



TOWN OF CHAPEL HILL

Town Council Meeting Agenda

Town Hall
405 Martin Luther King Jr.
Boulevard
Chapel Hill, NC 27514

Mayor Pam Hemminger
Mayor pro tem Jessica Anderson
Council Member Donna Bell
Council Member Allen Buansi
Council Member Hongbin Gu

Council Member Nancy Oates
Council Member Michael Parker
Council Member Karen Stegman
Council Member Rachel Schaevitz

Wednesday, April 3, 2019

6:30 PM

Library Meeting Room B

AGENDA ITEMS

1. Strategic Plan Environmental Scan: Community Data and Performance Measures. [\[19-0298\]](#)

PRESENTER: Rae Buckley, Director Organizational and Strategic Initiatives,
David Finley, Strategic Plan Project Manager, and
Dr. Rebecca Tippet, Carolina Demography

The purpose of this item is for the Council to receive community data from Carolina Demography and performance measures used internally to manage Town business. The work session is designed to support the Council's interests in adding more measures and specificity to their draft strategic goals.

2. Update: FY 2019-20 Budget. [\[19-0299\]](#)

PRESENTER: Maurice Jones, Town Manager
Amy Oland, Business Management Director

The purpose of this work session is to provide the opportunity for Council to receive information on the status of the FY 2019-20 budget development.

REQUEST FOR CLOSED SESSION TO DISCUSS ECONOMIC DEVELOPMENT, PROPERTY ACQUISITION, PERSONNEL, AND/OR LITIGATION MATTERS



TOWN OF CHAPEL HILL

Town Hall
405 Martin Luther King Jr.
Boulevard
Chapel Hill, NC 27514

Item Overview

Item #: 1., File #: [19-0298], Version: 1

Meeting Date: 4/3/2019

Strategic Plan Environmental Scan: Community Data and Performance Measures.

Staff:

Rae Buckley, Director

David Finley, Strategic Plan Project Manager

Department:

Organizational and Strategic Initiatives

Manager's Office and Business Management
Department

Overview: The work session is designed to support the Council's interests in adding more measures and specificity to their draft strategic goals. The purpose of an Environmental Scan is to understand how internal and external factors affect a local jurisdiction. At tonight's work session, the Council will receive community data from Carolina Demography and performance measures used internally to manage Town business.



Recommendation(s):

That the Council consider how the data provided can be used to add measurement and specificity to the draft strategic goals. Attached is a worksheet with framing questions for Council discussion.

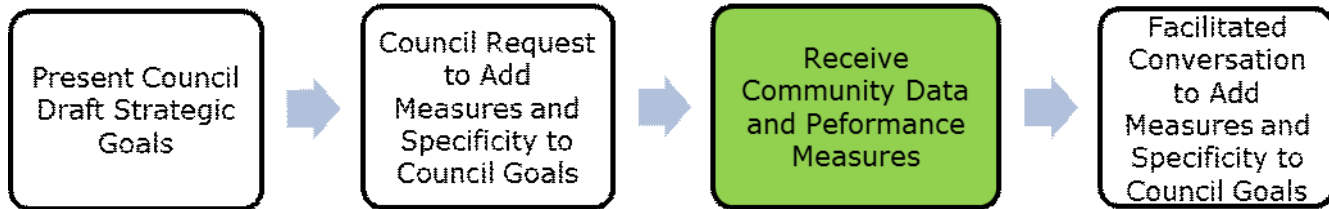
Key Issues:

- Environmental Scan and Performance Management Data is compiled on this town web page: <https://www.townofchapelhill.org/town-hall/departments-services/draft-council-goals-reports>
- Carolina Demography will provide community data about Chapel Hill population growth, demographic trends in age, sex, and ethnicity, economy, housing, and commuting.
 - Community data can be used to consider opportunities and challenges for the Chapel Hill community.
- Performance Management data is provided in two forms. The first is a Local Government Key Performance Indicators (KPI) Menu that lists performance indicators used by Chapel Hill and other local governments to track progress on strategic goals. Staff has also provided the Council draft Strategic Goal Area Reports based on the Affordable Housing Report template. Each report suggests a set of KPIs that can be used to track progress on the strategic goal.
 - Performance Management data can be used by Council to consider what KPIs, if any, help add measurable outcomes to the Council's strategic goals.

Next Steps:

- At the Council's next work session, Dr. Monica Allen will facilitate a conversation with the Council about adding more measures and specificity to the Council's strategic goals.

Where is this item in its process?

**Attachments:**

- Trends in Chapel Hill (Presentation by Dr. Rebecca Tippet)
- Local Government KPI Menu
- Work Sheet: Questions for Council Discussion
- Council Strategic Goals
- Council Goal Work Plans, Reports & Dashboards Website:
<https://www.townofchapelhill.org/town-hall/departments-services/draft-council-goals-reports>

The Agenda will reflect the text below and/or the motion text will be used during the meeting.

PRESENTER: Rae Buckley, Director Organizational and Strategic Initiatives, David Finley, Strategic Plan Project Manager, and Dr. Rebecca Tippet, Carolina Demography

The purpose of this item is for the Council to receive community data from Carolina Demography and performance measures used internally to manage Town business. The work session is designed to support the Council's interests in adding more measures and specificity to their draft strategic goals.

Demographic Trends in Chapel Hill

Town of Chapel Hill

April 3, 2019

Rebecca Tippet, PhD

Director, Carolina Demography

Overview

1. What are the big demographic stories?
2. Trends in Chapel Hill
3. Why?
4. Housing
5. Commuting
6. What makes Chapel Hill unique?

DRAFT

What are the big demographic stories?

...and what's going on in Chapel Hill?

DRAFT



Growth

DRAFT



Growth



Urbanization



Growth



Urbanization



Aging



Growth



Urbanization



Aging



Diversity

14 municipalities passed 25K since 2000

by 2010

- **Apex**
- Asheboro
- Garner
- **Huntersville**
- Indian Trail
- Matthews
- Mooresville
- New Bern
- Sanford
- Thomasville
- Wake Forest

by 2017

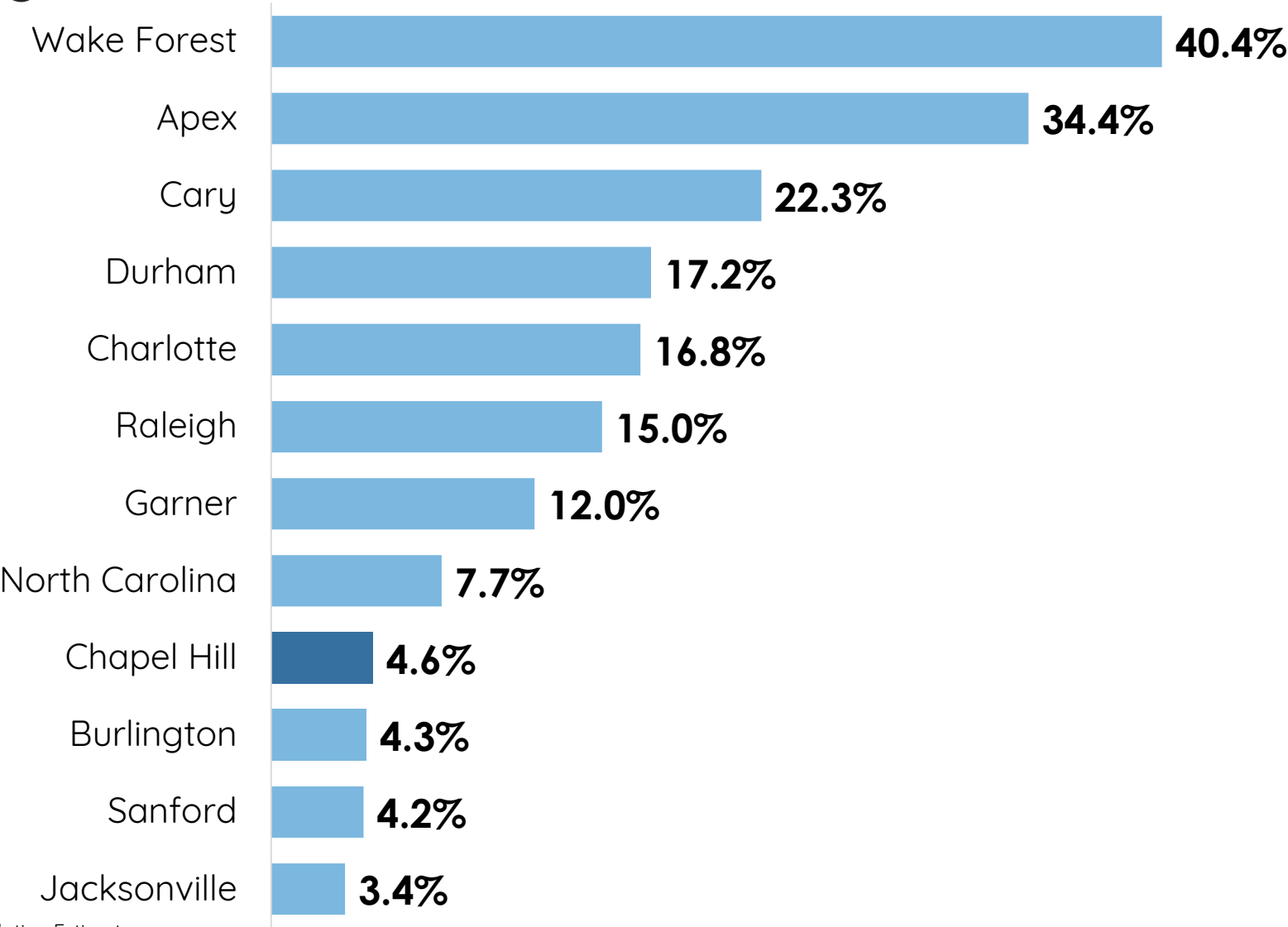
- Mint Hill
- Morrisville
- Statesville

Apex and **Huntersville** now >50K

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Chapel Hill growing more slowly than NC

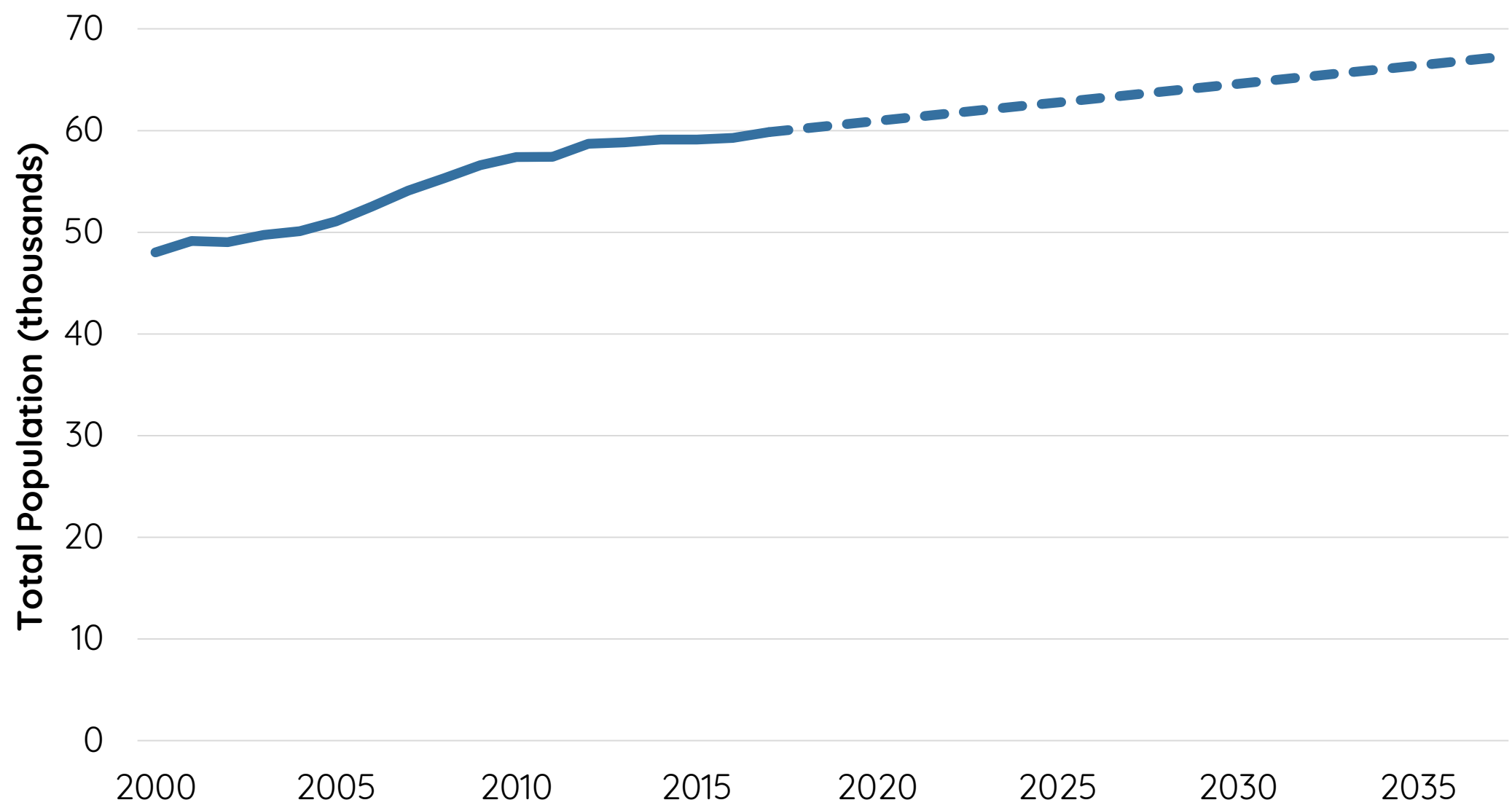
Population growth, 2010 to 2017



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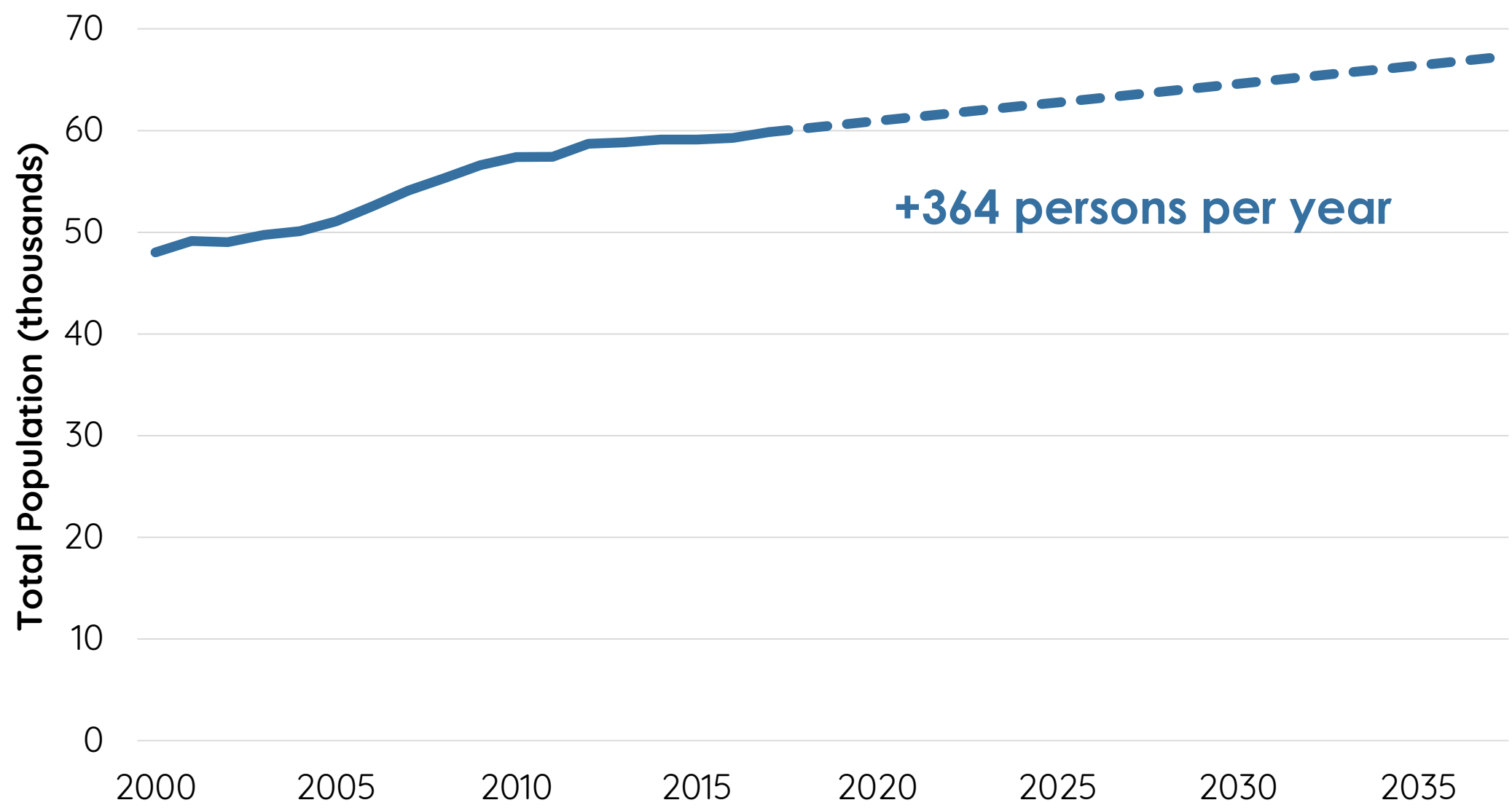
Observed & projected Town population growth

