

TOWN OF HILLSBOROUGH

FY2016

Balanced Scorecard Report

Hillsborough, North Carolina

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To: Mayor Stevens & Board of Commissioners
From: Jen Della Valle, Assistant to the Manager
Date: October 7, 2016
Re: Balanced Scorecard Year-End Report

I am pleased to present to you the FY2016 Balanced Scorecard Report! The balanced scorecard was designed to help the town become more analytical, adaptive and responsive to the lessons learned while trying to achieve its goals. This report provides information about the progress the town has made on specific initiatives across each of the town’s departments and divisions. There are a few notes highlighted below that relate to this year’s report:

Citizen Survey Delayed: Several measures throughout the year-end report have “delayed” listed as the FY16 Actual. These measures related to the biennial survey that town staff previously conducted in-house. During the FY17 budget process, staff recommended contracting with a research firm to conduct the survey on behalf of the town. Not only does creating, distributing and analyzing the citizen survey take a significant amount of staff time, there are other benefits to contracting with a firm, including access to benchmark data, statistically valid results and a quicker turnaround. Due to a change in revenue projections, however, this budget item was deferred until the town can re-evaluate whether this request can be accommodated financially next calendar year.

Performance Management: Earlier this year, the town underwent steps to identify the board and department’s top priorities. At the November workshop (Nov. 21), the board will receive updates from departments on progress toward their top priorities. Town staff continues to evaluate ways to connect the top priorities with the scorecard, to form a cohesive performance management system.

Next Steps: The town eliminated several measures in the most recent balanced scorecard to eliminate clutter, or “Muda.” We still have almost 200 measures town-wide. It can be difficult to be strategic and focus on developing and implementing strategies when attention is split across so many measures, some of which may be closer to “business as usual” measures. One of the next steps we are proposing is to identify the most important measures, or the “critical few” measures – the measures that we believe are critical to the organization’s success. This would allow us to develop, implement and evaluate strategies in a focused manner.

This would be in conjunction with a larger analysis of our performance management system, assessing opportunities for improvement in various areas, such as training, communication and follow through. The objective would be to cultivate a culture in which performance data and strategy are regularly used to affect outcomes and decrease the likelihood that strategy is crowded out by day-to-day operations.

I look forward to discussing the report with the board at the October Workshop. Please feel free to contact me if you have any questions related to the FY16 Balanced Scorecard Report:

- Email: Jen.DellaValle@hillsboroughnc.gov
- Phone: 919-732-1270 Ext. 81

A Report to Our Citizens

Town of Hillsborough, North Carolina



Vision: *We envision Hillsborough as a prosperous town, filled with vitality, fostering a strong sense of community, which celebrates 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.*

“Report Card” points to key accomplishments

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 workshop on October 24th. At this meeting, the Board will discuss results from the FY16 Annual Balanced Scorecard Report.

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 to adjust accordingly to changing conditions. This is a major benefit of the scorecard – it provides a reality check, accommodates changes in direction, helps everyone make well informed decisions, and creates accountability by sharing the results (whether they be good or bad) with the citizens, media, elected officials, and 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 compared to 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.

Please don’t hesitate to contact Assistant to the Town Manager Jen Della Valle or Budget Director Emily Bradford if you have any questions, suggestions, concerns, or ideas as it relates to this report. Most importantly, we 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,

Eric Peterson

Town Manager

Organizational Perspectives

Community – 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 at 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?



Cates Creek Park Opened

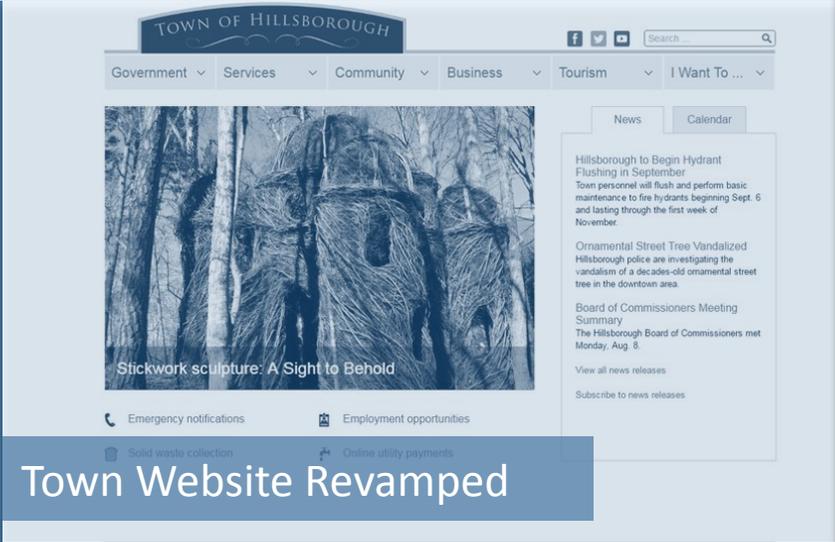
The town accepted ownership of Cates Creek Park, located in the Waterstone development in southern Hillsborough, from Waterstone developer Stratford Land.

The park is named for the creek that runs along their northern boundary. Cates Creek Park is the town's second community park. The first, Gold Park, opened in 2009.

1

The town launched a new website that is mobile friendly and provides improved access to information. Desktop users see the full website, while mobile phone users see a slimmer version without the slideshow. The new site was developed by the Public Information Office. The last website redesign was in 2009.

2



Town Website Revamped



Police Driver Training Program Recognized

The Hillsborough Police Department was recognized with the Destination Zero 2016 Officer Traffic Safety Award through the National Law Enforcement Officers Memorial Fund Program.

The award was presented for the town's Slower is Faster police driver safety program, which focuses on decision-making behind the wheel.

3

A Report to Our Citizens

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 years. Each Commissioner serves a four-year term. Elections are non-partisan, staggered and held during odd-numbered years. The Board hires a Town Manager to carry out its policies, as well as to manage and direct the Town's daily operations. 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 40% of Hillsborough's tax base is commercial in nature.

The Orange County unemployment rate has historically been below the state and national rates. This trend continued during the last year in which the County's unemployment rate as of December 2015 was 4.2% while the state and national rates were 5.3% and 5% respectively.

The Town is served by Interstate Highway 85 and Interstate Highway 40. It is also home to a Durham Tech Community College satellite campus and a UNC Hospital facility.

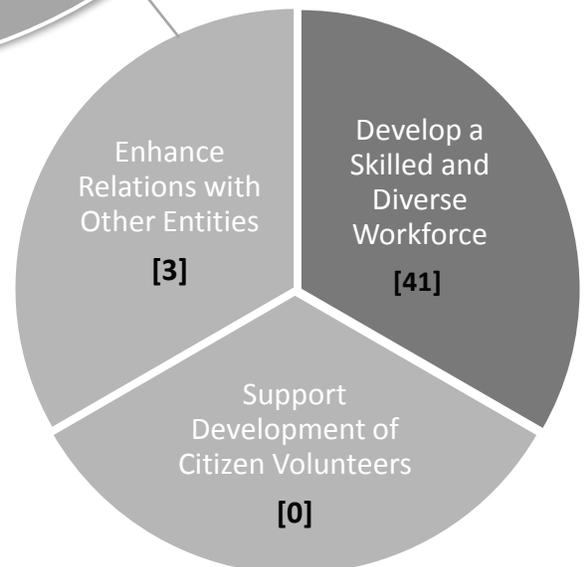
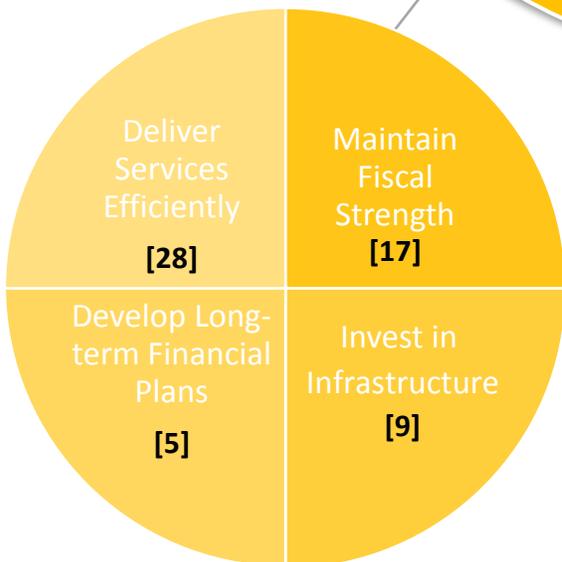
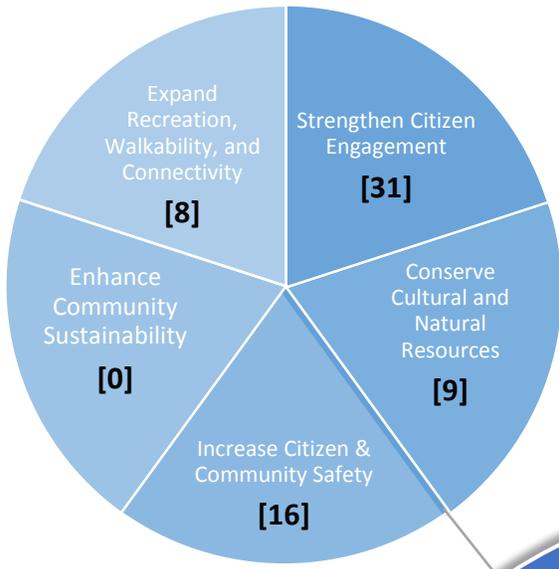
Note: Results are not audited for accuracy

Town of Hillsborough

	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Target Met or Exceeded
Serve the Community					
% of neighborhoods with at least one appointee to the 4 or 5 standing advisory boards	64%	79%	80%	64%	✘
% of sidewalks rated in good or better condition	99%	99%	99%	99%	✔
Part I violent crimes per 1,000 population	4	7.2	<5	5.5	⚠
Part I property crimes per 1,000 population	54.7	69.2	<70	63.8	✔
% of Community Watch meetings with Patrol personnel in attendance	N/A	70%	70%	34%	✘
% of Community Watch groups contacted/interacted with on a monthly basis	N/A	90%	90%	56%	✘
Complaints against officers as a % of calls for service	N/A	.09%	<1%	.11%	✔
% of violations brought into voluntary compliance within 60 days	94%	65%	85%	86%	✔
Run the Operations					
Clearance rate for Part I offenses - violent crimes	56%	74%	>65%	77%	✔
% of garbage routes completed on schedule	100%	99%	100%	100%	✔
% of brush routes completed on schedule	81%	92%	95%	96%	✔
# of State issued "Notices of Violation" - Water Services	1	0	0	0	✔
# of State issued "Notices of Violation" - Wastewater Services	0	0	0	0	✔
Sewer back-ups as a % of sewer accounts (per calendar yr.)	.01%	.01%	<2%	.01%	✔
% of current customers with interrupted service reconnected on the same day as payment	99%	100%	100%	100%	✔
Manage Resources					
# of water line breaks on 6" or larger lines	14	16	<20	12	✔
% of streets rated in good or better condition	85%	88.7%	91%	92%	✔
# of Workers Compensation claims per 100 FTE	4.58	3	<5	3.15	✔
Work days lost due to work related injuries per 100 FTE	6.87	174.35	<15	0	✔
% of stormdrains cleaned annually	10%	1%	20%	2%	✘
Water bills as % of median household income (MHI)	.99%	.95%	<1%	1.05%	⚠
Sewer bills as % of median household income (MHI)	1.26	1.26%	<1%	1.58%	✘
Total costs of at fault accidents per FTE	\$67.99	\$28.36	<\$100	\$134	✘
Develop Personnel					
% of HPD staff with Intermediate/Advanced Law Enforcement Certificate	N/A	56%	>65%	84%	✔
Average # of training hours per officer beyond state minimums	80.5	45.4	>40	69	✔
% of Town employees that have completed NIMS training	95%	91%	100%	95%	⚠
Median # of sick leave hours used per employee	39.5	26.75	<30	27.1	✔

Legend

- ✔ Met target within 2%
- ⚠ Missed target by <10%
- ✘ Missed target by >10%



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. 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 FY16 budget, departmental Scorecards went through their eighth 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 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, community 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.

BALANCED SCORECARD – 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.

Strategic Growth

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. 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.

Community 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 at 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 Know-How – 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 Engagement** – 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.
- **Conserve 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. Ensure that these resources are protected, conserved, celebrated and resilient to changing environmental conditions.
- **Increase Citizen & Community 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 Economic Vibrancy** – 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.

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.
- **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.

- **Provide Responsive & Dependable 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.
- **Manage Projects Effectively** – Ensure projects are well planned, include contingency plans for reasonably anticipated complications, stay on course, meet goals, and come in on or under budget.

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 Services Efficiently** – 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 Know-How

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 Development of Citizen Volunteers** – Provide opportunities for volunteers to develop the technical and leadership skills that enable them to achieve the community’s needs and understand the role of the advisory boards in town government.
- **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) Community, 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.

Strategy Map

Vision for Hillsborough

We envision Hillsborough as a prosperous town, filled with vitality, fostering a strong sense of community, which celebrates its unique heritage and small-town character.

Mission of Town Government

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.



