

FY09

Town of Hillsborough

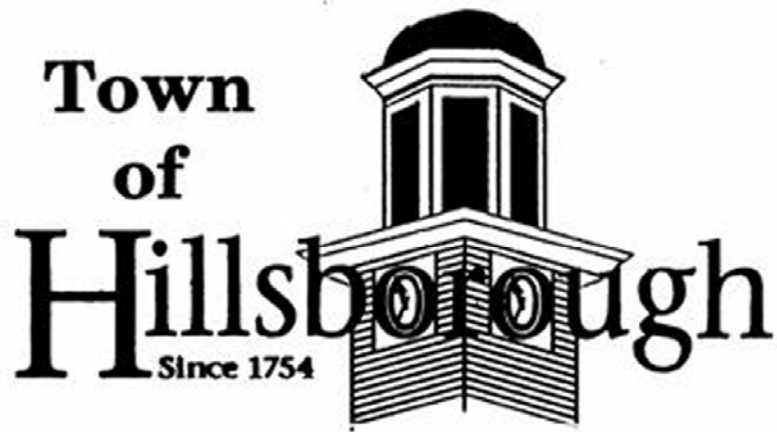


Balanced Scorecard Report

(July 1, 2008 – June 30, 2009)

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The Town of Hillsborough, North Carolina

A Report to Our Citizens



Vision: *Our vision for Hillsborough is a prosperous Town, filled with vitality, fostering a strong sense of community, which celebrates and preserves its unique heritage and small-town character.*

Mission: *We are stewards of the public trust who exist to make the Vision for Hillsborough a reality. We manage and provide the infrastructure, resources and services that enhance the quality of life for the living beings and land within our Town.*

Organizational Perspectives

Customer – Managers must know if the Town is meeting citizen needs. They must determine the answer to the question: Is the organization delivering the services the community wants?

Internal Business – Managers need to focus on those critical operations that enable them to satisfy citizens. Managers must answer the question: Can the organization improve upon a service by changing the way a service is delivered.

Financial – Managers must focus on how to meet service needs in an efficient manner. They must answer the question: Is the service delivered a good price?

Learning & Growth – An organization's ability to improve and meet citizen demands ties directly to the employees' ability to meet those demands. Managers must answer the question: Is the organization providing employees with the training, technology, and proper work environment to enable them to succeed and continuously improve?

"Report Card" points to a well run town

The town's system of linking the Board's top priorities, departmental actions, and performance measures to achieve the desired results is called the Balanced Scorecard. Strategy maps, scorecards, and budgetary information are blended together to better align the Town's time, money, and resources with its top priorities. In essence, this annual report is both a "report card" and "strategic learning tool" that should be used to assess how well the town is doing in pursuing its key objectives. One of the main purposes of the report is to generate discussion, like a post-game analysis, to determine whether or not particular strategies being used to accomplish objectives and initiatives should be 1) changed, 2) abandoned, or 3) maintained (i.e., "stay the course"). The first opportunity to analyze results and discuss possible changes to current strategy will happen at the Town Board's October 26th workshop. At this meeting the Board will discuss results from the FY09 Annual Performance Report as well as the recent Citizen Survey.

The willingness to experiment by using new or innovative ideas is critical to continuously improving operations. At the same time a learning organization has to be able to identify both potential successes and failures early enough so decisions can be made to adjust accordingly to changing conditions. This is a major benefit of the scorecard – it provides a reality check, easily accommodates changes in direction, helps everyone make well informed decisions, and creates public accountability by sharing the results (whether they be good or bad) with the citizens, media, elected officials, and all Town employees.

In instances where it appears the Town is being successful, the board, staff, and public should still be willing to challenge the status quo and suggest strategies that may allow an even higher standard of service to be delivered. This is key to avoiding complacency. On the other side of the coin, just because an initiative missed its target does not necessarily mean a change in strategy is needed. As the old saying goes, "the devil is in the details." Hence, asking probing questions to gain an understanding of the many factors affecting outcomes v. the desired target can help clarify the performance picture and uncover a greater ability to assess what (if anything) should be done in response. It's also important to remember that departments often set "stretch targets" that are multi-year goals intended to help make a breakthrough by encouraging creative thinking, results-oriented problem solving, or escape the comfort zone of traditional thinking.

Please don't hesitate to contact me if you have any questions, suggestions, concerns, or ideas as it relates to this report. Most importantly, I look forward to listening and participating in the discussions of this report that will help us take the next steps in shaping Hillsborough's future.

Sincerely,

A handwritten signature in black ink that reads "Eric J. Peterson".

Eric Peterson
Town Manager



Any strategy the Town pursues represents a hypothesis or a best guess of how to achieve success.

Strategy to achieve a desired outcome is often a new destination, somewhere the organization has not yet traveled to before. The Balanced Scorecard provides the Town a method to document and test assumptions inherent in the strategies it adopts. It may take considerable time to gather sufficient data to test such correlations, but simply beginning to question the assumptions underlying the strategy is a major improvement over making decisions based purely on financial numbers or subjective information.

Documenting our strategy through measurement, making the relationship between the measures so specific they can be monitored, managed, and validated. Only then can you begin learning about, and successfully implementing our strategy.

	FY07 Actual	FY08 Actual	FY09 Actual	FY09 Target	Target Met or Exceeded
Town of Hillsborough					
Serve the Community					
Strengthen Citizen Involvement & Access					
% of Citizen Survey respondents that have visited the Town's website	54.5%	61.3%	67.4%	60.0%	✓
"I feel informed about the Town and its services" - average rating of Citizen Survey respondents (1=strongly disagree, 10=strongly agree)	6.46	6.85	6.98	6.90	✓
"I regularly visit the Town's website to get information about Town services and key issues" - average rating of Citizen Survey respondents (1=strongly disagree, 10=strongly agree)	4.09	4.53	4.44	4.60	
"The Town's website is easy to navigate" - average rating of Citizen Survey respondents (1=strongly disagree, 10=strongly agree)	5.68	6.02	5.78	6.10	
% of press releases and advisories used in some form by the media	N/A	79%	91%	75%	✓
# of Neighborhood Watch programs	7	9	11	12	
# of utilities facility tours	1	5	3	2	✓
Expand Recreation, Walkability & Connectivity					
Total linear feet of sidewalk replaced	401	283	0	125	
Total linear feet of new sidewalk	N/A	2,046	2,447	9,206	
Preserve Cultural & Natural Resources					
Tons of carbon dioxide (CO2) emitted from Town vehicles & equipment	N/A	602.7	561.1	542	
Tons of carbon dioxide (CO2) emitted by the Town in the provision of services	N/A	3,610	TBD	3,249	
% of Town fleet that are alternative vehicles	27%	29%	29%	30%	
Reduce Crime & Increase Citizen Safety					
Part I crimes per 1,000 population	127.3	100.6	89.6	85.8	
Part II crimes per 1,000 population	N/A	182.9	184.8	165	
% of fire inspections requiring a re-inspection	52%	22%	16%	25%	✓
Improve Satisfaction with Services					
"The Town is responsive to the needs of citizens" - average rating of Citizen Survey respondents (1=strongly disagree, 10=strongly agree)	6.34	6.77	7.07	6.85	✓
"I have access to Town officials and staff when I have a concern" - average rating of Citizen Survey respondents (1=strongly disagree, 10=strongly agree)	6.71	7.12	7.23	7.20	✓
"Town employees treat customers courteously" - average rating of Citizen Survey respondents (1=strongly disagree, 10=strongly agree)	7.51	7.91	7.98	7.95	✓
"Town employees do their jobs in a professional manner" - average rating of Citizen Survey respondents (1=strongly disagree, 10=strongly agree)	7.52	7.79	7.79	7.85	
% of nuisance complaints resolved within 60 days and without attorney involvement	55%	90%	43%	75%	
"Hillsborough is a safe place to live and work" - average rating of Citizen Survey respondents (1=strongly disagree, 10=strongly agree)	7.73	7.98	8.17	8.10	✓
% of public works work orders completed within one week	93%	93%	90%	95%	
"Collections staff is helpful" - average rating of Citizen Survey respondents (1=strongly disagree, 10=strongly agree)	7.39	7.66	7.72	7.75	
Enhance Community Sustainability					
% of Fleet Maintenance parts and supplies bought locally v. out-of-town	39%	30%	29%	60%	
Run the Operations					
Enhance Emergency Preparedness					
% of water & sewer accounts with phone numbers (CodeRed system)	N/A	88%	94%	90%	✓
Provide Responsive & Consistent Services					
% of months all neighborhoods patrolled for nuisance code violation	N/A	0%	37%	50%	
% of new utility customers connected within 24 hours of request	N/A	99%	99%	99%	✓
% of utility customers with interrupted service reconnected on the same day as payment	N/A	99%	99%	99%	✓
Clearance rate for Part I offenses	32.4%	44.7%	44.1%	33.0%	✓
Clearance rate for Part II offenses	46.3%	73.5%	75.8%	33.0%	✓
% of garbage routes completed on schedule	100.0%	100.0%	100.0%	100.0%	✓
% of potholes and utility cuts repaired within one week	N/A	66.0%	69.0%	75.0%	
% of utilities work orders completed within 48 hours	N/A	100.0%	100.0%	90.0%	✓



	FY07 Actual	FY08 Actual	FY09 Actual	FY09 Target	Target Met or Exceeded
Improve Communication & Collaboration					
"The Town's strategy map and my department's balanced scorecard have been shared with me" - average rating of Employee Survey respondents (1=strongly disagree, 10=strongly agree)	N/A	7.75	8.00	7.90	✓
Excel at Staff & Logistical Support					
% of purchase orders issued same day	N/A	99%	100%	100%	✓
% of field inspections compliant with safety guidelines and procedures	N/A	N/A	0%	95%	
% of fleet maintenance preventive maintenance services performed on schedule	88%	76%	79%	90%	
Manage Resources					
Maintain Fiscal Strength					
"I feel that the Town spends my tax dollars wisely" - average rating of Citizen Survey respondents (1=strongly disagree, 10=strongly agree)	5.87	6.46	6.44	6.50	
Receipt of the Government Finance Officers Association's Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	✓
General Fund: undesignated fund balance as % of expenditures	49%	46%	29%	33%	
Bond Rating: Standard & Poors	A	A	A	A	✓
Moody's Investor Services	A2	A2	A2	A2	
Invest in Infrastructure					
% of streets rated in good or better condition	66%	71%	73%	75%	
Road maintenance costs per lane mile maintained	\$13,007	\$6,937	\$5,570	\$10,000	✓
% of concrete sidewalks rated in poor condition	N/A	0.3%	2.7%	1.2%	
Footage of waterlines repaired or replaced	N/A	N/A	3,168	200	✓
Footage of sewerlines repaired or replaced	N/A	N/A	2,919	200	✓
Deliver Efficient Services					
# of days necessary for development review when board approval required	90	45-50	63	TBD	
% of injured employees returning to work within 7 calendar days of injury with medical approval	N/A	80%	100%	90%	✓
# of workers compensation claims per 100 FTE	N/A	2.14	3.00	<5	✓
Work days lost due to work related injuries or illness per 100 FTE	N/A	42.70	7.48	<42	✓
Per capita expense for police protection	\$442.08	\$416.50	\$404.72	\$426.67	✓
% of Fire Marshal operation costs recovered through fees	17%	20%	14%	20%	
Average yearly maintenance expense per Town vehicle	\$855	\$1,236	\$987	\$860	
Maintenance expenses per mile driven for light trucks and cars	\$0.08	\$0.10	\$0.13	\$0.15	✓
Cost per residential refuse collection point	\$137	\$147	\$132	<\$150	✓
Water bills as % of median household income (MHI)	N/A	1.01%	1.08%	<1%	
Sewer bills as % of median household income (MHI)	N/A	1.06%	1.13%	<1%	
Develop Long-Term Financial Plans					
Update 20-year Utility CIP/asset management system	Yes	Yes	Yes	Yes	✓
Develop Personnel					
Develop a Skilled & Diverse Workforce					
Town turnover rate	22.0%	12.6%	8.5%	7.5%	
# of promotional opportunities hired internally	N/A	3	2	N/A	✓
% of fleet mechanics ASE certified	67%	100%	100%	100%	✓
% of streets staff ITRE Roads Scholar certified	25%	43%	72%	75%	
Support Training, Learning & Growth					
% of Town supervisors that have taken a management/supervisory course within the past 5 years	N/A	46.4%	48.4%	90.0%	
% of planners certified	33%	66%	66%	66%	✓
% of officers trained in Introduction to Community Policing	11.1%	13.8%	25.5%	100.0%	
% of sworn officers that have taken a driver safety course within the past 3 years	N/A	79.3%	93.0%	100.0%	
% of Town employees that have completed NIMS training	10%	90%	93%	100%	
% of utility employees with water and/or wastewater certifications	N/A	79%	90%	83%	✓
Enhance Relations with Other Entities					
% of critical meetings related to professional organizations and intergovernmental relations that affect Town operations attended	N/A	85%	89%	85%	✓

How the Town Operates

The Town of Hillsborough has used a Council-Manager form of government since 1989. Legislative and policy making authority rest with the Mayor and a five-member Board of Commissioners. The Mayor is elected every two (2) years. Each Commissioner serves a four-year term. Elections are non-partisan, staggered and held during old-numbered years. The Board hires a Town Manager to carry out its policies, as well as to manage and direct the daily operation of the Town. The Town provides many services including police protection, street maintenance, and water and wastewater system operations.

Town Characteristics

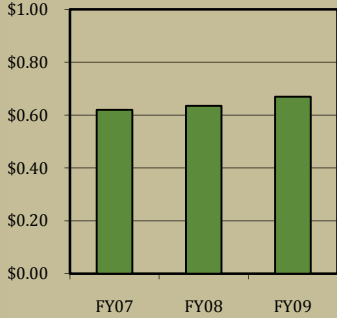
The Town of Hillsborough, Orange County and Research Triangle Park area continue to experience growth and are considered to be among the most desirable areas of the country to live and work according to several national surveys. The economy of the Town is diversified with manufacturing and a mix of wholesale and retail businesses as well as numerous service providers. Approximately 42% of Hillsborough's tax base is commercial in nature.

Orange County unemployment rate has been below the state and national rates over the past eleven years. This trend continued during the last year in which the County's unemployment rate as of June 2009 was 7.0% while the state and national rates were 11.2% and 9.7% respectively.

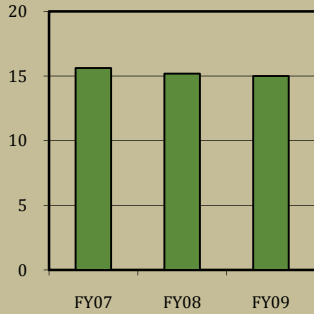
The Town is served by Interstate Highway 85 and Interstate Highway 40.



Tax Rate



of Town Employees per 1,000 Population

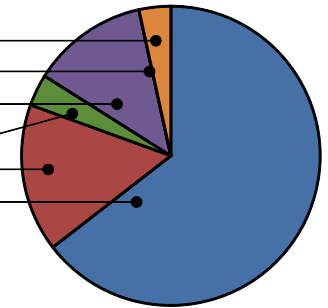


Revenues by Source

	FY07	FY08	FY09
Ad Valorem Taxes	\$ 3,863,680	\$ 3,843,373	\$ 4,317,508
Sales Taxes	\$ 1,121,713	\$ 1,134,193	\$ 1,070,389
Licenses / Permits / Fees	\$ 238,206	\$ 257,201	\$ 229,702
Intergovernmental Revenue	\$ 782,495	\$ 909,179	\$ 843,215
Fund Balance Appropriation	\$ -	\$ -	\$ -
Other	\$ 332,695	\$ 341,339	\$ 230,232
Total primary governmental revenues	\$ 6,338,790	\$ 6,485,285	\$ 6,691,046

Revenues by Source

- Other 3%
- Fund Balance Appropriation 0%
- Intergovernmental Revenue 13%
- Licenses / Permits / Fees 3%
- Sales Taxes 16%
- Ad Valorem Taxes 65%

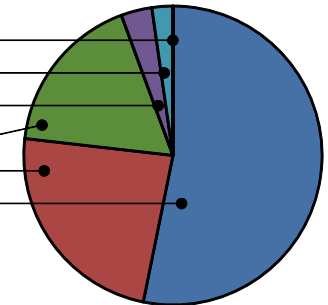


Expenditures by Service Area

	FY07	FY08	FY09
Public Safety	\$ 3,243,272	\$ 3,289,718	\$ 3,350,044
General Government	\$ 1,130,866	\$ 1,161,341	\$ 1,487,906
Public Works	\$ 1,362,607	\$ 1,384,590	\$ 1,106,192
Economic & Physical Development	\$ 210,431	\$ 217,650	\$ 210,826
Special Appropriations	\$ 54,100	\$ 227,720	\$ 142,824
Contingency	\$ -	\$ -	\$ -
Total primary governmental expenditures	\$ 6,001,276	\$ 6,281,019	\$ 6,297,792

Expenditures by Service Area

- Contingency 0%
- Special Appropriations 2%
- Economic & Physical Development 3%
- Public Works 18%
- General Government 24%
- Public Safety 53%



For additional information call or email:

Emily Bradford

Budget & Management Analyst
 emily.bradford@hillsboroughnc.org
 (919) 732-1270 ext. 88

For more information, visit
<http://www.ci.hillsborough.nc.us/budget1.asp>

BALANCED SCORECARD

BALANCED SCORECARD – RATIONALE, OVERVIEW, & PROCESSES

What is the Balanced Scorecard?

A group of measures used to help implement an organization's strategy. It is a tool/system for the leaders to use in communicating to employees and the community the outcomes and performance drivers by which the organization will achieve its mission and strategic objectives.