13



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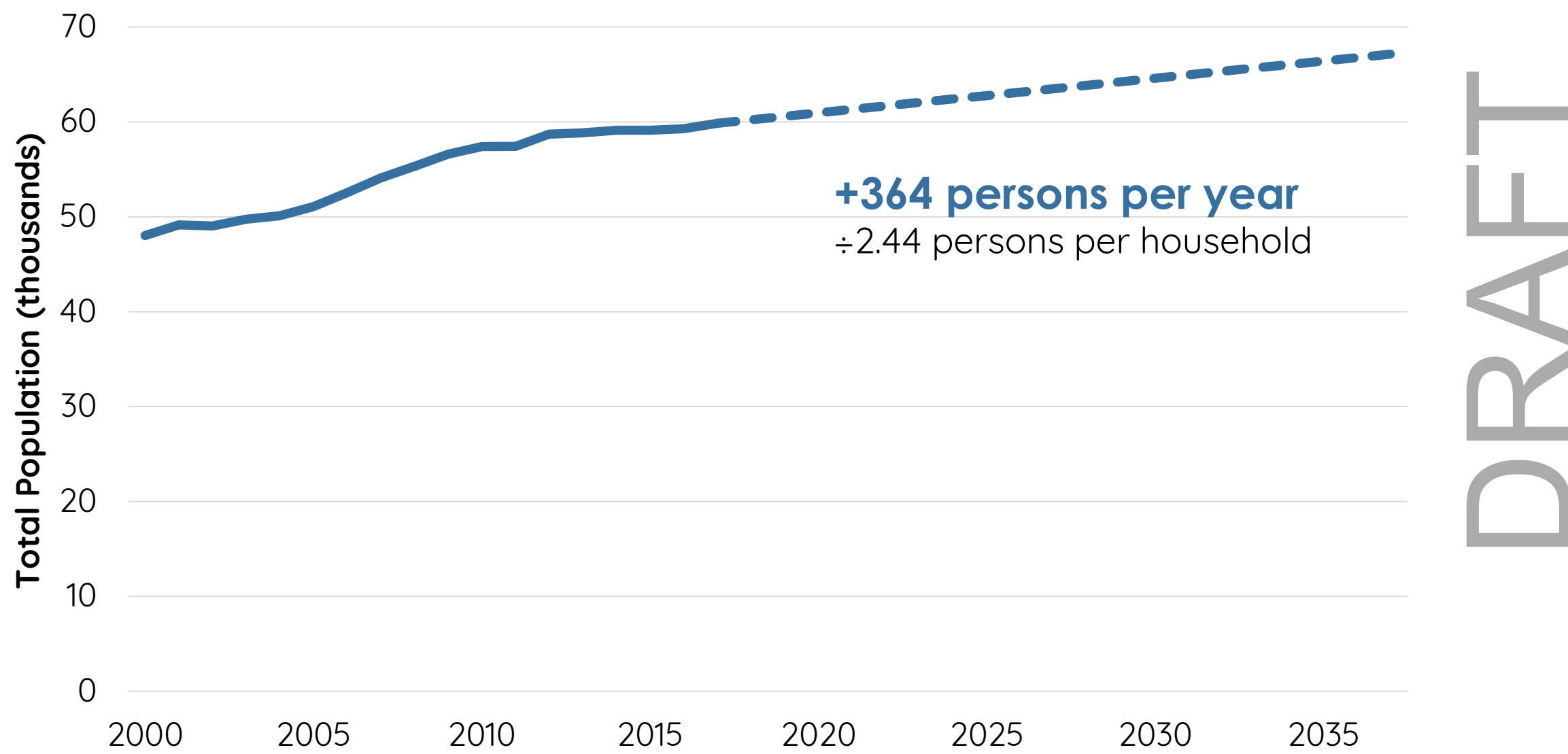
Observed & projected Town population growth



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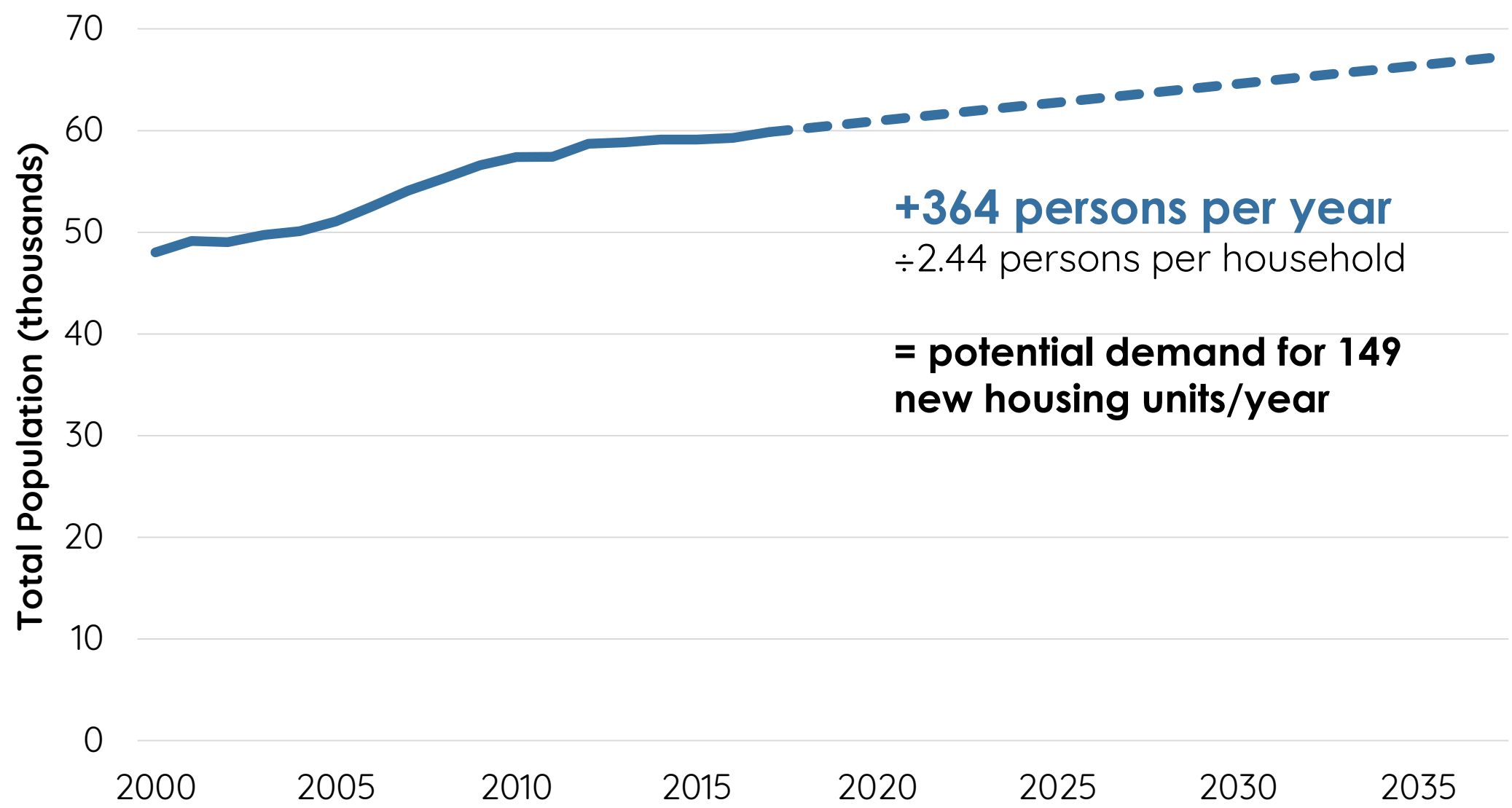
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Observed & projected Town population growth



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Observed & projected Town population growth



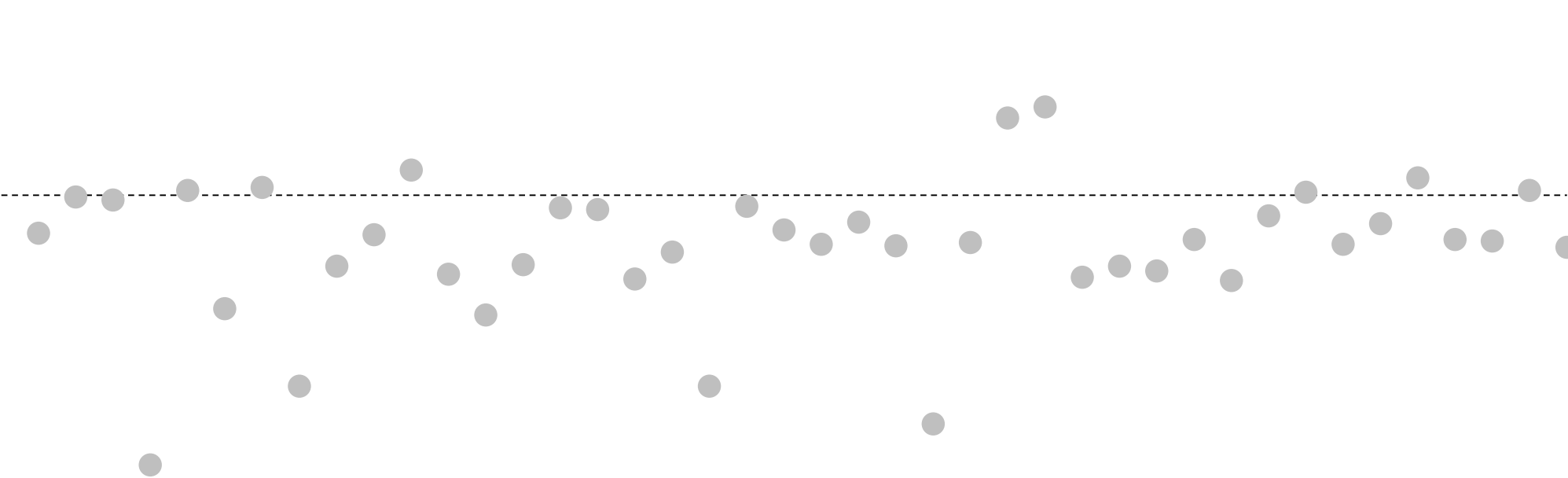
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Cities 25K+ generally younger than state¹⁷

Median age, 2016

*Includes Boone and Carrboro

NC
38.3

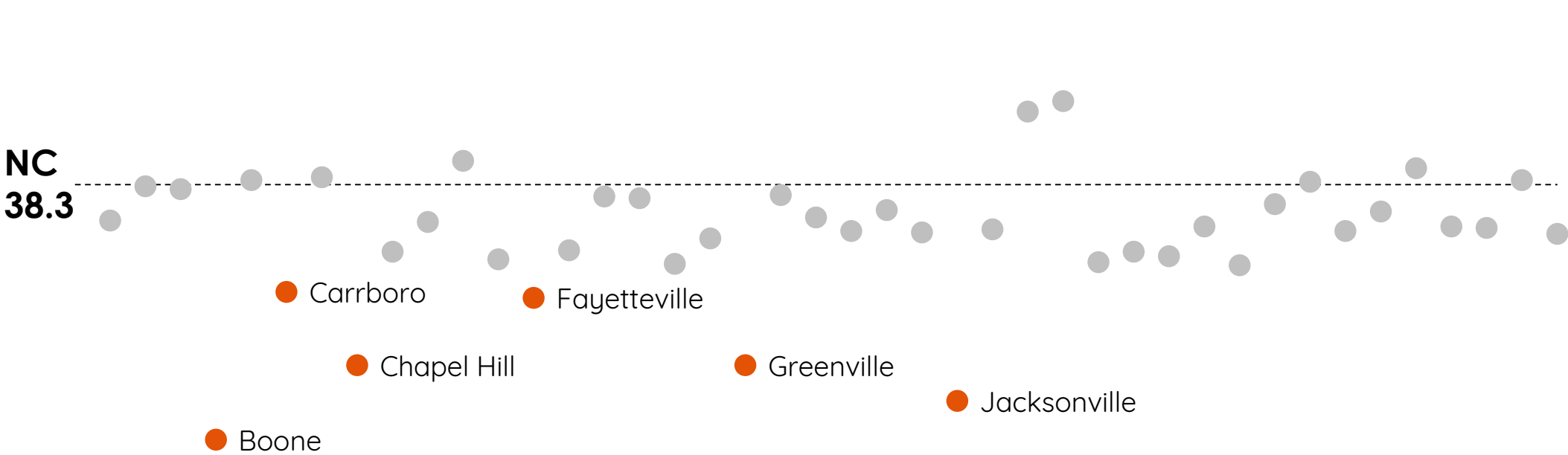


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College towns, military bases very young¹⁸

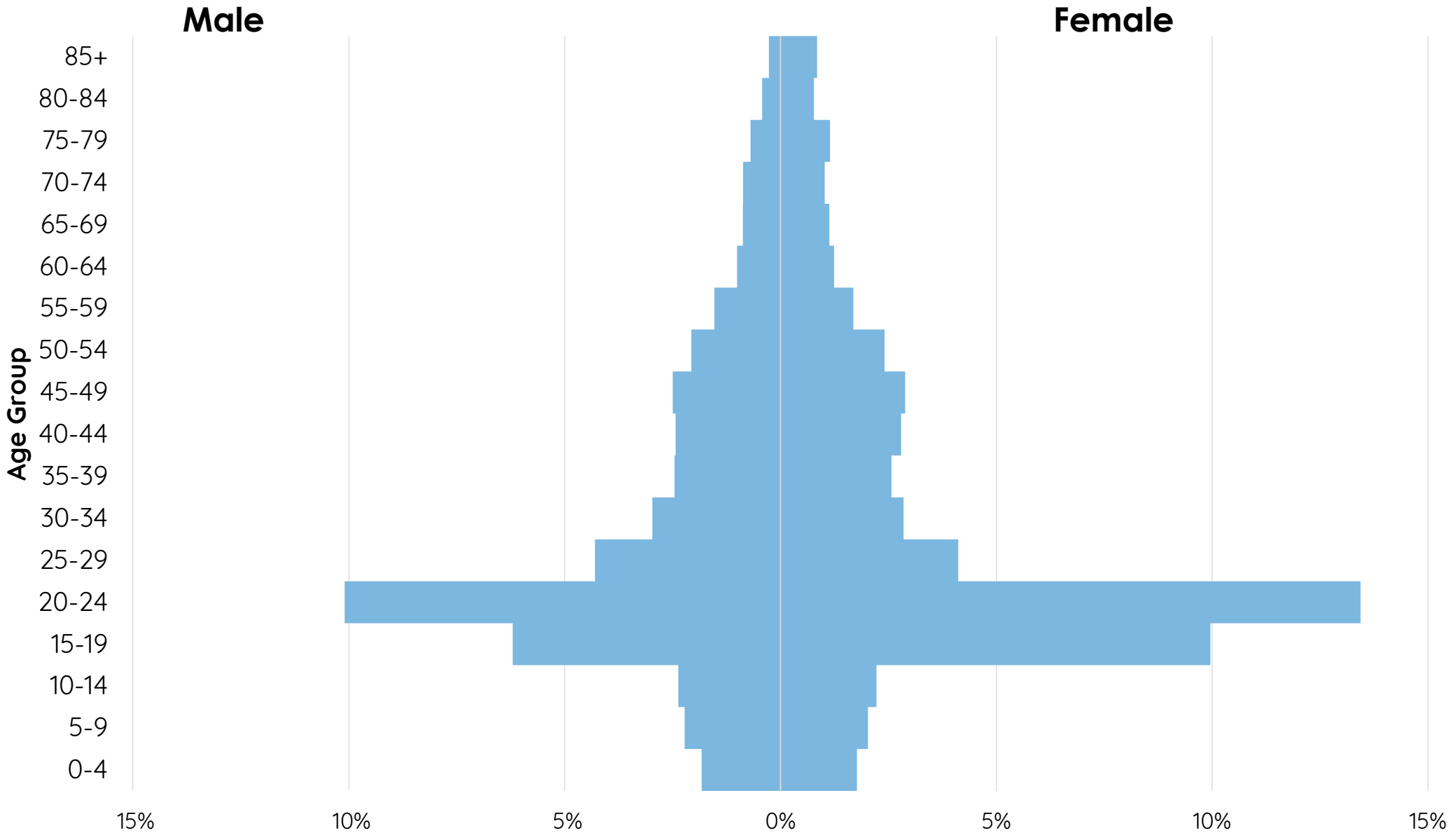
Median age, 2016

*Includes Boone and Carrboro



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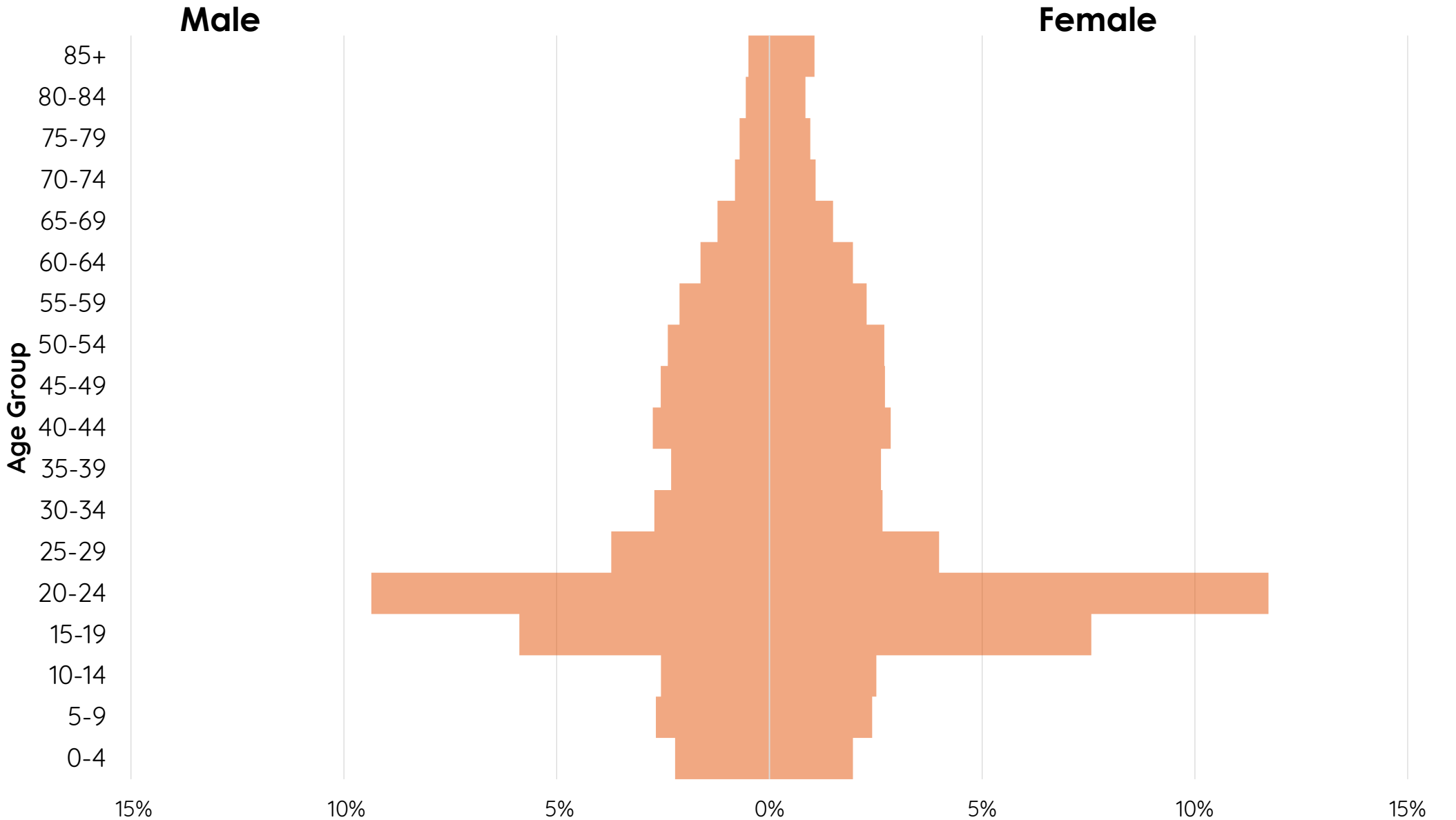
Age Composition of Chapel Hill, 2000