Serve the Community

Strengthen Citizen Engagement	Preserve Cultural and Natural Resources	Increase Citizen and Community Safety	Enhance Economic Vibrancy	Expand Recreation, Walkability, and Connectivity
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Run the Operations

Enhance Emergency Preparedness	Provide Responsive and Dependable Services	Manage Projects Effectively	Improve Communication and Collaboration	Excel at Staff and Logistical Support
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Manage Resources

Maintain Fiscal Strength	Invest in Infrastructure	Develop Long-term Financial Plans	Deliver Services Efficiently
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Develop Know-How

Develop a Skilled and Diverse Workforce	Support Development of Citizen Volunteers	Enhance Relations with Other Entities
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Town Board Strategic Priorities

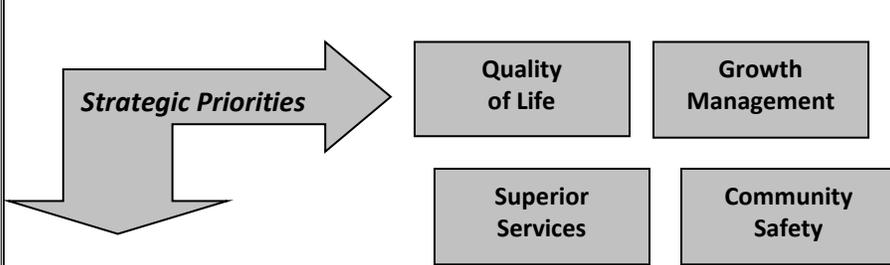
- Quality of Life
- Superior Services
- Community Safety
- Strategic Growth

We Value

- High quality services and high quality customer service
- Hillsborough's small town nature and sense of community
- Serving as a catalyst for change
- Sustaining Hillsborough's unique "sense of place" including its history, architecture, citizens, river, and mountains
- Maintaining and celebrating our community's diversity
- Inclusion of all neighborhoods and areas of our town - Hillsborough is for everyone
- Affordability - keeping the cost of services and living within reach of people who live and work here
- Vibrancy - fostering a "Happening Hillsborough" that is alive, growing, and filled with positive energy

ADMINISTRATION

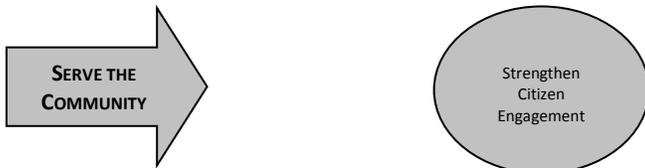
ADMINISTRATION – STRATEGY MAP “Linking Actions Through Cause & Effect”



Administration Department Mission

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

PERSPECTIVES



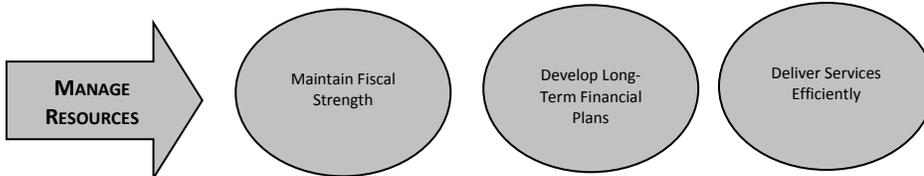
What and/or how will the department Serve the Community?

- Redesign website for easier navigation and improved content, maintain and frequently update website with information helpful to citizens, operate information e-mail subscriber lists, social media sites and TV bulletin board, create videos on town services, and provide press releases to the media to increase ease and speed in which citizens can access information about town services, activities, and issues. Continue bi-annual citizen survey to assess service quality in town departments.
- Be available to assist citizens with information, questions, complaints, and dispute resolution when unable to be handled at the departmental level.



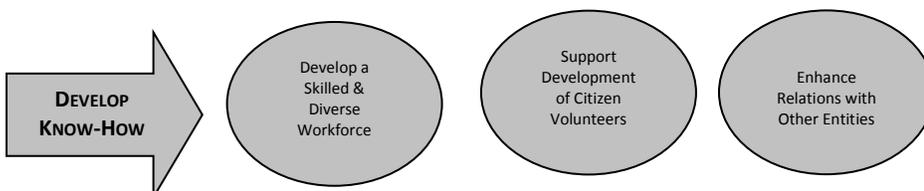
What must the department excel at to effectively Serve the Community?

- Document/information preservation via electronic scanning and backup.
- Maintain full FEMA-mandated training for Incident Command System and National Incident Management System Training (approximately six courses) & conduct exercises in the town's Emergency Operations Center.
- Have the Public Information Office available to assist departments, Board of Commissioners, and advisory boards in disseminating critical information to the public.
- Communicate key issues, information, board priorities, mission, and vision to employees via newsletters, meetings, TV bulletin board, and other means.
- Provide accurate minutes of Board of Commissioners meetings in a timely fashion.



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

- Keep administrative-related costs low as a percentage of the overall town budget.
- Develop recommended budgets/financial plans that are fiscally sound, maintain adequate fund balance levels in both operating funds, and achieve board priorities from the Strategy Map and Balanced Scorecard.
- Use the financial plan, balanced scorecard, water capacity analysis, and annual budget to manage the town's resources in a proactive and responsible manner.



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

- Provide training opportunities to help employees build their skills to make them competitive for internal advancement/promotional opportunities.
- Create a positive environment where turnover, injuries, grievances, and sick leave rates are low.
- Provide a career development planning system.
- Promote the Employee Innovations & Customer Service Awards Program.
- Share info with employees via multiple mediums.
- Conduct Citizens Academy program.

ADMINISTRATION – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Result		
Serve the Community	Strengthen Citizen Engagement	Enhance public access to information about Town services, meetings, key issues, and opportunities to provide feedback to Town officials through the website, listserv, press releases, newsletters, social media and other means	"I feel informed about the Town and its services" – Average rating of Citizen Survey respondents	7.54	N/A Bi-Annual Survey	8.00	Delayed	<u>Bi-Annual Survey</u> 10 point rating scale: 1 = strongly disagree 10 = strongly agree		
			Annual Balanced Scorecard Report of Town performance made available to the public	Yes	Yes	Yes	Yes	Available on the town website		
			Number of months Town Manager or other staff record video summary of monthly Town Board meeting	N/A	11	11	10	10 of 11 meetings summarized by video		
			% of weeks with at least 3 town posts added on Facebook & Twitter	N/A	N/A	95%	96%	2 of 53 weeks had a combined 3 or more posts but fewer than 3 on the individual pages. (Weeks of July 19 and Dec. 27)		
			# of Facebook likes	N/A	N/A	450	1,604	Reached more than 1,000 likes in mid-January		
			# of Twitter followers	N/A	N/A	350	679	Greatest number of new followers in January and February		
			Citizens Newsletter published at least once annually	Yes	Yes	Yes	No	Last direct-mail newsletter distributed in June 2015. E-newsletter and 2-page copy in water bills started July 2016.		
		Conduct bi-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	7.40	N/A Bi-Annual Survey	8.00	Delayed	<u>Bi-Annual Survey</u> 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	7.51	N/A Bi-Annual Survey	8.00	Delayed	<u>Bi-Annual Survey</u> 10 point rating scale: 1 = strongly disagree 10 = strongly agree		
			"Town employees treat customers courteously" – Average rating of Citizen Survey respondents	7.94	N/A Bi-Annual Survey	8.00	Delayed	<u>Bi-Annual Survey</u> 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	7.98	N/A Bi-Annual Survey	8.00	Delayed	<u>Bi-Annual Survey</u> 10 point rating scale: 1 = strongly disagree 10 = strongly agree		
		Run the Operations	Improve Communication & Collaboration	Regularly update employees, encourage participation and suggestions through the frequent sharing	"The Town's strategy map and my department's balanced scorecard have been shared with me" – Average rating of Employee Survey respondents	N/A Bi-Annual Survey	7.34	N/A Bi-Annual Survey	N/A Bi-Annual Survey	<u>Bi-annual Survey</u> 10 point rating scale: 1 = strongly disagree 10 = strongly agree

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Result
		of information via employee newsletters, meetings, etc.	# of issues of the Employees Newsletter distributed to staff	3	3	6	6	Employee newsletter to be published bimonthly
			% of employees who attend the manager's annual budget preview	63% (est.)	N/A	75%	65%	New measure for FY16
Manage Resources	Maintain Financial Strength	Develop a fiscally responsible Annual Budget & 3-year Financial Plan, and 10-year Capital Improvement Plan	"I feel that the Town spends my tax dollars wisely" – Average rating of Citizen Survey respondents	6.96	N/A Bi-Annual Survey	7.00	Delayed	<u>Bi-Annual Survey</u> 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	Yes	FY16 marked the 15 th consecutive year the Town has received this award
	Develop Long-Term Financial Plans		Receipt of Association of Government Accountants' Certificate of Achievement in Service Efforts & Accomplishments Report "Gold" award for Annual Balanced Scorecard Report	Yes	Yes	Yes	No	Did not submit scorecard report for consideration
			Fund Balance as a % of total annual expenditures	47%	58%	≥ 40%	47% (est.)	Policy is to maintain between 20-60%. New Measure FY16
	Deliver Services Efficiently		Replace equipment according to replacement schedule	% of computers & servers less than 5 years old	N/A	N/A	97%	C – 96% S – 40%
"Develop Know-How	Develop a Skilled & Diverse Workforce	Maintain an educated dedicated, productive, and diverse workforce	Town Turnover Rate: <i>Police</i> <i>Non-Police</i>	9.1% 11.5% 8.0%	9.1% 10.7% 8.4%	<10.0% <15.0% <7.0%	12.6% 24.5% 7.5%	
			Average length of service (years)	N/A	9.3	>10	8.9	
			# of employee appeals and grievances per 100 FTE	0	2.28	<2	0	
			Sick leave hours used per FTE	71.3	66.2	<50	57.52	
			Median # of sick leave hours used per employee	39.5	26.75	<30	27.71	
			"I am fairly compensated for my job compared to others in my field with similar responsibilities."	N/A	3.56	3.50	N/A	New measure - FY16 Due to competing demands, the survey was not distributed in FY16. 5 point rating scale 5 = completely agree 1 = completely disagree
			"How well do you feel you are compensated for your individual performance?"	N/A	3.56	3.75	N/A	New measure - FY16 Due to competing demands, the survey was not distributed in FY16. 5 point rating scale 5 = very well 1 = not very well at all
			# of days from request to fill vacant position to date employment offer is accepted	N/A	N/A	TBD	N/A	New measure - FY16 Due to competing demands, this function has not been implemented in the

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Result
								Neogov automated recruitment system.
			"The Town is a "great" place to work" – Average rating of Employee Survey respondents	N/A Bi-Annual Survey	8.28	N/A	N/A	<u>Bi-annual Survey</u> 10 point rating scale: 1 = strongly disagree 10 = strongly agree
			Workforce Diversity (Gender and/or Race)	N/A	39%	>40%	38%	
			Minority Employment Gender Race	N/A N/A	27% 19%	>25% >25%	27% 16%	
			Minorities in Management / Supervisory Roles Gender Race	N/A N/A	28% 7%	>25% >15%	21% 3%	
			# of town-wide supervisor training/update meetings held	0	1	4	1	Supervisor Roundtables: Learning and Development
			% of vacancies filled by internal promotions/transfers	N/A	35%	>33%	32%	
			% of positions that have had a salary review in the last 3 years	100%	N/A	100%	100%	New measure FY16
	Support Development of Citizen Volunteers	Focus on recruitment and retention of citizen volunteers	# of volunteer applications received	-	-	-	-	
			% of volunteers who agree they are offered training and development to enhance their skills	-	-	-	-	
			% of volunteers who are satisfied with the volunteer experience	-	-	-	-	
	Enhance Relations with Other Entities	Attend key regional meetings	% of regional meetings attended	73%	82% (est.)	80%	91% (est.)	10 of 11 meetings Meetings include TJCOG & Orange County Managers Meetings.

ADMINISTRATION – FY16 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 Public Information Office met the targets regarding social media, with a much greater growth in Facebook likes and Twitter followers than targeted: Facebook saw 1,604 likes vs. the 450 target; Twitter 679 likes vs. 350 target. We also had three or more posts each week of the fiscal year when combining both Facebook and Twitter posts. Only two weeks (in the height of summer and Christmas vacations) did we have fewer than three posts on each individual social media page. We are posting regularly to the town wide social media pages. Our greatest increases came during January and February following winter events. We will continue to post regularly as well as to promote the town's social media during the winter and during winter and other emergency events. As our work load allows, we will also work to share social media of other partner agencies and to make a presence on partner social media pages; we believe this will help increase awareness of the town's social media.

In FY16, human resources staff reviewed each town position (100%) as part of a comprehensive classification and compensation study. Each town employee was involved in submitting information for the study. HR staff reached out to area jurisdictions to encourage their participation in the market analysis. A large amount of staff time was devoted to this project, which will ensure the town remains competitive in its job market and provides a strong total compensation package to attract and retain the best employees. In addition to the classification and pay study, HR/town clerk staff focused on implementation, evaluation and renewal of new benefits and wellness programs, including the first year of ACA reporting required by the IRS, and implementation of an electronic records management system. This was also a very busy year for recruitment. Twenty-five positions, both permanent and temporary, were filled with new hires or by internal promotion or transfer. Recruitment efforts were similar to FY15 and represent a more than 150% increase in activity over FY14 and FY13.

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 Public Information Office was just shy of meeting the targets for recording video summaries of the monthly regular town board meetings and publishing one citizens newsletter in the fiscal year. Ten of eleven meetings were summarized with video, with June missed due to illness and workload. The citizens newsletter was distributed with July 2016 water/sewer bills. A choice was made to distribute the newsletter in the new fiscal year vs. Spring 2016 so that information on the approved budget and stormwater fee could be communicated to all citizens in a timely manner. The July citizens newsletter also marked the first electronic version of the newsletter. We hope to provide these newsletters quarterly through email and water bills. We don't expect to make any changes in the recording of video summaries other than continuing to assess whether it is worth the effort. Seven of the ten videos in FY16 had fewer than 50 views. Two had more than 100. However, the number of subscribers to the town's YouTube channel is increasing. The channel had 46 subscribers at the end of FY16. A month and a half later, the channel now has 131 subscribers.

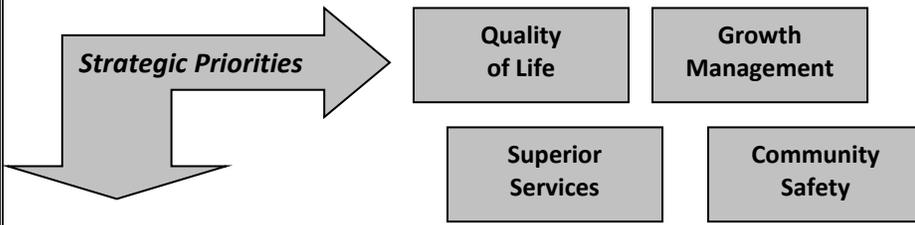
The town fell short of meeting its goals for diversity. Diversity and inclusion is a component (one of four) of the Administration Department's top goal for FY17. As the classification and compensation study concludes, HR staff will shift their focus to the top goal, which also includes employee learning and development, Hillsborough University: Emerging Leaders Academy, and succession planning. These initiatives are critical to accomplishing the Board's strategic objective of developing a skilled and diverse workforce. The top goal will be time-intensive, and HR staff is preparing for this new focus by completing other major projects, utilizing the assistance of an intern and high school student, and prioritizing this initiative.

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.

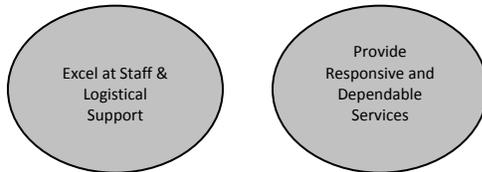
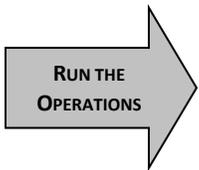


PERSPECTIVES



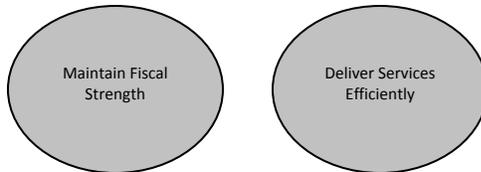
What and/or how will the department serve the Community?