Rationale and Benefits of the Balanced Scorecard

- *Clarifies and communicates organizational vision.* Translates your vision and strategy into a coherent set of measures, targets and initiatives that can be communicated throughout the organization and community by 1) more clearly describing the Board's strategy by taking potentially vague policy directives (mission, vision, goals, and objectives) and making them easier to understand by defining them and choosing performance measures to gauge their progress; 2) sharing Scorecard results throughout the organization and community gives employees and citizens the opportunity to discuss the assumptions underlying the strategy, learn from unexpected results, and deliberate on future modifications as necessary. Simply understanding an organization's strategy can unlock many organizational capacities, thus allowing employees and citizens, maybe for the first time, to know where the organization is headed and how they can contribute during the journey. The Scorecard brings meaning and action to a vague objective like "provide superior service."
- *Better data for policy making.* The Balanced Scorecard promotes questions, dialogue, analysis, innovation, experimentation, adaptability, and accountability.
- *Helps let us know if we are getting closer or drifting further away from achieving our goals.*
- *Resource alignment and allocation:* 1) To successfully implement any strategy it must be understood and acted upon throughout all levels of the organization and ultimately be enacted during departments' day-to-day activities; 2) Establishing long-term "stretch targets" allows the organization to identify the key steps necessary to achieve its goals; and 3) Aligns resources (time, effort, and money) so the initiatives in all departments and levels share a common trait, their linkage to the Town's strategic goals.
- *Strategic learning* – any strategy we pursue represents a hypothesis or your best guess of how to achieve success. To prove meaningful, the measures on the Scorecards must link together to tell the story that describes what you are trying to achieve through your strategy.
- *Balance:* 1) between financial and non-financial indicators, 2) between internal and external constituents of the organization, and 3) between lag and lead indicators of performance (i.e., what we've done in the past and where we want to go in the future).

Improves likelihood of accomplishing key goals by not only helping to keep leadership, management, departments, and employees focused on top priorities, but also by improving communication between all interests thus making it easier to effectively troubleshoot and make logical "changes in course" that result in successfully delivering the type of services the community expects.

Using Strategy & The Balanced Scorecard to Get Results

Any strategy the Town pursues represents a hypothesis or a best guess of how to achieve success. To prove meaningful, the measures on the Scorecard must link together to tell the story of, or describe, that strategy. For example, if the Town believes that an investment in employee training will lead to improved quality it needs to test the hypothesis through the measures appearing on the Scorecard. If

employee training does increase, but quality actually decreases, then it may not be a valid assumption. Instead, focus could turn to another possible factor, but more importantly, the Town has information in which to act and make decisions.

Strategy to achieve a desired outcome is often a new destination, somewhere the organization has not yet traveled to before. The Balanced Scorecard provides the Town a method to document and test assumptions inherent in the strategies it adopts. It may take considerable time to gather sufficient data to test such correlations, but simply beginning to question the assumptions underlying the strategy is a major improvement over making decisions based purely on financial numbers or subjective information.

A well-designed Balanced Scorecard should describe the Town or department's strategy through the objectives and measures chosen. These measures should link together in a chain or cause-and-effect relationships from the performance drivers in the Develop Employees Perspective (Employee Learning and Growth) all the way through Serve the Community Perspective (Customer). Documenting our strategy through measurement, making the relationships between the measures so specific they can be monitored, managed, and validated. Only then can we begin learning about, and successfully implementing our strategy.

Process Used to Develop the Balanced Scorecard

1. At the January 22, 2007 Budgetary Goal-Setting Retreat the Board developed Vision & Mission Statements, Strategic Priorities, Perspectives, and Objectives for FY08.
2. The information from the Retreat was used to develop a Draft Strategy Map.
3. The Town Manager "wordsmithed" proposed definitions for each Focus Area and Objective, based on Town Board discussions during the Retreat
4. Professor Bill Rivenbark from the UNC School of Government reviewed proposed initiatives, performance measures, and targets from the Town departments. He also conducted a training session for the Town's Management Team to assist them in making their first Balanced Scorecard submissions as part of the FY08 Budget Process.
5. Draft Strategy Map and Town-Wide Balanced Scorecard were distributed to Departments.
6. Departments chose the Focus Areas and Objectives that they could influence and incorporated them into their own Strategy Map, Balanced Scorecard, and Action Plans.
7. Draft plans were reviewed with the Town Manager and necessary amendments were made.
8. Draft plans were presented to the Town Board at the March 26th Workshop for feedback, discussion, and guidance.
9. Balanced Scorecards were incorporated into the budget process as departments started work on preparing their FY08 budget and FY08-10 Financial Plan requests.
10. The first mid-year Balanced Scorecard/Town Performance Update occurred January 2008 and was reviewed during the Board's FY09 Budgetary Planning Retreat.
11. The first annual Balanced Scorecard Report was presented August 2008.
12. With the development of the FY10 budget, departmental Scorecards went through their third formal review and were updated as needed.

DEVELOPING DEPARTMENTAL STRATEGY

Departmental Strategy Maps & Balanced Scorecards

A good map and scorecard will do the following:

- Tell the story of the department's strategy.
- Shows that every objective selected is a linkage in the cause-and-effect relationships that compose the Town's strategy.
- Drive performance by using a variety of measures and targets that look at short & long-term results to encourage proactive management.
- Involve the participation of division heads, key staff, and employees throughout the department.
- Is financially viable.
- Positively changes departmental behavior by developing strategic initiatives.

Step #1 – Town-Wide Objectives Selected to Build a Scorecard & Map

Departments determine what they can do to support and respond to the Town-wide strategy, Balanced Scorecard, and achieve the departmental mission. Departments select the objectives they can meet to help the Town Board in pursuing the achievement of the five Strategic Priorities, vision, and mission. The objectives selected from each of the four perspective areas are used to create the department's strategy map.

Step #2 – Developing Departmental Initiatives

These are the critical activities the department must pursue to achieve the Town-wide objective and the department's mission.

- Initiatives detail what the department must do to achieve a Town-wide objective or achieve the departmental mission.
- Initiatives identify the highest priority activities to show where resources are most needed to achieve the overall departmental strategy.
- Initiatives may apply to all divisions within a department or just one division.
- Initiatives describe how the department will respond to the Town-wide objective.
- Initiatives are written so that divisions and employees can determine how they can respond to support the department's effort to achieve the objective and mission.

Step #3 – Developing Measures and Targets

Each departmental initiative does not have to have a measure, but there should be a way to evaluate the achievement of the initiative or whether or not it was accomplished. There are two goals for strategic measures: organizational motivation and strategic learning.

Organizational Motivation – Measures are a very effective tool in improving performance and/or accomplishing goals. A November 2001 article by Edwin Locke in Harvard Business Review titled "Motivation by Goal Setting" cites a survey of more than 500 studies indicates that performance increases an average of 16 percent in companies that establish targets. *A primary reason for this may be because measures give employees clear direction and guidance as to what they need to accomplish.* When employees focus their efforts on achieving key initiatives that are aligned with Town-wide objectives and strategic priorities, then there is much greater probability that a well coordinated effort is made in fulfilling the Town's mission and the Board's vision. The effort to clearly articulate the Town's top priorities to assist employees compliments the old saying that "people do what you inspect, not what you expect."

Strategic Learning – Measures are a way to monitor departments' progress in achieving the Town-wide objectives and their initiatives. Any strategy used to achieve initiatives, objectives, or strategic priorities represents a hypothesis of how to succeed. Strategy to

achieve a desired outcome or solve a problem is often a new destination, a place that the Town has not yet traveled to before. Measures and targets provide a way to test assumptions inherent in the strategies we select to pursue our goals. Documenting our strategy through measurement allows management, employees, elected officials, and the public to monitor, manage, validate, question, and/or deliberate possible adjustments to our strategy. If this can occur, then the Town starts becoming a "learning organization" where being analytical, adaptive, and responsive to the hypotheses we've tested become keystones of the organizational culture that helps the Town successfully implement its strategy.

Components of a good measure

- Measures should be specific. Stating that the HPD will be the "best" police department or that Billing & Collection will "maximize customer satisfaction" are more like vision statements and are difficult to measure.
- There are ways to measure less tangible goals. Surveys, if properly designed, can be used to measure the perception of service quality, awareness of issues, customer satisfaction, etc.
- Does the measure really evaluate the initiative being pursued?
- Is the measure reliable?
- Is the measure easy to understand and explain?
- Are departments using a variety of measures in evaluating their initiatives (workload, results, efficiency, effectiveness, short-term v. long-term)?
- Does the measure clearly communicate the expected performance?
- It is important to know where you are and where you want to go. Ideally, departments should have a baseline measure for current performance in the form of last year's actual data, best practices or industry standards for comparison. When baselines do not yet exist a TBD (to be determined) is placed in the appropriate area to indicate the department is in the process of getting this data.

Guidelines for Setting Targets

1. Targets should be realistic, but challenging enough to motivate greater accomplishment.
2. Departments can be more aggressive when setting multi-year targets.
3. Provide a rationale explanation as to why achieving a target is important, especially with stretch targets.
4. When setting a target departments should review the linkage (cause-and-effect relationship) of the "enabling" perspectives to make sure they have the ability to achieve the target, thus the following questions should be asked:
 - Do departmental personnel have the skills and tools necessary to get the job done?
 - Does the department have sufficient resources/funding?
 - Are internal operations adequate?

Stretch Targets – these are usually long-term or multi-year goals. Departments should only set one to two stretch targets per year. These are reserved for those initiatives that are critical in making a particular breakthrough. Stretch targets can be especially useful to help a department break from its comfort zone or traditional way of running operations so as to spark creative thinking and results-oriented problem-solving. Every department should have at least one stretch target.

Step #4 – Complete the Departmental Map

Finally, departments insert the objectives they plan to pursue, describe how they are responding to each perspective by answering the questions inside of the text boxes on the right side of their strategy map. The map is intended to graphically represent the department's strategy in an easy to interpret manner.

TOWN OF HILLSBOROUGH – STRATEGIC PRIORITIES

Quality of Life

The Town is always searching for ways to add value to the community and individual citizen's lives by preserving Hillsborough's history and heritage (cultural, social, demographic, and economic); providing parks, recreation opportunities, sidewalks and greenways; improving transportation; making housing affordable for all citizens; protecting the environment; and supporting cultural activities and the arts.

Superior Services

Essential municipal services provided to the community should be a good value, customer-service focused, dependable, relevant (services that the community wants and needs), conducted in a professional, well-managed, and sustainable manner. The Town will ensure that training opportunities are provided to employees, elected and appointed officials, and volunteers to create an environment of continual growth, learning, and a willingness to implement innovative strategies, technologies, processes, and approaches that result in more efficient and effective service provision to the citizens of Hillsborough.

Community Safety

Hillsborough will be the safest small town in the country. Citizens will feel safe wherever they may be in town, when driving or riding bikes on the streets, strolling on sidewalks, while playing in parks, safe from the threat of fire, and when drinking a glass of water. The Police Department will focus on crime prevention, enforcement, and convictions (when appropriate). Citizens will feel confident that when emergencies arise the Town will be prepared to respond in a quick and effective manner.

Growth Management

Plan and manage growth in a manner that yields development which maintains Hillsborough's small town character and improves the quality of life for citizens. The Town will use forward-thinking planning to create policies, processes, requirements, and plans that address land use, transportation, environmental protection, recreation, public safety, financial, and other critical issues will be used to ensure new development enhances rather than detracts from the community. All new development, especially in areas requesting annexation, should clearly contribute to the financial sustainability of the town.

Economic Development

Encourage and plan for economic development to promote sustainability, support current businesses, bring new businesses to town, stimulate economic prosperity through quality job creation, and serve as a catalyst for growth and development.

BALANCED SCORECARD – PERSPECTIVES

The “balanced” portion of the Scorecard uses four perspectives to answer critical service delivery questions. This helps provide the balance organization’s need to successfully plan, implement, measure, and evaluate performance.

Customer Perspective:

Serve the Community – What is our mission and vision? What do our customers want?

Managers must know if the Town is meeting citizen needs. They must determine the answer to the question: Is the organization delivering the services the community wants?

Internal Business Perspective:

Run the Operations - What internal processes must we excel to provide valuable services to the community while achieving the mission and vision?

Managers need to focus on those critical operations that enable them to satisfy citizens. Managers must answer the question: Can the organization improve upon a service by changing the way a service is delivered?

Financial Perspective:

Manage Resources – How do we deliver quality services efficiently and remain financially sound while achieving the mission and vision?

Managers must focus on how to meet service needs in an efficient manner. They must answer the question: Is the service delivered at a good price?

Learning & Growth Perspective:

Develop Employees – What skills, tools, and organizational climate do our employees need to meet the community’s needs while achieving the mission and vision?

An organization’s ability to improve and meet citizen demands ties directly to the employees’ ability to meet those demands. Managers must answer the question: Is the organization providing employees with the training, technology, and proper work environment to enable them to succeed and continuously improve?

BALANCED SCORECARD – OBJECTIVES BY PERSPECTIVE

Serve the Community

What do our citizens want? What must be done to implement the vision and mission?

- **Strengthen Citizen Involvement & Access** – Improve the quality and frequency of communication to enhance public access to information about Town services, meetings, key issues, and emergency situations. Provide a variety of ways for citizens to meaningfully share ideas, concerns, and questions with Town officials.
- **Preserve Cultural & Natural Resources** – Protect the environment, historic district, landmarks, and intangible assets such as community and cultural events that bring Hillsborough’s diverse citizenry together.
- **Reduce Crime & Increase Citizen Safety** – Accomplish this by building relationships and problem-solving partnerships with citizens, businesses, neighborhood watch groups, and using policing strategies that target specific types of crimes and “hotspot areas.” Increasing police presence, having police officers and Town officials be accessible, approachable, improving community appearance, and addressing nuisance conditions will make Hillsborough a safer town.
- **Enhance Community Sustainability** – Achieve via diverse economic development, support of locally owned businesses, and promoting Hillsborough as a place to work, live, and play.
- **Expand Recreation, Walkability, & Connectivity** – Provide recreation and pedestrian facilities to encourage healthy lifestyles, citizen interaction, and to offer a variety of transportation choices that link Hillsborough’s neighborhoods together in an accessible manner.
- **Improve Satisfaction with Services** – Conduct municipal operations in such a way that citizens feel their needs are being addressed through high quality & responsive service.

Run the Operations

What internal processes must we excel to provide valuable services while achieving the vision and mission?

- **Enhance Emergency Preparedness** – Improve the ability to effectively anticipate and respond to emergency situations, from minor incidents to major disasters, through planning, training, collaboration with public and private agencies, and community education.
- **Provide Responsive & Consistent Services** – Provide quality services to citizens in a courteous, responsive, and reliable manner that is effective in achieving desired results. Excel at the technical aspects of providing services to the community.
- **Improve Communication & Collaboration** – Increase the quality and frequency of communications throughout all areas of the organization to promote problem-solving partnerships within and outside of the organization. Good communication enables the vision to be implemented.

- **Excel at Staff & Logistical Support** – Ensure outstanding internal support is being provided to all departments, employees, elected officials, advisory board members, and volunteers that deliver services or directly serve the community. Use technology, where practical, to improve service delivery and save taxpayer dollars.

Manage Resources

How do we deliver quality services efficiently and remain financially sound while achieving the vision and mission?

- **Maintain Fiscal Strength** – Support fiscal policies and controls that keep the Town government in a financially strong position, thereby allowing it to respond to unforeseen problems, emergencies, as well as opportunities. Continually look for opportunities to diversify revenue sources and leverage outside funding opportunities.
- **Invest in Infrastructure** – Prioritize funding for infrastructure maintenance to avoid excessive deterioration while minimizing long-term operational and capital costs. New infrastructure investments help achieve key priorities and optimize the use of current assets.
- **Develop Long-Term Financial Plans** – Build upon current financial planning instruments to provide a longer term view of what Hillsborough’s finances and operations may look like in the future. These plans are intended to identify potential challenges, opportunities, and proactive response options.
- **Deliver Efficient Services** – Ensure citizens are receiving a good value from their investments by delivering cost efficient services. Maximize the use of public funds through service optimization, innovation, process improvement, competition, and other means.

Develop Personnel

What skills, tools, and organizational climate do our employees, elected officials, and volunteer advisory board members need to meet the community’s needs while achieving the mission and vision?

- **Develop a Skilled & Diverse Workforce** – Create a work environment that allows the Town to hire and retain a diverse workforce of skilled employees who are capable of meeting the community’s needs. Focus on career development and succession planning.
- **Support Training, Learning, & Growth** – Create a culture of stewardship by maximizing developmental opportunities for employees to ensure they are technically competent, collaborative, and have the core skills necessary to excel on the job. Support governing and advisory boards, the community-at-large, and the media by providing key information and training opportunities regarding municipal governance.
- **Enhance Relations with Other Entities** – Build relationships with others involved in the governing process, including governmental organizations, non-profits, and the private sector.