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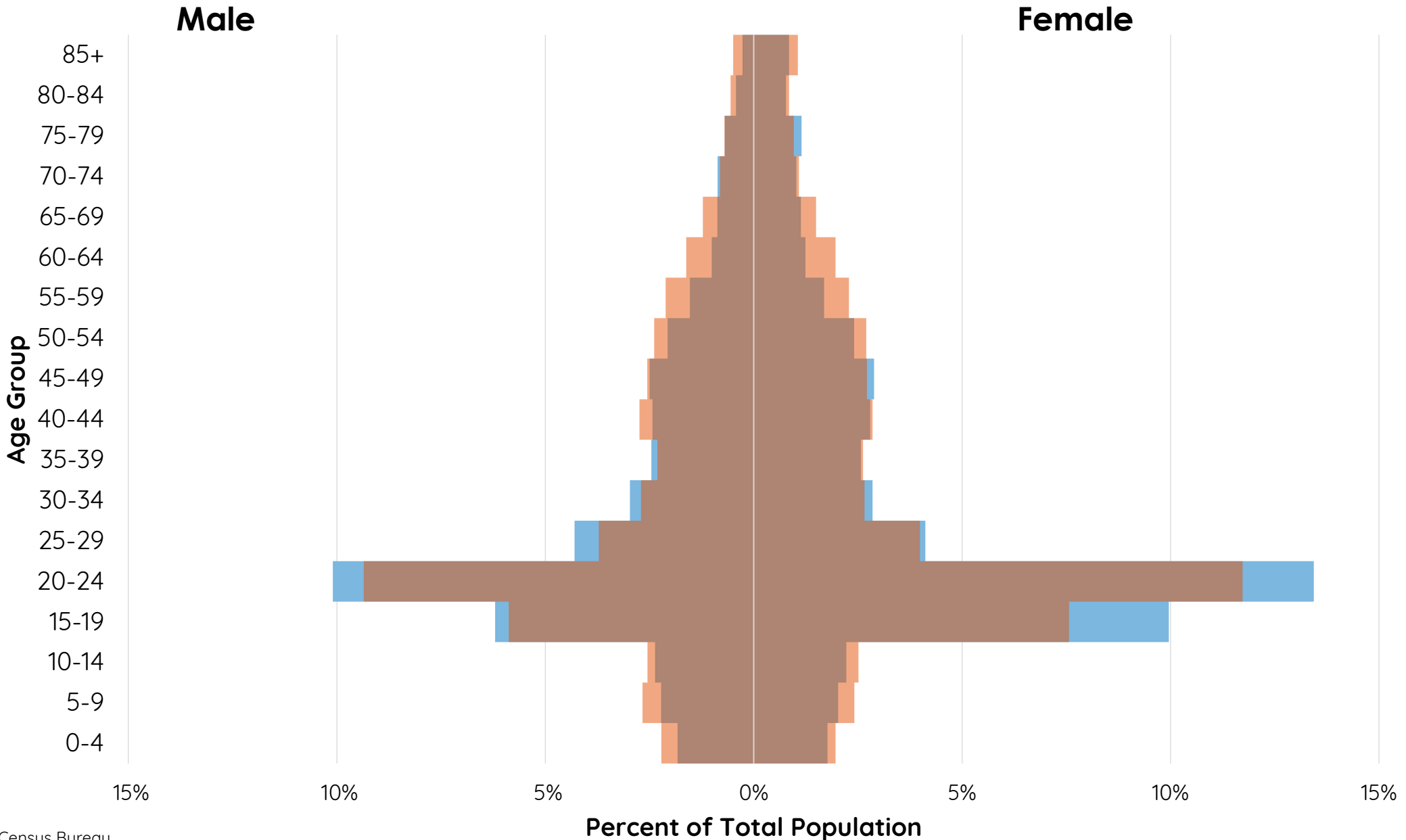
Age Composition of Chapel Hill, 2010

20



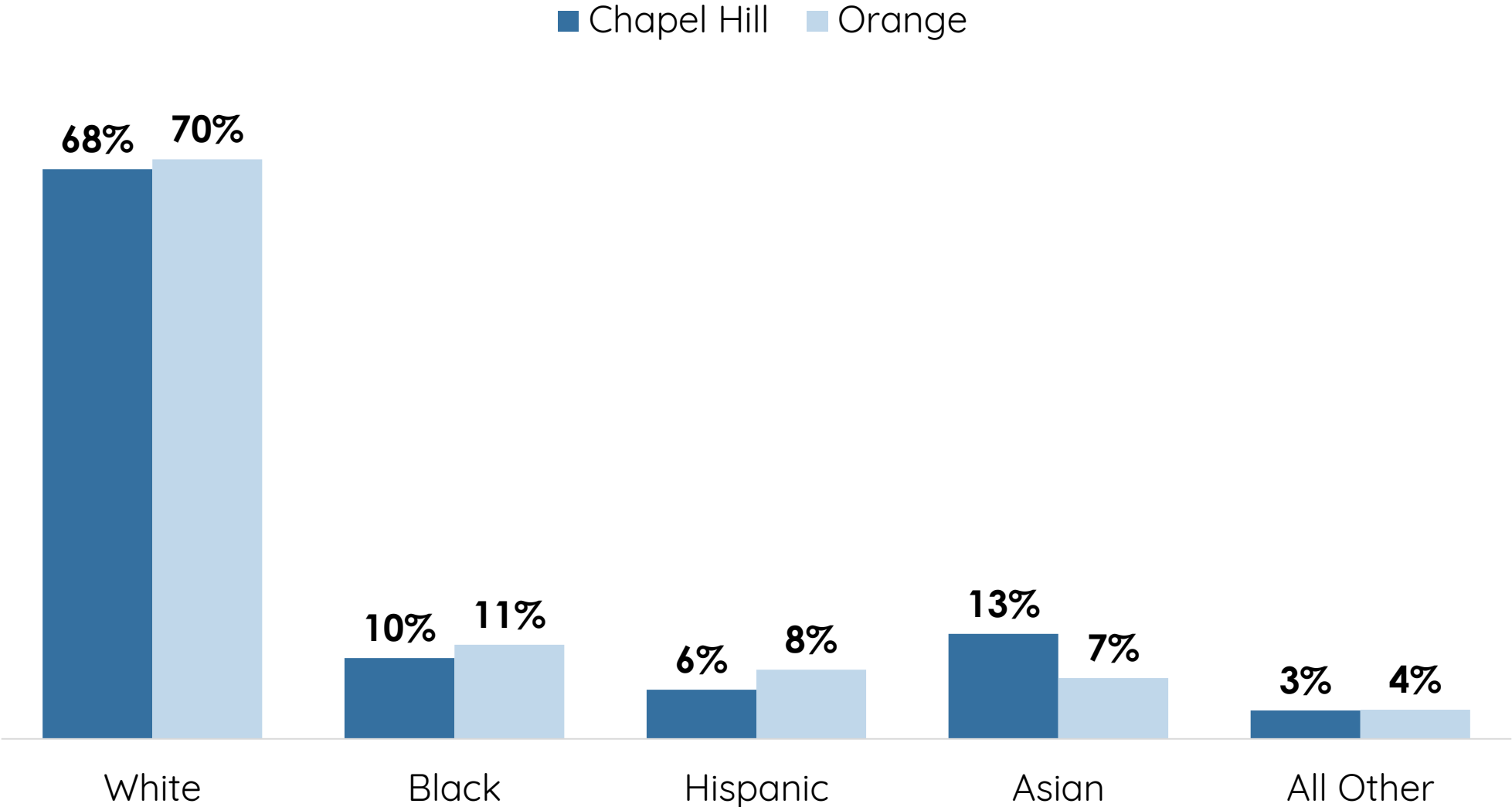
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Age Composition of Chapel Hill, 2010



Chapel Hill population distinct from Orange²²

Racial/ethnic composition of population, 2016

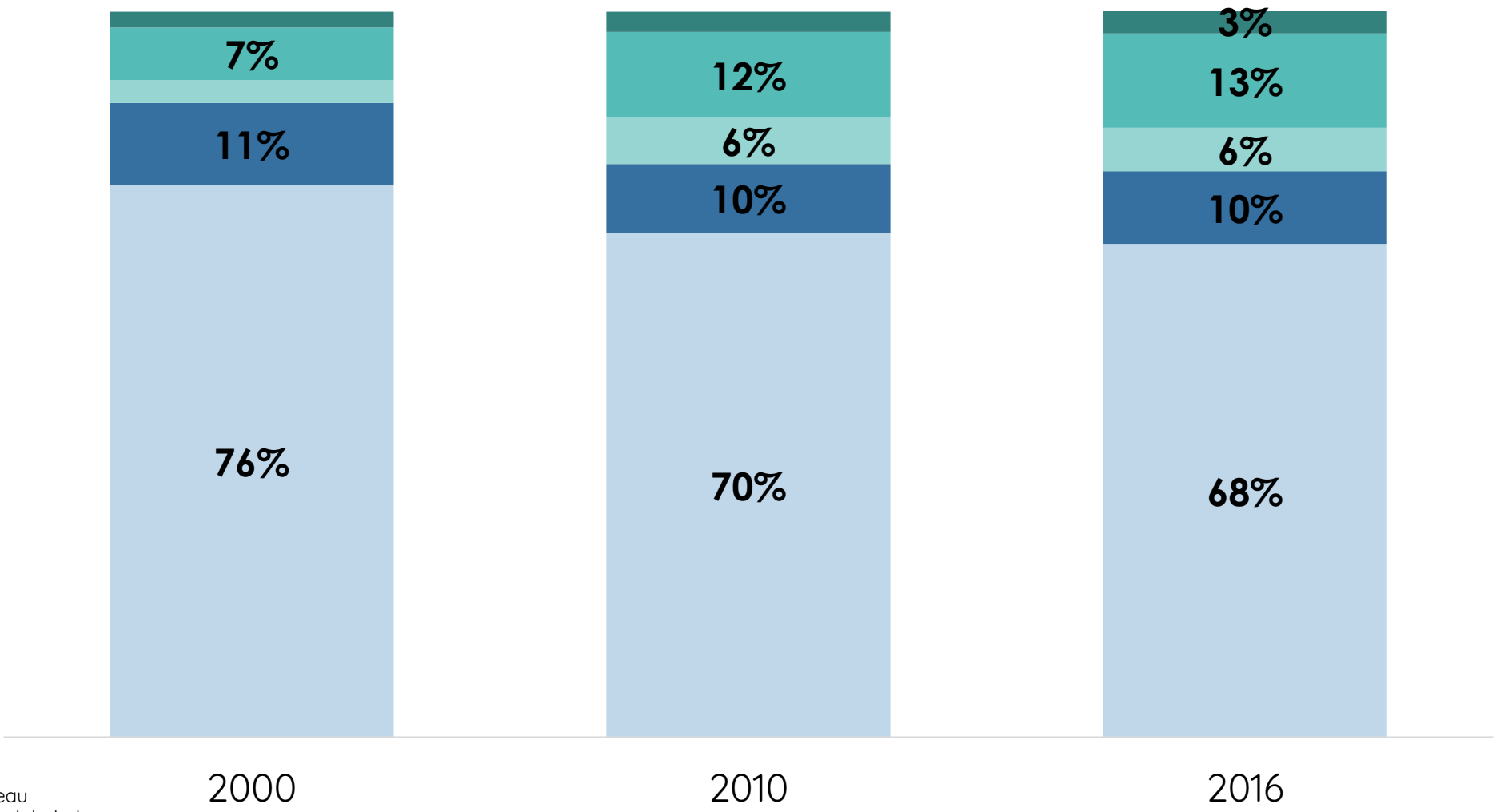


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...and diversity is increasing

Racial/ethnic composition of Chapel Hill, 2000-2016

White Black Hispanic Asian All Other

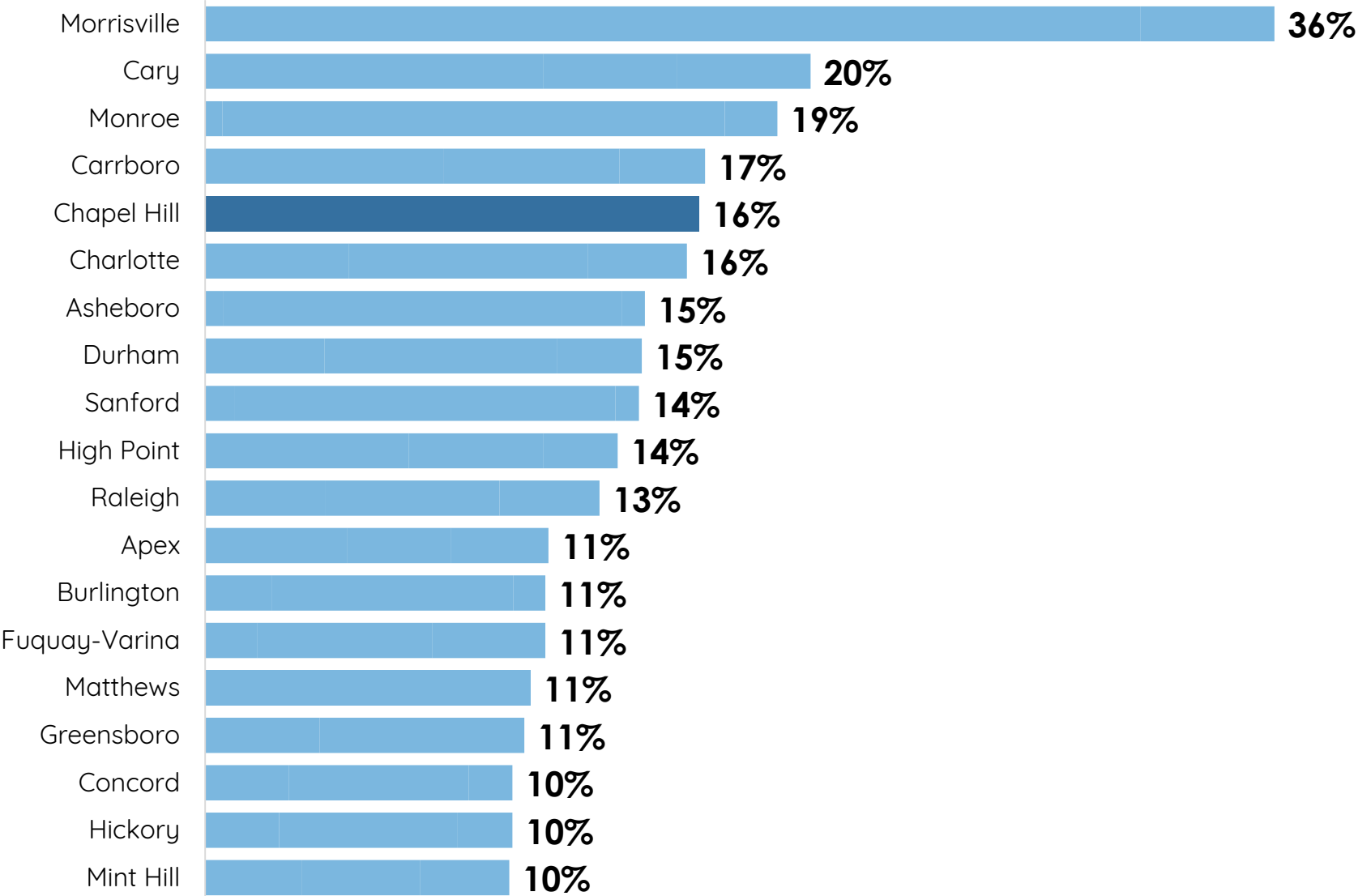


Data Source: U.S. Census Bureau
Note: values 3% or less are not labeled

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Immigrant impact greatest in major metros²⁴