- Issue and renew licenses for businesses.
- Food & Beverage Tax Collection.
- Occupancy Tax Collection.
- Tourism Board and Tourism Development Authority administration.
- Provide proper accounting and oversight of public funds.
- Make financial records available to the public when requested (i.e. Comprehensive Annual Financial Report).



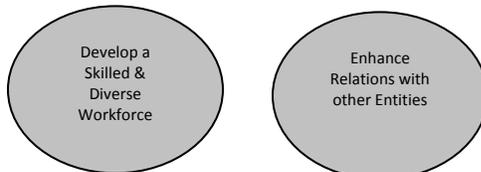
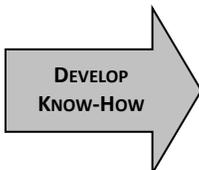
What must the department excel at to effectively serve the Community?

- Provide timely and accurate monthly reports to staff.
- Maintain knowledge of current local, state and federal regulations.
- Issue purchase orders within 24 hours of request and confirmation of funds.
- Work with partners (other departments, vendors, and customers) to develop collaborative solutions.



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

- Safeguard investments and liquidity through diversification.
- Streamline processes and increase efficiency.
- Periodically perform functional analyses to improve processes and reduce costs.
- Research and evaluate best practices and emerging technology trends.
- Address areas for improvement cited in the annual audit.



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 and software to utilize features fully.
- Cross-train employees for uninterrupted service.
- Conduct bi-monthly staff meetings and bi-weekly meetings with supervisors.
- Promote a positive employee climate with a high regard for new ideas.

FINANCE – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Result
Run the Operations	Excel at Staff & Logistical Support	Issue purchase orders in a timely manner	% of purchase orders issued same day	100%	100%	100%	100%	
		Produce timely financial statements	Distribute financial statements by the 15 th of each month	N/A	N/A	100%	85%	New measure FY16
	Provide Responsive and Dependable Services	Ensure appropriate cash control	Conduct bi-monthly audit of cash drawers	N/A	N/A	100%	100%	New measure FY16
Manage Resources	Maintain Financial Strength	Adhere to Investment Policy	% of investments in compliance with investment policy	100%	100%	100%	100%	
		Maintain liquidity and cash flow in order to meet short-term obligations	<u>Quick Ratio:</u> General Fund Water & Sewer Fund	N/A	9.27 4.72	15.00 1.50	8.35 2.4	A high ratio suggests a government can meet its short-term obligations. FY16 Actual is for FY15 Audit Benchmark Peers: GF – 11.84 WSF – 3.50
	Deliver Services Efficiently	Present timely and accurate CAFR	Receive Annual Government Finance Officers Association Award for Excellence in Financial Reporting	N/A	N/A	Yes	Yes	New measure FY16 Award received in FY16 was for the FY15 CAFR
Develop Know-How	Develop a Skilled & Diverse Workforce	Provide on-going classes on existing software, computer usage, writing and supervisory workshops to ensure best practices and promote growth	% of employees that have attended at least one class, workshop, seminar or conference within the fiscal year	100%	100%	100%	100%	
	Enhance Relations with other Entities	Employee enrollment in professional associations	% of employees with memberships in professional associations	N/A	N/A	100%	100%	New measure FY16

FINANCE – FY16 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 its goal to excel in providing staff and logistical support by issuing 100 percent of purchase orders on the same business day as complete requests were received. Meeting this goal significantly contributes to the town's ability to provide effective, efficient, and quality services to both internal and external customers in a responsive and customer-service oriented manner. Continued success for this measure will be ensured by: (1) informing town department heads of changes to purchase order processing requirements (in response to changes in legislation and regulations promulgated by state statute); (2) maintaining adequate staffing within the Finance Department; and (3) streamlining pre-audit processes (including the implementation of electronic processing wherever practical).

The Finance Department met its goal to maintain the town's financial strength by adhering to 100 percent of state and town guidelines for investment of capital. Meeting this goal significantly contributes to the town's overall financial solvency and its ability to finance day-to-day operations. Continued success for this measure will be ensured by: (1) regular and deliberate reconciliation of all investment accounts held by the town; (2) periodic review of state and town guidelines for investment of capital; and (3) periodic review of financial institutions and tools available for increased efficiency and effectiveness of investments.

The Finance Department met its goal to develop a skilled and diverse workforce by providing on-going classes on existing software, computer usage, writing, and supervisory workshops to ensure best practices and promote growth. One-hundred percent of employees attended at least one (some attended more than one) class, workshop, seminar, or conference within the reporting period/fiscal year. Meeting this goal significantly contributes to the Finance Department's ability to stay up-to-date on rapidly changing business practices within the governmental accounting and finance industry and remain proficient with a wide range of financial tools.

CHALLENGES:

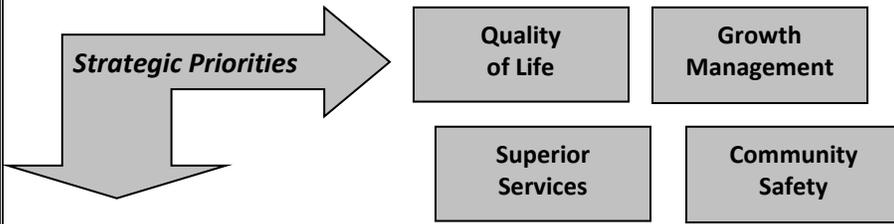
Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?

The General Fund and Water Fund Quick Ratios are below target. The Finance Department has little control over this metric as the metric is calculated by dividing cash & investments by current liabilities. Over the past several years, additions to cash balances have not kept pace with the increase in liabilities. This is primarily due to using more fund balance than we have in past years and increasing spending in areas where spending was cut in prior years.

Going forward, the Town needs to adjust our spending strategy to increase cash reserves or consider adjusting the target to match the current reality. On a positive note, while the Town did not meet the target in this area, the current quick ratio is still considered strong, meaning that the Town is able to readily meet our short-term obligations.

PLANNING

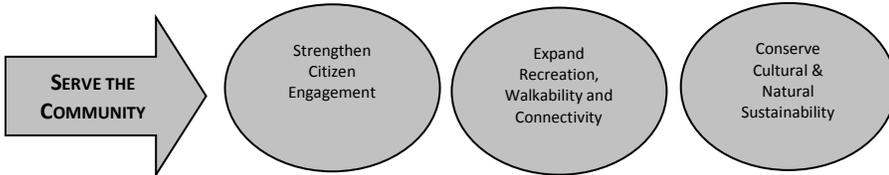
PLANNING – STRATEGY MAP “Linking Actions Through Cause & Effect”



Planning Department Mission

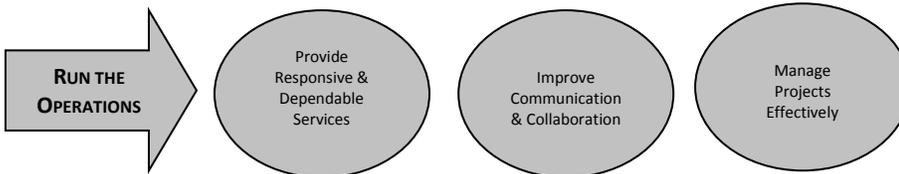
To assist with the implementation of the revised **Vision 2030** plan, ensuring that review and enforcement of local development codes align or are consistent with the plan. This also includes citizen interaction and facilitating adjustments to the Vision as necessary.

PERSPECTIVES



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

- Provide assistance in understanding and navigating the development review processes.
- Encourage broad citizen participation on advisory boards.
- Encourage sidewalk construction in substantial projects.
- Develop cultural asset inventory/database of Town owned parcels to improve local awareness of recent and historic human occupation of sites (roadbeds and stream crossings) and protect these resources for future generations.



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

- Construction project management.
- Timely implementation of adopted policy and plans.
- Provide timely response and action on enforcement.
- Use Technical Review Committee to improve communication among different departments and reviewing agencies on proposed development to ensure timely and complete comments.
- Maintain development codes as “living documents” through periodic review and appropriate modification.



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

- Maximize Town resources by seeking outside funding, such as grants, to offset project costs.
- Manage construction and planning projects so they are completed within the adopted budget and schedule.
- Monitor the percentage of operating costs that are recaptured through fees.



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

- AICP certification for Planning Staff.
- Represent the Town on regional committees including Metropolitan Planning Organization (transportation) and the HOME Committee (affordable housing).
- Participate in regional efforts including GIS user groups, regional wayfinding, and coordinated planning efforts with Orange County.
- Participate in conferences, seminars and webinars.

PLANNING – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Result
Serve the Community	Strengthen Citizen Engagement	Encourage participation by a wide cross-section of area residents on advisory boards	% of neighborhoods (as defined by the 14 park districts covering the city limits and ETJ in the master plan) with representation on at least one of the 5 standing advisory boards	64%	79%	80%	64%	The measured advisory boards are Planning Board, Board of Adjustment, Historic District Commission, Tree Board and Parks & Recreation Board. A few districts have very few residential units.
	Expand Recreation, Walkability and Connectivity	Monitor construction of new sidewalk by development activity	Total linear feet of new sidewalk constructed by new development	588	0	1,320	2,849	Cates Creek Parkway and Skimmerland 1 mile = 5,280 linear ft.
	Conserve Cultural and Natural Resources	Identify Town owned property with potential resources (roadbeds, stream crossings, etc.) to raise awareness before impacted	# of Town owned sites with potential resources based on preliminary assessment	N/A	0	2	0	The cultural asset study did not recommend further study of any site. It ranks the likelihood of resources being on town properties and will be used to assess risk to resources when projects are planned.
			# of sites studied for potential resources	N/A	0	2	0	
Run the Operations	Provide Responsive & Dependable Services	Provide timely response to complaints and violations	% of violations brought into voluntary compliance within 60 days	94%	65%	85%	86%	37 of 43 verified complaints were resolved by owners within 60 days
		Update development regulations to meet local preferences	% of approved text amendments to the UDO aimed at achieving plan goals or responding to development inquiries (not correcting mistakes or responding to changing legislation)	N/A	40%	75%	43%	Twenty-eight text amendments were processed this year, of which 12 qualify. Many corrections and updates due to legislative actions were processed this year.
		Implement plan recommendations in a timely manner	% of tasks from adopted plans completed on schedule	50%	0	50%	39%	<i>Vision 2030</i> contains 23 short-terms tasks to be completed by June 30, 2016. We completed 9 of those within the timeline.
	Improve Communication & Collaboration	Improve departmental coordination during review of new development	% of applications for Technical Review Committee review able to be approved or approved with conditions in the first meeting	88%	100%	75%	70%	Applicants are submitting incomplete plans and receiving significant comments, requiring a second review
	Manage Projects Effectively	Monitor Construction Projects	% of construction projects completed within 10% of budgeted cost	N/A	100%	80%	100%	Three small projects were completed this year: 1) the reorganization of the Bank of America lot, 2) the creation of the Margaret Lane loading zone, and 3) the installation of pavers on West King Street.
Manage Resources	Maintain Financial Strength	Pursue grant opportunities with a high rate of leveraging for local funds	# of grants received	0	0	0	0	No grant applications were filed this year. Upcoming construction was funded through a
			\$ of grants received	\$383K	\$240K	0	0	

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Result
								competitive process, but not grants.
		Recover a portion of operating costs of conducting plan reviews through user fees	% of operating costs recovered by permit and plan review fees	8.8%	14.4%	10%	13.6%	"Operating costs" excludes capital and non-capital outlays budgeted in Planning, but unrelated to the department's operations.
Develop Know-How	Develop a Skilled and Diverse Workforce	Promote professional development through certification	% of planners certified by the American Institute of Certified Planners	66%	66%	66%	66%	This national certification requires experienced planners to pass an exam and pursue continuing education. This measurement is applied to the 3 full-time planners, but not the economic development planner as the majority of her time is assigned to non-planning responsibilities.
	Enhance Relations with Other Entities	Represent the Town on regional committees and efforts	% of regional meetings attended where Town had an appointed seat	92%	60%	85%	96%	Staff has an appointed seat on the DCHC MPO Technical Committee, HOME program Council, Intergovernmental Parks Work Group, and the GIS committee. 25 of 26 meetings attended.

PLANNING – FY16 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 primary improvement this year was in timeliness of code enforcement. This was in large part due to the primary complaint being overgrown yards, which is often taken care of with one notice.

A significant length of sidewalk was reported this fiscal year, but the bulk of that is the dedication of Cates Creek Parkway, which included a sidewalk. The acceptance of new roads can make this measure very lumpy.

The three small construction projects went very well this year. This measure will move to the Public Space division in future years.

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)?

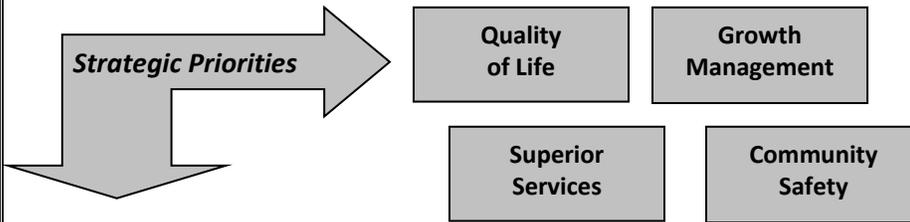
Recruiting geographically diverse volunteers remains a major challenge. With nearly 40 positions available and a wide variety of topics, it seems odd that we struggle with certain areas. This number will likely look different next year with the creation of the Public Space division and some volunteers being reported there as well.

Timely completion of work plan tasks is always a challenge. This work has to be scheduled around the development review and management tasks, which are subject to changes in the market. This year, we had two periods of significant development activity over a couple a months each that made it nearly impossible to work on anything but development management.

The resulting report from the cultural asset study did not yield the expected result. This measure will not continue in future years.

PARKS & RECREATION

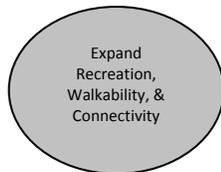
PARKS & RECREATION – STRATEGY MAP “Linking Actions Through Cause & Effect”



Parks & Recreation Department Mission

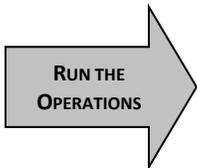
To improve the quality of life of Hillsborough citizens by planning, constructing and maintaining the Town’s park system.