BALANCED SCORECARD – KEY DEFINITIONS & COMPONENTS

<u>Mission:</u>	Why we exist.
<u>Core Values:</u>	What we believe in, guiding principles.
<u>Vision:</u>	Word picture of the future.
<u>Focus areas:</u>	Themes on which the organization will concentrate efforts, dedicate resources, and strive to achieve significant improvements. The focus areas reflect what the Town’s Board of Commissioners believes must be done to succeed.
<u>Perspectives:</u>	The four different views that are used to create a “balanced” way of establishing objectives and measurements to assist the organization in accomplishing the vision and strategic priorities. The traditional four perspectives used in corporate strategic planning and program evaluation are 1) Financial, 2) Internal Business Process, 3) Customer, and 4) Innovation, Learning, & Growth. While the names and definitions of these perspectives are frequently modified to meet different organization’s specific needs, the original intent of these four traditional perspectives usually remains intact.
<u>Objective:</u>	A concise statement describing the specific things the organization must do well in order to execute its strategy. Objectives often begin with action verbs such as “increase,” “reduce,” “improve,” “achieve,” and similar words. Examples: Reduce Crime, Enhance Customer Service, Maintain Adequate Water Pressure, Promote Learning & Growth, Invest in Infrastructure, Deliver Competitive Services, Maintain Fiscal Strength, Maintain a Skilled & Diverse Workforce, Create Unity Between Neighborhoods, Provide Affordable Services, Protect the Environment, Enhance Walkability, etc.
<u>Measure:</u>	A standard used to evaluate and communicate performance against desired results. Reporting and monitoring measures help organizations gauge progress toward effective implementation of strategy. Example: Percentage of water customers with an average pressure of 30 PSI or greater.
<u>Target:</u>	The desired result of a measure that communicates the expected level of performance. Example: 98% of customers will have average water pressure of 30 PSI or greater. A “stretch target” is a challenging target that <u>may not</u> be met. It may be a multi-year goal with milestones.
<u>Initiative:</u>	The specific programs, activities, projects, or actions the Town will undertake in an effort to meet performance targets. This is generally a one-time activity that goes away once you do it. Examples: A) Install Maple Avenue water main connector to increase pressure in the western pressure zone, and B) Develop and implement Water Booster Pump Cost Sharing Policy for service connections with pressure below 30 PSI.
<u>Cascading:</u>	The process of developing “aligned” Scorecards throughout an organization. Each level of the organization will develop Scorecards based on the objectives and measures it can influence from the group to which they report. For example, Police Patrol aligns/connects with the Police Department, who aligns/connects with the Town-wide Scorecard by developing their own objectives and measures based on how they influence the Town-wide objectives and measures.
<u>Cause & Effect:</u>	The concept of cause and effect separates the Balanced Scorecard from other performance management systems. The measures on the Scorecard should link together in a series of cause-and-effect relationships to tell the organization’s strategic story.

HILLSBOROUGH TOWN STRATEGY

VISION

Our Vision for Hillsborough is a prosperous Town, filled with vitality, fostering a strong sense of community, which celebrates and preserves its unique heritage and small-town character.

MISSION

We are stewards of the public trust who exist to make the Vision for Hillsborough a reality. We manage and provide the infrastructure, resources and services that enhance the quality of life for the living beings and land within our Town.

Town Board Strategic Priorities

- Quality of Life
- Superior Services
- Community Safety
- Growth Management
- Economic Development

TOWN OBJECTIVES

PERSPECTIVES

Customer

SERVE THE COMMUNITY

Internal Business Process

RUN THE OPERATIONS

Financial

MANAGE RESOURCES

Learning & Growth

DEVELOP PERSONNEL

Strengthen Citizen
Involvement &
Access

Expand Recreation,
Walkability, &
Connectivity

Preserve Cultural &
Natural Resources

Reduce Crime &
Increase Citizen
Safety

Improve Satisfaction
with Services

Enhance Community
Sustainability

Enhance Emergency
Preparedness

Provide Responsive
& Consistent
Services

Improve
Communication &
Collaboration

Excel at Staff &
Logistical Support

Maintain Fiscal
Strength

Invest in
Infrastructure

Deliver Efficient
Services

Develop Long-Term
Financial Plans

Develop a Skilled &
Diverse Workforce

Support Training,
Learning, & Growth

Enhance Relations
with Other Entities

CORE VALUES

- * High quality customer service by supplying basic services
- * Maintain small town nature and strong sense of community
- * Serve as a catalyst for change
- * Build on Hillsborough's unique "sense of place" including its history, architecture, citizens, river, and mountains
- * Recognize the community's diversity
- * Sense of unity among neighborhoods – Hillsborough is for everyone
- * Foster a sense of vibrancy – "Happening Hillsborough" is an alive Community where things are growing, happening, with lots of positive energy
- * Recognize those citizens who are not able to pay by looking at ways to keep services affordable

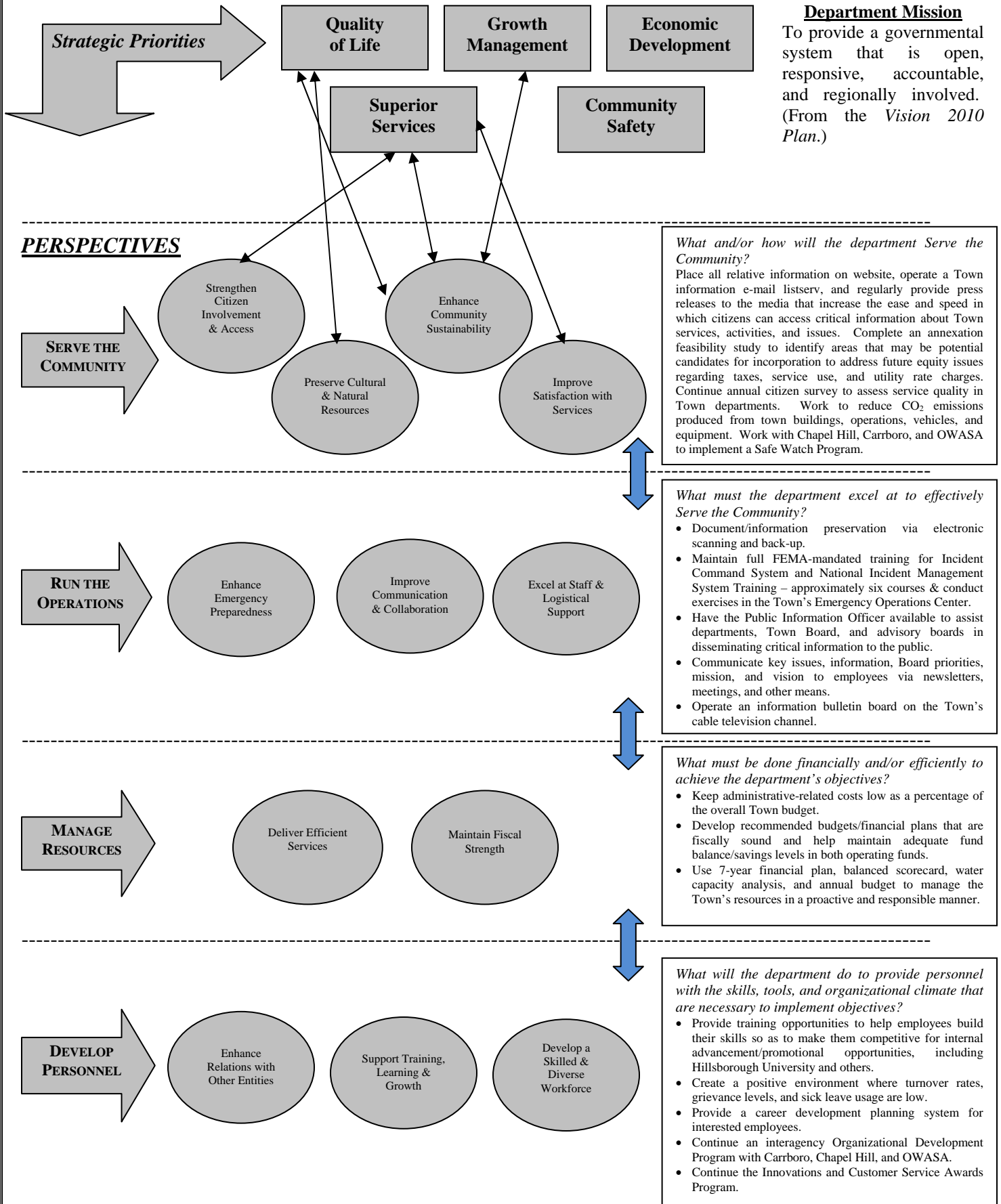
ADMINISTRATION

ADMINISTRATION – STRATEGY MAP “Linking Actions Through Cause & Effect”

Administration

Department Mission

To provide a governmental system that is open, responsive, accountable, and regionally involved. (From the *Vision 2010 Plan*.)



ADMINISTRATION – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY08 Actual	FY09 Target	FY09 Actual	Status/Result
Serve the Community	Strengthen Citizen Involvement & Access	Enhance public access to information about Town services, meetings, key issues, and opportunities to provide feedback to Town officials	# of visits or "hits" on website	28,379	200	70,475	Exceeded target.
			% of Citizen Survey respondents that have visited the Town's website	61.3%	60%	67.4%	
			# of times listserv used to send message	0	26	110+	We do not have a true listserv at this time. PIO has been keeping e-mail distribution lists and sending messages through those lists.
			"I feel informed about the Town and its services" – Average rating of Citizen Survey respondents	6.85	6.90	6.98	10 point rating scale: 1 = strongly disagree 10 = strongly agree
			"I regularly visit the Town's website to get information about Town services and key issues" – Average rating of Citizen Survey respondents	4.53	4.60	4.44	10 point rating scale: 1 = strongly disagree 10 = strongly agree
			"The Town's website is easy to navigate" – Average rating of Citizen Survey respondents	6.02	6.10	5.78	10 point rating scale: 1 = strongly disagree 10 = strongly agree
		Create and use listserv to reach more members of the community with information about Town activities	% of weeks where listserv used at least one time to send messages	0%	50%	83%	For 43 weeks of the year, PIO sent messages through distribution lists at least once.
			# of listserv members	0	500	196	This accounts for various distribution lists, including community members, advisory board members, and media. It does not include town employees and Town Board members, whom the PIO also sends releases to.
			# of press releases, advisories, guest columns sent to media	73	30	109	
		Increase Town Information in Media	% of press releases, advisories used in some form by media	79%	75%	91%	
			Complete "Economic Development" and "About Hillsborough" webpages	In-Progress	Jan. 2009	Jan. 2009	The About Hillsborough pages were completed with new pages added for Parking, Events/Projects, Places to Visit and Newcomers. Planning Dept. did the Economic Development section, which is now called Development Activity.
			Develop website pages to promote Hillsborough and economic development	# of hits on website/survey of new businesses, residents about how they found out Hillsborough?	In-Progress	N/A	N/A
	Enhance Community Sustainability	Conduct Annexation Feasibility Study to evaluate potential developments surrounding the Town limits for possible incorporation	Preliminary Annexation Study Completed	In-Progress	Summer 2009	Summer 2009	Study is currently in progress.
	Improve Satisfaction with Services	Conduct annual survey to measure citizen satisfaction on a variety of key Town services	"The Town is responsive to the needs of citizens" – Average rating of Citizen Survey respondents	6.77	6.85	7.07	10 point rating scale: 1 = strongly disagree 10 = strongly agree
			"I have access to Town officials and staff when I have a concern" – Average rating of Citizen Survey respondents	7.12	7.20	7.23	10 point rating scale: 1 = strongly disagree 10 = strongly agree

Perspective	Town-wide Objective	Initiative	Measure	FY08 Actual	FY09 Target	FY09 Actual	Status/Result
			“Town employees treat customers courteously” – Average rating of Citizen Survey respondents	7.91	7.95	7.98	10 point rating scale: 1 = strongly disagree 10 = strongly agree
			“Town employees do their jobs in a professional manner” – Average rating of Citizen Survey respondents	7.79	7.85	7.79	10 point rating scale: 1 = strongly disagree 10 = strongly agree
	Preserve Cultural & Natural Resources	Protect air quality, reduce energy use, and decrease global warming pollution levels	Tons of carbon dioxide (CO2) emitted from Town vehicles & equipment	602.7	542	561.1	Target of 10% reduction.
			Tons of carbon dioxide (CO2) emitted by the Town in the provision of services	3,610	3,249	TBD	Target of 10% reduction.
Run the Operations	Enhance Emergency Preparedness	Electronically scan and back-up critical Town legislative actions and contracts on a regular basis	% of Town Board approved Ordinances, Resolutions, and Proclamations scanned the week after approval	100%	100%	100%	Met target.
			Prior years of critical data scanned	2008	FY08	FY09	Critical data older than 2000 has not been scanned.
	Improve Communication & Collaboration	Regularly update employees, encourage participation and suggestions through the frequent sharing of information via employee newsletters, meetings, etc.	“The Town’s strategy map and my department’s balanced scorecard have been shared with me” – Average rating of Employee Survey respondents	7.75	7.90	8.00	10 point rating scale: 1 = strongly disagree 10 = strongly agree
			% of Town Board meetings agenda packets delivered to elected officials at least 4 days prior to meeting	100%	91%	65%	This target is difficult to meet when departments are continuously late turning in their attachments.
Excel at Staff & Logistical Support	Provide the Mayor & Board with sufficient time to prepare for meetings and review agenda materials	% of Administration and Governing Body costs compared to total budget	4.04%	2.3%	4.62%		
Manage Resources	Maintain Financial Strength	Develop a fiscally responsible Annual Budget & 10-yr Financial Plan	% of years in the Budget/7-yr Financial Plan that projects fund balance levels of at least 20% for both the GF and Water/Sewer Funds	100%	100%	71%	General Fund – 7 of 7 years W&S Fund – 5 of 7 years
			“I feel that the Town spends my tax dollars wisely” – Average rating of Citizen Survey respondents	6.46	6.5	6.44	10 point rating scale: 1 = strongly disagree 10 = strongly agree
			Receipt of the Government Finance Officers Association’s Distinguished Budget Presentation Award	Yes	Yes	Yes	The FY09 budget marked the 8 th time the Town has received this award.
		Ensure adequate cash reserves are maintained for the Town	General Fund: undesignated fund balance as a % of expenditures	46%	33%	29%	Town’s Fund Balance Policy recommends maintaining between 20-60% of annual operating expenses with a target of 33%.
Develop Personnel	Enhance the Relations with Other Entities	Maintain active memberships and attend meetings of key professional and intergovernmental organizations to keep up to date on current issues, trends, and to build effective relationships that lead to improved service to the community	% of critical meetings related to professional organizations and intergovernmental relations that affect Town operations	85%	85%	89%	
			Support Training, Learning & Growth	Make a variety of training opportunities (in-house and outside) available to town employees, elected officials, advisory board members, and volunteers	Total attendance at Hillsborough University courses	13	25
	% of supervisors that have taken a management / supervisory course within the last 5 years	46.4%			90%	48.4%	
Develop a Skilled & Diverse	Maintain a dedicated, productive, and diverse workforce	Town Turnover Rate: <i>Police</i> <i>Non-Police</i>	12.6%	7.5%	8.5%		
			25.0%	7.0%	6.3%		
			6.3%	8.0%	9.7%		

Perspective	Town-wide Objective	Initiative	Measure	FY08 Actual	FY09 Target	FY09 Actual	Status/Result
	Workforce		# of employee appeals and grievances per 100 FTE	0	2	2.14	
			Sick leave hours used per FTE	57.2	50	50.2	
			“The Town is a great place to work” – Average rating of Employee Survey respondents	8.62	8.70	8.59	10 point rating scale: 1 = strongly disagree 10 = strongly agree
			Promotional opportunities hired internally	3	N/A	2	
			% of employees who have prepared a Career Development Plan	N/A	25%	TBD	

ADMINISTRATION – FY09 YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

Which targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?

The Town's turnover rate was reduced by 32.5% from FY08 to FY09. This is significant because it shows that the Town's efforts to maintain a dedicated workforce were successful, including the provision of a competitive benefits package and training opportunities. These are continually reviewed to ensure that the Town is offering the best possible options and that they are on par with, if not better than what our neighboring jurisdictions are offering. And, while the Town fell 12 minutes short of our target of only 50 hours of sick leave per FTE, it still saw a 12% decrease from last year, again showing success toward the Town goal of employing a productive workforce.

Administration made progress toward strengthening citizen involvement and access with a 1.6 % increase in the average rating for the Citizen Survey statement "I feel informed about the Town and its services." To achieve this, the department continued to provide press releases to the media and update the Town's website with timely information. Administration also started a government access channel, which has bulletin boards with current news about the Town. Going forward the department will continue these efforts as well as explore new approaches of communicating with citizens.

CHALLENGES:

Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?

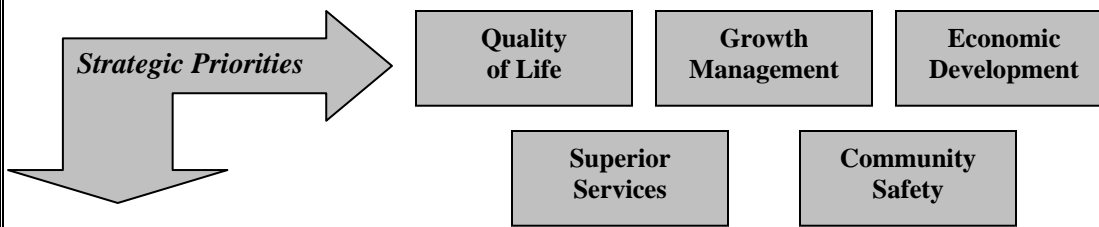
The Town fell short of its goal of reducing its carbon emissions by 10% over FY08 levels. Departments were encouraged to reduce fuel consumption by combining trips, not idling vehicles when parked, and considering work site locations when making schedules so as to reduce the mileage between worksites and create more efficient use of time and resources. Departments also continued to implement recommendations from the Town's energy audit conducted in 2007. These efforts helped, and several departments saw decreases in both their fuel and utility usage, but as a whole, the Town still saw an increase in carbon emissions. Going forward, Administration will continue to encourage departments to purchase efficient equipment and vehicles when available. Administration will also place continued emphasis on efficient planning of work schedules and use of appropriately sized vehicles/equipment for the job, for example, using a light duty truck instead of a heavy duty truck where possible.