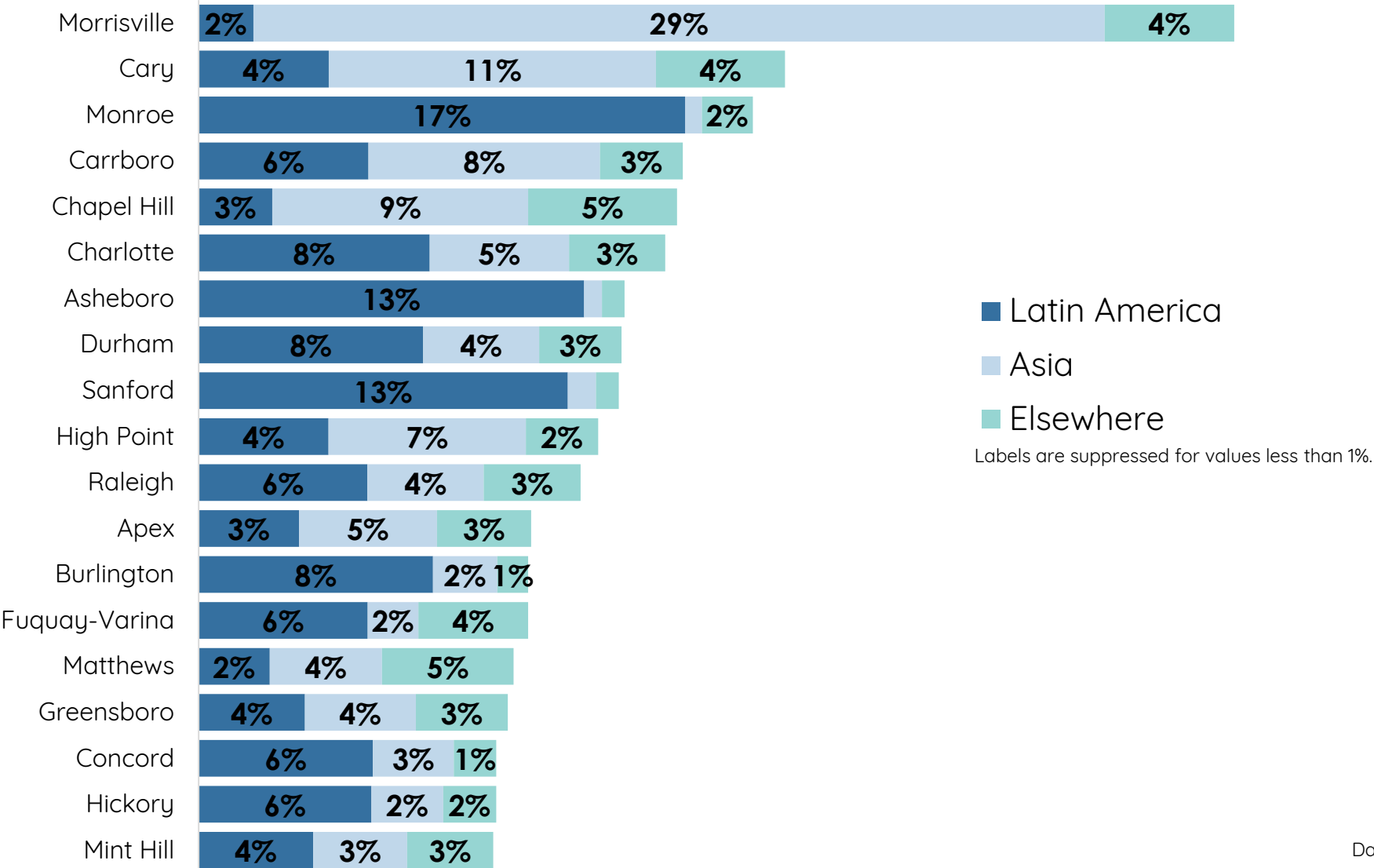
Share of population foreign-born (vs. 7.7% statewide), 2016



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Most immigrants from Latin America, Asia

Share of population by region of origin, 2016



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20.5%

of Chapel Hill's population 5 and older
spoke language other than English
at home in 2016

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6.4%

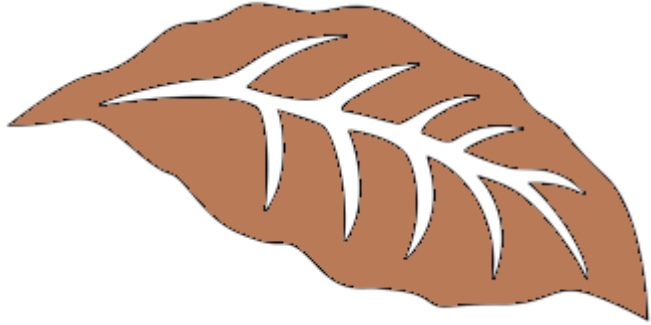
of Chapel Hill's population 5 and older
were limited English proficient in 2016

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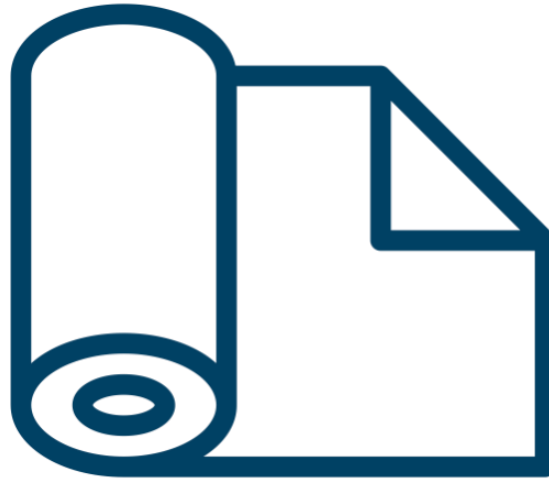
Metros Driving Growth

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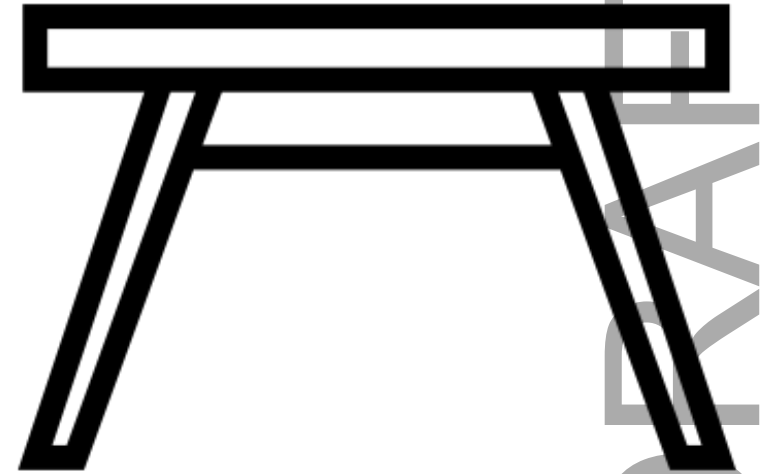
Decline of the “Big Three” industries



Tobacco



Textiles



Furniture
manufacturing

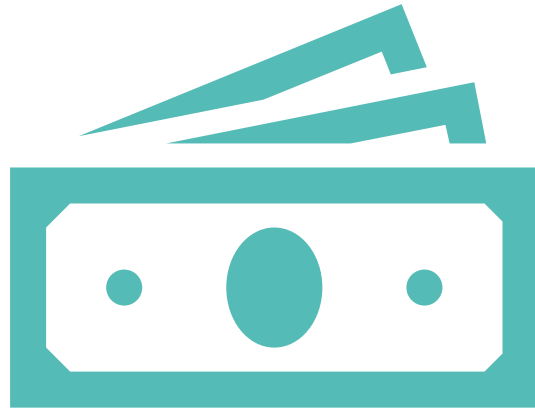
Rise of North Carolina's new industries



Information Technology



Food Production



Banks and Finance

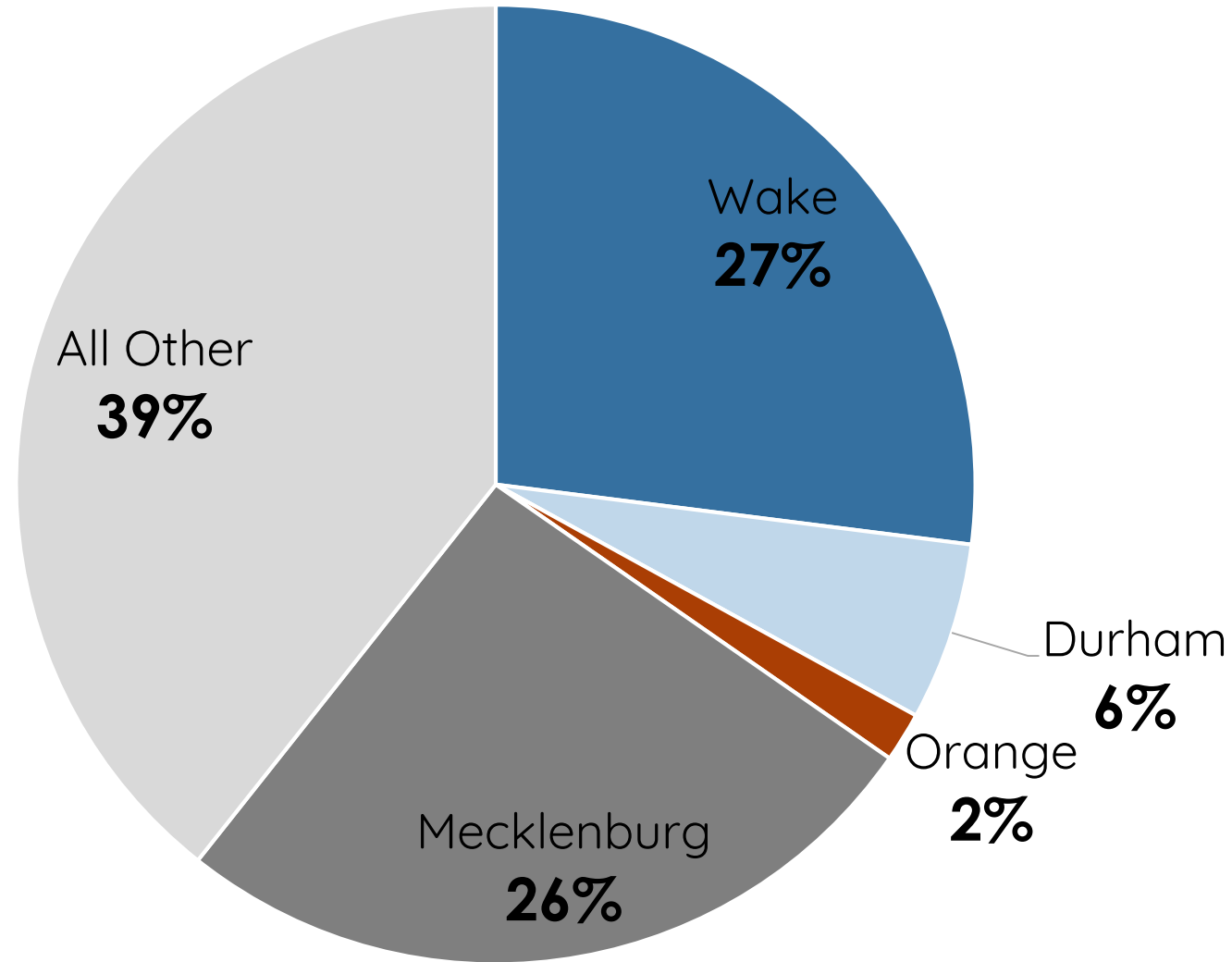


Biotechnology

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35% of new establishments in Triangle

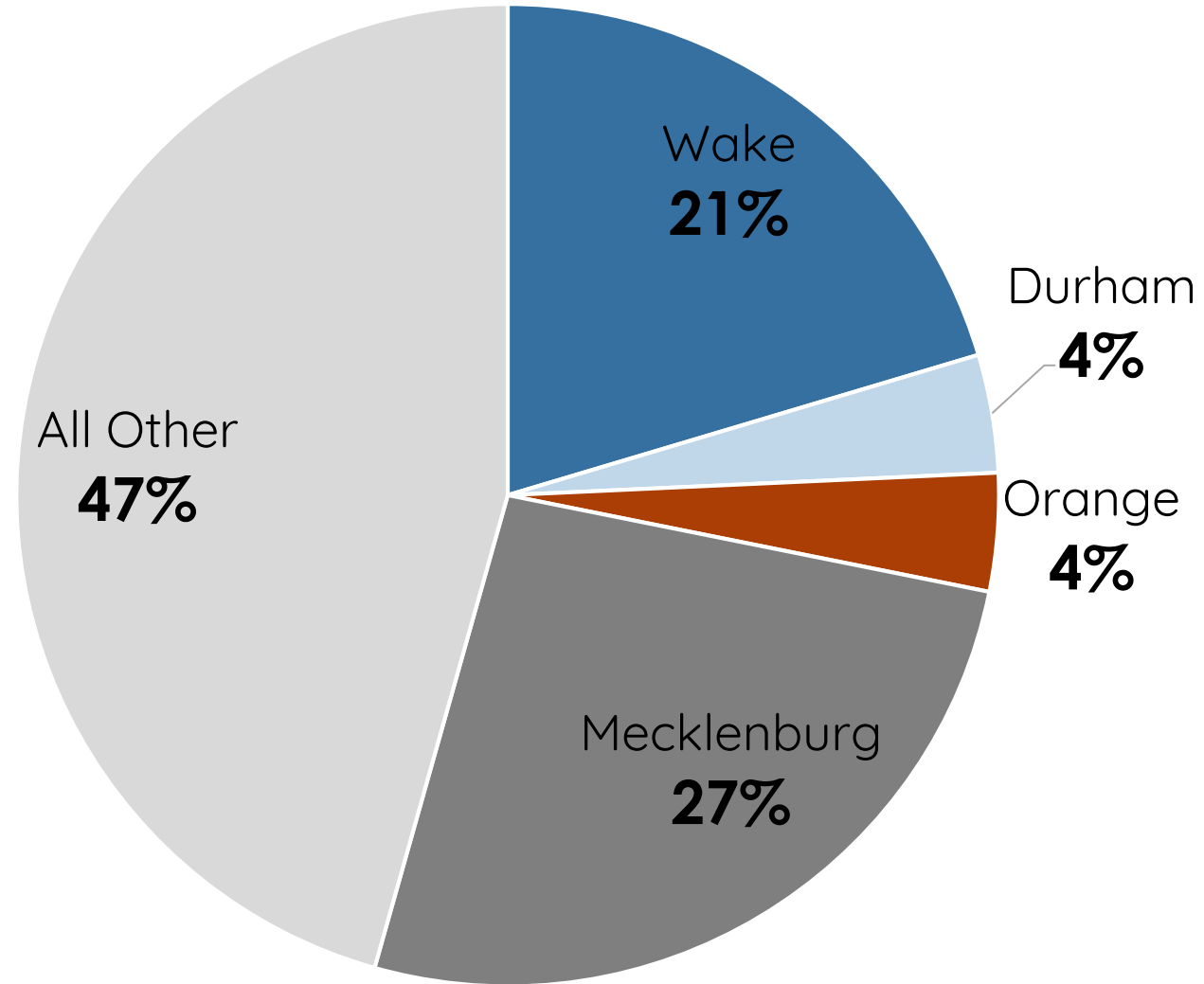
NC firm growth, 2010-2017



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29% of new jobs in Triangle³²