PERSPECTIVES



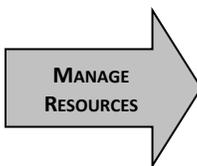
What and/or how will the department Serve the Community?

- Maintain parks via repairs, trash collection and landscaping.
- Timely response to work order requests.
- Assist citizen groups interested in planning facilities in their neighborhoods.
- Track development and acquisition of parkland.
- Monitor park reservations to prevent overcrowding.



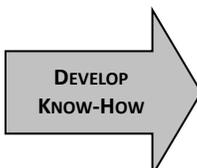
What must the department excel at to effectively Serve the Community?

- Provide safe and well-maintained parks.
- Organize and maintain reservations at park facilities.
- Improve coordination and communication between Planning and Public Works departments to maximize efficient construction, maintenance, and improvement of facilities for the public.



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

- Maximize Town resources by seeking outside funding, such as grants, to offset project costs.
- Collaborate/consolidate maintenance service with the Public Works department to provide service efficiency and allow for quick response.



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

- Have staff certified as playground safety inspectors.
- Ensure all Public Works staff are knowledgeable, cross-trained, and can assist with parks and greenway related tasks.

PARKS & RECREATION – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Result
Serve the Community	Expand Recreation, Walkability, & Connectivity	Monitor use of existing park facilities to be aware of possible crowding	# of reservations for Gold Park picnic shelters by town and county residents	In - 53 Out - 126	In - 34 Out - 91	In <200 Out <200	In - 38 Out - 78	Meeting these reservation levels could imply that all weekend hours are fully booked in the park, implying a crowded situation.
			% of Gold Park open hours that include reservations	9%	11%	<25%	10%	Meeting these reservation levels could imply that all weekend hours are fully booked in the park, implying a crowded situation.
		Procure and develop land for both passive and active recreation facilities	Acres of developed parkland per 1,000 population <i>Total Acres</i>	6.38 40.15	9.6 60.77	9.72 61.52	9.72 61.52	9.72 acres/1,000 residents or 61.52 acres per 6,326 residents. Total acres adjusted to reflect land owned and operated by town for parks purposes only.
			Acres of parkland awaiting development per 1,000 population <i>Total Acres</i>	4.41 27.8	1.25 7.93	0 0	0 0	The town currently owns no property that is awaiting development. Total acres adjusted to reflect land owned by town for park purposes only.
			Prepare feasibility studies for new resources consistent with adopted plans and funding availability. <i>Requests received Plans prepared</i>	N/A	N/A	5 2	2 1	Staff began work on studies for a skate park and the Cates Creek Greenway. The greenway was halted due to Collins Ridge removing the need to plan the project.
Run the Operations	Excel at Staff & Logistical Support	Limit emergency repair calls through planned maintenance	# of emergency repair calls requiring Town staff or contractor response	0	0	0	0	While emergencies occur, planned and routine maintenance should keep the after-hours calls low.
Manage Resources	Maintain Financial Strength	Pursue grant opportunities with a high rate of leveraging for local funds	Total amount of grants received	\$383K	\$240K	0	0	The town is not pursuing any grants during FY16
			# of grants received	0	0	0	0	
Develop Personnel	Develop a Skilled and Diverse Workforce	Cross-train all public works employees to identify and correct basic park safety issues	% of Public Works staff with basic park safety identification training	N/A	43%	50%	37%	The Safety & Wellness Division is investigating an in-house training program to ensure all staff have an understanding of what to monitor. Examples of things to watch for are depth of mulch at the base of slides and the width of openings in playground equipment where children might become trapped.

PARKS & RECREATION – FY16 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?

Reservations and use of Gold Park remains at a busy but acceptable level. Since Cates Creek Park opened mid-year, there are more opportunities across the community, which should provide some relief. Since most reservations are during the weekend, if you use reserved hours versus weekend, open hours, the percent climbs to 38 percent. When you take into consideration that nearly one quarter of those hours occur in the winter when outside events may be undesirable, the potential for congestion grows.

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)?

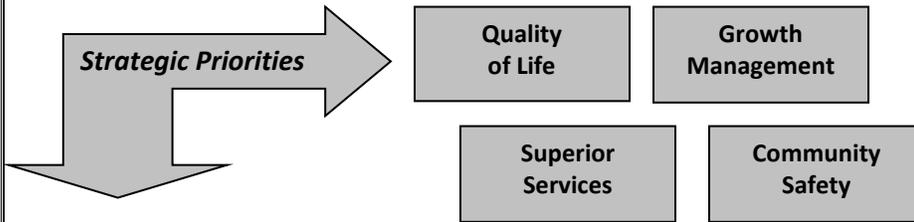
In future years, the measures for this division will likely change as the scope is expanding to cover all public spaces. It will take a few years for the measures to settle into a pattern that provides useful information.

SAFETY & WELLNESS

SAFETY & WELLNESS – STRATEGY MAP “Linking Actions Through Cause & Effect”

Safety and Wellness Department Mission

To protect every employee from the hazards associated with performing their daily tasks, while providing the citizens a cost effective and safe workforce. 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 and revitalizing outdated equipment, programs, and processes, while working within the budget set forth by the Town Board.

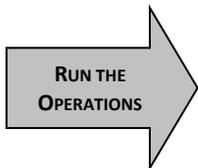


PERSPECTIVES



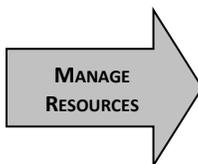
What and/or how will the department Serve the Community?

- Work with departments to ensure employees have the appropriate equipment and training to provide services in a safe and injury free manner.
- Process insurance claims that citizens file against the Town in an expeditious manner.
- Ensure that Town parks and recreational facilities are safe places to visit.



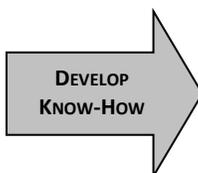
What must the department excel at to effectively Serve the Community?

- Encourage health risk assessments for all employees.
- Ensure employees are well informed of sound health and safety practices to promote a safe and healthy work environment through monthly meetings, newsletters, training, safety inspections, and by using the employee expertise available on the Safety & Wellness Committees.
- Manage the Town’s substance abuse testing policy to help maintain a safe workplace.
- Conduct park safety inspections.
- Conduct random worksite inspections.



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

- Develop policies, programs and procedures that encourage injured employees to return to work as quickly as possible, as well as protect Town-owned property.
- Facilitate safety and wellness training.
- Develop safety & health programs, educate and enforce policies and guidelines.
- Minimize the number and severity of accidents/injuries to control insurance costs and limit lost time due to injuries. The Safety Committee will review and track accidents to identify patterns that can lead to changes in policy to ensure a safe workplace.



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

- Provide employees training and professional development opportunities.
- Identify training gaps and other risks to ensure every employee receives all required training pertinent to their job responsibilities.
- Identify high-risk areas and develop and implement a solution.

SAFETY & WELLNESS – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Result
Serve the Community	Strengthen Citizen Engagement	Improve responsiveness to claims made by citizens	% of citizen claims processed within 5 working days	100%	100%	100%	100%	
Run the Operations	Improve Communication & Collaboration	Conduct Annual Health Fair to provide employees with health services	% of employees attending annual Health Fair	57%	49%	60%	N/A	Employee health fair was not held in FY16
	Excel at Staff & Logistical Support	Ensure that employees are following proper guidelines and procedures	% of facilities brought into compliance with proper safety guidelines and procedures within 60 days	100%	100%	100%	100%	
		Process documentation received from departments in a timely manner.	% of Workers' Compensation and Property & Liability claims processed within 1 business day	N/A	68%	100%	67%	26 of 39 submitted incident reports within 1 day
		Perform safety inspections of all Town owned facilities to ensure compliance with OSHA standards	% of park facilities brought into compliance within 30 days	100%	100%	100%	100%	
			% of facilities inspected annually	100%	100%	100%	100%	
			% of parks inspected monthly	100%	91.6%	100%	100%	
		Encourage health risk assessments for all employees.	% of employees with health risk assessments	N/A	100%	50%	100%	
Manage Resources	Deliver Services Efficiently	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	100%	100%	100%	100%	
		Seatbelt Promotion Campaign	# of non-compliant warnings issued to employees	N/A	0	0	0	
		Develop policies and procedures to assist in lowering Property and General Liability Insurance premiums	Town's Experience Modifiers: <i>Workers Compensation</i> <i>Property Liability</i>	.92 .87	1.12 .71	<1.0 <1.0	1.05 .75	Experience modifiers are used by the NCLM to determine the Town's risk and calculate premiums. Modifier is capped at 1.25, with 1.25 being the most risky. Range: 0.75 – 1.25
		Control cost and limit unnecessary expenditures in Town's operations due to preventable accidents	Total costs of at fault accidents per FTE	\$67.99	\$28.36	<\$100	\$134	1 claim \$8,279.60; 2 claims pending review
			# of Worker's Compensation claims per 100 FTE	4.58	3	<5	3.15	3 total claims
			# of OSHA recordable injuries:					Calendar year
			<i>Town Total</i>	1	2	0	0	
			<i>General Government</i>	0	0	0	0	
<i>Public Safety</i>	1	2	0	0				
<i>Public Works</i>	0	0	0	0				
<i>Water/Sewer</i>	0	0	0	0				
# of preventable vehicular accidents per 100,000 miles driven	1.34	0.57	TBD	1.79	10 preventable incidents per 559,487 total miles reported			
Work days lost due to work related injuries per 100 FTE	6.87	174.35	<15	0	0 days lost			
Develop Know-How	Develop a Skilled and Diverse Workforce	Provide annual employee safety and health training	# of employee safety training topics offered annually	13	17	15	15	
			# of monthly "wellness" education programs held annually	3	3	12	2	Walking4Wellness Challenge, On the Move Challenge

SAFETY & WELLNESS – FY16 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 4Health! Wellness Team met monthly and implemented two wellness challenges and a mini-grant program and engaged with Duke University graduate students on a behavioral economics project, entitled “Improving Participation in the Employee Wellness Program at the Town of Hillsborough, NC.” Twenty-one employees participated in the 6-week fall Walking4Wellness challenge and 49 employees participated in the spring 12-week On the Move Challenge. The On the Move Challenge garnered the highest participation rate yet, and many employees made great strides towards their health goals by committing to and maintaining a regular exercise routine, gaining strength, losing weight, and moving more throughout the day. Over 20 employees participated in the mini-grant program and received grant funds for the reimbursement of fitness trackers (utilized in the On the Move Challenge), gym memberships, and race entry fees.

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)?

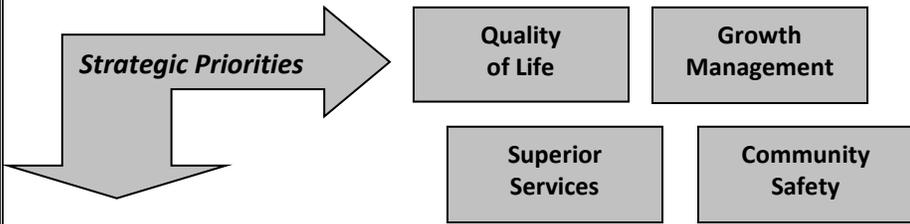
The wellness team did not host a health fair in FY16. A health fair was held in April 2015 and Sept. 7, 2016. The team also did not host as many educational programs as planned. The team focused on the two challenges, the mini-grant program, and the recommendations from the Duke project. This fiscal year, the team will continue to evaluate programming and endeavor to offer more initiatives to engage employees in the wellness program. In FY17, the focus is on increasing participation in wellness programs rather than offering a certain number of programs.

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, address quality of life issues and provide opportunities for community collaboration.

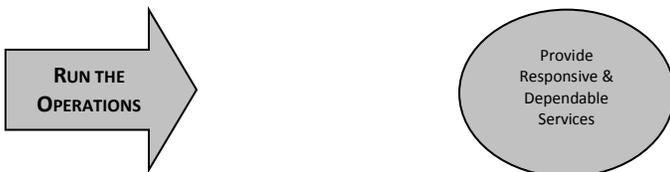


PERSPECTIVE



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

- Target and reduce crime in our community through efficient response to calls for service; proactive enforcement activities such as license checks and directed patrols; thorough follow-up investigations and relentless pursuit of criminals.
- Build strong relationships with residents and business operators by interacting with community watch groups, attending community meetings, hosting summits, continuing community and youth outreach programs, utilizing social media and sharing information.
- Identify traffic safety problems and respond with a mix of enforcement, education and traffic-calming strategies.



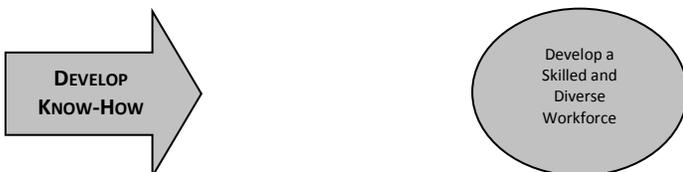
What must the department excel at to effectively Serve the Community?

- Take ownership of community problems from our first awareness of them and resolve them with a problem-solving approach that involves all divisions and partners.
- Be responsive to traffic concerns and develop strategies to address them that go beyond enforcement.
- Maintain open communication and collaboration between the Police Department and other Town departments, partner organizations and the community.
- Be open and transparent about our operations.
- Use social media and the police department webpage to engage the community.



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

- Deploy officers and equipment in a manner that allows for the most expedient, appropriate and safest response to calls.
- Maintain a system of internal accountability for resources and their use.
- Pursue grant funding and alternate sources of revenue to acquire needed tools and resources.
- Seek out technology that enhances what can be accomplished with existing personnel.
- Safe responses to minimize injuries and property damage when driving and while detaining suspects.