FINANCE

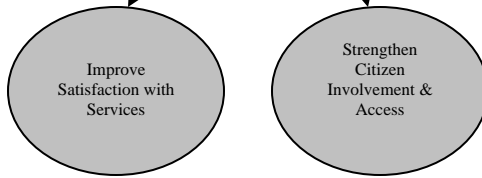
FINANCE – STRATEGY MAP “Linking Actions Through Cause & Effect”

Finance Department Mission

Manage all aspects of the Town’s finances in a timely, accountable manner and in accordance with GAAP and the General Statutes of the State of North Carolina.

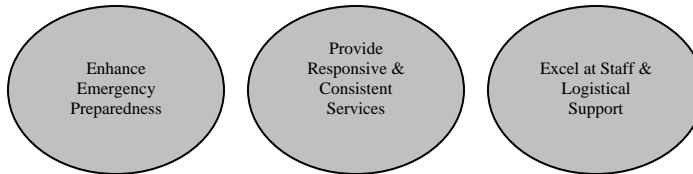


PERSPECTIVES



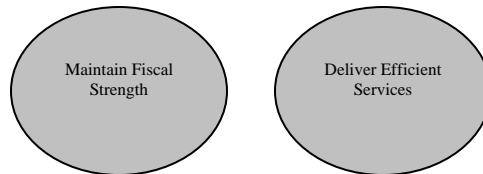
What and/or how will the department Serve the Community?

- Provide quality service as perceived by utility customers and Town staff. The department will keep citizens informed of key issues and other Town services by printing regular messages on monthly utility statements.
- Promote and encourage citizen donations to the water assistance program



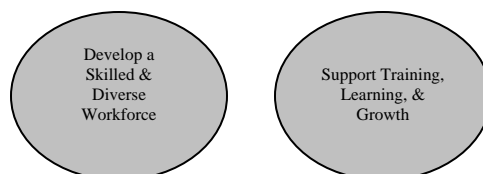
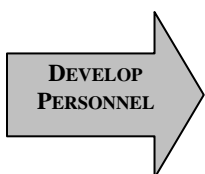
What must the department excel at to effectively Serve the Community?

- Establish a routine practice of confirming customer’s phone number on record to be the best contact number.
- Provide prompt connection/reconnection to customers without service.
- Provide timely monthly reports to staff.
- Accurate meter reading and billing.



What must be done financially and/or efficiently to achieve the department’s objectives?

- Actively pursue collection of delinquent utility accounts.
- Reduce time needed to process monthly utility payments by increasing the number of customers on automatic bank draft.
- Explore ways to improve bond rating.
- Improve efficiency of gathering meter reads by completing the installation of electronic meters.
- Explore online payment options.
- Seek ways to reduce the bank charges associated with taking credit/debit card payments.
- Safeguard investments and liquidity through diversification.



What will the department do to provide personnel with the skills, tools, and organizational climate that are necessary to implement objectives?

- Provide on-going training on system hardware, software, and customer service.

FINANCE – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY08 Actual	FY09 Target	FY09 Actual	Status/Result
Serve the Community	Strengthen Citizen Involvement & Access	Keep citizens informed of important issues and service-related items	% of months a message is included on the water/sewer bill and/or an information flier is included with the bill	100%	100%	100%	
	Improve Satisfaction with Services	Provide quality service as perceived by utility customers	% of survey respondents that said Collections staff were helpful	87.6%	90%	86.5%	
Run the Operations	Enhance Emergency Preparedness	Ensure that every existing utility customer and all new utility customers have a current phone number on record for reverse 911 calls. Billing and Collections staff will verify phone number each time a customer is assisted	% of accounts with phone numbers	88%	90%	94%	
	Provide Responsive & Consistent Services	Connect and reconnect utility customers in a timely manner	% of new utility customers connected within 24 hours of request	99%	99%	99%	
			% of current customers with interrupted service reconnected on the same day as payment	99%	99%	99%	
	Excel at Staff & Logistical Support	Provide timely monthly financial statements and associated schedules to managerial staff	% of times monthly financial reports completed by 10 th of month	82%	92%	92%	
		Issue purchase orders in a timely manner	% of purchase orders issued same day	99%	100%	100%	
Manage Resources	Deliver Efficient Services	Expand the use of technology for receiving utility payments	% of utility customers on automatic bank draft	18.5%	22%	19.6%	
		Replace manual read meters with electronic read meters	% of meters radio read capable	50%	100%	50%	Project on hold due to budget constraints.
	Maintain Financial Strength	Collect Delinquent utility accounts through Debt Setoff program	% of total bad debt collected	19.1%	22%	20.6%	
			\$ amount of total bad debt collected (cumulative)	\$86.7k	\$105k	\$115k	
		Maintain bond rating by paying debt service timely and error free	Standard & Poor's bond rating	A	A	A	No General Obligation Bonds outstanding in FY10.
		Moody's Investor Services bond rating	A2	A2	A2	No General Obligation Bonds outstanding in FY10.	
Develop Personnel	Develop a Skilled & Diverse Workforce	Provide on-going classes on existing software, computer usage, writing and supervisory workshops to ensure best use practices and promote growth	% of employees that have attended at least one class, workshop, seminar or conference	N/A	80%	82%	Training will be provided to employees every other year due to budget constraints.
	Support Training, Learning & Growth	Provide customer service training on an annual basis	% of employees that complete bi-annual customer service training	18%	100%	18.8%	

FINANCE – FY09 YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

Which targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?

The Finance Department met 10 out of 14 initiatives. The initiatives met were:

- 1) Keep citizens informed of important issues-achieved with printed message on/in utility statement.
- 2) Providing quality service as perceived by the customer-achieved with continued customer service coaching.
- 3) Enhance emergency preparedness-achieved by written and oral solicitation of phone numbers for CodeRed.
- 4) Connect and reconnect utility customers within a 24 hour period- achieved by adhering to planned schedule.
- 5) Provide timely monthly financial reports to managerial staff and elected officials- achieved by adhering to planned schedule.
- 6) Issue same day purchase orders-achieved by adhering to planned schedule.
- 7) Collect delinquent accounts- achieved by use of debt collection clearing house.
- 8) Maintain Bond rating-achieved by making timely debt payments and establishing various policies.
- 9) Adhere to investment policy-achieved by limiting investment to any one financial institution.
- 10) Minimize fees paid to financial institutions for accepting credit/debit cards.

CHALLENGES:

Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?

Targets not met:

- 1) Expand the use of technology for receiving utility payments.
- 2) Replace manual read meters.
- 3) Provide on-going classes on existing software.
- 4) Provide formal customer service training to staff each fiscal year.

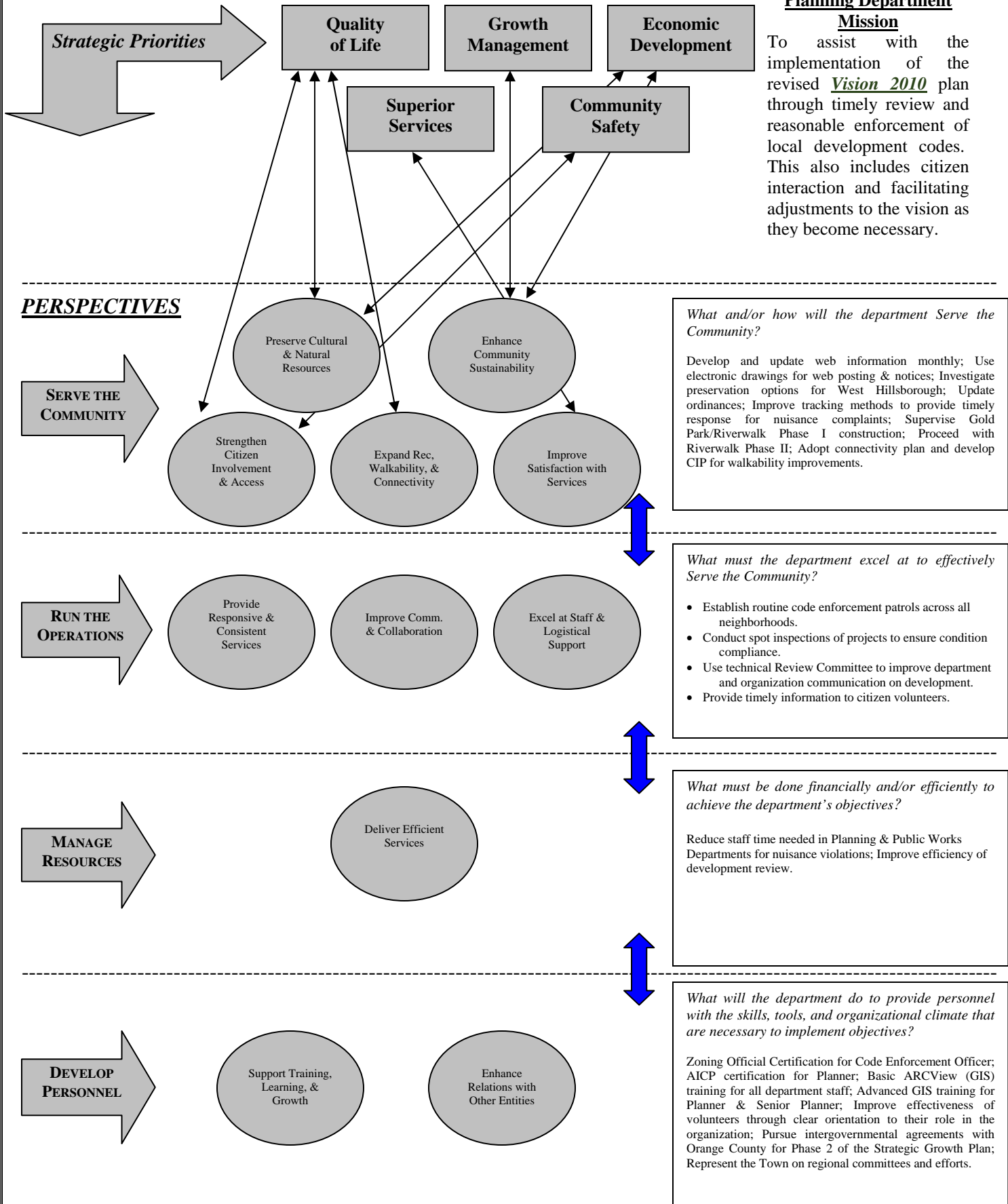
Time was the primary reason these four initiatives were not met. A greater emphasis will be placed on each of these in the new fiscal year.

PLANNING

PLANNING – STRATEGY MAP “Linking Actions Through Cause & Effect”

Planning Department Mission

To assist with the implementation of the revised *Vision 2010* plan through timely review and reasonable enforcement of local development codes. This also includes citizen interaction and facilitating adjustments to the vision as they become necessary.



PLANNING – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY08 Actual	FY09 Target	FY09 Actual	Status/Result	
Serve the Community	Strengthen Citizen Involvement & Access	Maintain an up-to-date website for citizen access	Electronic site plans and building elevations will be available for web posting and property owner notifications for development projects discussed at quarterly hearings	0%	90%	50%	Applicants have been less willing/able to provide this information in the format needed for our website than anticipated.	
			Establish "Development Status Sheet" for web to provide basic information, schedule, and contacts for all developments requiring board action	N/A	7/1/08	8/4/08	Completed one month late with help of interns to compile data from existing projects to making listing comprehensive.	
			% of months the Development Status Sheet was updated to reflect new activity or information	N/A	75%	60%	Should improve next year by using regular reminders to check the data and to expand the listing to smaller projects which change more rapidly.	
	Enhance Community Sustainability	Update ordinances to protect overlooked resources, match local ideals and vision and increase predictability of review processes	Create scope of work, solicit proposals from consulting firms, and establish process for handling development applications during ordinance rewrite	N/A	4/30/08	6/30/09	Routine development activity and extra planning work on the rail station delayed this item.	
			Complete work with committee – draft ready for public review	N/A	6/30/09	N/A	No activity due to work load.	
		Integrate Green Building into development projects	Coordinate with Orange County Inspections to establish phased-in green building requirements for all new construction	N/A	1/1/09	N/A	No specific activity. Needs to be tied to the ordinance rewrite. Board does include this in discussions with applicants.	
	Improve Satisfaction with Services	Provide timely response to nuisance complaints	% of nuisance complaints resolved within 60 days and without attorney involvement	90%	75%	43%	6 of 14 cases can be verified to meet this number based on case files. Actual number may be higher.	
			Resolution rate for cases initiated during prior two-years	N/A	75%	55%	10 of 18 cases.	
	Preserve Cultural & Natural Resources	Investigate preservation options for west Hillsborough	Conduct informational workshops in west Hillsborough and Mill Village describing options for neighborhood preservation	N/A	9/30/08 4/1/09	N/A	With other department priorities and lack of interest in the neighborhoods, this was delayed until the town is approached by residents.	
	Expand Recreation, Walkability, & Connectivity	Supervise Gold Park / Riverwalk Phase 1 construction	Gold Park / Riverwalk Phase I completed and ready to open	N/A	11/1/08	4/18/09	Grand opening date. Well within grant deadline.	
		Proceed with Riverwalk Phase 2	Submit grant request for construction of Phase II	N/A	1/20/09	1/20/09	Town Board decided to submit a grant for acquisition assistance rather than construction in this grant cycle.	
		Develop funding priorities for future investment in efficiency and effectiveness	Adopt Connectivity Plan showing important connections and recommended modes of connection	N/A	1/1/09	6/8/09	Scope of the plan is more comprehensive than originally planned.	
			Develop implementation schedule for adopted plans	N/A	5/30/09	8/2008	Staff developed a schedule and has used it to guide work during slow periods. Created new measure to encourage implementation for next year.	
	Run the Operations	Provide Responsive & Consistent Services	Routine code enforcement patrols across all neighborhoods	% of months when all neighborhoods were patrolled on a monthly basis for nuisance code violations	0%	50%	37%	Routine patrols began in October 2008 and operated on a 45-60 day cycle.
			Conduct mid-project inspections on all active permits to verify conditions are met	Conduct at least one mid-project inspection of all active Zoning Permits authorizing construction issued after 7/1/08	N/A	75%	N/A	Not started.

Perspective	Town-wide Objective	Initiative	Measure	FY08 Actual	FY09 Target	FY09 Actual	Status/Result
	Improve Communication & Collaboration	Improve departmental coordination through Development Review Committee review of new development	% of applications for TRC review able to be approved or approved with conditions in the first meeting	N/A	60%	N/A	TRC still has not met as no applications for qualifying projects have been submitted.
	Excel at Staff & Logistical Support	Provide timely information to citizen volunteers	% of advisory board agenda packets distributed 6 days before meeting	37%	86%	100%	Staff shifted deadlines and worked with applicants to receive information more timely to meet this measure.
Manage Resources	Deliver Efficient Services	Improve efficiency of development review by improving tracking and limiting Town-related delays	# of days necessary for development review when board approval required	45-50	TBD	63	Measure needs further refining to capture town impact on review. This measure captures the applicant's response time as well as town time.
			# of days necessary for development review when staff approval required	N/A	TBD	128	Measure needs further refining to capture town impact on review. Review is longer, in part, because there are no deadlines.
Develop Personnel	Promote Growth and Learning	Promote professional development through certification	% of zoning officials certified	25%	25%	50%	Code Enforcement Officer received certification this fiscal year.
			% of planners certified	66%	66%	66%	Planner will qualify to pursue test during the coming year.
		Provide GIS training for all Planning Department employees	% of Planning staff with at least basic ARC View training	75%	100%	75%	Code Enforcement Officer's abilities to use the County website based information were sufficient for his responsibilities so we did not pursue additional training and licensing.
			% of Planning staff with metadata and geo-coding training from ERSI trainer	0%	50%	25%	Planner completed a metadata training session. We are re-assessing the need for this training due to the cost and length of sessions.
		Improve effectiveness of volunteers through clear orientation to their role in the organization	Develop orientation program for new volunteer board members	N/A	12/1/08	N/A	No activity due to work load.
	Enhance Relations with Other Entities	Pursue intergovernmental agreements with Orange County for Phase 2 of the Strategic Growth Plan	Develop annexation/utility map	N/A	8/31/08	12/08	The task force prepared a map for public comment in December. Public information sessions were held and an interlocal agreement prepared. This agreement spells out the next steps and was adopted by both boards in April and June 2009.
			Amend ETJ to reflect adopted map	N/A	11/1/08	N/A	The interlocal agreement spells out the process for this, but the actual work will take a year or more.
			Development mechanisms for shared or delegated authority in new areas	N/A	1/1/09	N/A	The interlocal agreement spells out the process for this, but the actual work will take a year or more.
		Represent the town on regional committees and efforts	% of regional committee meetings attended where Town had an appointed seat	83% (15/18)	80%	72% (23/32)	Staff began attending two additional workgroups with regular but not constant Hillsborough importance.
			% of workshops and meetings of regional interest attended when topics were relevant to Hillsborough	70% (7/10)	50%	60% (6/10)	Topics included wayfinding, green building, affordable housing, train station efforts.

PLANNING– FY09 YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

Which targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?

The Planning Department had 29 measures this year, an increase from 25 in FY08. While we achieved fewer targets this year, we also had fewer measures that went unworked on. We achieved 21% rather than 28%, but had only 28% untouched compared to 52% in FY08. Having the item written down and a deadline attached adds some urgency to addressing the task. This also contributed to achieving more of the date specific targets. While we often did not meet the date specified, we completed 46% of date specific items rather than 9% for FY08.