NC firm growth, 2010-2017



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Housing

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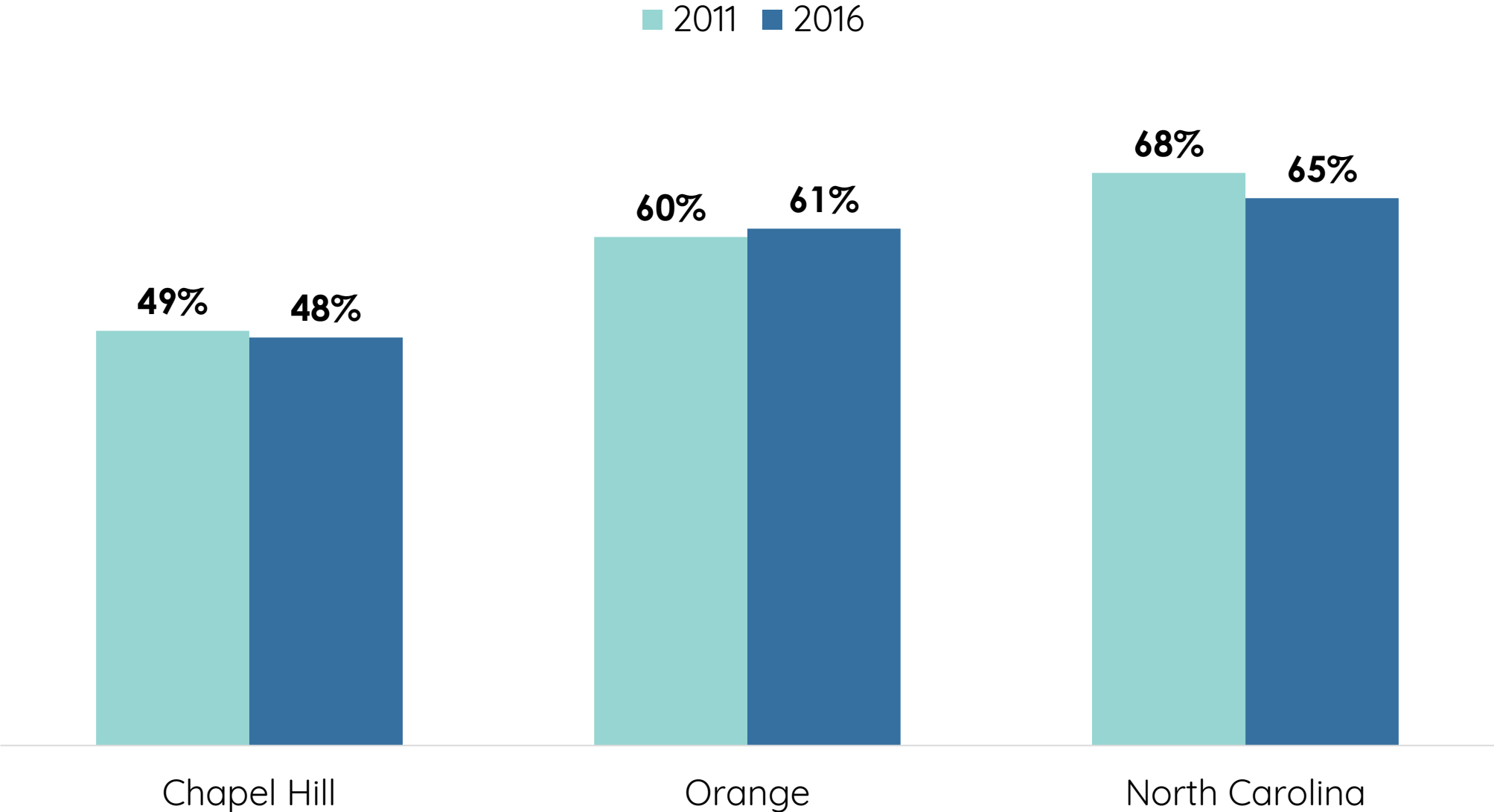
1985

Median year housing structures
were built in Chapel Hill

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Low levels of home ownership in Chapel Hill

Share of owner-occupied housing, 2011 vs. 2016



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Over 1 in 3

Chapel Hill homeowners were
“free and clear” of mortgage debt in 2016

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Commuting

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19.8

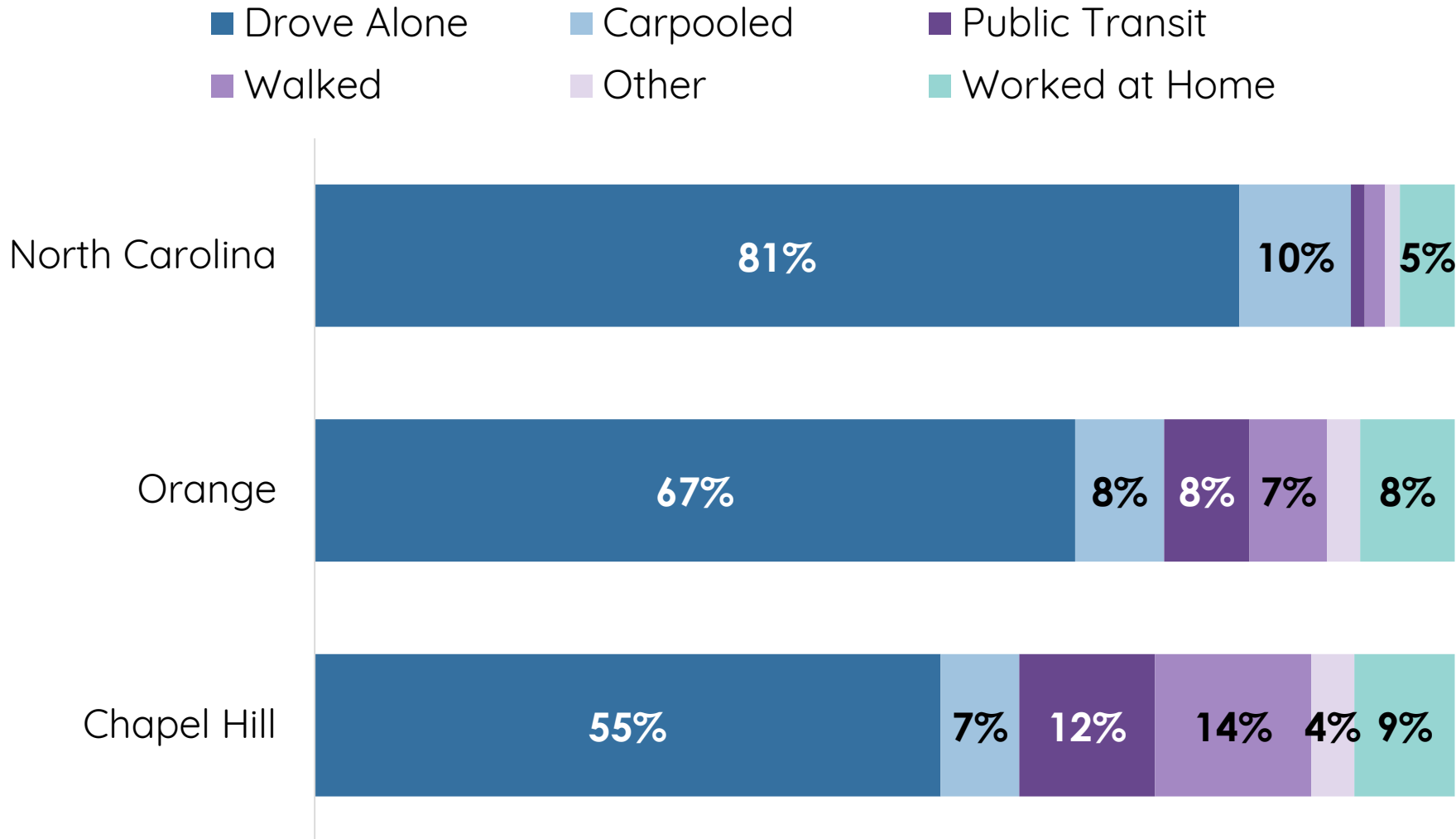
vs. 24.1 statewide

average one-way
commute time, in minutes

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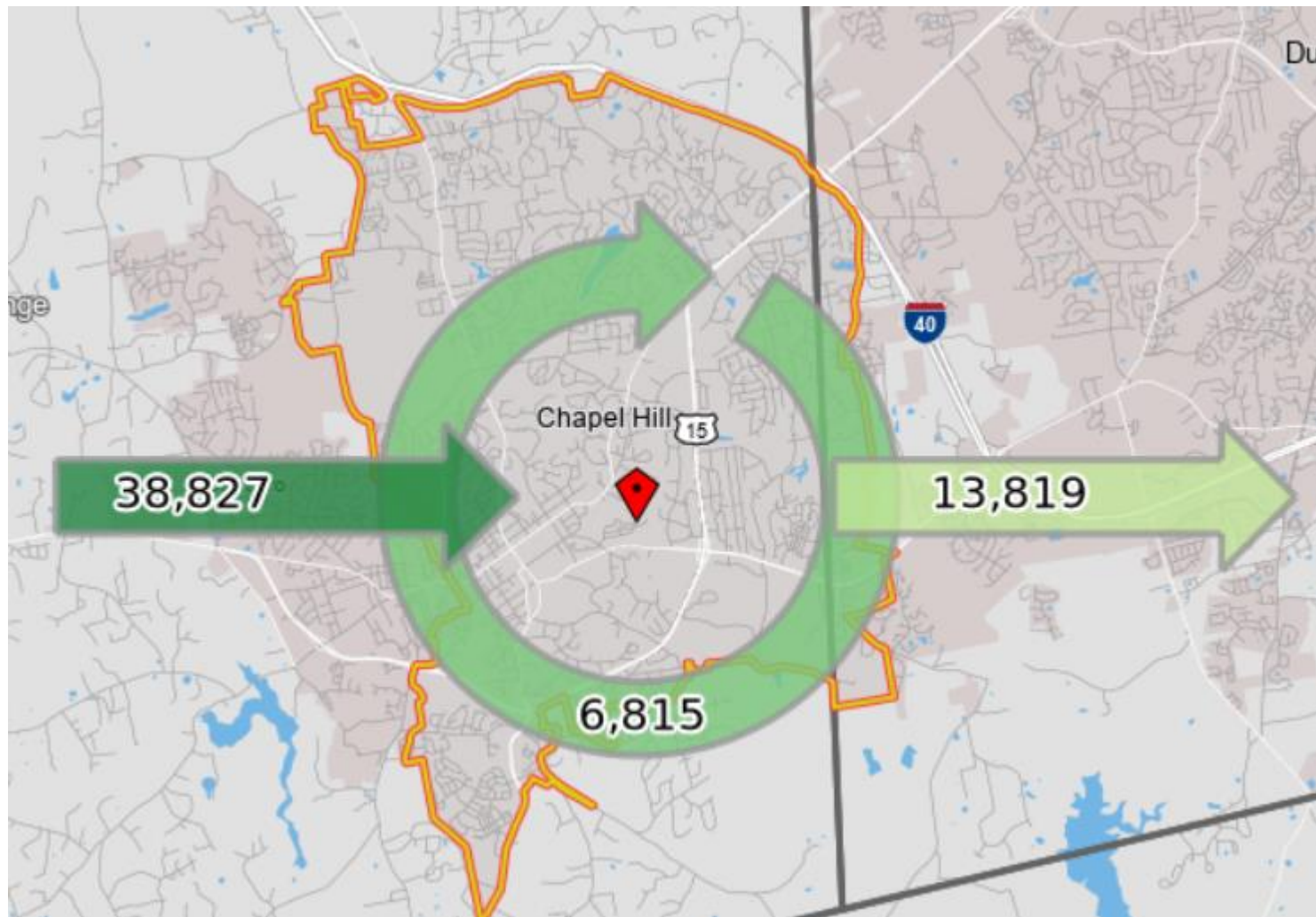
Town workers more likely to walk, use transit, work at home

Means of transportation to work, Chapel Hill vs. Orange and NC, 2016

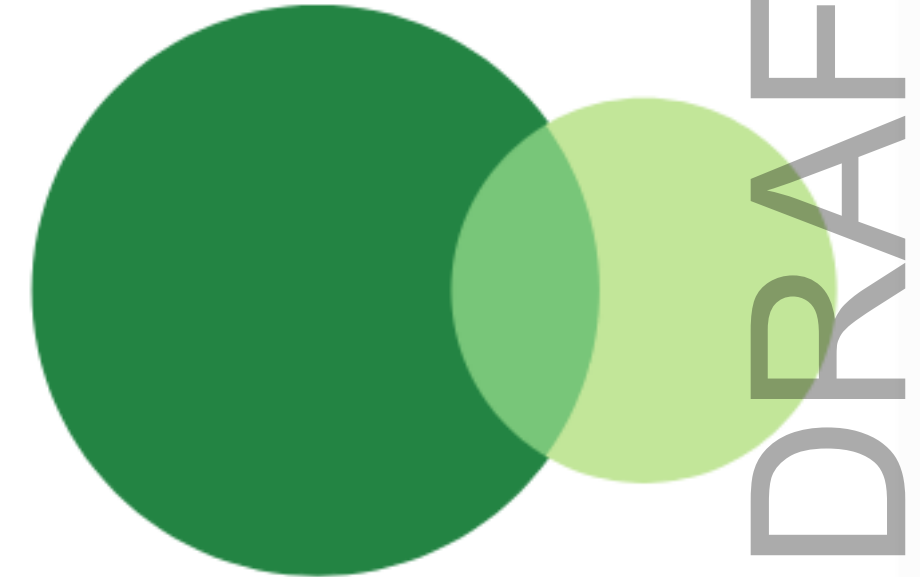


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Large inflows & outflows of workers



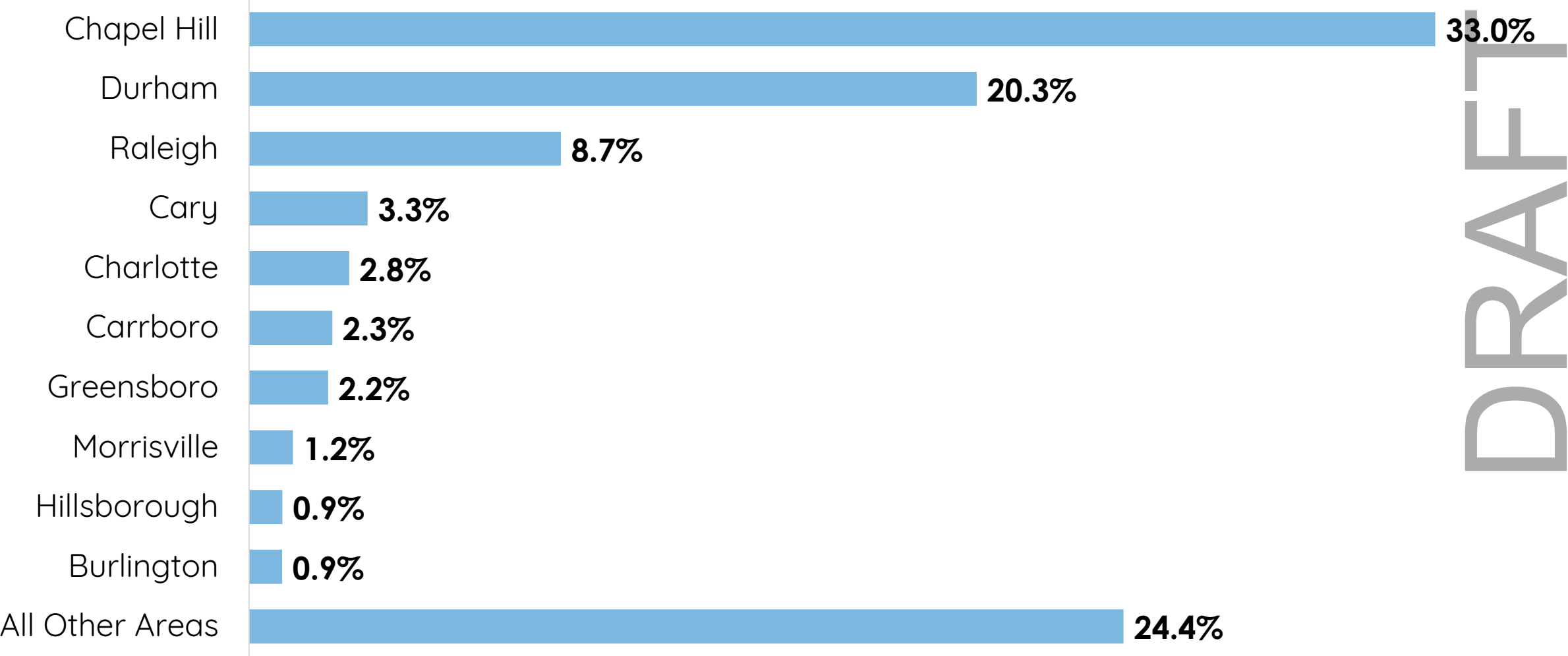
Inflow/Outflow Job Counts in 2015



- 38,827 - Employed in Selection Area, Live Outside
- 13,819 - Live in Selection Area, Employed Outside
- 6,815 - Employed and Live in Selection Area