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

- Promote a broad spectrum of training through internal and external training opportunities.
- “Make every day a training day” through a program of structured daily, weekly and monthly training.
- Provide employees with opportunities to build relationships with other departments, agencies and organizations.
- Maintain a career progression system that supports the professional development of all personnel.
- Build an organizational culture of community policing,

POLICE – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Result
Serve the Community	Strengthen Citizen Engagement	Consistently interact with Neighborhood Watch groups	% of Community Watch meetings with patrol personnel in attendance	N/A	70%	70%	34%	New measure for FY15.
			% of Community Watch groups contacted/interacted with on a monthly basis	N/A	90%	90%	56%	New measure for FY15.
		Initiate community events and youth outreach programs	# of community events and youth outreach programs offered	27	26	25	27	
			# of attendees involved/attending the community events and youth outreach programs	1,974	1,952	1,500	2,050	
		Treat all citizens with dignity and respect and treat every interaction as an opportunity to leave a positive impression	Complaints against officers as a % of calls for service and traffic stops	N/A	.09%	<1%	0.11%	New measure for FY15.
			"I feel safe in Hillsborough overall." – Average rating of Citizen Survey respondents	8.18	N/A Bi-Annual Survey	>7.5	Delayed	10 point rating scale: 1 = strongly disagree 10 = strongly agree
	Increase Citizen and Community Safety	Utilize high visibility and proactive patrols, thorough follow up investigations and partnerships to reduce crimes against persons and property	Part I violent crimes per 1,000 population	4.0	7.2	<5	5.5	
			Part I property crimes per 1,000 population	54.7	69.2	<70	63.8	
			% of patrol shifts with at least 1 foot patrol of the downtown area	N/A	52%	75%	69%	New measure for FY15.
	Run the Operations	Provide Responsive & Dependable Services	Utilize a comprehensive approach for reviewing and investigating all Part I and II crimes to improve clearance rates	Clearance rate for Part I offenses – Violent Crimes	56%	74%	>65%	77%
<i>NC Average 48.1% (2013)</i>				<i>58.0% (2014)</i>			N/A	
Clearance rate for Part I offenses – Property Crimes			50.2%	43.8%	>30%	55%	N/A	
<i>NC Average 19.7% (2013)</i>			<i>27.8% (2014)</i>			N/A		
Increase overall traffic safety by conducting focused traffic patrols to address speeding, moving violations, DWI and other driving offenses		Ratio of directed traffic enforcement activities to civilian roadway traffic accidents	1.25:1	0.9:1	>1:1	0.9:1	New measure for FY14.	
		# of civilian injury vehicular accidents per 1,000 population	2.2	2.6	<3	4.3	New measure for FY14.	
Manage Resources	Deliver Services Efficiently	Deploy officers to respond quickly and safely to priority calls for service	# of at fault traffic accidents per 100,000 miles driven	0.89	0.52	<1	1.8	
		Provide cost efficient service to the community	Per capita expense for police protection	\$379.74	\$418	<\$375	\$422	FY15 target based on ICMA benchmarks.
	Maintain Financial Strength	Leverage operative costs through grant funds and partnerships	Total \$ amount of grant/partnership funds received/used to offset operating costs	\$10,000	\$6,500	>\$7,500	\$6,500	NC ABC
		Report all internal accidents in a timely manner to reduce liability and allow	Average # of days between the occurrence of an employee accident or injury and the	N/A	1	<1	2.1	New measure for FY15.

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Result
		other departments to respond efficiently	submission of the incident report to the Town Safety Officer					
Develop Know-How	Develop a Skilled and Diverse Workforce	Provide continuous training in different areas and strive to make every day a training day	Average # of training hours per officer beyond mandated state minimums	80.5	45.4	>40	69.0	
			% of patrol shifts during which officers do roll-call or other squad-level training	N/A	50%	90%	87%	New measure for FY15.
		Encourage officers to enhance their professional skills	% of HPD sworn officers to have attained Intermediate Law Enforcement Certificate	68%	77%	>50%	69%	
			% of HPD sworn officers to have attained Intermediate and/or Advanced Law Enforcement Certificate	N/A	56%	>65%	84%	Advanced Law Enforcement Certificate can be obtained without first obtaining an Intermediate Law Enforcement Certificate.

POLICE – FY16 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?

We have exceeded our targets in the area of both property and violent crime clearances. High clearance numbers means that our agency is doing a good job of identifying those who commit crimes, which comes from our knowledge and connection to the community. We continue to make clearances a priority and work to be familiar with those in our community who commit crimes.

Another area of success is training. We significantly exceeded the “average number of training hours per officer” target, and have exceeded our target related to “officers with intermediate or advanced law enforcement certificates.” The department was slightly below target on percentage of patrol shifts with squad-level training, but still considered this a success as we did not place as much emphasis on this until partway into the year. This emphasis on training ensures that officers are prepared to deal with situations encountered on the street and provide the best service to the community. Moving forward, we are continuing to focus on training to stay ahead of events and keep our officers prepared.

A final note is that we were significantly ahead of our target “complaints against officers as % of calls for service.” We have consistently been around 1/10 of a percent, with a target of less than 1%. We experience a very low volume of complaints due to the service quality our officers provide and the relationships we have with our community.

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)?

This reporting period resulted in several challenges that we will focus on improving. Most notable are the incident reporting times, at-fault wrecks, and community interactions. We also did not meet our target of per capita costs; however, the final year-end expenditures have not been calculated. The number provided is based on estimates and may decrease once the final accounting is completed.

Our incident reporting time to the safety officer is an area we are currently exploring to understand the root of the delays and develop strategies to improve. We do not have a large number of incidents, so delaying one can have a significant impact on our overall averages.

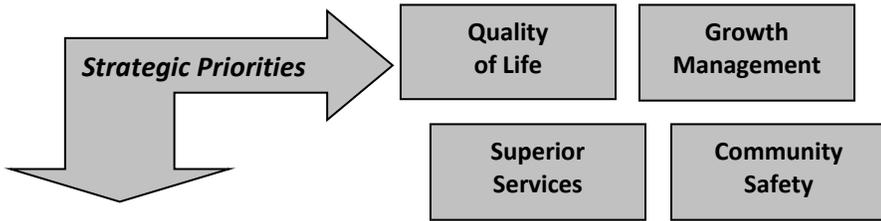
We have put a significant amount of energy into our driving programs and training, but in spite of this, we exceeded our target of at-fault traffic collisions per 100,000 miles driven. Fortunately, two of the incidents we had were minor and resulted in no damage to any of the vehicles involved. We continue to review any accident that occurs and identify training opportunities that could help keep us from having the same type of incident reoccur. We are continuing to do annual training and are working on new programs to keep officers focused on their driving.

The last significant challenge is perhaps the most concerning. We seem to be falling short in several of the measures that are related to our community interactions, specifically having our patrol personnel attend community watch meetings and interacting with our community watch groups regularly. Some of the disparity may be related to record keeping issues earlier in the year, but since we have been focused on collecting better data in this area since January, things have not significantly improved. We have identified some communication deficiencies around ensuring patrol personnel are aware of meetings dates. We have also realized that several community groups considered are no longer active. We are working to do a complete inventory of our community groups and set clear definitions of what constitutes a group and our communication expectations for the groups. We are also working to complete some hiring processes so that we can improve the staffing level in community policing. It is our hope that focusing on these things will allow us to improve.

FIRE MARSHAL & EMERGENCY MANAGEMENT

FIRE MARSHAL & EMERGENCY MANAGEMENT

STRATEGY MAP "Linking Actions Through Cause & Effect"



Fire Marshal & Emergency Management Mission

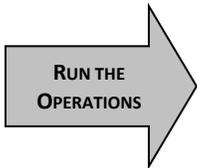
To provide efficient and effective fire prevention education, mitigation, inspections and investigation services to reduce the loss of life and property. And to improve the quality of life for our citizens and visitors.

PERSPECTIVES



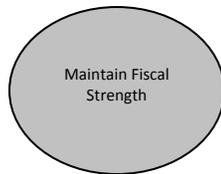
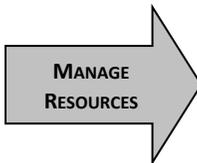
What and/or how will the department Serve the Community?

- Encourage business owners and the public to maintain safe working and living environments.
- Educate all age groups in fire and life safety through social media (Facebook).
- Prepare our community for various emergencies.
- Deter arson through thorough cause and origin investigation and prosecution.
- Make public buildings safer through enforcement of the state codes and town ordinances.
- Notify the public of emergencies or hazardous conditions through the Code Red/Everbridge system.



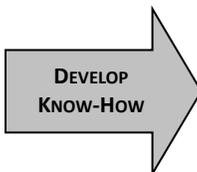
What must the department excel at to effectively Serve the Community?

- Educate owners and employees on the dangers of their particular code violations (offer alternative suggestions).
- Promptly investigate citizen complaints to ensure community satisfaction.
- Train Town staff in emergency operations and communicate information to the community.
- Exercise the Town's emergency response plan.
- Ensure that the Emergency Operations Center is ready for use at all times.



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

- Utilize technology to document compliance (send pictures and video of corrected violations When practical).
- Provide additional cross-trained staff.



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

- 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.

FIRE MARSHAL & EMERGENCY MGMT. – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Results
Serve the Community	Increase Citizen & Community Safety	Ensure that occupancies are in compliance with the NC Fire Prevention Code	% of annual inspections completed	100%	100%	100%	100%	30 due each year.
			% of biennial inspections completed	100%	100%	100%	100%	8 due each year.
			% of triennial inspections completed	100%	100%	100%	92%	110 due each year.
		Increase the inspection frequency of occupancies on the biannual and triennial schedules to reduce need for re-inspections	% of inspections for occupancies on the biennial and triennial schedule conducted ahead of schedule	5%	3%	5%	0%	No facilities were inspected more frequently than mandated schedule due to other priorities
			% of inspections requiring a re-inspection	17%	10%	<20%	15%	
		Teach fire prevention classes to school, church and civic groups within the Town's jurisdiction	# of fires started by juveniles	2	0	0	2	Of total # of fires due to or suspected of arson that were investigated.
			# of juveniles injured or killed by fire	0	0	0	0	A juvenile is anyone under the age of 18.
			# of adults injured or killed by fire	1 Fatality	0	0	0	
			# of students taught	0	94	400	0	
		Investigate suspicious fires within the Town's jurisdiction	# of accidental fires investigated	12	6	On demand basis	7	
			# of fires due to or suspected of arson investigated	2	0	On demand basis	2	
		Run chemical release scenarios on each facility storing 55 gallons or 500 pounds or more of chemicals and publish the results for use by first responders and planners	# of facilities storing 55 gallons or 500 pounds or more of chemicals, documented and entered into the Computer Aided Management of Emergency Operations (CAMEO) system	2	2-R	N/A	2	
			% of scenarios reviewed and updated if necessary within the last 5 years	100%	100%	100%	100%	
		Run the Operations	Enhance Emergency Preparedness	Educate the community about disaster and emergency response	Conduct Disaster Preparedness Fair and/or TV Ads/Videos	No	No	Yes
Become proficient in the operation of the Code Red System and write protocols	# of operator training sessions			Training-2	Training -4	12	3	FY16 - Converted to the Everbridge System; 3 operator/administrators trained
Ensure the authorized operators launch Code Red practice calls quarterly	% of quarterly calls launched			Quarterly -11 Actual-1	90%	100%	25%	There are 12 authorized operators of the new Hillsborough Alerts System. FY15 and 16 targets have changed to percentage of required calls launched.
Manage Resources	Maintain Fiscal Strength	Maintain an up-to-date inspection fee schedule that	% of operation costs recovered through fees	10%	12%	10%	7.7%	

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Results
		adequately recovers departmental costs.						
Develop Know-How	Develop a Skilled and Diverse Workforce	Have all Town employees fully trained to meet National Incident Management System (NIMS) requirements	% of employees that have completed NIMS training	95%	91%	100%	95%	
			% of upper management/dept. heads that have completed NIMS training	90%	92%	100%	92%	
			% of field supervisors that have completed NIMS training	100%	100%	100%	100%	
			% of line crews / patrol officers that have completed NIMS training	90%	82%	100%	90%	
		Attend training to stay current and maintain certifications	Attend Fire & Life Safety Conference bi-annually	No	No	Yes	No	Not required for Fire & Life Safety Educator Certification.
			Attend Fire Prevention School annually	No	Yes	Yes	No	
			Attend Arson Investigators School annually	No	No	Yes	No	
			# of hours of Fire Inspector continuing education attended annually	6hrs	6 hrs	6hrs	6 hrs	

FIRE MARSHAL – FY16 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?

Added five sprinklered buildings in town, adding no additional fire load to the town.

Remained active with the County Local Emergency Planning Committee as part of our commitment to the conditions stated in the Eno-Haw Hazardous Mitigation Plan.

Participated in the LEPC /Orange County Health Department Table Top Exercise in early 2016. This was funded through a grant received by the LEPC and based on an outbreak of a contagious disease.

Successfully led the fight to have an amendment pulled from House Bill 303, by representing the town at the NC Fire & Building Code Revision Committee meetings and through phone and email correspondence with elected officials and code officials from across the state. This amendment would have been catastrophic to the safety of North Carolina citizens.

Followed through to a resolution, concerning the issues and conditions contained in the Condemnation and Evacuation Order of the Colonial Inn.

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)?

Once again, our goal was not met of conducting fire prevention classes in every fourth grade class in public, private and charter schools within the town's corporate limits. To meet this goal, additional personnel is needed.

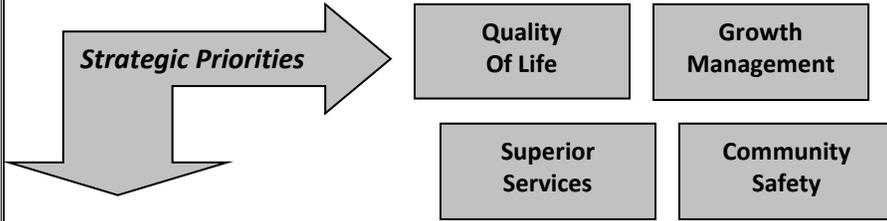
Our goal of more frequent inspections in occupancies that are on the biennial and triennial inspection cycle cannot be reached without more inspectors. For FY16, no facilities were inspected more frequently than the mandated schedule. The state minimum schedule has proven to be flawed and is being evaluated for a revision to require more frequent inspections in some, if not all, occupancies.

We also fell short on the state mandated fire inspection schedule (triennial inspections). While many jurisdiction never quite meet the schedule fully, the town has met this goal since 2005 and has surpassed the goal in past years by inspecting problem facilities on a more frequent basis. We adopted this goal of more frequent required inspections due to the long list of violations that tend to exist in certain occupancies on the 2- and 3-year rotation.

To meet our stated, and in some cases mandated goals, additional personnel is needed.

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.

PERSPECTIVES



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

- Fleet Maintenance will serve the community by finding cost effective ways to keep vehicles repaired and in service.



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

- Maintain a preventative maintenance schedule, which is a top priority.
- Prepare vehicles and equipment for service prior to the time of need. These actions include servicing and mounting snowplow blades and preparing salt spreading equipment prior to inclement weather.
- Respond quickly to needs for vehicle and equipment repairs, especially for assets that are critical to customer service. These include garbage trucks, leaf trucks, and equipment used by the utilities department.



