributions low (avoiding levy adjustments) over the past two years (~\$1.4M in FY18), while also investing in capital, so fund balance is no longer an option.
  - UNC and Carrboro funding shares increasing significantly (\$1.36m & \$327,000)
- We have made good progress on capital, but still have work to do – will have replaced (some on order) 34 fixed route buses by FY18.
  - The really good news is that we have made significant progress on capital, replacing (some on order) 34 fixed route buses and seven (7) demand response vehicles by FY18, along with an additional three (3) fixed route buses and five (5) demand response vehicles in FY19. It was originally projected that we would need to debt-finance almost all these vehicles – fortunately with Orange County Transit Plan Funds and unanticipated grant funds, we have only had to debt finance 16 of the vehicles. And, Congress has made great strides in returning capital funding to pre-FY12 levels, the highest we have seen in the past decade.
  - Budget recommendation includes \$760,000 annual debt payment on the new buses, plus an additional \$207,000 for capital, which is the same as in the FY18 budget (could provide match on about 3 buses)
  - Have issued Invitation for Bid (IFB) for electric buses
- We will see service improvements through Orange County Transit Plan funds (no local funds):

- **CW** — Designed to relieve overcrowding in the afternoon and evening peak, this improvement will provide 20 minute service from 3:20 PM to 6:00 PM each weekday and match the AM service funded in FY18. These trips will aid overcrowding that is currently occurring on the CW and J routes along Franklin Street.
- **D** —Designed to relieve overcrowding in the afternoon and evening peak, this improvement will provide 6 additional trips from 3:00 PM to 6:30 PM. All six (6) trips will serve the University, Hospital, Franklin Street, Elliott Road and Blue Hill District. Two (2) of the six (6) trips will also serve Culbreth Road and Smith Level Road in Carrboro.
- **Saturday Expansion** — Designed to meet the needs of customer using services on weekends to access employment and retail. This improvement will expand all Saturday Routes (CM, CW, D, FG, JN, T, and V) service to 8:00 AM – 7:00 PM, as all routes have varied start and end times currently. With this expansion, 16 additional trips will be offered on Saturdays and Demand Response service hours will be extended to match.
- Budget also includes North South BRT design funds from Orange County Transit Plan
- Short Range Transit Plan work continues and we expect community discussions about service plans to be finalized in FY19, with improvements adjustments scheduled for FY20.

## FY18 ORGANIZATIONAL CHART