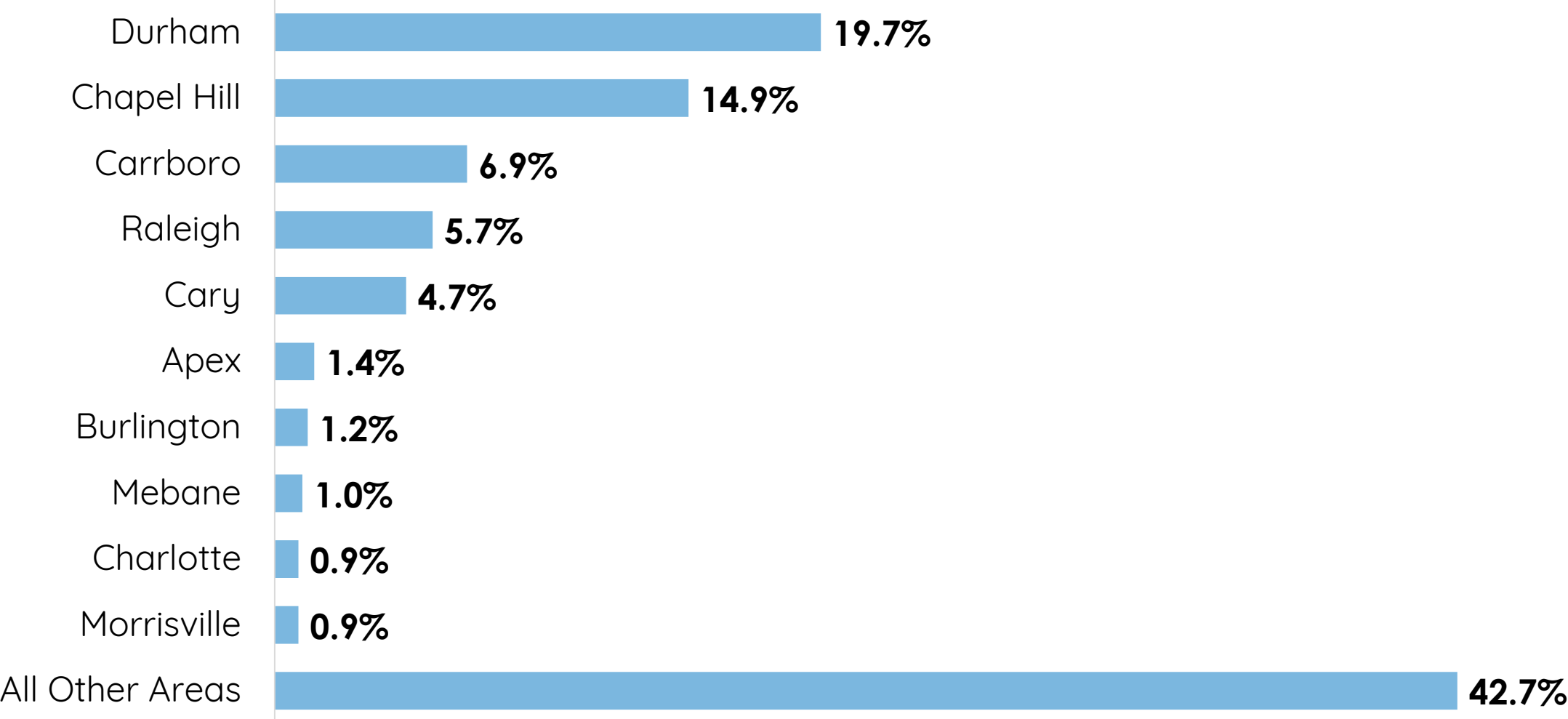
Where Chapel Hill residents work⁴¹

Top 10 places of work for Chapel Hill residents, 2015



Where Chapel Hill workers live⁴²

Top 10 places of residence for Chapel Hill workers, 2015



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22%

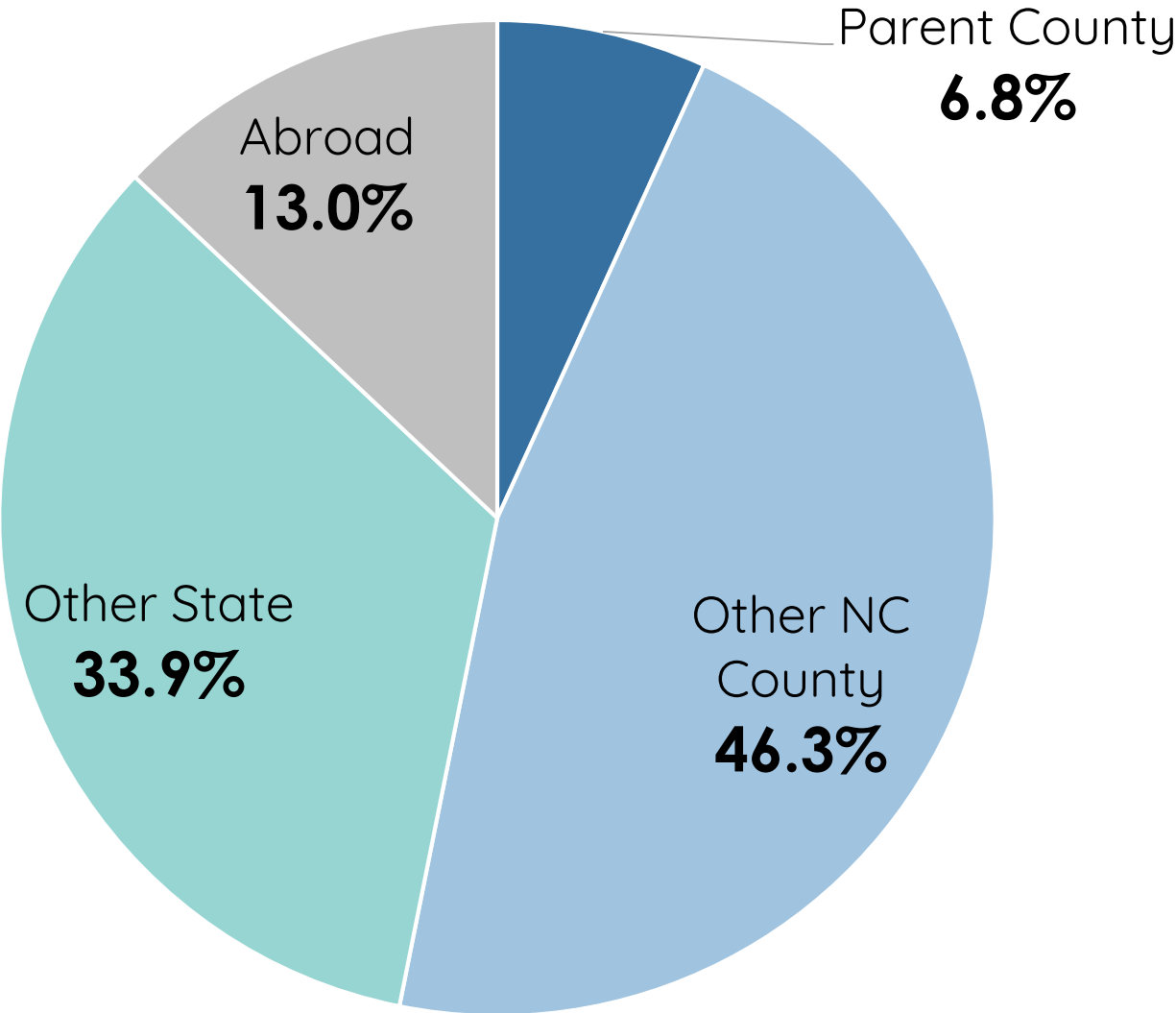
versus 0.6% average annual growth rate

average share of Town
residents who moved into
town in last 12 months

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New residents arrive from many places

Previous residence of in-migrants to Chapel Hill in past year, 2016



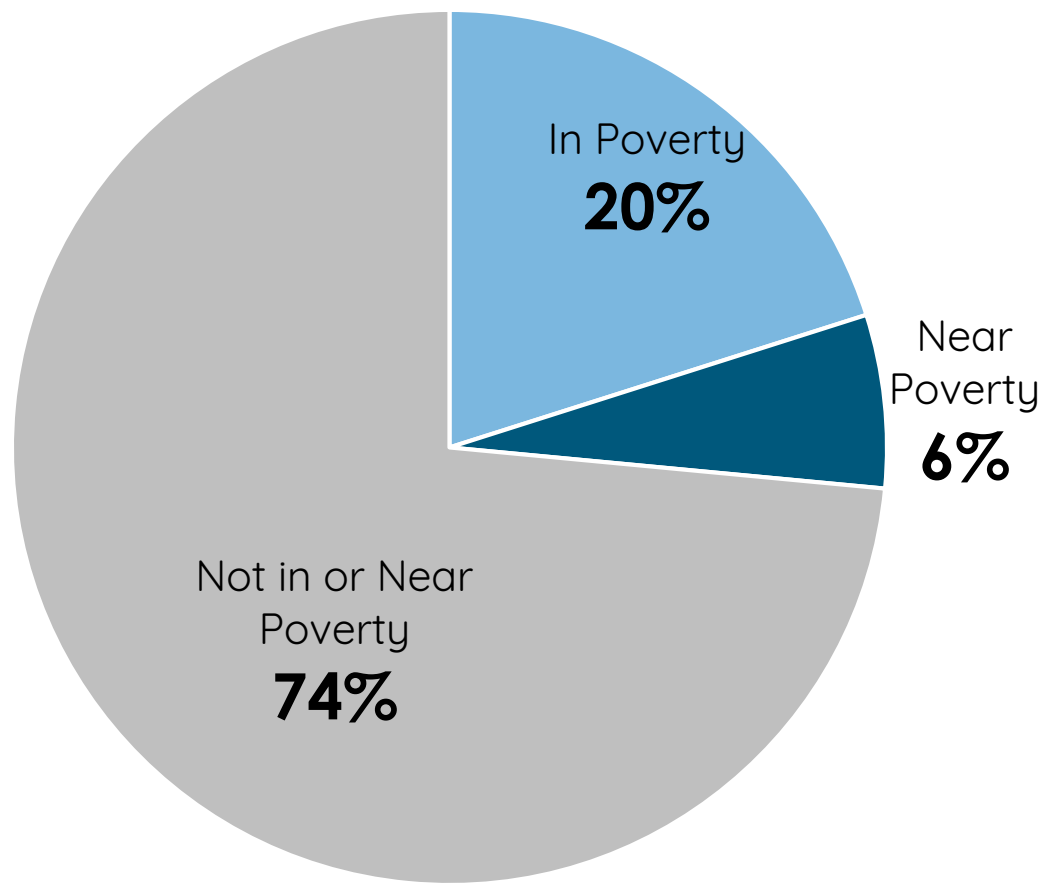
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Share of Chapel Hill's
population collecting SNAP
benefits in the past 12 months,
2016

5.3%

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Share of Chapel Hill's
population living in or near
poverty, 2016



**What does this
mean for you?**

DRAFT

Contact

Rebecca Tippet | demography@unc.edu

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LOCAL GOVERNMENT KEY PERFORMANCE INDICATOR MENU

This document lists local government key performance indicators identified by ClearPoint Strategy, a private company that develops strategic planning software for local governments across the country that follow strategic planning best practices. This document also lists metrics that Town Departments track in their annual business planning process.

Connected Community

#	Key Performance Indicator (KPI)	Source
1	Driver Courtesy Satisfaction Rating	ClearPoint Strategy
2	Passenger Trips on Buses per Gallon of Fuel	ClearPoint Strategy
3	Public Transportation Satisfaction Rating	ClearPoint Strategy
4	Average Speed on Neighborhood Streets	ClearPoint Strategy
5	Average Speed on Arterial Streets	ClearPoint Strategy
6	Average Hours to Remove Snow from Streets	ClearPoint Strategy
7	Percentage of Commuters Using Public Transportation	ClearPoint Strategy
8	Walkability Score	ClearPoint Strategy
9	Resident Satisfaction with Municipal Traffic	ClearPoint Strategy
10	Percentage of Commuters Biking or Walking	ClearPoint Strategy
11	Percentage of Capital Projects Completed on Time	ClearPoint Strategy
12	Percentage of Capital Projects Completed Within Project Budget	ClearPoint Strategy
13	Percentage of Projects Initiated Within 12 Months of Funding Authorization	ClearPoint Strategy
14	Total Miles of Municipal Streets Paved	ClearPoint Strategy
15	Total Miles of Municipal Sidewalk Repaired	ClearPoint Strategy
16	Number of Water Line Breaks	ClearPoint Strategy
17	Percentage of Bridges with a Sufficiency Rating of 50%	ClearPoint Strategy
18	Average Number of Customer Complaints per Week	ClearPoint Strategy
19	Percentage of Resident Complaints Addressed Within 24 Hours	ClearPoint Strategy
20	Percentage of Street Lights in Service	ClearPoint Strategy
21	Percent of observed and reported sidewalk tripping hazards addressed within 24 hours	Department Business Plan
22	Percent of traffic signal problems repaired within 2 hours	Department Business Plan
23	Percent of traffic signals on which preventive maintenance is performed every six months	Department Business Plan
24	Percent of town-maintained painted pavement markings on streets checked and maintained annually	Department Business Plan
25	Percent of town-maintained thermoplastic pavement markings on streets checked & maintained annually	Department Business Plan
26	Percent of all town-maintained traffic regulatory signs on which preventive maintenance is performed every seven years	Department Business Plan
27	Percent of emergency maintenance performed on regulatory traffic control signs within two hours	Department Business Plan
28	Percent of permits issued within five business days for traffic control plans for lanes and street closures	Department Business Plan
29	Percent of traffic calming studies completed within six months of receiving the request	Department Business Plan
30	Percent of town-maintained street system rated 81 or better (square yards)	Department Business Plan
31	Percent of town-maintained streets (square yards) resurfaced annually	Department Business Plan
32	Percent of observed and reported safety critical potholes repaired within 24 hours	Department Business Plan
33	Percent of leaf collection cycle completed between Halloween and Thanksgiving	Department Business Plan
34	Percent of leaf collection cycle completed between Thanksgiving and Christmas	Department Business Plan
35	Percent of properly certified and submitted Survey Plats reviewed and responded to within five (5) working days of receipt	Department Business Plan
36	Percent of Public Improvements Projects (streets, storm drainage, sidewalks) completed within 15% of pre-bid cost estimates.	Department Business Plan
37	Percent of development plan reviews completed by assigned deadline	Department Business Plan
38	Number of passengers per mile in demand response paratransit service	Department Business Plan
39	Cost per hour for demand response paratransit services	Department Business Plan
40	On-time performance percentage	Department Business Plan
41	Scheduled weekday/weekend DR service placed into service on time	Department Business Plan
42	Demand Response accidents per 100,000 miles	Department Business Plan
43	Preventable demand response accident per 100,000 miles	Department Business Plan
44	Number of passengers per mile in fixed route transit service	Department Business Plan
45	Cost per hour for fixed route services	Department Business Plan
46	Percentage of on-time performance	Department Business Plan
47	Scheduled weekday/weekend FR service placed into service on time	Department Business Plan

48	Complaints per 100,000 fixed route trips	Department Business Plan
49	Fixed Route accidents per 100,000 miles	Department Business Plan
50	Preventable Fixed Route accident per 100,000 miles	Department Business Plan
51	Number of service miles between road calls that may interrupt (DR)	Department Business Plan
52	Number of service miles between road calls that may interrupt (FR)	Department Business Plan
53	Compliance with preventative maintenance percentage	Department Business Plan
54	Passengers per Revenue Hour (DR)	Department Business Plan
55	Passengers per Revenue Hour (FR)	Department Business Plan
56	Passengers per Revenue Mile (DR)	Department Business Plan
57	Passengers per Revenue Mile (FR)	Department Business Plan
58	Average age of fleet vehicle (DR)	Department Business Plan
59	Average age of fleet vehicle (FR)	Department Business Plan

Economic & Financial Sustainability

#	Key Performance Indicator (KPI)	Source
1	Change in Value of Commercial Property	ClearPoint Strategy
2	Number of Employers at Municipal Job Fairs	ClearPoint Strategy
3	Number of Attendees at Municipal Job Fair	ClearPoint Strategy
4	Total Tourism Tax Dollars	ClearPoint Strategy
5	Unemployment Rate	ClearPoint Strategy
6	Number of Jobs in Municipality	ClearPoint Strategy
7	Real Gross Domestic Product (GDP) of Municipality	ClearPoint Strategy
8	Municipality-Wide Commercial Vacancy Rate	ClearPoint Strategy
9	Number of New Businesses	ClearPoint Strategy
10	Number of Business License Renewals	ClearPoint Strategy
11	Number of New Jobs Created	ClearPoint Strategy
12	Budgeting Ratio	ClearPoint Strategy
13	Real Estate Assessment to Sales Ratio (ASR)	ClearPoint Strategy
14	Real Estate Coefficient of Dispersion (COD)	ClearPoint Strategy
15	Debt per Capita	ClearPoint Strategy
16	Full-Time Employees per Capita	ClearPoint Strategy
17	Number of Grant Compliance Violations	ClearPoint Strategy
18	Number of Employees Trained in Grant Writing	ClearPoint Strategy
19	Total Number of Audit Findings	ClearPoint Strategy
20	Bond Rating	ClearPoint Strategy
21	Total Revenue Generated	ClearPoint Strategy
22	Same-day deposits as a percentage of all receipts	Department Business Plan
23	Total budget adjustments as a % of expenditures	Department Business Plan
24	Projected General Fund revenues as a % of actual	Department Business Plan
25	Percent of voided/reissued vendor checks	Department Business Plan
26	Percent of voided/reissued/adjusted payroll checks *	Department Business Plan
27	Receipt confirmation from LGC	Department Business Plan
28	Receive annual GFOA Award for Financial Reporting	Department Business Plan
29	Consecutive years receiving GFOA Award for Financial Reporting	Department Business Plan
30	Purchase orders issued, as a percentage of all invoices over \$1,000	Department Business Plan
31	Percentage of contracts with funds encumbered prior to execution	Department Business Plan
32	Town vehicle accidents per 100,000 miles driven	Department Business Plan
33	Town vehicle accidents judged preventable per 100,000 miles driven	Department Business Plan
34	Percent of insurable losses (information received by BMD) reported to carrier within 2 workdays	Department Business Plan
35	Rate of return on invested funds compared to 90 day T-Bill rate	Department Business Plan
36	General Fund Debt as a percent of assessed value	Department Business Plan
37	10-year payout ratio	Department Business Plan
38	Percentage of survey respondents indicating that the Finance Division service “meets” or “exceeds” expectations	Department Business Plan
39	Preventive maintenance work orders as a percent of total annual work orders	Department Business Plan

40	Percent of customer repair requests completed within 2 business days of receipt	Department Business Plan
41	Percent of repeat repair work orders that must be readdressed within 10 business days	Department Business Plan
42	Percent of emergency work orders for which personnel are dispatched within 1 hour	Department Business Plan
43	Ratio of square foot of building space maintained per FTE	Department Business Plan
44	Preventive maintenance work orders as a percent of total annual work orders	Department Business Plan