The most significant improvement was in the improvement of getting packets to advisory board members in advance of the meeting. The target for delivery is 6 days before the meeting. We only achieved this 37% of the time in FY08, but increased to 100% of the time in FY09. A combination of factors came into play: we were less flexible with applicants about submitting information and occasionally delivered packets in person to ensure the volunteers had adequate time for review. Having reached this goal without significant hardship and seeing the improvement in meetings makes it easier to maintain.

One unanticipated target exceedance was the Code Enforcement Officer's completion of his certification as a zoning official. The class availability is irregular and we did not anticipate being able to achieve that certificate this year.

CHALLENGES:

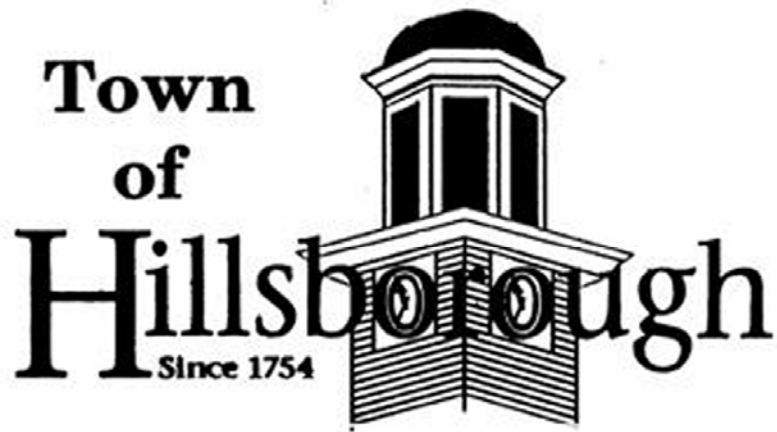
Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?

A few measures still need refinement to both capture useful information without requiring significant effort to track. These measures have been adjusted for the coming year to make reporting useful and possible. This applies to those measuring review time for applications.

Workload from unforeseen projects impacted our ability to move forward the rewrite and orientation programs. The effort and energy put into the train station effort was important as it has yielded excellent results, but these other projects were delayed.

Our ability to clear nuisance cases fell off this year, although we did make good strides in clearing up some lingering cases. This is often dependent on the unique circumstances of a case and a hesitation to spend town funds to correct violations.

The most important aspect moving forward is to continue to improve our understanding of what we are trying to show or learn and how best to demonstrate that.



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SAFETY & RISK MANAGEMENT

SAFETY & RISK MGMT. – STRATEGY MAP “Linking Actions Through Cause & Effect”

Safety and Risk Management Department Mission

To protect every employee from the hazards associated with performing their daily task, while providing the citizens the most cost effective and safest workforce in North Carolina. This is accomplished by empowering employees to make informed decisions through comprehensive training and education, providing them with the necessary Personal Protective Equipment needed to carry out their daily tasks, and updating/revitalizing outdated equipment, programs, and processes, while working within the budget set forth by the Town Board.

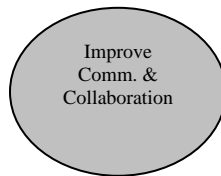


PERSPECTIVES



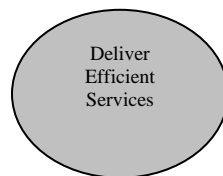
What and/or how will the department Serve the Community?

The Safety and Risk Management Department will work with departments to ensure that employees have the appropriate equipment and necessary training to provide Town services and accomplish initiatives in a way that would minimize safety related concerns an impact to the residents of Hillsborough. Whenever a citizen files insurance claims against the Town it will be processed in an expeditious manner.



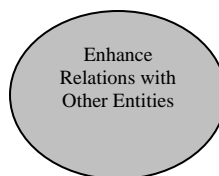
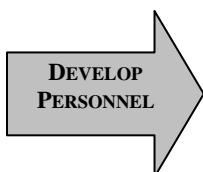
What must the department excel at to effectively Serve the Community?

The department will ensure that employees are well informed and made aware of health and safety practices in an effort to promote a safe work environment. This will be accomplished through monthly meetings, newsletters, training, safety inspections, and by using the employee expertise that is available on the Safety and Wellness Committees.



What must be done financially and/or efficiently to achieve the department's objectives?

Development of policies, programs and procedures that will encourage/provide incentives for injured employees to return to work as quickly as possible, as well as protect town owned property. Funding should be available to facilitate safety and wellness training, and the department must be committed to developing safety & health programs, policies, and guidelines. Minimize the number and severity of accidents and injuries so as to control insurance costs and limit lost time due to injuries.



What will the department do to provide personnel with the skills, tools, and organizational climate that are necessary to implement your objectives?

The organization is committed to providing training and professional development opportunities. It is goal of the Town to have the safest work environment for our employees as possible.

SAFETY & RISK MANAGEMENT – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY08 Actual	FY09 Target	FY09 Actual	Status/Result
Serve the Community	Improve Satisfaction with Services	Improve responsiveness to claims made by citizens	% of citizen claims processed within 5 working days	N/A	90%	100%	
Run the Operations	Improve Communication & Collaboration	Promote employee awareness through monthly Safety Committee meetings	% of monthly Safety Committee meetings held annually	73%	100%	100%	Meetings scheduled for 11 months/year. No meeting in December.
		Promote employee awareness through distribution of "Health 4U" Employee Newsletter	% of employees receiving monthly employee newsletter	100%	100%	100%	Newsletters distributed monthly.
		Conduct Annual Health Fair to provide employees with an opportunity to meet with health service providers to discuss availability of health services	% of employees attending annual Health Fair	65%	95%	61%	59 employees attended.
	Excel at Staff & Logistical Support	Ensure that employees are following proper guidelines and procedures	% of field inspections compliant with proper safety guidelines and procedures	N/A	95%	0%	All inspections revealed at least one safety violation. Each facility has a Procedure Manual on site detailing safety guidelines and procedures.
		Perform safety inspections of all Town owned facilities to ensure compliance with OSHA standards	% of facilities and parks inspected annually	100%	100%	100%	
Manage Resources	Deliver Efficient Services	Develop and maintain a return to work program to minimize the impact of Worker's Compensation claims	% of injured employees returning to work within 7 calendar days of injury with medical approval	80%	90%	100%	
		Develop policies and procedures to assist in lowering Property and General Liability Insurance premiums	Town's Risk Modifier	1.25	1.25	1.25	Modifier used by the NCLM to determine the Town's risk. Modifier is capped at 1.25, with 1.25 being the most risky.
		Control cost and limit unnecessary expenditures in Town's operations due to preventable accidents	Total costs of at fault accidents per FTE	\$326	<\$250	\$360	Total costs = \$33,680.89.
			Worker's Compensation claims expenses per \$100 of salary and benefits	\$2.24	<\$1.75	\$3.69	
			# of Worker's Compensation claims per 100 FTE	2.14	<5	3	
			# of OSHA recordable injuries:				
			Town Total	<u>3</u>	<u>4</u>	<u>3</u>	
			General Government	0	0	0	
Public Safety	2	2	2				
Public Works	1	1	1				
Water/Sewer	0	1	0				
# of preventable vehicular accidents per 100,000 miles driven	0.52	<1.0	1.13	6 preventable accidents.			
Work days lost due to work related injuries or illnesses per 100 FTE	42.7	<42	7.48	7 lost days.			

Perspective	Town-wide Objective	Initiative	Measure	FY08 Actual	FY09 Target	FY09 Actual	Status/Result
			# of cases per 100 employees that contained lost workdays	3	<6	3.21	3 cases.
Develop Employees	Support Training, Learning & Growth	Provide annual employee safety and health training	# of employee safety training sessions conducted annually	10	11	17	
			# of monthly "wellness" education programs held annually	22	15	21	
		Develop written safety and health programs, policies and guidelines	# of safety policies developed and approved by Safety Committee	5	5	4	Confined Space, Spill Prevention, Resp. Protection, and Prescription Eye Wear.
	Enhance Relations with Other Entities	Network with counterparts in other municipal organizations to increase knowledge and skills in promoting "wellness" initiatives directed towards improving employee health	# of networking contacts initiated annually	6	12	12+	

SAFETY & RISK MGMT. – FY09 YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

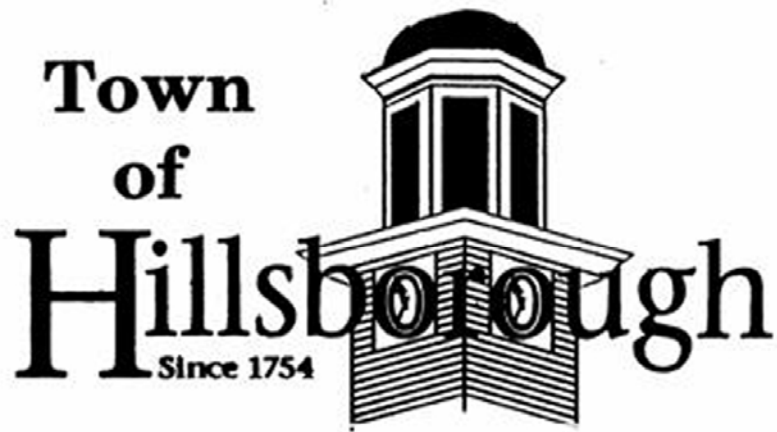
Which targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?

In reducing accidents by promoting awareness in safety sensitive areas using instructional tools and training sessions of appropriate topics. Ensuring adequate materials and protective wear are always present in these areas. By activating roles in the Town's Safety Committee hazards are identified more efficiently and eliminated sooner. Committee members are extensions of the Safety Office and are more apt to recognize dangers in the work areas a lot sooner. Inspections of facilities conducted regularly reflect fewer accidents and eventually lower premiums for all. In constantly updating programs and policies our return will be significant and ultimately beneficial to all employees in the Town. In maintaining a good strong training program the Town's workforce will continue in the reduction of accidents and pursue a safer working atmosphere.

CHALLENGES:

Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?

Although our Risk Modifier is high it is soon to be on the decline due to fewer claims, safer working conditions and improved awareness. The Town's Risk Modifier suffered several years ago, but due to the reduction of claims in the past few years a drop in the Modifier is imminent.



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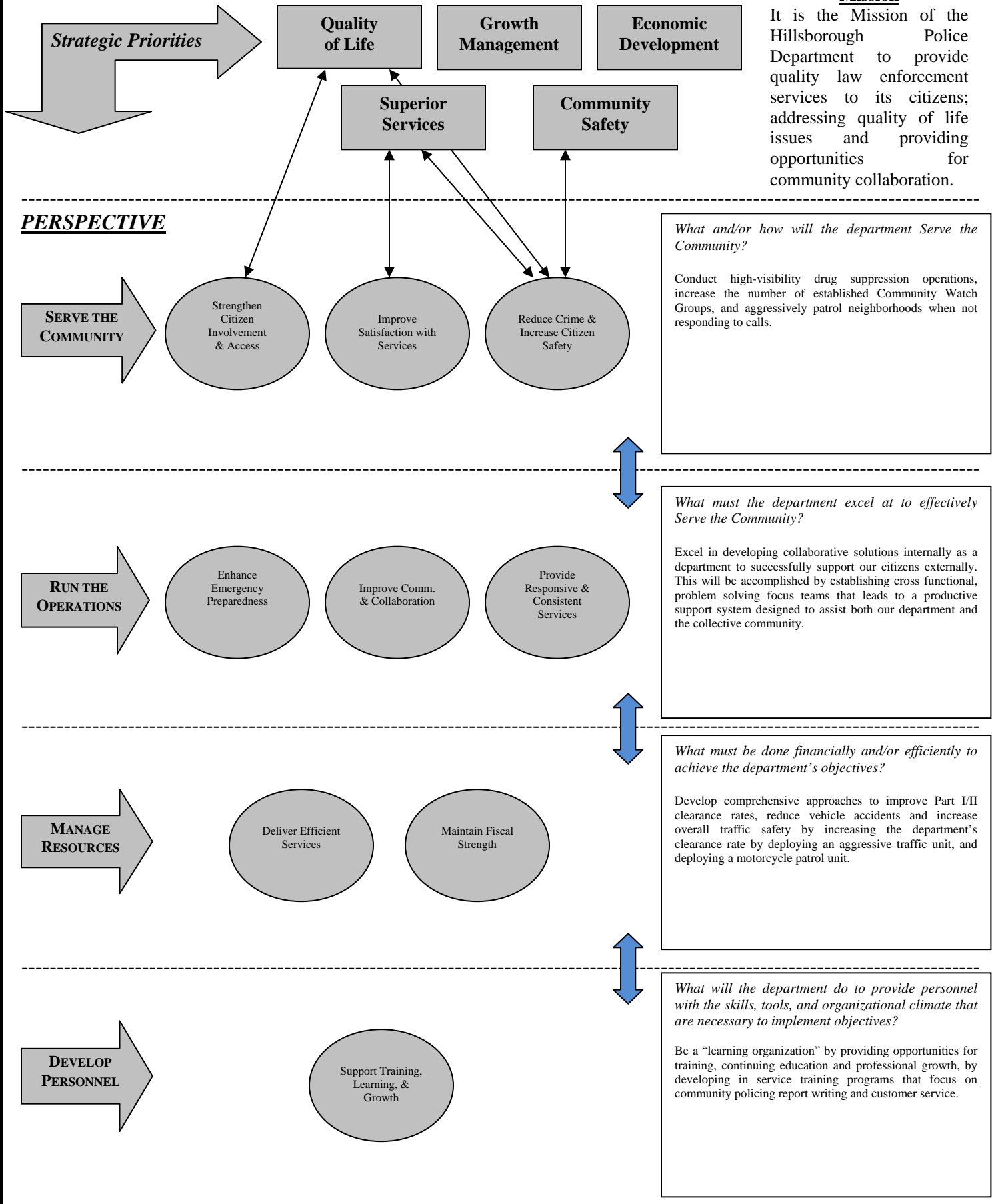
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POLICE

POLICE – STRATEGY MAP “Linking Actions Through Cause & Effect”

Police Department Mission

It is the Mission of the Hillsborough Police Department to provide quality law enforcement services to its citizens; addressing quality of life issues and providing opportunities for community collaboration.



POLICE – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY08 Actual	FY09 Target	FY09 Actual	Status/Result	
Serve the Community	Strengthen Citizen Involvement & Access	Increase Neighborhood Watch groups, community events and youth outreach programs	# of Neighborhood Watch programs	9	12	11	Community Watch Programs: Fairview, West Hillsborough, Hillsborough Heights, Cornwallis Hills, Grandview, Beckett Ridge, North Cameron, Ashford Lake, Patriots Point, Gateway Village, Business Community Watch. Note: Program will be established in the Coachwood Apts.	
			# of high-visibility drug suppression operations conducted	9	10	7	CID worked with one less narcotics officers for eight months.	
	Reduce Crime & Increase Citizen Safety	Reduce crimes against persons and property by conducting directed (aggressive) patrols	% of time available for officers to conduct directed (aggressive) patrols during a tour of duty (i.e. time spent answering calls vs. time on duty)	N/A	25%	N/A		
			Part I crimes per 1,000 population	100.62	85.8	89.6		
			Part II crimes per 1,000 population	182.90	165	184.8		
	Improve Satisfaction with Services	Conduct survey to determine how “safe” Hillsborough’s citizenry feels	% of survey respondents who feel Hillsborough is a safe place to live and work	90.4%	90%	90.2%		
Run the Operations	Provide Responsive & Consistent Services	Deploy grant funded Traffic Enforcement Unit to address speeding, moving violations, DWI and other driving offenses	# of traffic safety operations conducted by Traffic Enforcement Unit	31	8	25	Traffic safety checkpoints consisted of Driving While Impaired, Seatbelt and Child Restraint Systems.	
			Clearance rate for Part I offenses	44.7%	33%	44.1%		
			Clearance rate for Part II offenses	73.5%	33%	75.8%		
			# of traffic citations	1,194	1,518 > 15%	1,852	55% increase in citations.	
			% of civilian accidents where speed was a factor	N/A	TBD	3.89%		
	Improve Communication & Collaboration	Create Problem Solving Teams (PSTs) of officers to meet monthly with Community Watch groups to assist citizens and establish positive relationships	% of Community Watch meetings attended by PST representative	80%	100%	100%	Corporal King is the department Community Policing/PST Coordinator. She arranges meetings with Community Watch Groups and PST representatives for problem solving efforts.	
			% of months the Nuisance & Crime Abatement Team (NCAT) meet	8.3%	87%	0%	The NCAT was replaced with the Problem-Solving Team (PST)	
			Ensure the HPD is prepared to respond to an emergency or disaster situation	% of officers that have completed mandated Incident Command & NIMS training	100%	100%	93%	Currently scheduling NIMS for newly hired officers.
	Manage Resources	Deliver Efficient Services	Reduce at fault vehicle accidents by officers	# of traffic accidents per 100,000 miles driven	0.42	1.00	1.91	4 at fault accidents in FY09.
			Provide cost efficient service to the community	Per capita expense for police protection	\$416.50	\$426.67	\$404.72	

Perspective	Town-wide Objective	Initiative	Measure	FY08 Actual	FY09 Target	FY09 Actual	Status/Result
	Maintain Financial Strength	Reduce cost of operating and improve service by leveraging grant and drug seizure funds	Total \$ amount of grant money received	\$117,327	\$40,000	\$57,014	
			Total \$ amount of drug money seized	\$2,105	\$3,000	\$17,851	
Develop Employees	Support Training, Learning & Growth	Have PST members trained to enhance their effectiveness when working with the Neighborhood Watch groups	% of PST members having completed training	50%	100%	100%	PST members receive job/geographic area task specific training each time a problem solving team is put together targeting a specific area/problem.
		Develop training operations for traffic unit officers in the investigation of accidents and other traffic related offenses	% of Traffic Team officers certified in accident investigation and reconstruction	50%	75%	50%	The Traffic Team has undergone a transformation in FY09. Both Traffic Officers Alston and Matthews were promoted and transferred to Patrol Division. Officer Matthews had received 100% of required training. Officer Alston has received 50% of the required training and will complete the remainder during the fourth quarter of 2009. Patrol Officers Bilsky and Hemingway were transferred to the Traffic Team. This has impacted our efforts as we now begin a new training process.
		Develop an in-service training program for basic community policing through a "train the trainer" initiative with the NCJA	% of officers trained in Introduction to Community Policing	13.8%	100%	25.5%	Additional In-house training is tentatively scheduled to begin in October 2009. Goal to have all sworn personnel trained by the fourth quarter of 2009.
		Ensure that officers receive training in high risk areas of law enforcement that are critical to their personal safety	% of sworn officers that have taken a driver safety course within the past 3 years	79.3%	100%	93%	The department conducts annual in-service driver training at VIR in October 2009. At the conclusion of this upcoming training 100% of all sworn officers to include any new hires will have received this training.