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

- Continue to sell surplus items on Govdeals.com. This will allow the Town to recoup some of its costs.
- Ensure that vendors are supplying parts at the best possible price by checking the price of each replacement part at three vendors before ordering.
- Complete repairs and maintenance using in-house resources when practical, as opposed to using outside vendors.



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

- Seek training opportunities for staff. Since many of the larger training companies have cut back on their available training opportunities, we have found affordable training at our local parts vendors.
- Needed continuing education classes include direct fuel injection drivability, Ford diesel diagnosis, electrical repairs, and updated brake friction materials.

FLEET MAINTENANCE – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Result
Serve the Community	Conserve Cultural & Natural Resources	Protect air quality, increase fuel efficiency, and lower emission levels	% of police department vehicles that have engines with 6 cylinders or less	66%	65%	70%	74%	Ford Utility purchases have increased this percentage.
			% of fleet comprised of passenger vehicles	37%	31%	41%	43%	Purchasing Ford Escapes for new positions increased this measure.
Run the Operations	Excel at Staff & Logistical Support	Manage an efficient and effective preventative maintenance program	% of services performed on schedule	72%	82%	90%	92%	Fleet maintenance software continues to help get vehicles serviced on time for maintenance.
	Provide Responsive and Dependable Services	Improve our service by updating shop equipment, such as manuals and diagnostic tools	% of needed electronic manuals and diagnostic tools obtained	100%	100%	100%	100%	All needed diagnostic tools were budgeted for and purchased.
	Enhance Emergency Preparedness	Prepare vehicles and equipment for emergency use	% of snow removal equipment and vehicles ready for use by December 1 st	100%	100%	100%	80%	Leaf truck repairs delayed snow equipment maintenance.
Manage Resources	Deliver Services Efficiently	Determine replacement of vehicles and equipment replacement by using a rating system, with 1 being new and 12 being excessively worn.	% of vehicles and equipment rated 1 to 9	65%	80%	70%	69%	1 – 6 Low priority replacement 7 – 9 Medium priority replacement
			% of vehicles and equipment rated 10 to 12	35%	20%	30%	31%	Vehicles and equipment rated 10-12 are high priority replacements.
	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 within 90 days of being declared surplus	100%	100%	100%	100%	
Develop Know-How	Develop a Skilled & Diverse Workforce	Complete continuing education classes on late model vehicle systems	# of classes attended by Fleet Maintenance employees	6	5	9	4	Not all available classes were beneficial to Fleet mechanics.

FLEET MAINTENANCE – FY16 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 Fleet Maintenance Department exceeded the goal for percentage of police vehicles with 6-cylinder engines or less. We also exceeded the goal for percentage of fleet comprised of passenger vehicles. Meeting these targets helps the fleet be more fuel-efficient. The department was able to meet these measures by helping other departments plan for future vehicle purchases.

We also exceeded the measure for services performed on time. This continued success is possible due to our fleet management software.

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)?

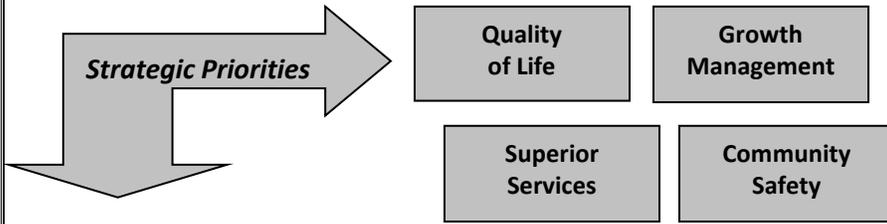
The Fleet Maintenance Department did not meet the goal of having the snow equipment ready for use by December 1, which is the first time this has happened. Heavy repairs to both leaf trucks caused the department to fall behind schedule. Our leaf trucks are also a high priority. The department did manage to get the snow removal equipment operating before any actual inclement weather.

The fleet department almost met the measure “percentage of vehicles and equipment rated 1 to 9” and “10 to 12.” The department will continue to update the replacement schedule to assist in replacing vehicles on time.

Another measure that was not met was having the mechanics attend nine continuing education classes. They only had four classes available to them that pertained to the type of repairs they face in Hillsborough. The fleet supervisor continues to look for new training opportunities.

STREETS

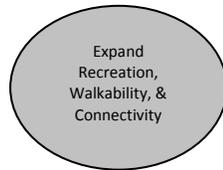
STREETS – STRATEGY MAP “Linking Actions Through Cause & Effect”



Streets Mission

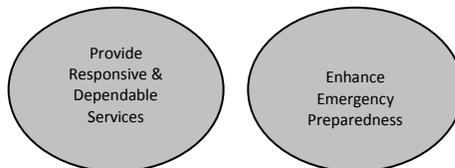
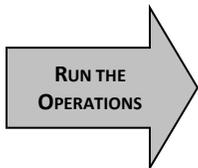
Street Division maintains the infrastructure of Town streets, sidewalks, and drainage systems to ensure safe and reliable roadways.

PERSPECTIVES



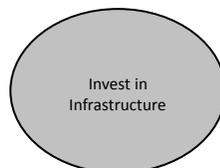
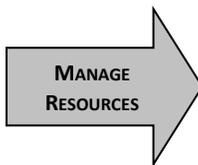
What and/or how will the department Serve the Community?

- Construct new sidewalks when funding is available.
- Maintain current sidewalks in good condition through a repair and replacement program.
- Repair potholes and conduct other road maintenance.
- Collaborate with the Police Department to analyze and create solutions to traffic safety issues.
- Assure town streets remain open to traffic.



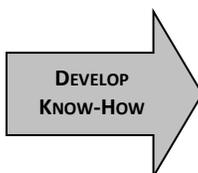
What must the department excel at to effectively Serve the Community?

- Keep streets clear of snow and fallen trees for ease of emergency vehicle movement.
- Make asphalt repairs in a timely manner.
- Complete scheduled annual street repairs to minimize long-term costs and resurface streets by priority to provide for smooth and safe travel.
- Remove litter in the rights-of-way on a monthly basis to maintain clean roadways.
- Replace road and street signs as needed to ensure they meet national standards.
- Assist in analysis of requests for changes in speed limits, signage, and traffic calming measures.



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

- Budgets must adequately provide for associated costs to resurface streets.
- Coordinate annual repairs and resurfacing with an engineering firm to ensure work is done properly and the Town gets service specified in the contract in terms of asphalt volumes.
- Before contracting out large asphalt projects, obtain pricing from multiple businesses to obtain lowest cost and best service provider.
- Resurface streets on a 20-year cycle.



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.
- Staff will obtain work related licenses such as bucket truck certification, National Incident Management System, and safety training.

STREETS & POWELL BILL – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Result
Serve the Community	Expand Recreation, Walkability, & Connectivity	Maintain/repair current sidewalks for public safety	% of sidewalks rated in good or better condition	99%	99%	99%	99%	
		Construct new sidewalks according to Community Connectivity Plan	Total linear feet of new town-constructed sidewalk	0	0	1,600	0	FY16 Target – Churton St. Access Improvements Project was delayed.
Run the Operations	Provide Responsive & Dependable Services	Utility cuts are repaired on a consistent basis	% of utility cuts repaired within four weeks	14%	69%	50%	56%	FY14 based on 2-week time period.
	Enhance Emergency Preparedness	Complete Emergency Management Institute training courses	% of employees successfully completing courses	100%	87%	100%	100%	
Manage Resources	Invest in Infrastructure	Provide annual street resurfacing per plan Emphasize the completion of the Institute of Transportation Research and Education (ITRE) Roads Scholar Program	% of lane miles resurfaced	6%	6%	5%	6%	A 5% resurfacing target translates to streets being resurfaced on a 20-year cycle.
			% of streets rated in good or better condition	85%	88.7%	91%	92%	
			% of staff receiving certification	57%	50%	75%	62.5%	5 of 8 employees have certification.
Develop Know-How	Develop a Skilled and Diverse Workforce	Invest in Employee Training to Increase Skill and Experience	% of department promoted above Equipment Operator I	43%	37%	50%	29%	

STREETS – FY16 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 Streets Division has completed the final year of a four-year plan to improve the condition of streets in Hillsborough. In FY16, nearly two miles (6 percent) of streets were resurfaced, increasing the percentage of streets rated to be in good condition or better to 92 percent and exceeding the target (91 percent). By resurfacing five percent of town-maintained streets per year, Hillsborough will be on track on a 20-year street replacement schedule, a typical timeframe before resurfacing is needed.

All staff have completed Emergency Management Institute training this year. This knowledge will enable staff to understand operational functions of Public Works and other town departments should an emergency occur.

CHALLENGES:

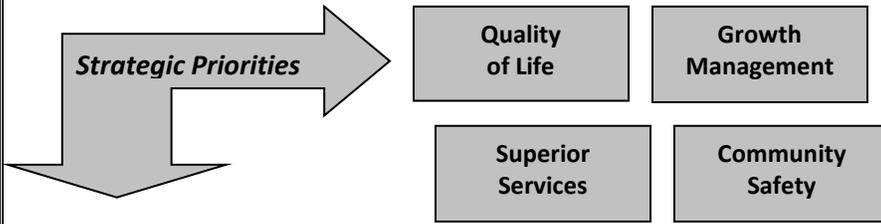
Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?

Although the department did not meet the target of having 75 percent of staff obtain Roads Scholar certification, two staff did receive their certification this year, an increase over the previous year. ITRE Roads Scholar training will continue for staff; however, it generally takes 2-3 years to become certified due to class availability and scheduling conflicts. The addition of personnel in 2017 may allow staff to attend more training.

The target for repairing asphalt utility cuts within a four-week period was met by 6%; however, it continues to be a challenge for the Streets Division. Utility cuts made in the colder months when asphalt is not available increases the period for repairs. Temporary repairs to utility cuts are made using cold asphalt until permanent repairs can be made. Due to an increase in rainfall over the past few years, there has been an increased request from the public to perform stormwater maintenance, which diverts staff from performing asphalt work. The stormwater fee will allow the town to use contractors to perform work, thereby allowing the Public Works Department additional time for asphalt repairs.

SOLID WASTE

SOLID WASTE – STRATEGY MAP “Linking Actions Through Cause & Effect”



Solid Waste Mission

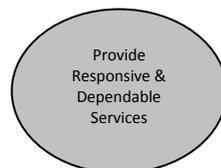
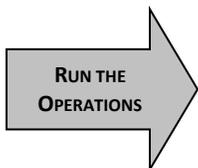
Solid Waste Division provides solid waste collection to maintain public health and support an aesthetically pleasing environment.

PERSPECTIVES



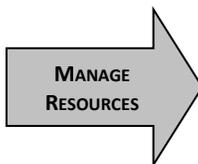
What and/or how will the department Serve the Community?

- Collect solid waste on a timely and consistent schedule. Collection of residential rollout carts, leaf, brush, and bulk item collections is the department’s top priority.
- Maintain and clean Town parks to provide a safe environment to the public.
- Emergency debris removal when needed.
- Communicate service information to residents through the Town website and other information materials.



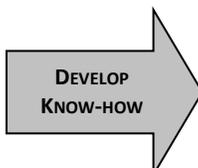
What must the department excel at to effectively Serve the Community?

- Provide on-time collection of rollout carts, brush, leaves, and bulk items so items are not left along the roadside.
- Conduct routine maintenance patrols through the Town’s parks.
- Remove dead animals from Town streets in a timely manner.
- Provide trash collection for Last Fridays, parades, and other public events.
- Empty downtown street receptacles daily and keep the sidewalks in the business area free of litter.
- Be prepared for collection during disasters.



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

- Schedule equipment replacements and additions so resources adequately serve current/ future customers.
- Provide cost effective solid waste collection.
- Adhere to standard operational guidelines to provide responsive and consistent service.
- Respond to reports of missed collections of rollout carts, brush, bulk items and leaves.
- Plan to provide services to new residential units ensuring a smooth transition as new subdivisions are completed.



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

- Train staff to operate and maintain all solid waste equipment.
- Replace solid waste collection truck according to the equipment replacement parameters.

SOLID WASTE – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Result
Serve the Community	Strengthen Citizen Engagement	Provide public with informational materials	# of unique public information materials distributed to residents annually	4	4	4	4	Collection schedules, town website, public service announcements & door hangers.
Run the Operations	Provide Responsive & Dependable Services	Complete work orders in a timely manner	% of work orders completed within 2 business days	97%	82%	90%	82%	Time frame decreased from 1 week to 2 business days in FY14
		Ensure that residential refuse collection routes are serviced on a consistent basis	% of garbage routes completed on schedule	100%	99%	100%	100%	This does not include delays due to inclement weather
			% of brush routes completed on schedule	81%	92%	95%	96%	FY14 – large amount of brush during ice storm altered brush collection schedule.
Manage Resources	Deliver Services Efficiently	Increase route productivity for leaf collection	Truckloads of leaves collected per FTE hour	0.39	0.41	0.50	0.38	Distance to local resident sites affects efficiency.
		Emphasize route productivity for residential refuse collection	Costs per collection point	\$263	\$246	<\$275	\$237	Hillsborough will use Durham Transfer Station in FY14. Payments for two garbage trucks will occur in FY16
		Seek out sources to compost leaves and minimize trips to the landfill	% of leaves composted via delivery to farms and other sources	100%	100%	100%	100%	

SOLID WASTE – FY16 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 Solid Waste Division continues to demonstrate the importance of providing superior customer service by meeting or exceeding 71% of the performance measurement targets. Consistently providing information that is accessible to the public through either the town website, public service announcements or mailed schedules increases public awareness of solid waste policies. Garbage and brush routes routinely stay on schedule. This can be attributed in part to having backup equipment when a truck is out of service and Fleet Maintenance's timely response when repairs are needed. The distribution of leaves to local residents and farms remains popular and eliminates tipping fees the town would incur if leaves were taken to the county landfill. Solid waste collection costs per household continue to be within an acceptable range. Per household costs should decrease as additional dwellings are constructed due to economies of scale.

CHALLENGES:

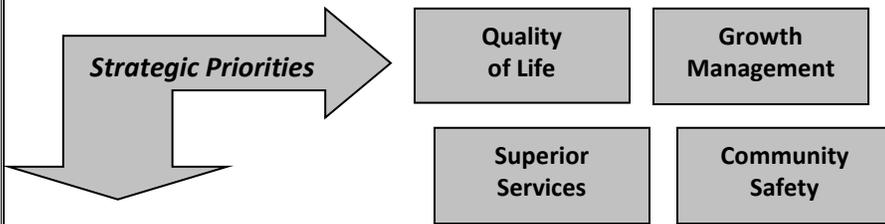
Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?