Safe Community

#	Key Performance Indicator (KPI)	Source
1	Number of Roadway Accidents	ClearPoint Strategy
2	Number of Fires Occurring per 10,000 Residents	ClearPoint Strategy
3	Municipal Fire Cost per Capita	ClearPoint Strategy
4	Injury Rate of Firefighters per Fire	ClearPoint Strategy
5	Number of Community Relation Initiatives by Police	ClearPoint Strategy
6	Number of Foot and Bike Patrol Hours	ClearPoint Strategy
7	Number of Hours Spent Interacting with Students in Public School by Police	ClearPoint Strategy
8	Civilian Fire Injuries per 100,000 Residents	ClearPoint Strategy
9	Number of Fire Prevention Code Violations	ClearPoint Strategy
10	Total Attendance at Safety Education Programs	ClearPoint Strategy
11	Immunization Compliance Rate by Age 2	ClearPoint Strategy
12	Percentage of Overweight and Obese Children Enrolled in Public School Kindergarten	ClearPoint Strategy
13	Emergency Medical Services Incidents per 1,000 Residents	ClearPoint Strategy
14	Number of Violent Crimes	ClearPoint Strategy
15	Number of Non-Violent Crimes	ClearPoint Strategy
16	Percentage of Residents Who Feel Safe in Parks	ClearPoint Strategy
17	FEMA Community Rating (CRS) Score	ClearPoint Strategy
18	Number of Juvenile Arrests	ClearPoint Strategy
19	Number of Criminal Investigations	ClearPoint Strategy
20	Number of Emergency Response Calls	ClearPoint Strategy
21	Number of Residents Who Feel Safe in Their Neighborhood	ClearPoint Strategy
22	Percentage of Fire Response Time Within Goal (8 Minutes)	ClearPoint Strategy
23	Emergency Medical Service Response Time Within Goal (8 Minutes)	ClearPoint Strategy
24	Percentage of Public & Private Schools with Fire Drills Conducted	ClearPoint Strategy
25	Achieve "satisfied" survey rating for "Availability of Parking Downtown" in Community Survey	Department Business Plan
26	Space rental rate	Department Business Plan
27	Survey residents and ascertain satisfaction with overall quality of police protection.	Department Business Plan
28	Total Number of Part 1 Crimes against Persons and Property	Department Business Plan
29	Percentage of Part 1 Crimes against Persons cleared	Department Business Plan
30	Percentage of Part 1 Property Crimes cleared	Department Business Plan
31	"very safe" or "safe" survey ratings for "Level of Safety and Security" in neighborhoods in Community Survey.	Department Business Plan
32	Percentage of vehicle crashes resulting in injuries <17% of our total number of crashes.	Department Business Plan
33	% of employees who advance through career progression program on-time	Department Business Plan
34	% of police applicants successfully passing BLET/FTP	Department Business Plan
35	Reduce turnover rate to national average (8%)	Department Business Plan
36	Percentage of structure fire responses within 5 minutes from dispatch to the arrival of the first unit	Department Business Plan
37	Percentage of structure fire responses within 9 minutes from dispatch to the arrival of the full alarm	Department Business Plan
38	Percentage of non-medical emergency responses within 5 minutes from dispatch to the arrival of the first unit.	Department Business Plan
39	Percentage of buildings toured for familiarization and pre-incident planning.	Department Business Plan
40	Percentage of front line apparatus with out-of-service time greater than 10%	Department Business Plan

41	CHFD response time to medical calls within 5 minutes from dispatch to arrival	Department Business Plan
42	CHFD is released from medical calls in less than 20 minutes 90% of the time	Department Business Plan
43	Percentage of State required inspections completed	Department Business Plan
44	Combined audiences of public safety presentation, as a percentage of total population	Department Business Plan
45	Personnel completed company training (192 hours required)	Department Business Plan
46	Personnel completed full officer training (12 hours required)	Department Business Plan
47	Personnel completed existing driver operator training (12 hours required)	Department Business Plan
48	Personnel completed hazardous material training (6 hours required)	Department Business Plan
49	Percent of street light outages and damages investigated within two business days	Department Business Plan
50	Percent of new street light request investigations completed within 10 business days	Department Business Plan
51	Percent of priority Town roadways pre-treated prior to each anticipated significant inclement weather event	Department Business Plan
52	Percent of priority streets where initial snow removal is completed within 48 hours	Department Business Plan

Affordable Housing

#	Key Performance Indicator (KPI)	Source
1	Number of Supported Affordable Housing Units Created per Year	ClearPoint Strategy
2	Amount of Housing Relief Distributed	ClearPoint Strategy
3	Number of Residents Assisted in Housing Relief Programs	ClearPoint Strategy
4	Percentage of Residents Satisfied with Affordable Housing	ClearPoint Strategy
5	Housing Opportunity Index Percentage	ClearPoint Strategy
6	Number of Municipality-Wide Chronically Homeless Individuals	ClearPoint Strategy
7	Percentage of Households That Pay 30% or More of Income on Housing	ClearPoint Strategy
8	Number of HUD Eligible First-Time Homebuyers	ClearPoint Strategy
9	Total Attendance at Neighborhood Meetings	ClearPoint Strategy
10	Resident Satisfaction with Neighborhood Meetings	ClearPoint Strategy
11	Median housing value of owner-occupied units (12 month average, County data)	Department Business Plan
12	Number of new affordable units brought into market this year (Town-funded, created through IZ ordinance, NNI, other)	Department Business Plan
13	Number of subsidized housing units supported by the Town (public housing,	Department Business Plan
14	Number of newly developed, off-campus student rental housing units brought into market this year (development services)	Department Business Plan
15	Average housing cost of permanently affordable housing units, as a percentage of entry-level police patrol officer salary	Department Business Plan
16	Percentage of Town employees who: live in Chapel Hill, live within 5 miles of Town Hall, live within 10 miles of Town Hall	Department Business Plan
17	Percentage of residents satisfied with the availability of affordable housing (Community Survey)	Department Business Plan
18	Total federal and local dollars available for use for affordable housing (AHF, AHDR, CDBG)	Department Business Plan
19	Percentage of affordable housing in Town within ½-mile of a bus stop/school	Department Business Plan
20	Percentage of Housing & Community fund recipient performance reports that submitted performance reports on time	Department Business Plan
21	HUD's PHAS rating	Department Business Plan
22	Percentage of residents who are satisfied or very satisfied with the condition of their housing	Department Business Plan
23	Percentage of residents who are satisfied or very satisfied with the programs provided to residents	Department Business Plan
24	Percentage of vacant units occupied within 20 days or less	Department Business Plan
25	Number of calls received to the after-hours on-call number for service repairs	Department Business Plan
26	Percentage of Public Housing units with access/use to free High Speed Wi-Fi	Department Business Plan

Vibrant & Inclusive Community

#	Key Performance Indicator (KPI)	Source
1	Total Attendance at Festivals and Cultural Events	ClearPoint Strategy
2	Number of Performances at Performing Arts Center	ClearPoint Strategy

3	Average Percentage of Capacity Filled at Performing Arts Center	ClearPoint Strategy
4	Percentage of Dates Booked in Arena	ClearPoint Strategy
5	Number of Festivals and Cultural Events	ClearPoint Strategy
6	Number of Subscribers and Followers on Social Media	ClearPoint Strategy
7	Number of Town Hall Participants	ClearPoint Strategy
8	Resident Satisfaction with Appearance of Municipality	ClearPoint Strategy
9	Resident Satisfaction with Municipality as Place to Live	ClearPoint Strategy
10	Poverty Rate	ClearPoint Strategy
11	Resident Satisfaction of Municipality as a Workplace	ClearPoint Strategy
12	Number of Active Municipal Mobile App Users	ClearPoint Strategy
13	Resident Satisfaction with Municipal Communication	ClearPoint Strategy
14	Voter Turnout	ClearPoint Strategy
15	Number of Municipal Website Visitors	ClearPoint Strategy
16	Median Household Income	ClearPoint Strategy
17	Percentage of Residents with a GED or High School Diploma	ClearPoint Strategy
18	Percentage of On-Time Bus Arrivals at School	ClearPoint Strategy
19	Total Library Use per Capita	ClearPoint Strategy
20	Private High School Graduation Rate	ClearPoint Strategy
21	Percentage of Residents Rating Public Schools Excellent or Good	ClearPoint Strategy
22	Percentage of Residents with a Bachelor's Degree or Higher	ClearPoint Strategy
23	Public High School Graduation Rate	ClearPoint Strategy
24	Percentage of youth mentored who plan to attend college following high school graduation	Department Business Plan
25	Percentage of after school program participants that graduate to the next grade level at the end of the school year	Department Business Plan
26	Percentage of public housing residents that participate in at least one resident service program over the fiscal year	Department Business Plan
27	Percentage of total students living off campus who read the Tar Heel Citizen Times, our e-newsletter that provides information and tips about off campus living	Department Business Plan
28	Number of at-risk youth mentored throughout the year in elementary, middle and high school	Department Business Plan
29	Transactions at self-serve or virtual points (checkouts, including renewals)	Department Business Plan
30	Transactions at self-serve or virtual points (checkins)	Department Business Plan
31	Transactions at self-serve or virtual points (holds placed)	Department Business Plan
32	Provide customer service training opportunities for all staff members	Department Business Plan
33	Number of programs offered (maintain programs)	Department Business Plan
34	Program attendance total (maintain attendance)	Department Business Plan
35	Increase number of Summer Reading Program registered participants 5%	Department Business Plan
36	Increase number Town employees with library cards 5%	Department Business Plan
37	NC Public Library mean average program attendance per capita (CHPL above ave) FY16 = 0.38	Department Business Plan
38	Meeting room utilization rate above 50%	Department Business Plan
39	Annual number of visitors to the library (increase visitors)	Department Business Plan
40	NC Public Library mean average Library Visits per capita (CHPL above ave) FY16=4.4	Department Business Plan
41	Develop & implement user satisfaction measures	Department Business Plan
42	Respond to all customer comments	Department Business Plan
43	Number of physical items (maintain items)	Department Business Plan
44	Number of digital holdings (increase items)	Department Business Plan
45	NC Public Library average cost per circulation (CHPL below ave) FY16-5.31	Department Business Plan
46	NC Public Library mean average circulation per capita (CHPL above ave) FY16 = 6.25	Department Business Plan
47	Registered borrowers with BiblioCommons user IDs (maintain registered users)	Department Business Plan
48	Physical units circulated/renewed (maintain circulation)	Department Business Plan
49	Digital units circulated (increase 2%)	Department Business Plan
50	Number of registered cardholders (increase registered users 2%)	Department Business Plan
51	Field rentals - number of rentals (reservation days)	Department Business Plan
52	Field rentals - revenue	Department Business Plan
53	Field rentals - attendance	Department Business Plan
54	Shelter rentals - number of rentals	Department Business Plan
55	Shelter rentals - revenue	Department Business Plan
56	Shelter rentals - attendance	Department Business Plan

57	Pool rentals - number of rentals (reservation days)	Department Business Plan
58	Pool rentals - revenue	Department Business Plan
59	Pool rentals - attendance	Department Business Plan
60	Other Indoor Rentals - number of rentals (reservation days) for meeting rooms, gyms and auditorium	Department Business Plan
61	Other Indoor Rentals - revenue	Department Business Plan
62	Other Indoor Rentals - attendance	Department Business Plan
63	Number of programs offered	Department Business Plan
64	Number of registered participants in all programs	Department Business Plan
65	Number of waitlisted participants in all programs	Department Business Plan
66	Number of drop-in participants in all programs	Department Business Plan
67	Town-sponsored events - number of events held	Department Business Plan
68	Town-sponsored events - attendees/participants	Department Business Plan
69	Co-hosted events - number of events held	Department Business Plan
70	Co-hosted events - number of attendees/participants	Department Business Plan
71	Revenue sponsorships/donations - number of sponsorships	Department Business Plan
72	Revenue sponsorships/donations - dollar value	Department Business Plan
73	In-kind sponsorships/donations - number	Department Business Plan
74	In-kind sponsorships/donations - dollar value	Department Business Plan
75	Percentage of total costs covered by sponsorships/donations/in-kind for July 4th	Department Business Plan
76	Percentage of total costs covered by sponsorships/donations/in-kind for Festifall	Department Business Plan
77	Percentage of code complaints acted on within 2 business days	Department Business Plan
78	Percentage of code complaint cases closed within 30 days	Department Business Plan
79	Percentage of Final Plan - Zoning Compliance Permits processed within 75 working days	Department Business Plan
80	Percentage of Residential Zoning Compliance Permit (all types) processed within 5 working days	Department Business Plan
81	Percentage of Combined Residential Zoning-Building processed within goal time frame (Zoning-5 days / Building-10 days).	Department Business Plan

Environmental Stewardship

#	Key Performance Indicator (KPI)	Source
1	Percentage of Hybrid Buses	ClearPoint Strategy
2	Landfill Diversion Rate	ClearPoint Strategy
3	Miles of Roadside Litter Collected	ClearPoint Strategy
4	Percentage of Good Air Quality Days	ClearPoint Strategy
5	Tons of Community-Recycled Composted Materials	ClearPoint Strategy
6	Municipality-Wide Greenhouse Gas Emissions per Capita	ClearPoint Strategy
7	Number of New Trees Planted in Public Places	ClearPoint Strategy
8	Percentage of Municipal Facilities Incorporating Energy Efficient Upgrades	ClearPoint Strategy
9	Average Days to Close a Code Violation Case	ClearPoint Strategy
10	Water Usage per Capita	ClearPoint Strategy
11	Number of acres per contractor for Right of ways	Department Business Plan
12	Number of acres per contractor for Public Housing	Department Business Plan
13	Number of acres per contractor for the Library	Department Business Plan
14	Number of Acres maintained per employee	Department Business Plan
15	Mowing Frequency of Hybrid Bermuda fields	Department Business Plan
16	Mowing Frequency of Fescue ball fields	Department Business Plan
17	Mowing Frequency of Parks, Facilities and Greenways	Department Business Plan
18	Mowing Frequency of Library and Public Housing	Department Business Plan
19	Mowing Frequency of Tractor Right of Way	Department Business Plan
20	Mowing Frequency of Contracted Right of Way mowing	Department Business Plan
21	Percent of investigations of reported pollution initiated within 24 hours of notification	Department Business Plan
22	Percent of sites inspected annually	Department Business Plan
23	"Percent of inlets and outfalls inspected annually	Department Business Plan
24	Percent of investigations for drainage service inquiries initiated within three working days	Department Business Plan

25	Percent of time downtown streets were swept according to schedule (twice per week)	Department Business Plan
26	Percent of time major streets were swept according to schedule (once per week)	Department Business Plan
27	Percent of time residential streets were swept according to schedule (once every seven weeks)	Department Business Plan
28	Tons of Residential Refuse Collected per Collection FTE	Department Business Plan
29	Percent of commercial collection costs recovered via fees	Department Business Plan
30	Percent of community "satisfied" or "very satisfied" with residential refuse collection services	Department Business Plan
31	Percent of total fleet utilizing alternative fuels or "green" technology	Department Business Plan
32	Percent of frontline fleet utilizing alternative fuels or "green" technology	Department Business Plan
33	Metric tons of carbon dioxide equivalent emitted by Town vehicles (excluding Transit) per year	Department Business Plan

Collaborative & Innovative Organization

#	Key Performance Indicator (KPI)	Source
1	Diversity of New Hires	ClearPoint Strategy
2	Diversity of Workforce	ClearPoint Strategy
3	Number of Applications Received	ClearPoint Strategy
4	Percentage of Positions Filled Internally	ClearPoint Strategy
5	Employee Satisfaction Index	ClearPoint Strategy
6	Total Hours of Training Attended	ClearPoint Strategy
7	Absenteeism Rate	ClearPoint Strategy
8	Percentage of Performance Evaluations Completed on Time	ClearPoint Strategy
9	Employee Retention Rate	ClearPoint Strategy
10	Number of Incidents per 100,000 Miles Driven	ClearPoint Strategy
11	Number of Subscribers and Followers on Social Media	ClearPoint Strategy
12	Number of Town Hall Participants	ClearPoint Strategy
13	Resident Satisfaction with Appearance of Municipality	ClearPoint Strategy
14	Resident Satisfaction with Municipality as Place to Live	ClearPoint Strategy
15	Poverty Rate	ClearPoint Strategy
16	Resident Satisfaction of Municipality as a Workplace	ClearPoint Strategy
17	Number of Active Municipal Mobile App Users	ClearPoint Strategy
18	Resident Satisfaction with Municipal Communication	ClearPoint Strategy
19	Voter Turnout	ClearPoint Strategy
20	Number of Municipal Website Visitors	ClearPoint Strategy
21	Median Household Income	ClearPoint Strategy
22	Number of Subscribers and Followers on Social Media	ClearPoint Strategy
23	Increase subscribers to Chapel Hill eNews, Twitter and Facebook channels by a combined increase of 10 percent each fiscal year.	Department Business Plan
24	Meet or exceed the regional benchmark of 2013 Community Survey's results of 51% satisfaction with "availability of information about Town Programs and Services."	Department Business Plan
25	Meet or exceed the regional benchmark of 2013 Community Survey's results of 48% satisfaction with "quality of Town website"	Department Business Plan
26	Approximate number of Council Meeting attendees	Department Business Plan
27	Approximate number of Live streaming Web Views (Council and Advisory Board Meetings)	Department Business Plan
28	Approximate number of Archived streaming Web Views (Council and Advisory Board Meetings)	Department Business Plan
29	Approximate number of Live & Archived streaming Web Views (Other Events)	Department Business Plan
30	Satisfaction rate with Town Website	Department Business Plan
31	Satisfaction rate with eNews updates	Department Business Plan
32	Meet or exceed the 2013 Community Survey's results of 60% satisfaction with "participate in local decisions/volunteering."	Department Business Plan
33	Meet or exceed the regional benchmark of 2013 Community Survey's results of 40% satisfaction with "Level of public involvement in decision making."	Department Business Plan
34	Meet or exceed the 2013 Community Survey's results of 58% satisfaction with "access to Mayor and Town Council."	Department Business Plan
35	Number of records requests received by CaPA	Department Business Plan

36	Percentage of the time that the Council Business Meeting agenda is posted at least four days prior to the meeting.	Department Business Plan
37	Percentage of job descriptions reviewed annually	Department Business Plan
38	HRA employee participation rate	Department Business Plan
39	Number of grievances per 100 full-time equivalent (FTE) employees	Department Business Plan
40	Number of participants as a percentage of total workforce/supervisors	Department Business Plan
41	Number of employees trained in various areas by Human Resource Development staff	Department Business Plan
42	Women and minority employment in the workforce compared to minority representation in local available labor pool.	Department Business Plan
43	Number of employees trained in Occupational, Health and Safety as a percentage of the total number of the workforce.	Department Business Plan
44	Percent of work orders that are preventive maintenance	Department Business Plan
45	Percent of work orders that are repeat repairs	Department Business Plan
46	Percent of preventive maintenances completed as scheduled	Department Business Plan
47	Percent of rolling stock available per day	Department Business Plan
48	Percent of work orders completed in less than 1 work day	Department Business Plan
49	Percent of work orders completed in excess of 2 work days	Department Business Plan
50	Percent of reactive repair orders completed within 1 work day	Department Business Plan
51	Percent of reactive repair orders taking longer than 2 work days	Department Business Plan
52	Service request response percentage within one working day	Department Business Plan
53	Percentage of user-assist service requests resolved within two working days (excludes cases requiring vendor support)	Department Business Plan
54	Percentage of desktop computer software utilizing the most current version available	Department Business Plan
55	Percentage of desktop computer equipment four years old or newer	Department Business Plan
56	Percentage of network service incidents resolved within one working day	Department Business Plan
57	Percentage of machines in security compliance	Department Business Plan
58	Number of training sessions offered on cyber security and appropriate use	Department Business Plan
59	Percentage of utilization factors of systems and infrastructure (i.e. storage capacity, bandwidth usage, compute-power usage)	Department Business Plan
60	Percentage of network service incidents resolved within one working day	Department Business Plan
61	Network server capacity	Department Business Plan

COMMUNITY DATA AND PERFORMANCE MEASURE WORK SHEET

Council Work Session, April 3, 2019

At tonight's work session, Council will receive community data from Carolina Demography and performance measures used to manage Town business ([data can be found here](#)). Does this information suggest how to add specificity and measurement to the Council's strategic goals?