POLICE –ADMIN. – FY09 YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

Which targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?

Overall, the police department continues to meet or exceed its goal of providing quality law enforcement service, building relationships with citizens, other departments and surrounding law enforcement agencies. The evidence of this is demonstrated in the citizen survey results that show a 90% rating from respondents saying Hillsborough is a safe place to live and work; by increasing the number of community watch groups active throughout; and, for the third consecutive year we have experienced a reduction in overall crime statistics.

The significance of these accomplishments can be translated into the quality of life that citizens and visitors alike enjoy in Hillsborough. Secondly, our focus is not just crime fighting. Our efforts and special programs are designed to build relationships with our communities and partnerships with businesses, so that HPD is firmly woven into the very fabric of Hillsborough.

HPD was recently re-organized to enhance our community policing initiatives and ensure that every member understands the importance of quality customer service. HPD will continue to train and develop personnel in the philosophies of community policing and problem-solving; making sure these early successes are not just one time indicators of something new, but rather a way of doing business.

CHALLENGES:

Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?

HPD, like every other law enforcement agency is facing a lean budget year. Fortunately, we are currently at full strength which allows us to continue to operate effectively. The challenge is being able to do so without incurring overtime expense, cutting spending on supplies and technology, and by having to scale back the number of community and youth outreach programs.

These tough times could result in a reduction in morale. To combat this we will continue to evaluate ways to motivate and reward employees. An initiative that is being drafted for consideration is the Master Officer Program. This program is designed to recognize years of service and career accomplishments of officers in a non-supervisory role. There will be a cost associated with this initiative and it is currently being evaluated.

The strong relationship HPD has with its communities is critical to our success in any economic environment. We are committed to strengthening these partnerships and forging new ones across the town.

POLICE – PATROL – FY09 YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

Which targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?

Percentages of time conducting aggressive vs. time spent answering calls. The division was asked to measure progress by using this equation to determine the time spent conducting aggressive patrols as a means of crime deterrence. It was determined that this method could not accurately depict the achievements the division was trying to accomplish. This area was reevaluated and removed from the Balanced Scorecard. Moving forward the division will measure the methods of reducing crime by collecting data on the following; checkpoints, close patrols, stationary patrols, residential checks and property checks. These measures of crime prevention and deterrence are currently being utilized along with the decoy vehicle program and area bicycle and foot patrols.

The patrol division was recently integrated with community policing division. This was done to strengthen each division and increase relationships between police officers and the citizens of Hillsborough. By combining the two divisions, officers will receive training in the COP philosophy and the expansion of community policing efforts.

CHALLENGES:

Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?

Number of officers that completed Incident Command and NIMS training: The target for the number of officers receiving NIMS training was not met. The target number for FY09 was 100%. The actual figure was 93%. The department is currently in the process of getting newly hired officers trained in this area. The training is being conducted on-line to meet this standard.

Number of traffic accidents per 100,000 miles driven: The department did not meet its goal in the area of number of officer traffic accidents per 100,000 miles driven. The target was 1. The actual figure increased to 1.91 or a total of four, (4), accidents in 2009 vs. one, (1), in 2008. As a means to reduce this number HPD will continue its driver training program. This training has been increased to two days in an attempt to increase the number of officers receiving the training on an annual basis. This training helps by placing the officer in driving situations that may be encountered during their tour of duty and the evasive maneuvers in which they should respond. By doing this, the officer is better prepared as he or she operates the patrol vehicle.

Number of officers certified in accident investigation and reconstruction: The Patrol Division did not meet the desired target in the area of percentage of officers certified in accident investigation and reconstruction. The target was to have 20% of division personnel receive training in accident investigation. Manpower was a key issue. During the fiscal year the division had one officer certified in accident reconstruction. The division currently has three, (3), officers scheduled for accident investigation training in an attempt to meet, if not exceed, expectations in the upcoming year.

POLICE – CID – FY09 YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

Which targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?

Clearance rates – Part I and Part II crimes: In FY09, the department greatly exceeded our clearance rate targets for both Part I and Part II crimes. Our target is 33% clearance in both categories, and as of Aug. 2009 our Part I clearance rate is 44.1% and our Part II clearance rate is 75.8%. Many criminal cases from FY09, particularly Part I crimes, are still open and under active investigation. As these cases are closed, our clearance rates for FY09 should rise. Final clearance rates should be available by Jan, 2010.

Total amount of grant money received: FY09 target was \$40,000. Actual grant money received was \$57,014. All grant funds came from the GHSP Traffic Unit grant. FY10 is the last year of the traffic unit grant, and we will receive approximately \$25,000 from this grant. The department continues to seek any and all relevant grants as they become available. In FY10, we will be receiving funds from the Byrne Grant (TARP) as well as the GHSP grant.

Total amount of drug money seized: FY09 target was \$3,000. Actual FY09 amount seized was \$17,851. This large seizure was due primarily to a single raid in which \$15,000 was seized. This is an abnormal occurrence and normal yearly drug money seizures should be around \$3 - \$4k. The Investigation and Narcotics Division strategy is to seize the assets of drug dealers wherever possible, in order to disrupt their ability to continue in illegal narcotics sales.

CHALLENGES:

Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?

of high-visibility drug suppression operations conducted: In FY09, the Investigations and Narcotics Division was without one of our two narcotics investigators for the majority of the year. As a result of personnel shortages, I&N was not able to conduct as many anti-drug operations as we had planned. We have added additional narcotics personnel by a temporary duty transfer from patrol and anticipate meeting our target in FY10.

Part I and Part II crimes per 1000 population: While the more serious Part I crimes dropped by 5% in FY09, Part II crimes showed a slight increase. The goal of the police department is to reduce crime every year. However, in FY09 we experienced an economic recession which historically has resulted in higher crime rates. We are encouraged by the fact that the more serious Part I crimes in Hillsborough did not rise and that Part II crimes did not rise significantly. The Police Department plans to continue our aggressive community policing strategies in an effort to reduce crime.

POLICE – COP – FY09 YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

Which targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?

The department made progress in the deployment of Problem Solving Teams (PST) throughout the town. PST was formed in various communities during FY08 and FY09. Teams focused on problem areas such as traffic congestion, speeding, drug violations, vandalism, and other quality of life issues. All PST members received additional training which included team organizational skills, team building, how to problem solve with measurable results, and basic community policing techniques.

The traffic team exceeded its goal for FY08 and FY09 in the deployment of Traffic Safety Operations throughout the town. The Traffic Team participated with the assistance of Patrol Division, Criminal Investigative Division and Community Policing Division, in conducting 25 Traffic Safety Checkpoints to include Driving while Impaired, Driver License Checks, Seatbelt and Child restraint Systems.

The training aspect of the Community Policing Division underwent a transformation in the department's in-service training room facility during FY08 and FY09. A podium/lectern was added housing a computer/monitor with internet access for on-line training and legal updates. New tables and chairs were added creating an environment more conducive to learning. A ceiling mount projector and wide pull down screen were added to promote shift-briefing training of personnel and facilitate in-service training mandated through the North Carolina Training and Standards Commission.

CHALLENGES:

Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?

The Community Policing Division fell short of its goal in developing 12 Community Watch Programs. The Division currently sponsors 11 Community Watch Programs which include: Fairview Community, West Hillsborough Community, Hillsborough Heights Community, Cornwallis Hills Community, Grandview Community, Beckett Ridge Community, North Cameron Community, Ashford Lake Community, Patriots Point Community, Gateway Village, and a Business Community Watch. Due to a decrease in staffing levels within the Community Policing Division current staff members were unable to support additional Community Watch Programs. With the integration of Community-Oriented Policing into the Patrol Division and transfer of two personnel into the Patrol Division, this will allow additional resources and manpower to support additional Community Watch Programs.

With the appointment of a Community Policing Coordinator this will enhance our community outreach programs through facilitating and coordinating Patrol Division Staff in the development of more programs. Currently the Community Policing Coordinator is working with management and residents of Coachwood Apartment Community in creating a Community Watch Program. This effort is in the implementation stages which will allow the division to reach the goal of 12 Community Watch Programs.

The Training aspect of the division did not meet its target of training 100% of all officers in basic Community Policing. This was in part due to staffing levels and the transformation of the Patrol Division incorporating the Community Policing philosophy. The department is sending officers to outside training at the North Carolina Justice Academy and Community Colleges, to receive basic Community Policing training.

Training personnel are currently developing an in-house Community Policing Basic Training Course to deliver this training to all sworn personnel tentatively by the end of calendar year 2009.

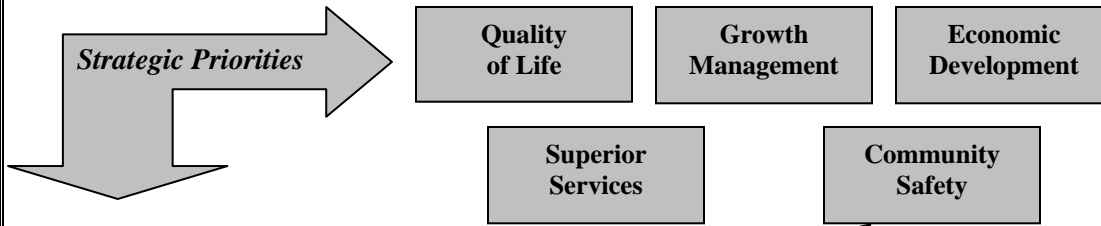
FIRE MARSHAL & EMERGENCY
MANAGEMENT

FIRE MARSHAL & EMERGENCY MANAGEMENT

STRATEGY MAP "Linking Actions Through Cause & Effect"

Fire Marshal & Emergency Management Mission

Is to provide efficient and effective, education, inspections and investigation services to reduce the loss of life and property, and to improve the quality of life for the our citizens and visitors.



PERSPECTIVES



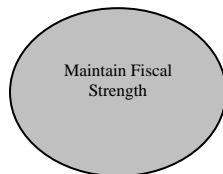
What and/or how will the department Serve the Community?

Influence business owners and the general public to maintain safe work and living environments. Educate school aged children in fire and life safety. Prepare our community to face all types of emergency situations. Deter the crime of arson through thorough cause & origin investigation and prosecution.



What must the department excel at to effectively Serve the Community?

Aggressively enforce the NC Fire Code and Town Fire Prevention Ordinance. Educate during the inspection by explaining what problems the particular code violation has presented in the past. Promptly investigate citizen complaints with follow up response to ensure customer satisfaction. Continue to train Town staff in emergency operations and present preparedness information to community watch, civic groups, news media and special events. Exercise the Towns emergency response plan.

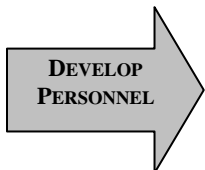


What must be done financially and/or efficiently to achieve the department's objectives?

Increase funding of part-time personnel. Continue to write and apply for grants and other alternative funding sources.

Implement the self-inspection program for re-inspections.

Explore partnering with Orange Rural Fire Department.



What will the department do to provide personnel with the skills, tools, and organizational climate that are necessary to implement objectives?

Staff will be encouraged to attend area fire and life safety conferences, schools and association meetings. Attend association meetings related to inspections, prevention, and investigations. Maintain mutual assistance and collaboration with the Orange County Fire Marshal's office and other agencies.

Due to the current economy, staff will only attend schools required to maintain certifications.

FIRE MARSHALL & EMERGENCY MGMT – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY08 Actual	FY09 Target	FY09 Actual	Status/Results
Serve the Community	Reduce Crime & Increase Citizen Safety	Ensure that occupancies are in compliance with the NC Fire Prevention Code	% of annual inspections completed	100%	100%	100%	Completed minimum required by the state.
			% of biennial inspections completed	100%	100%	100%	Completed minimum required by the state.
			% of triennial inspections completed	120%	100%	100%	Completed minimum required by the state.
		Increase the frequency of inspections in occupancies on the biannual and triennial schedule to reduce need for multiple re-inspections	% of increase in original inspections for occupancies on the biennial and triennial schedule	10%	40%	0%	Completed minimum required by the state.
			% of inspections requiring a re-inspection	22%	25%	16%	
		Teach fire prevention in each of the 2 nd and 4 th grade class rooms in the 3 elementary schools within Town limits	# of fires started by juveniles	0	0	1	Child too young to have been educated in school.
			# of juveniles injured or killed by fire	0	0	0	
		# of students taught	210	335	323	Goal accomplished.	
		Investigate suspicious fires within the Town's jurisdiction	# of fires investigated (implemented 2/1/07)	6	On demand basis	3	
		Increase efforts to gather chemical inventory for facilities	# of facilities storing 55 gallons or 500 pounds or more of chemicals, documented and entered into CAMEO	3	N/A	2	Had one significant hazardous facility to move into town.
		Run chemical release scenarios on each facility storing 55 gallons or 500 pounds or more of chemicals and publish the results for use by responders and planners (scenarios will be part of the Fire Department's pre-inventory survey for each facility)	# of completed scenarios	3	Complete 10 most hazardous	2	
		Run the Operations	Enhance Emergency Preparedness	Organize, train and coordinate pre-designated Damage Assessment Teams	# of Damage Assessment Teams established	0	N/A
Form a Local Emergency Planning Committee (LEPC) comprised of representatives from business, industry, civic groups, education, healthcare, private citizens and Town staff to meet monthly	Mission statement and task identified			N/A	N/A	N/A	Still on hold.
	Have members appointed and start holding regular meetings			N/A	N/A	N/A	Still on hold due to the County LEPC.
Educate the community about disaster and emergency response	Conduct Disaster Preparedness Fair			N/A	N/A	N/A	
Become proficient in the operation of the Code Red System and write protocols	# of calls launched			3 training & 1 actual	N/A	1 training	Trained police department personnel on new setup of CodeRed.
Manage Resources	Deliver Efficient Services	Restructure and expand the inspection fee schedule. Review plans for new construction, modifications and new processes. Implement plans review and permit fees	% of operation costs recovered through fees	20%	20%	14%	

Perspective	Town-wide Objective	Initiative	Measure	FY08 Actual	FY09 Target	FY09 Actual	Status/Results
Develop Employees	Support Training, Learning & Growth	Have all Town employees fully trained to meet NIMS requirements	% of employees that have completed NIMS training	90%	100%	93%	
			% of upper management/dept heads that have completed NIMS training	95%	100%	100%	
			% of field supervisors that have completed NIMS training	90%	100%	95%	
			% of line crews / patrol officers that have completed NIMS training	85%	100%	85%	
		Fire Marshal staff training	Attend Fire & Life Safety Conference bi-annually	No	Yes	No	Opted to save money.
			Attend Fire Prevention School annually	Yes	Yes	Yes	
			Attend Arson Investigators School annually	Yes	Yes	No	Scheduling conflict.
			Attend 6 hrs of Fire Inspector continuing education annually	6hrs	6hrs	6hrs	Goal met.
			Attend 6 hrs of Fire Service Instructor upgrade annually	6hrs	6hrs	0hrs	

FIRE MARSHAL – FY09 YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

Which targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?

The Fire Marshal/Emergency Management division had a challenging yet successful year in FY08. The division lost part-time inspector David Sykes at the half way point of the fiscal year. This resulted in a drop in the amount of inspections conducted by the division.

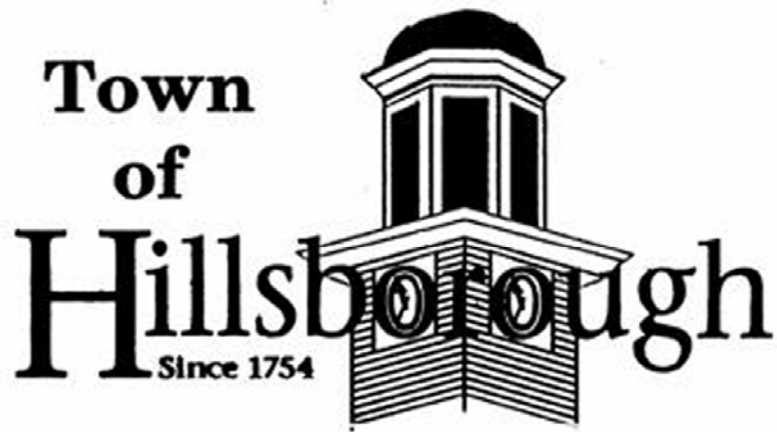
The state mandated schedule for fire inspections was met. During the Operation Redesign, the self re-inspecting program was presented and is being implemented and will be fully measurable at the end of FY10. The number of fires in Town decreased by 70% and the investigations of their cause and origin revealed that children playing with fire resulted in the majority of the fires. No cases were suspected as arson. Elementary school classes were the focus of our prevention activities this year and are proving to be the most effective way to get to our adult population.