Work orders completed within 2 days (82 percent) was below the target of ninety percent. This was partially attributed to stormwater requests being included in the calculations. In the future, stormwater work orders may be measured in the Stormwater Division.

Meeting the leaf collection target of 0.50 truckloads per FTE hour continues to be an elusive goal. During the month of January, the amount of leaves diminishes, which reduces the efficiency of collection time. There is also a time cost to deliver leaves to local farms; however, the benefits outweigh the costs.

STORMWATER

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



Stormwater Mission

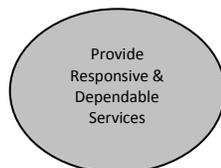
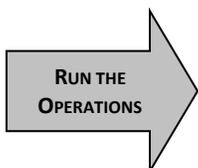
Reduce stormwater runoff impacts to local water bodies by maintaining compliance with the Town’s National Pollutant Discharge Elimination System (NPDES) permit, regulating the developed community, and educating the public about ways to reduce stormwater runoff pollution.

PERSPECTIVES



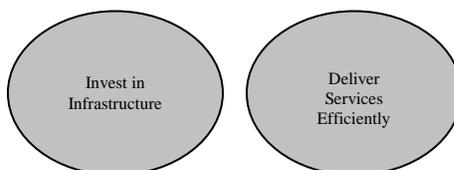
What and/or how will the department Serve the Community?

- Provide training, outreach, and involvement opportunities so residents can learn about the importance of stormwater and assist with the protection of water quality.



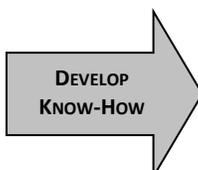
What must the department excel at to effectively Serve the Community?

- Provide prompt assistance to citizen requests regarding stormwater runoff and related issues.
- Promptly investigate complaints or requests regarding potential illicit discharges.
- Conduct dry weather screenings of areas identified with the potential for illicit discharges and if found, facilitate their removal.
- Expand illicit discharge detection and Good Housekeeping training to all Town employees to assist in identifying potential stormwater runoff pollution threats.



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

- Maintain Town-owned and operated stormwater infrastructure to reduce or eliminate potential stormwater pollution.
- Maintain Town-owned facilities in accordance with stormwater best management practices.
- Conduct monitoring and inspection of both public and private stormwater facilities and local water bodies to ensure compliance under permit requirements.
- Provide timely and consistent review of development plans.



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

- Attend pertinent workshops, training courses and conferences to stay current on best practices and stormwater issues affecting the Town.
- Maintain membership and active participation in local watershed associations, trade associations and related groups.

STORMWATER – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Result
Serve the Community	Strengthen Citizen Engagement	Provide public with informational materials	# of issues of the Stormwater Almanac published	3	2	3	1	Efforts related to the stormwater utility caused significant time constraints
			Developed/updated educational materials (i.e. fact sheets, flyers, handouts, etc.) annually	Yes	Yes	Yes	Yes	Required by town's stormwater permit to update educational materials annually
			Distribute materials through emails, events, mail-outs, etc.	186	117	100	193	Goal is at least 100. Total items distributed, does not include stormwater utility mail out of about 3,000
			# of volunteer clean-up opportunities provided	1	2	1	2	Goal is to provide at least 1 opportunity for public litter clean up, including NC Big Sweep or similar.
			# of volunteer planting, monitoring and maintenance projects provided	1	1	1	2	Goal is to organize at least 1 project for citizens to participate in annually.
			# of special events attended or presentations provided for outreach	3	3	3	2	Goal is 2-4 annually.
			# of outreach/educational sessions provided to local schools	4	4	4	7	Goal is at least 4 annually.
Run the Operations	Provide Responsive & Dependable Services	Identify and resolve illicit discharges	# of new screening areas identified for illicit discharge inspections	1	0	1	0	Efforts related to the stormwater utility caused significant time constraints
			% of illicit discharges identified through screening that are removed/resolved	91%	0	90%	100%	Intent is to resolve all, but some may take longer.
			% of illicit discharge complaints and/or citizen requests investigated within 2 business days	100%	100%	95%	100%	All complaints/requests should be investigated as soon as possible.
			% of illicit discharge complaints and/or citizen requests resolved	100%	100%	100%	100%	Intent is to resolve all complaints.
		Enhance illicit detection capabilities by cross-training employees on illicit detection	% of public works and utilities crews, police officers and fire volunteers completing courses	15%	3%	25%	0%	Due to time constraints related to adoption of stormwater utility, no new training was provided to town employees; however, 2 stormwater training sessions were conducted for Orange County Schools
Provide public assistance regarding stormwater and related issues	% of inquiries investigated and resolved within 3 weeks	100%	90%	100%	100%			
Manage Resources	Invest in Infrastructure	Maintain municipal facilities and operations in accordance with Good	% of facilities passing Good Housekeeping inspections	100%	89%	100%	94%	One facility initially did not pass its inspection but conditions corrected; as of year-end FY16, all town facilities passed.

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Result	
		Housekeeping Principles							
		Maintain stormwater system	% of storm drainage system inspected annually to determine maintenance needs	5%	2%	20%	5% (est.)	This is an approximate number, but stormwater and public works staff are working on a new process with the adoption of stormwater utility, which will improve efficiency in inspecting stormwater infrastructure.	
			% of storm drainage system cleaned annually	10%	1%	20%	2% (est.)	Stormwater staff is updating stormwater GIS data that will allow better tracking and a new process for prioritizing maintenance needs.	
			% of curb & gutter streets swept monthly	100%	100%	95%	100%	Required pursuant to NPDES Phase II permit and may be required as part of the Stage I Falls Lake requirements.	
	Deliver Services Efficiently	Review development plans in an accurate and timely manner	% of plans reviewed within 1 month of receipt	100%	100%	100%	100%		
		Conduct stream determinations pursuant to riparian buffer rules	% of stream determination requests completed within 1 month of receipt	100%	100%	100%	100%	Goal is to complete requests, including letter report within 30 days.	
		Inspect active construction projects (both public & private) to ensure environmental compliance	% of active construction projects inspected at least monthly	100%	100%	100%	85%	Due to time constraints related to adoption of stormwater utility, not all active construction projects were inspected monthly, but all remained in compliance according to Orange County Erosion Control	
		Inspect public and private best management practices to ensure proper installation and function	% of best management practices (BMPs) inspected	18%	33%	30%	5%	Due to time constraints related to adoption of stormwater utility, a smaller percentage was inspected by staff, but owners still required to complete annual inspections and for FY16, about 80% were completed	
	Develop Know-How	Develop a Skilled & Diverse Workforce	Provide continuing education in stormwater trends and practices	# of training workshops and conferences attended	3	2	2	2	Attend at least 2 workshops, training sessions and/or conferences to maintain certifications.

STORMWATER – FY16 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 major accomplishment for the Stormwater Division in FY16 was the stormwater utility analysis and ultimate adoption of the stormwater management utility and fee. This yearlong process included significant public outreach. These efforts allowed staff to exceed targets for citizen engagement.

Since efforts associated with the stormwater utility adoption required a lot of staff time, some field inspection efforts fell short of targets. However, staff made sure that development projects, citizen assistance, illicit discharge complaints and town facilities were addressed.

CHALLENGES:

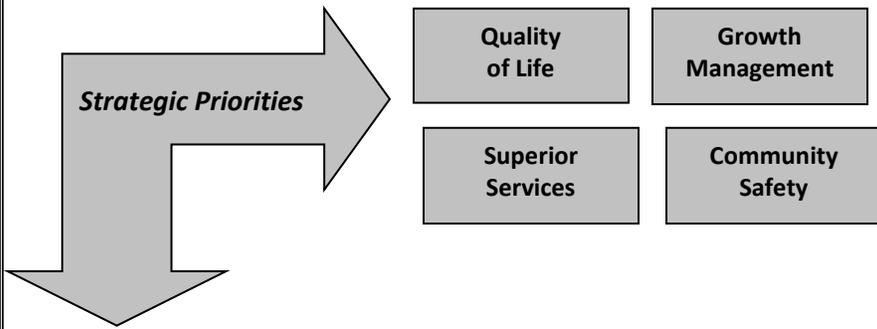
Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?

The biggest challenges now that the stormwater management utility has been adopted will be implementing the utility and developing a process/system that Public Works staff can follow to meet or exceed targets for stormwater infrastructure maintenance. Implementation of the stormwater management utility will take coordination with the Orange County Tax office and the town's Finance Department as fees are collected. It is anticipated that stormwater staff will respond to many citizen phone calls.

Public Works staff has already begun tracking linear feet of maintenance and stormwater staff will be working with Public Works to design a systematic approach to stormwater infrastructure maintenance. It is expected that staff will utilize Utility Cloud system to do so. Efforts are underway by updating and improving geographic information system (GIS) data for stormwater mapping.

CEMETERY

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



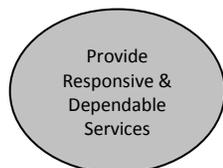
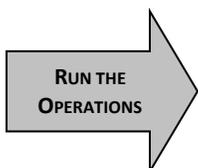
Cemetery Mission
 Cemetery Division supports public requests and maintains cemetery grounds.

PERSPECTIVES



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

- Maintain cemeteries and support requests from the public, funeral homes, and monument companies.
- Communicate service information to residents through the Town website and information materials
- Provide support to the Hillsborough Cemetery Committee for volunteer events. .



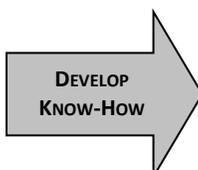
What must the department excel at to effectively Serve the Community?

- Maintain cemetery maps, files, and record database.
- Provide timely and accurate response for grave and monument marking.
- Monitor gravesites and transfer burials rights for the public.
- Provide public access to the Town Cemetery maps on the town website.



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

- Budget appropriately to provide grounds and garden fountain maintenance.
- Produce informational brochures.
- Budget for Hillsborough Cemetery Committee projects.



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

- Provide up-to-date cemetery records.
- Train staff to locate gravesites correctly.

CEMETERY – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Result
Serve the Community	Strengthen Citizen Engagement	Provide public with informational materials including historical information, map of gravesites and cemetery guidelines	# of unique public information materials distributed to residents annually	4	4	3	4	Margaret Lane Cemetery and Town Cemetery brochures, town website and PSAs.
Run the Operations	Provide Responsive & Dependable Services	Ensure timely and accurate response to grave and monument marking	% of marking requests completed within 24 hours	100%	100%	100%	100%	

CEMETERY – FY16 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?

Information relating to the cemeteries was made available to the public through brochures, public service announcements, citizen newsletters, and the town website. The town website contains a map of the Town Cemetery and burial information, including search functions, allowing the public to conduct genealogical searches of their ancestors. The Hillsborough Cemetery Committee received a Preservation Award from the Hillsborough Historic District Commission recognizing members for their efforts in preserving and maintaining the Old Town Cemetery.

Assisting funeral homes and monument companies remains a top priority for the department. All requests for services were completed within a 24-hour timeframe, thereby allowing funeral homes and monument companies to have adequate preparation 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)?

Cemetery targets were met and town staff will continue to provide assistance to the funeral homes and monument companies in a timely manner. The Hillsborough Cemetery Committee will be printing a brochure for the Old Town Cemetery and new information derived from ground penetrating radar will be available in the near future. The committee's efforts will be expanding to include the historic sections located in the New Town Cemetery.

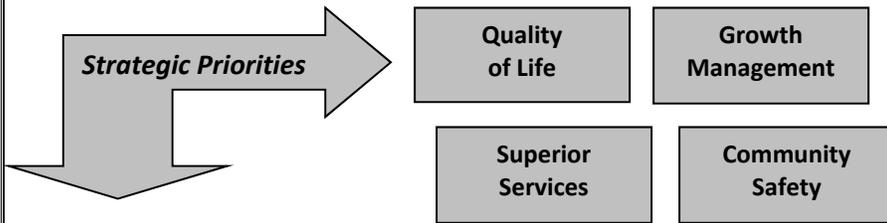
WATER & WASTEWATER

WATER & WASTEWATER DEPARTMENT –

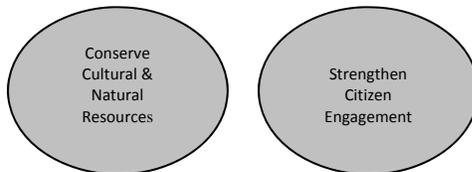
STRATEGY MAP “Linking Actions Through Cause & Effect”

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.

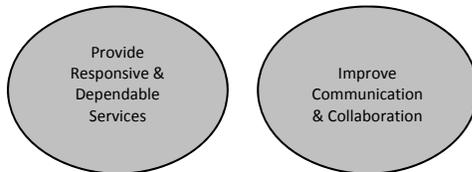


PERSPECTIVES



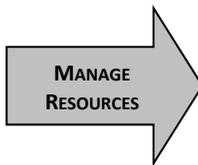
What and/or how will the department Serve the Community?

- Promote public education through school field trips and public tours of the utilities facilities.
- Promote public awareness through Water Quality & Wastewater Reports, website, and social media.
- Provide clean and safe drinking water utilizing modern technology.
- Work closely with Local, State, and Federal stakeholders to protect the Eno River.
- Provide water and sewer services at the most affordable rate possible.



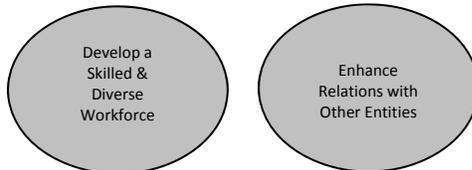
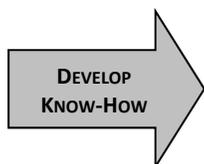
What must the department excel at to effectively Serve the Community?

- Quickly and effectively respond to service calls and emergencies such as water leaks, service interruptions, sewer back-ups and after hours calls.
- Coordinate efforts between all Water/Sewer divisions to maximize efficiency of personnel and equipment.
- Provide employee training in emergency response procedures to ensure quick and efficient response to all levels of emergencies and customer service needs.
- Operate a safe workplace with minimal accidents and injuries.



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

- Protect and prolong the Town’s assets by maintaining a proactive preventative maintenance program.
- Continue the emphasis placed on infrastructure maintenance.
- Maintain the CIP/Asset Management System.
- Maintain healthy savings and contingency levels to deal with unexpected expenses, events, and revenue shortfalls.
- Maintain the Water Capacity Analysis to ensure water resources are considered in development approval processes.



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 to increase knowledge and obtain advanced certifications.
- Encourage employee participation in Local, State and Federal level associations and committees.
- Encourage cross-training/certification to maximize employee utilization efficiency.