Community Data: Chapel Hill population growth, demographic trends in age, sex, and ethnicity, economy, housing, and commuting.

Questions:

1. What opportunities and challenges does the data suggest for Chapel Hill's future?
2. Does any of the data you received highlight a problem or area of concern that you want to respond to in your draft strategic goals?
3. Is there data you want to receive that was missing?

Performance Measures: Key Performance Indicators used by local governments (including Chapel Hill) to track progress on strategic goals.

Questions:

4. Do the performance measures suggest areas of measurement and specificity that can be added to the Council's strategic goals?
5. Do the performance measures track desired outcomes for the Council's strategic goals?
6. Is there anything we should not focus on with the Council strategic goal areas?

TOWN OF CHAPEL HILL

STRATEGIC GOALS

CONNECTED COMMUNITY

To create a highly connected community where bicycling, walking, and transit are convenient, everyday choices for our neighborhoods, businesses, and public spaces. - Mobility and Connectivity Plan, 2017 (Vision Statement)

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. -Commercial Development Strategy, 2016 (Mission Statement)

SAFE COMMUNITY

To preserve and protect life and property through the fair and effective delivery of Town services. -Community Safety Business Plan

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. – Affordable Housing Strategy, 2011

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. - Cultural Arts Master Plan, 2016 and Chapel Hill 2020

ENVIRONMENTAL STEWARDSHIP

To strategically manage the Town's infrastructure and natural environment by promoting resiliency and sustainability. -Chapel Hill 2020 Comprehensive Plan, 2012

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. - Leading for Collaborative Innovation, 2016

TOWN OF CHAPEL HILL

Town Hall
405 Martin Luther King Jr.
Boulevard
Chapel Hill, NC 27514



Item Overview

Item #: 2., File #: [19-0299], Version: 1

Meeting Date: 4/3/2019

Update: FY 2019-20 Budget.

Staff:

Maurice Jones, Town Manager
Amy Oland, Director

Department:

Town Manager's Office
Business Management

Overview: The purpose of this work session is to provide the opportunity for Council to receive information on the status of the FY 2019-20 budget development.

Where is this item in its process?



Council Goals:

<input checked="" type="checkbox"/>		Create a Place for Everyone	<input checked="" type="checkbox"/>		Develop Good Places, New Spaces
<input checked="" type="checkbox"/>		Support Community Prosperity	<input checked="" type="checkbox"/>		Nurture Our Community
<input checked="" type="checkbox"/>		Facilitate Getting Around	<input checked="" type="checkbox"/>		Grow Town and Gown Collaboration



Attachments:

- Draft Staff Presentation

The Agenda will reflect the text below and/or the motion text will be used during the meeting.

PRESENTER: Maurice Jones, Town Manager
Amy Oland, Business Management Director

The purpose of this work session is to provide the opportunity for Council to receive information on the status of the FY 2019-20 budget development.

FY 2019-20 BUDGET UPDATE

April 3, 2019 Budget Work Session

DRAFT



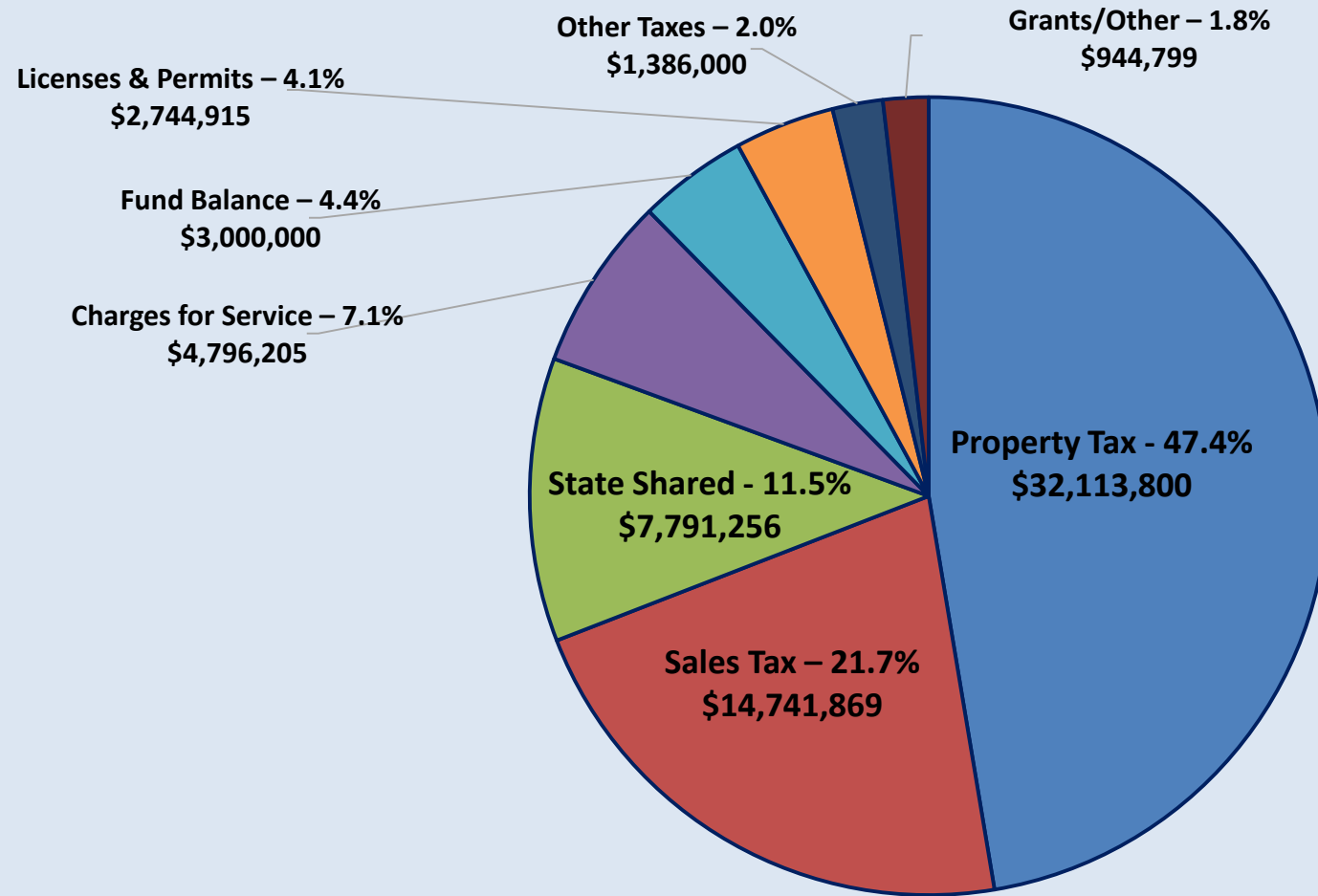
Agenda

1. FY 2019-20 Budget Development Update

2. Budget Decisions History

3. Long-Term Budget Plan

General Fund Revenues Update

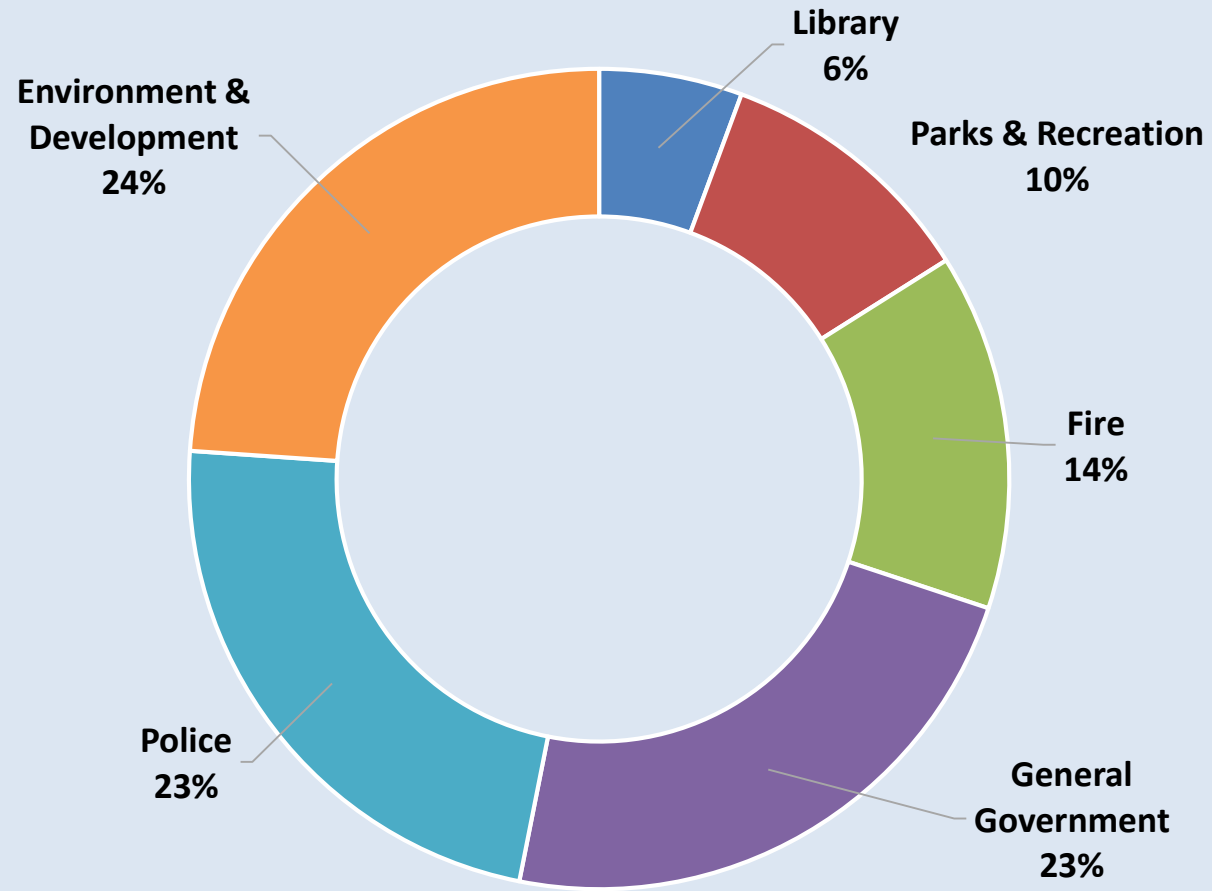


**Total Revenues =
\$67,790,108**

As of April 3, 2019

DRAFT

General Fund Expenses Update



**Total Expenses =
\$66,487,635**

As of April 3, 2019

DRAFT

General Fund Discussion Topics 1 of 2

1. **Pay raise (each 1% is approximately \$335,135)**
CONSIDERATION: 3% raise = approximately \$1,005,405
2. **Health insurance (each 1% is approximately \$50,000)**
PRESENT OUTLOOK: 4.9% increase is approximately = \$245,000
Hill Chesson & Woody continuing negotiations
3. **OPEB pre-funding (\$500,000)**
INCLUDED IN TOTAL EXPENSES: Reduced funding from \$630,000 in FY 2019

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General Fund Discussion Topics 2 of 2

4. Class & Compensation Study \$100,000

Consideration to fund at \$100,000 in response to FY 2019 budget resolution

5. Urban Designer \$100,000

Consideration to fund at \$100,000 to hire full-time employee

6. Climate Action Plan \$50,000

Consideration to fund at \$50,000 to meet Council interests

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Debt Fund

- Additional revenues are needed to fund planned major capital projects including:
 - Affordable Housing projects
 - Municipal Services Center
 - Streets & Sidewalks
 - Wallace Deck
- Consideration of 1.0 cent tax increase in FY20 for affordable housing
- Consideration of 0.6 cent tax increase in FY20 to cover projects for next 5 years

Transit Fund

<u>FY 2020 BUDGET</u>	
TOTAL REVENUES	\$ 24,756,691
TOTAL EXPENSES	<u>24,790,422</u>
GAP	(\$33,731)

Note - Transit budget isn't as fully developed at this point as conversations with the funding partners still need to take place.

Pending budget items - pay raise, medical insurance, capital contribution

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Parking Fund

FY 2020 OFF-STREET BUDGET

TOTAL REVENUES	\$ 2,039,000
TOTAL EXPENSES	<u>2,198,989</u>
APPROPRIATED FUND BALANCE	<u>\$ 159,989</u>

FY 2020 ON-STREET BUDGET

TOTAL REVENUES	\$ 638,000
TOTAL EXPENSES	<u>694,495</u>
APPROPRIATED FUND BALANCE	<u>\$ 56,495</u>

Proposed fee increase (not included in total revenue numbers above): Working with stakeholders to make rates consistent with other off-street parking rates

DRAFT

Housing Fund

FY 2020 BUDGET

Charges for Services	\$ 1,017,881
HUD Contributions	1,126,092
Non-operating Revenues	<u>1,880</u>
TOTAL REVENUES	\$ 2,145,853
 TOTAL EXPENSES	 <u>\$ 2,151,282</u>
 APPROPRIATED FUND BALANCE	 <u>\$ 5,429</u>

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Stormwater Fund

FY 2020 BUDGET

Charges for Services	\$ 2,713,400
Non-operating Revenues	<u>11,000</u>
TOTAL REVENUES	\$ 2,724,400
 TOTAL EXPENSES	 <u>\$ 2,690,095</u>
 RESERVE FOR CAPITAL	 <u>\$ 34,305</u>

Proposed Fee Increase: \$2.82 per Equivalent Rate Unit (ERU) to fund remaining \$3.2 million bond issuance (\$11.28/year impact for an average bill)

Bond Projects: Lake Ellen Flood Storage
Red Bud Flood Storage
Booker Creek Road

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10-YEAR BUDGET HISTORY 2010 - 2019

CRAFT

10-Year Budget History 2010-2019

Key Takeaways from the General Fund

- 1. Strategic Impact.** Council goals give direction to our efforts in achieving the Town's Strategic Vision as a values based organization serving the public with consistency, compassion and integrity.
- 2. Core Services & Maintenance.** We have not kept pace with the need for investment in public facilities and core services.
- 3. Slow Property Tax Growth.** Property tax growth has not kept up with the cost of providing services.



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10-Year Budget History 2010-2019

Significant Service Changes

What functions have been expanded?

1. Housing & Community
2. Library and Recreation Programs
3. Economic Development
4. Sustainability & Resiliency
5. Emergency Management
6. Technology Infrastructures
7. Facilities Maintenance



10-Year Budget History 2010-2019

Significant Investments

- **Economic Development**

- 140 West
- Ephesus Fordham (Blue Hill)
- Carraway Village (in progress)
- Wegmans (in progress)

- **Expansion of Public Facilities**

- American Legion property
- Hamilton Road Fire Station
- Wallace Deck (pending)
- Municipal Services Center (pending)

- **Affordable Housing**

- Penny for Housing (\$688,000)

- **Transit**

- Investment in bus replacements

- **Public Safety**

- Event response
- Safer community

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10-Year Budget History 2010-2019

Significant Service Changes

What services have been reduced?

1. No significant service changes
2. Department line item budget reductions
3. Moved tax dollars from the debt fund to the general fund during Great Recession
4. Focused on essential maintenance of public facilities

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Budget Balancing Decisions 2010-2019

- Appropriated higher levels of fund balance/lapsed salary
- Unfunded OPEB contributions/same level funding
- Significantly reduced pay-go capital
- Significantly reduced vehicle replacement
- Tightened department line item budgets
- Health insurance plan changes
- Used bond funds for annual street resurfacing

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Long-Term Budget Planning

- 5 –Year plan to accomplish:
 - Restoration of pay-go capital and vehicle maintenance programs
 - Expansion of building maintenance and street paving programs
 - Building up department operating budgets to meet operational needs
 - Connections between strategic work plans to budget program expansions
 - Sustainability of enterprise funds

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QUESTIONS



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