The Fire Marshal currently serves as a member of the Orange County Local Emergency Planning Committee (LEPC). Coordination and sharing of resources is one of its objectives through communications between jurisdictions. Town staff continue to train and keep updated on changes in the CodeRed system. The Fire Marshal supported police department staff with a class on the new setup of the CodeRed system for command staff.

CHALLENGES:

Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?

The division fell short of its goal of recovering 20% of its operating expenses, recovering 14% of total costs.



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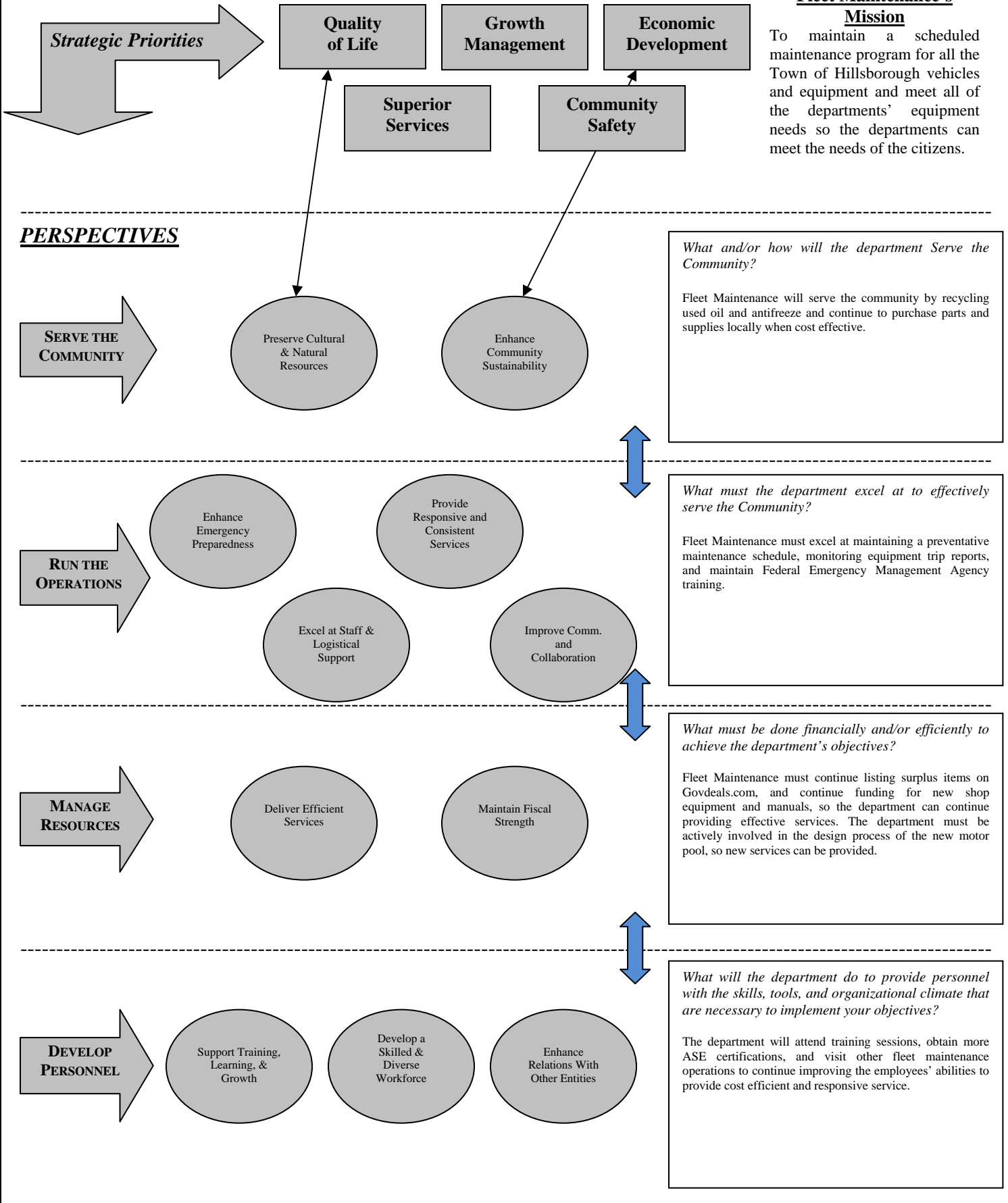
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FLEET MAINTENANCE

FLEET MAINTENANCE – STRATEGY MAP “Linking Actions Through Cause & Effect”

Fleet Maintenance’s Mission

To maintain a scheduled maintenance program for all the Town of Hillsborough vehicles and equipment and meet all of the departments’ equipment needs so the departments can meet the needs of the citizens.



FLEET MAINTENANCE – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY08 Actual	FY09 Target	FY09 Actual	Status/Result
Serve the Community	Preserve Cultural & Natural Resources	Prevent contamination of stormwater by capturing and recycling used oil and antifreeze	# of gallons of used motor oil and antifreeze recycled	813	700	536	The service interval on diesel pickups was extended from 3,000 to 5,000 miles.
		Protect air quality, reduce dependence on fossil fuels and global warming pollution levels	% of fleet that are alternative fuel vehicles	29%	30%	29%	
			Tons of carbon dioxide (CO ₂) emitted from Town vehicles	570.6	550	536.8	
			Tons of carbon dioxide (CO ₂) emitted from Town equipment	32.1	20	24.3	
	Enhance Community Sustainability	Buy parts and supplies locally when cost effective, thereby supporting local businesses	% of parts and supplies bought locally versus out-of-town	30%	60%	29%	
Run the Operations	Enhance Emergency Preparedness	Maintain required Federal Emergency Management Agency Training	% of required courses completed by employees	100%	100%	100%	Staff were all current on FEMA training during FY09 and completed all safety training.
	Excel at Staff & Logistical Support	Manage an efficient and effective preventative maintenance program	% of services performed on schedule	76%	90%	79%	
	Provide Responsive and Consistent Services	Improve our service by updating shop equipment, such as manuals and diagnostic tools	% of departmental supplies spent on tools and equipment	31%	26%	46%	Replaced main computer and added a laptop to work with truck software on location.
	Improve Communication & Collaboration	Continue providing a customer feedback loop through equipment trip reports to allow Town departments to easily register their complaints, compliments, and suggestions on Fleet Maintenance operations	% of equipment trip reports that have registered complaints	8%	10%	11%	Aging fleet explains part of this increase.
			% of weekly reports for assigned vehicles that have registered complaints	9%	10%	10%	
Manage Resources	Deliver Efficient Services	Provide efficient services by preparing a monthly report listing the repair and service cost per vehicle	Average yearly maintenance expense per vehicle	\$1,236	\$860	\$987	
			Average yearly maintenance expense per piece of equipment	\$498	\$280	\$555	Equipment fleet is aging, causing cost increase.
			Cost of maintenance expenses per mile driven for heavy trucks	\$0.95	\$0.95	\$0.81	
			Cost of maintenance expenses per mile driven for light trucks and cars	\$0.10	\$0.15	\$0.13	
			Cost of maintenance expenses per mile for police vehicles	\$0.11	\$0.16	\$0.09	Cost dropped due to Impalas being used mainly instead of Crown Vics.
	Maintain Fiscal Strength	Sell surplus equipment on GovDeals.com providing a means to recover funds from equipment taken out of service	# of items sold on GovDeals.com	89	30	16	All items that were approved for surplus were sold.
Develop Employees	Support Training, Learning & Growth	Provide updated training for all equipment to keep up with technology and provide cost effective service	# of training classes attended	4	10	4	
	Develop a Skilled & Diverse Workforce	Emphasize the completion of the ASE Certification Program	# of ASE certifications obtained	8	16	6	
			% of mechanics ASE certified	100%	100%	100%	

Perspective	Town-wide Objective	Initiative	Measure	FY08 Actual	FY09 Target	FY09 Actual	Status/Result
	Enhance Relations with Other Entities	Visit other fleet maintenance operations to investigate how other organizations run their operations and make performance comparisons to use as a guideline to evaluate our service	# of fleet maintenance facilities visited	1	2	2	Many ideas came out of these visits. I plan to visit facilities in FY10 that are closer to the size of our shop.

FLEET MAINTENANCE – FY09 YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

Which targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?

Fleet Maintenance exceeded its goal of performing services on schedule. This is important to the fleet because it greatly reduces the overall cost of maintenance per vehicle. This was partially accomplished by Town employees filling out trip reports properly, informing Fleet Maintenance when service was needed. Fleet Maintenance will continue to monitor daily and weekly trip reports to ensure that vehicles are brought in on time for service.

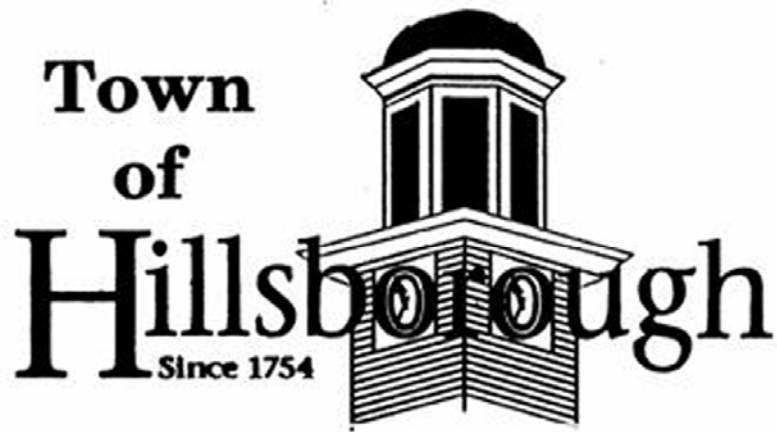
The average yearly maintenance expense per vehicle dropped from \$1,236 to \$987. This is partially due to the addition of new vehicles to the fleet, and their repairs being covered by warranty. It is also due to the vehicles being serviced on time. These lowered costs allow room in the budget for unexpected repairs. Fleet Maintenance will continue to attempt to lower this cost by ensuring services are done on time.

CHALLENGES:

Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?

Fleet Maintenance did not meet its goal for the average yearly maintenance expense per piece of equipment. It increased from \$498 to \$555. Most of our equipment is aging and has many hydraulic lines per unit. These lines have been failing at a fast rate due to age and sun exposure. Fleet Maintenance considered replacing all lines at one time on each unit. The cost averaged \$6,000 per piece of equipment. We did not feel this was feasible. In the future, Fleet Maintenance will continue to replace the hydraulic lines as they fail.

Fleet Maintenance failed to attend as many training classes as it intended. Some of the classes we wanted to attend were cancelled due to low attendance. We will continue to check with these vendors for future available classes. Fleet Maintenance will also take advantage of the new Orange Muni training website, and plan to attend as many classes that apply to us as possible.



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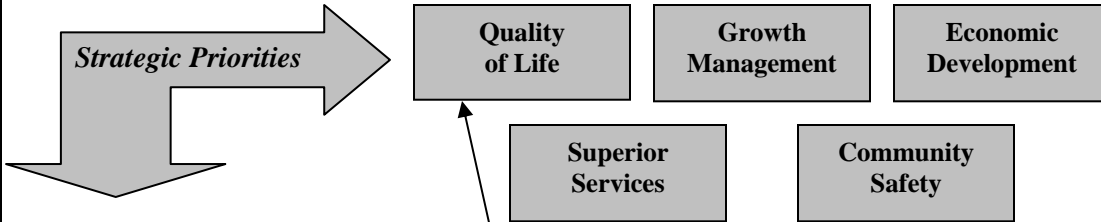
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PUBLIC WORKS

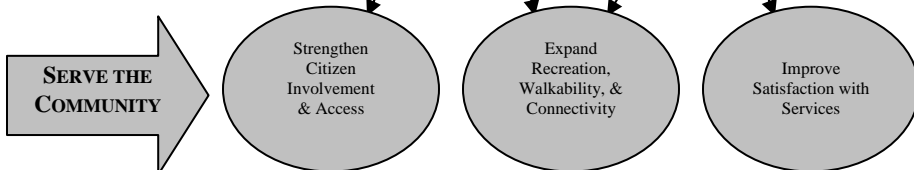
PUBLIC WORKS – STRATEGY MAP “Linking Actions Through Cause & Effect”

Public Works Mission

Street Division maintains the infrastructure of Town streets, sidewalks, and drainage systems to ensure safe and reliable roadways. Solid Waste Division provides solid waste collection to support an esthetically pleasing environment. Cemetery Division provides for effective maintenance of public facilities, grounds and rights-of-way.



PERSPECTIVES



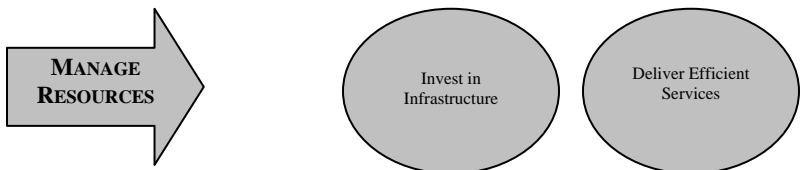
What and/or how will the department Serve the Community?

Communicate service information to Town residents through the Town website and information materials. Public Works will strive to complete work orders within one week of the request. Improvements in walkability will be achieved by constructing new sidewalks and maintaining current sidewalks in good condition through a repair and replacement program.



What must the department excel at to effectively Serve the Community?

Public Works must provide cost effective and efficient solid waste collection. Asphalt repairs will be made in a timely manner. Staff will complete Emergency Management Institute training. Monthly departmental meetings will be conducted to promote the sharing of information and exchange of ideas amongst Public Works' employees.



What must be done financially and/or efficiently to achieve the department's objectives?

Budgets must adequately prepare for associated costs to resurface streets and maintain stormwater system. Standard Operational Guidelines will be followed to provide responsive, consistent service.



What will the department do to provide personnel with the skills, tools, and organizational climate that are necessary to implement objectives?

Staff will complete the Institute of Transportation Research and Education (ITRE) training program and obtain work related licenses.

PUBLIC WORKS – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY08 Actual	FY09 Target	FY09 Actual	Status/Result
Serve the Community	Strengthen Citizen Involvement & Access	Maintain Public Works website quarterly with current information	# of times website updated annually	3	4	5	Public Works website updated with public information.
		Provide public with informational materials	# of public information materials distributed to residents annually	5	3	5	Garbage Schedules, Citizen Brochures, Magnets, PSA's, and door hangers.
	Improve Satisfaction with Services	Complete work orders in a timely manner	% of work orders completed within one week	93%	95%	90%	Lower percentage related to equipment breaking down. Brush truck operations were a main factor in lower percentage rate.
	Expand Walkability	Maintain/repair current sidewalks for public safety	Total linear feet of replaced sidewalk	283	125	0	Significant sidewalk replacement planned in Fall 2009.
		Construct new sidewalks according to sidewalk plan	Total linear feet of new sidewalk	2,046	9,206	2,447	New sidewalk constructed in Riverbend. Nash St. sidewalk construction tentatively planned for winter FY10.
Run the Operations	Provide Responsive & Consistent Services	Ensure that residential refuse collection routes are serviced on a consistent basis	% of garbage routes completed on schedule	100%	100%	100%	Keeping garbage routes on schedule is a high priority for Public Works.
			% of brush routes completed on schedule	91%	95%	91%	Truck repair reduced on time pick up.
		Potholes and utility cuts are repaired on a consistent basis	% of potholes/utility cuts repaired within one week	66%	75%	69%	Staffing, weather, and other factors can create delays.
	Improve Communication & Collaboration	Promote information sharing through monthly department meetings	# of meetings held annually	9	12	18	Staff was routinely updated with Public Works information.
	Enhance Emergency Preparedness	Complete Emergency Management Institute training courses	% of employees completing courses	86%	100%	100%	Staff has met the Emergency Management requirements.
Manage Resources	Invest in Infrastructure	Provide annual street resurfacing per plan	Linear feet of streets resurfaced	7,988	6,800	2,355	Decrease in funding reduced the amount of streets resurfaced.
			% of streets rated in good or better condition	71.4%	75%	73%	Increase in funding for FY10 will improve poor or very poor rated streets.
			Road maintenance cost per lane mile maintained	\$6,937	\$10,000	\$5,570	There were 5,633 feet less of streets resurfaced in comparison to FY08. This is reflected in the lower cost.
		Increase the emphasis placed on sidewalk maintenance	% of concrete sidewalk rated in poor condition	0.3%	1.2%	2.7%	Sidewalk condition survey indicates Hillsborough is above average in comparison to similar sized municipalities.
	Deliver Efficient Services	Maintain stormwater system	% of storm drains cleaned annually	10.8%	10%	8%	Work was concentrated on storm drains clogged with roots and debris.
		Emphasize route productivity for residential refuse collection	Costs per collection point	\$147	<\$150	\$132	Lower equipment costs reduced costs per collection point.
		Promote driver safety	# of accidents per 100,000 miles driven	0	0	0	Staff were not charged with any avoidable accidents by the Safety Committee.
Develop Employees	Promote Growth and Learning	Emphasize the completion of the ITRE Roads Scholar Program	% of staff receiving certification	42.8%	75%	72%	Two staff members have Advanced Certification and three completed initial Roads Scholar training.
		Have employees obtain NC Pesticide License	# of staff with license	2	2	2	Staff continue to attend classes to maintain license.

PUBLIC WORKS – FY09 YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

Which targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?

Continued training has allowed Public Works staff to meet its goals for receiving certification from the Emergency Management Institute and Institute for Transportation Research Education. The EMI training enables staff to understand what may be expected in the event of a major emergency and how the chain of command structure operates when disaster strikes. The ITRE Roads Scholar program provides training workshops, technical information and materials to Public Works staff to increase their knowledge of the skills needed to perform their jobs and further their careers. Staff will continue to attend ITRE classes to obtain Advanced Roads Scholar certification.

Providing the public with different forms of informational materials helps keep citizens informed about Public Works policies and guidelines. This has become increasingly important as landfill regulations dictate what is acceptable to be placed in residential refuse containers. The recent introduction of door hangers will provide residents with the needed information so refuse placed in their carts or by the roadside will meet Public Works guidelines.

CHALLENGES:

Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?

The replacement of sidewalk rated in poor condition did not occur in FY09; however, staff will prioritize this work to be completed during Fall of FY10. Staff recognizes the importance of sidewalk repair and the needed improvement for a more “walkable” Hillsborough. The safety of residents and the protection of trees will be of utmost importance during construction of replacement sidewalk. Although the recent sidewalk condition survey rated Hillsborough’s sidewalks better than most municipalities of similar size, continued improvement is expected.

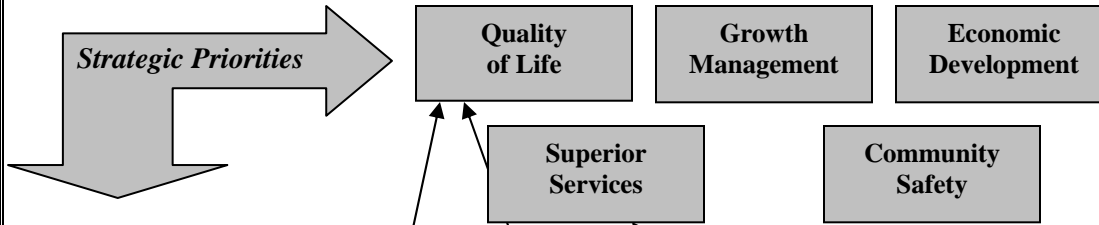
The drop of work orders completed within one week to 90% was mainly due to equipment breakdown or asphalt repair of utility cuts. Brush removal was interrupted for vehicle repair which is unavoidable. Currently, the brush truck is scheduled for replacement in FY12 which should improve the percentage of work orders completed on time. The Balanced Scorecard time frame for asphalt repair should be increased because the current one week measurement is not a realistic goal. There are various factors such as weather, staffing level, and the condition of the repair area that affect scheduling of asphalt repairs. Public Works staff will always strive to make repairs as quickly as possible as the conditions allow.

WATER & SEWER FUND

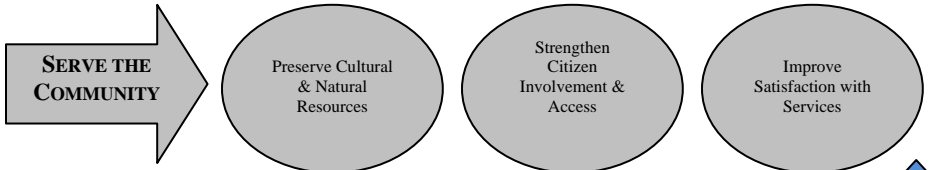
WATER & WASTEWATER DEPARTMENT - STRATEGY MAP "Linking Actions Through Cause & Effect"

Water/Wastewater Department Mission

The Town of Hillsborough's Water/Wastewater department is committed to providing reliable, high quality water supply and wastewater reclamation services in a cost effective manner within the Town of Hillsborough's service area, consistent with: a demonstrated public need; community health and safety standards; regulatory requirements; and sound technical, financial and customer practices.

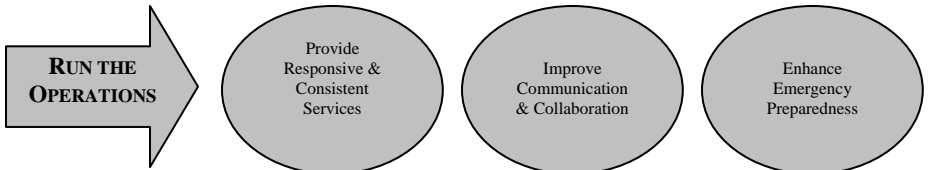


PERSPECTIVES



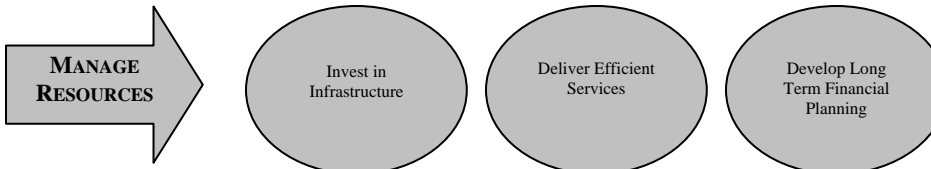
What and/or how will the department Serve the Community?

- Fully Staff the Water Sewer Advisory Committee.
- Participate in school field trips for utilities facilities tours.
- Publish Water Quality Report & Wastewater Report.
- Protect the water quality of the Eno River.
- Reduce CO₂ emissions from fleet.



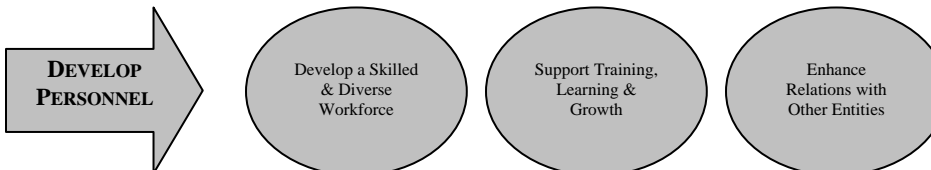
What must the department excel at to effectively Serve the Community?

- Update & increase key information on website.
- Respond to citizen requests in a timely manner.
- Conduct quarterly meetings with all Water/Sewer divisions.
- Provide employee training in emergency response procedures.



What must be done financially and/or efficiently to achieve the department's objectives?

- Stay within departmental budget.
- Implement a preventative maintenance program.
- Increase the emphasis placed on infrastructure maintenance.
- Update 20-year CIP/Asset Management System.



What will the department do to provide personnel with the skills, tools, and organizational climate that are necessary to implement objectives?

- Provide Ongoing Training Opportunities.
- Encourage Participation in Associations & Committees.
- Encourage Cross-Training/Certification.
- Continue "Employee Exchange Program."

WATER & WASTEWATER – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY08 Actual	FY09 Target	FY09 Actual	Status/Result
Serve the Community	Preserve Cultural & Natural Resources	Reduce CO ₂ Emissions from fleet	Average MPG of fleet	8.83	9.3	10.6	
		Protect the water quality of the Eno River	# of sanitary sewer overflows	2 (CY07)	6 (CY08)	10 (CY08)	
			# of Notices of Violation for Drinking Water	1	0	1	VOC's monitoring violation.
			# of Notices of Violations for Wastewater	0	0	1	NOV issued for not submitting biosolids report on-time.
	Strengthen Citizen Involvement & Access	Fully staff Water/Sewer Advisory Committee	# of filled appointments	8	8	8	
		Create a Citizens College to educate public on all aspects of utility operations as well as other Town departments	# of participants	0	5	0	Recommending the removal of this measure due to liability issues.
		Participate in school field trips for utilities facilities tours	# of tours per year	5	2	3	WWTP = Boy Scouts WTP = Boy & Cub Scouts
	Improve Satisfaction with Services	Publish Water Quality Report & Wastewater Report	Completed yes/no	Yes	Yes	Yes	
	Run the Operations	Provide Responsive & Consistent Services	Respond to citizen requests in a timely manner	% of work orders completed within 48 hours	100%	90%	100%
Enhance Emergency Preparedness		Provide employee training in emergency response procedures	# of training sessions	0	2	12	Involved door hangers and a Boil Water Live Action exercise.
Improve Communication & Collaboration		Update and increase key information on website	# of website review and updates for accuracy and content	12	6	12	
		Conduct quarterly meetings with all Utilities' divisions	#of meetings held each year	10	10	12	Not including Utility Management Team meetings held once a month.
Manage Resources	Develop Long-Term Financial Planning	Update 20yr CIP/Asset Management System	Completed yes/no	Yes	Yes	Yes	
	Invest in Infrastructure	Increase the emphasis placed on infrastructure maintenance	Footage of waterlines repaired or replaced	TBD	200	3,168	
			Footage of sewer lines repaired or replaced	TBD	200	2,919	
			Number of manholes repaired or replaced	TBD	5	42	
	Deliver Efficient Services	Keep annual expenditures below adopted budget level	% of expenditures compared to originally adopted budget	92.98%	98%	93%	WWTP-96%, WTP-92%, Water Distribution-92%, Wastewater Collection-88%, Reservoir-99%, Engineering-94%
		Optimize efficiency of the WTP and WWTP	Cost per 1,000 gallons of treated drinking water	\$1.48	\$1.58	\$1.63	
			Cost per 1,000 gallons of treated wastewater	\$3.31	\$3.45	\$2.72	
		Provide customers with quality services at an affordable cost	Water bills as % of Median Household Income (MHI)	1.01%	<1%	1.08%	1% of less is considered affordable.
Sewer bills as % of Median Household Income (MHI)	1.06%		<1%	1.13%	1% of less is considered affordable.		
Develop Employees	Develop a Skilled & Diverse Workforce	Encourage cross-training/certification	# of employees from each division attending certification classes for another division (i.e. ww operator attending distribution class)	3	2	2	Nathan Cates & Russell Lloyd cross trained at the WTP.

Perspective	Town-wide Objective	Initiative	Measure	FY08 Actual	FY09 Target	FY09 Actual	Status/Result
	Support Training, Learning, & Growth	Provide ongoing training opportunities	% of employees with water and/or wastewater certifications	79%	83%	89.7%	26 of 29 employees have certifications.
	Enhance Relations with Other Entities	Encourage participation in associations and committees	# of committees in professional organizations staff is involved in	5	4	8	NC AWWA, NC WEA, Rural Water Assoc., NC Waterworks Operators Assoc., NC One-Call Center, PENC, NC Pretreatment Consortium & American Backflow Prevention Association.
		Develop and implement "Employee Exchange Program"	#of employees participating	0	1	0	No outside agencies are interested and staff is recommending the removal of this measure.

ENGINEERING – FY09 YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

Which targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?

The Engineering Department accomplished its goals of publishing the annual water quality report and wastewater report. We also exceeded our goal of the frequency of reviews of website information, ensuring that our customers have accurate and up-to-date information available to them online.

As an overall department, Utilities exceeded our fleet miles per gallon rating goal, with a 10.6 mpg rating. We also came the closest of all Town departments to meeting the 10% fuel reduction goal for FY09, missing the goal by only 0.52% with a 9.48% reduction.

Other key achievements are that we met our expenditures goal, have achieved NC certification for 26 of our 29 employees, and doubled our target amount for activity in professional associations. Utilities spent only 93% of our total budget, which is a great help to the Town during this time of economic downturn. Having certified staff leads to increased credibility among our customers, vendors, and regulators. Being active in professional organizations exposes our staff to other utilities ideas, gives us further credibility for being a dynamic and involved utility, and give us input into the direction of the water and wastewater profession.

CHALLENGES:

Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?

We have not met our stated target of having our water and sewer bills below 1% of median household income (MHI). This target may need to be increased, since it is unlikely that our rates will be decreasing any time soon. However, as the economy recovers, MHI may rise enough to make this goal attainable.

RESERVOIR – FY09 YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

Which targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?

The platforms in the riser structure were installed in FY09, which greatly increased the ability to service the release valves safely. Work still continues on replacement of the valves and valve stems.

The goal of visiting the site on a weekly basis was exceeded significantly, due to the ongoing maintenance work taking place at the WFER.

CHALLENGES:

Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?

Scorecard goals do not address this department. Since it has no personnel and has limited operations, it does not lend itself to having scorecard goals. While it does have a large budget, the majority of funds go toward paying debt service.

DISTRIBUTION & COLLECTION – FY09 YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

Which targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?

Our CY08 Target was 6 Sanitary Sewer Overflows, which we exceeded with a total of 10 actual SSOs. However, with the exception of the 2 spills at Gold Park during construction, the gallons spilled during each incident remained relatively low. At this time, we have only experienced 2 for CY09, and have been exceeding our requirements for sewer main cleaning. It has been, and continues to be difficult with the current hiring freeze, and loss of one position.

The crew was able to exceed its goals for replacement of old water and sewer lines, as well as installation of over 2,000 ft of new water and sewer lines.

The crew was given the task of making 47 new water taps for the Colonial Hills area where a community well had been contaminated, and we completed all the taps in early August.

We were able to install platforms at the WFER, which saved the Town a tremendous amount of money versus hiring a contractor to do the work. We hope to complete valve and stem replacement by Fall 2009.

CHALLENGES:

Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?

We were not able to create the Employee Exchange Program due to lack of commitment from other utilities, and will need to eliminate this goal from our scorecard.

We have also been delayed in creating the Citizens College and still await input and guidance from staff regarding logistics, travel, and liability. Due to liability concerns, we will likely recommend the deletion of this goal from our scorecard.

WATER TREATMENT PLANT – FY09 YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

Which targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?

The two goals we exceeded in were controlling energy costs and the reduction of total trihalomethanes (TTHM) & haloacetic acid (HAA) formation. We were able to control energy costs by operating the plant during off-peak hours. This allowed for less cost per kilo-watt hour. We also installed variable frequency drives (VFD's) on pump motors to reduce power demand and control rate of flow for pumps. We have not reviewed final cost but believe it could be a 30% to 35% reduction.

TTHM and HAA reductions were also accomplished in-house. This was done with the help of state water plant consultants Mike Hicks and J.D. Monroe. We changed our coagulant feed from Potassium to Sodium Permanganate and moved the injection point from the plant to the raw water pump station. This increased contact time by 30 minutes, allowing more time for oxidation of organics. We also moved the injection point of chlorine from below the filters to past the clear well and before the pump well. This reduced chlorine demand, and lowered total organic carbons (TOC's).

CHALLENGES:

Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?

We did not meet our goal of no notices of violation. We exceeded the detection level (the lowest point at which a substance can be measured), but not the action level (the level above which there is a health concern) for volatile organic carbons (VOC's). We collected the samples in January of 2008, but were not informed by the state until July 2008 that exceeding the detection level required increased monitoring. After four quarters of sampling we have now been approved by the state to return to annual testing.

WASTEWATER TREATMENT PLANT – FY09 YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

Which targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?

The Wastewater Treatment Plant was very successful in achieving all performance measures in FY09 with the exception of only one. One of our most important measures is “*Optimize efficiency of the WWTP.*” To measure plant efficiency we calculate cost per 1,000 gallons of treated wastewater. This measure takes the annual personnel and operational costs and is divided by the total 1,000 gallons treated through the year. This measure is influenced greatly by weather due to fluctuation in flow from rain events—wet years produce lots of flow and dry years much less. For this reason it is best to look at this measure as an average over several years to determine the actual costs. However, a reduction from \$3.45/1,000 gallons to \$2.72/1,000 gallons is really good.

Another measure that looks at overall efficiency is “*Keep annual expenditures below adopted budget level.*” We were successful in this measure as demonstrated by our ending FY09 actual expenditures at 95% of the approved budget.

Being that we work at a wastewater plant, we are environmentalist by profession. But we don’t stop at just protecting the water environment; we also strive to protect the earth as a whole. One of our measures is “*Reduce CO2 emissions from fleet*” and we did just that—by 56%!

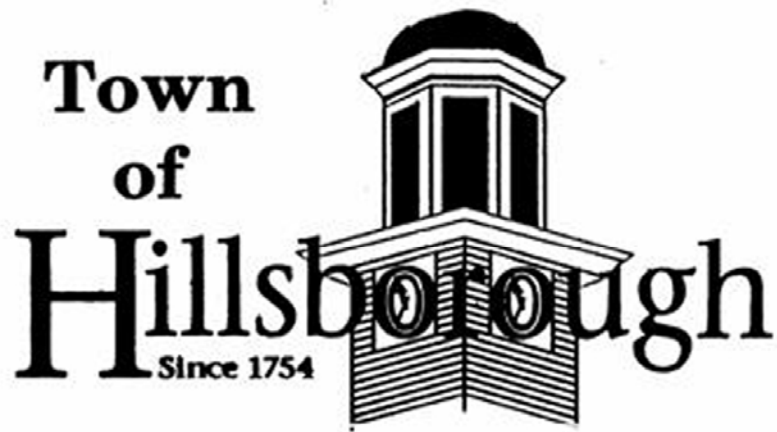
The Plant Staff is also very progressive in protecting employees and the surrounding community. Every other week the Staff meets and on the agenda for those meetings are sections on safety training and emergency response.

CHALLENGES:

Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?

The Staff strides for no Notices of Violations for Wastewater. Unfortunately we did have one this year. The Staff administers two biosolids land application permits—a “Class A” and a “Class B”. The Class B permit is the one that we currently utilize. It is very technical and requires a significant effort to administer. The Class A permit is not being utilized at this time and has not been for several years. Both permits require an annual report to be sent to the State and also the EPA. However, due to a miscommunication between us and our land application contractor, the Class A report, which simply states that no Class A biosolids were produced, was submitted late. The Class B report was submitted on-time. No fines or enforcement actions were taken.

To *strengthen citizen involvement and access*, the Utilities Department will try to participate in school field trips for utilities facilities tours. We did have a Boy Scout troop tour the plant this year; however with the beginning of construction on the plant upgrade, tours of the facilities may not be possible throughout the next few years.



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