ADMINISTRATION OF ENTERPRISE – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Result	
Run the Operations	Provide Responsive & Dependable Services	Respond to citizen requests in a timely manner	% of work orders completed within 48 hours	100%	99%	100%	100%	This measure is a combination of both Water Distribution & Wastewater Collection.	
		Utilize the Citizen Survey approval ratings to improve customer satisfaction	"I feel the water and wastewater services received are of good quality" - Average rating of Citizen Survey respondents	7.67	N/A Bi-Annual Survey	>7	Delayed	<u>Bi-Annual Survey</u> 10 point rating scale: 1 = strongly disagree 10 = strongly agree	
			"I feel the water and wastewater services received are of good value" - Average rating of Citizen Survey respondents	6.67	N/A Bi-Annual Survey	>6	Delayed	<u>Bi-Annual Survey</u> 10 point rating scale: 1 = strongly disagree 10 = strongly agree	
	Improve Communication & Collaboration	Utilize the Employee Survey results by increasing awareness and communication with employees	"Management listens to employee ideas" – Average rating of Employee Survey respondents	N/A Bi-Annual Survey	7.64	>7	N/A Bi-Annual Survey	<u>Bi-Annual Survey</u> 10 point rating scale: 1 = strongly disagree 10 = strongly agree	
			"Information and knowledge are shared with employees" – Average rating of Employee Survey respondents	N/A Bi-Annual Survey	7.45	>8	N/A Bi-Annual Survey	10 point rating scale: 1 = strongly disagree 10 = strongly agree	
			"Communication is encouraged between departments" – Average rating of Employee Survey respondents	N/A Bi-Annual Survey	6.82	>7	N/A Bi-Annual Survey	10 point rating scale: 1 = strongly disagree 10 = strongly agree	
	Manage Resources	Develop Long-Term Financial Planning	Maintain or retained earnings >25% of total annual expenditures	Retained earnings as % of total annual expenditures	61% Actual	51% Actual	>25	49% (est.)	Target Range: 20-60%
	Develop Know-How	Develop a Skilled & Diverse Workforce	Provide ongoing training opportunities	% of employees that have obtained higher, or additional certifications, or have reached the maximum certification level for their department	78%	78%	75%	60%	Continual certification advancement ensures a well-qualified workplace.
				"I receive the training I need to do my job well" – Average rating of Employee Survey respondents	N/A Bi-Annual Survey	8.36	>8	N/A Bi-Annual Survey	10 point rating scale: 1 = strongly disagree 10 = strongly agree
Encourage participation in associations and committees			# of committees in professional organizations staff is involved in	7	7	6	7	Kenny-2, Jeff-2, Will-3.	
Encourage professional development			"My supervisor encourages and supports my professional development" – Average rating of Employee Survey respondents	N/A Bi-Annual Survey	7.91	>8	N/A Bi-Annual Survey	10 point rating scale: 1 = strongly disagree 10 = strongly agree	
			"I'm encouraged to learn from my mistakes" – Average rating of Employee Survey respondents	N/A Bi-Annual Survey	7.91	>8	N/A Bi-Annual Survey	10 point rating scale: 1 = strongly disagree 10 = strongly agree	

ADMINISTRATION OF ENTERPRISE – FY16 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?

Work order completion was accomplished within 24 hours 100 percent of the time. Our crews continue to emphasize this task to be responsive to our customers.

We continued to meet our departmental target of staff's involvement in professional organizations. Through this accomplishment, staff was exposed to other utilities employees, broadening our ideas to solve issues encountered by Hillsborough's utilities department. This level of involvement also demonstrates Hillsborough commitment to advancing the utilities profession. We will continue to participate in these opportunities and look for new ways that we, and other employees, can contribute to the 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 failed to meet our goal for employees advancing their certification levels. While the percentage is still high, it has dropped recently due to new personnel that have not yet been able to be certified. This measure should increase, unless we have further personnel changes, especially at entry levels.

We have delayed the citizen survey, so results are not shown for FY16. Likewise, we were not able to fill in the retained earnings figure yet since we have not received final financial reports for FY16, so the figure included is an estimate.

WATER SERVICES – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Result
Serve the Community	Strengthen Citizen Engagement	Promote public facilities	# of Water Treatment Plant tours and school/public presentations per year	6	3	5	5	Local school group, UNC MPA group, Citizens Academy, Board/WSAC new members
Run the Operations	Provide Responsive & Consistent Services	Consistently and reliably provide safe drinking water	# of State issued "Notices of Violation"	1	0	0	0	Total trihalomethanes (TTHM) levels remain good
		Improve customer satisfaction	# of complaints about water quality per 1,000 meters <i>UNC Benchmarking Average</i>	0.9	1.2	1.5	0.9	5 total complaints with 5,511 meters
Manage Resources	Invest in Infrastructure	Increase the emphasis placed on water services infrastructure	# of water line breaks on 6" and larger lines	14	16	<20	12	
	Deliver Efficient Services	Optimize efficiency of water services provided	Water treatment cost per 1,000 gallons treated	\$1.81	\$1.83	\$1.85	\$1.64	WTP costs includes personnel and operations costs only
			Billed potable water as % of finished water <i>UNC Benchmarking Average</i>	81%	71%	90%	N/A	Results calculated from Water Audit, available each November; FY15 numbers uncertain (billing software)
			AWWA water infrastructure leakage index	0.56	1.88	<3.0	N/A	Target range: 1-3 (1= exceptional, >8 = poor)
		Provide customers with quality services at an affordable cost	Water bills as % of Median Household Income (MHI)	0.99%	0.95%	<1%	1.05%	Per UNC School of Government, affordability becomes a concern once indicator surpasses 1%.

WATER SERVICES – FY16 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?

We met our goal of giving five water plant tours this year. The number often varies from year to year, as we do not always have a lot of control over groups requesting a tour. A couple of the consistent groups include the annual Citizens Academy program and a group of students from the University of North Carolina Master of Public Administration program. Giving tours helps to expand the public's knowledge of our operations.

We had no state-issued violations this year, and the number of complaints received is at a very low level.

The treatment cost is down, which seems to be a function of us treating more water, allowing us to have better economies of scale. As we continue to grow, we hope this number will continue to exceed expectations. However, this figure is impacted by inflation levels.

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 are unable to post a couple of our measures that are linked to our annual water audit (billed potable water as % of finished water and AWWA water infrastructure leakage index), due to the deadline for producing this document. We typically are unable to complete the audit until October or November, due to the availability of data and the time to process it. At this time, we do not have accurate water billed data for several months and thus are unable to report results for these two measures.

WASTEWATER SERVICES – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Result
Serve the Community	Conserve Cultural & Natural Resources	Protect the water quality of the Eno River	% of permitted nitrogen discharged to the Eno River	36.5% (CY13)	13.3% (CY14)	<50% (CY15)	13.2% (CY15)	Reduced percentage indicates reduced nutrient impact on the Eno River. Closer to 100%, need to start planning for Phase II of the WWTP.
			% of permitted phosphorous discharged to the Eno River	48.3% (CY13)	53.5% (CY14)	<50% (CY15)	38.4% (CY15)	
			Wastewater biochemical oxygen demand removal efficiency	99% (CY13)	99.12 (CY14)	>99% (CY15)	99.9 (CY15)	>95% = Excellent 95-90% = Good <90% = Poor
			Wastewater suspended solids removal efficiency	99.9% (CY13)	99.84 (CY14)	>99% (CY15)	99.9 (CY15)	>95% = Excellent 95-90% = Good <90% = Poor
			# of sanitary sewer overflows	0 (CY13)	1 (CY14)	<3 (CY15)	4 (CY15)	
	Strengthen Citizen Engagement	Promote public utility facilities	# of Wastewater Treatment Plant tours per year or school/public presentations	2	10	5	8	The WWTP began working with local schools' science programs in FY14 and has a booth at Last Fridays.
Run the Operations	Provide Responsive & Dependable Services	Proactively work to reduce sewer back-ups	Sewer back-ups as a % of sewer accounts	0.01% (CY13)	0.01% (CY14)	<2% (CY15)	0.01% (CY15)	The 2% target is the industry average.
		Consistently and reliably protect water quality of the Eno River	State issued "Notices of Violations" for wastewater services	0	0	0	0	No violations received in FY11- FY16.
		Minimize sewer system odors	# of odor complaints at pump stations	1	3	<5	2	
			# of odor complaints at the WWTP	0	0	0	0	
Manage Resources	Invest in Infrastructure	Increase the emphasis placed on wastewater services infrastructure	Peak monthly demand as % of wastewater treatment capacity	38% (CY13)	43.2% (CY14)	<80% (CY15)	54.3% (CY15)	When 80% of permit capacity is reached, design of the next upgrade must begin (state requirement).
	Deliver Services Efficiently	Optimize efficiency of wastewater services provided	Wastewater treatment cost per 1,000 gallons treated	\$2.74	\$2.69	<\$3.30	\$2.35 Est.	Calculation includes personnel and operations costs only.
		Provide customers with quality services at an affordable cost	Wastewater bills as % of Median Household Income (MHI)	1.26%	1.26%	<1%	1.58%	Per UNC School of Government, affordability becomes a concern once indicator surpasses 1%.

WASTEWATER SERVICES – FY16 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 collection system was able to meet or exceed all but two of its goals. One we feel is the most noteworthy is the number of sewer backups as a percent of sewer accounts, which is 0.01 percent. Two percent is the industry average, and below 2% is excellent. We are very pleased with this result; this shows that we are ahead of other utilities with this benchmark, and our preventive maintenance is paying off.

The wastewater plant continues to find ways of optimizing the treatment process and reducing treatment costs. These successes are demonstrated in the measure of cost of treatment per 1,000 gallons treated.

Most targets for the wastewater plant were successfully met or exceeded in FY16. However, the "Peak monthly demand as % of wastewater treatment capacity" is continually increasing. This is simply due to increased flow caused by population growth in the service area.

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)?

In calendar year 2015, we experienced four sanitary sewer overflows. Although we had one more than our target (less than 3), we feel this was a good result considering that two of the overflows were due to extraordinary circumstances. We will find it more difficult to be proactive with our collection system maintenance, however, due to being understaffed. We will continue to do what we can with the staff we have as well as continue to request additional staff.

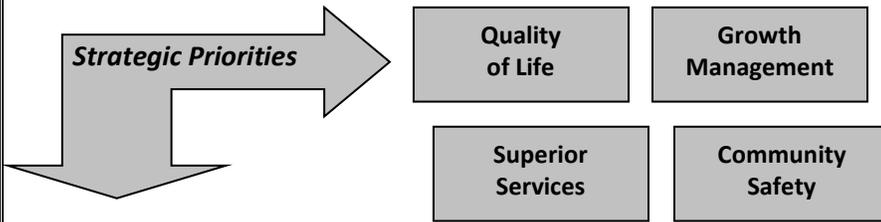
Our wastewater rates had their final scheduled increase in FY16 related to the WWTP Upgrade project, which has taken our "wastewater bills as % of median household income" further into territory that the UNC School of Government deems concerning for affordability. While the reported percentage should decrease marginally in the next few years due to income growth and increased customer base, it is very unlikely that any dramatic change will occur any time soon. Also, since a further upgrade to the wastewater treatment plant will most likely be necessary within the next 5 to 10 years, due to Stage 2 of the Falls Lake Rules and increased sewage flows from additional customers, the affordability of our wastewater rates is unlikely to find any relief in the foreseeable future.

BILLING & COLLECTIONS

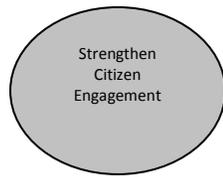
BILLING & COLLECTIONS—STRATEGY MAP “Linking Actions Through Cause & Effect”

Finance Department Mission

Gather water usage data, produce monthly utility bills, and collect utility bill payments.

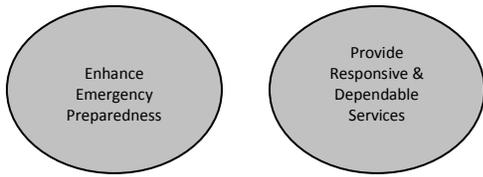
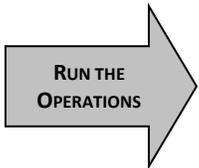


PERSPECTIVES



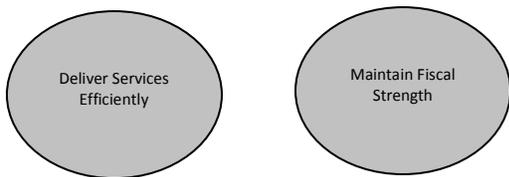
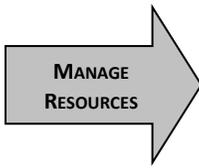
What and/or how will the department serve the Community?

- Provide prompt courteous service to utility customers.
- Keep citizens informed by printing regular messages on monthly utility statements.
- Promote and encourage citizen donations to the water assistance program.
- Serve as a resource to answer questions and resolve billing issues.
- Provide multiple ways for customers to pay monthly bills (walk in, bank draft, online, phone, drop box).



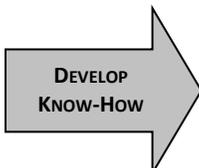
What must the department excel at to effectively serve the Community?

- Confirm customers' phone numbers for billing issues, outages and use by the Code Red/Everbridge system.
- Provide prompt connection/reconnection to customers.
- Accurate and timely meter reading and billing.
- Courteous and responsive service when interacting in person, on the phone and through email.



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 using automatic bank draft and making online payments.
- Seek ways to streamline processes and increase efficiency.
- Periodically perform functional analyses to improve processes and reduce costs.



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 and software, to fully utilize features.
- Implement cross-training program for uninterrupted service.
- Conduct bi-monthly staff meetings and bi-weekly meetings with supervisors.
- Research and evaluate best practices and emerging technology trends.

BILLING & COLLECTIONS – BALANCED SCORECARD

Perspective	Town-wide Objective	Initiative	Measure	FY14 Actual	FY15 Actual	FY16 Target	FY16 Actual	Status/Result
Serve the Community	Strengthen Citizen Engagement	Encourage citizens to contribute to the water assistance program	Dollars donated by citizens	\$5,256	\$4,437	N/A	\$5,463	
Run the Operations	Enhance Emergency Preparedness	Ensure that every utility customer has a current phone number on record for emergency notification. Staff will verify phone numbers each time a customer is assisted	% of accounts with phone numbers	98%	98%	100%	95.5%	
	Provide Responsive & Dependable Services	Connect and reconnect utility customers in a timely manner	% of new utility customers connected within 24 hours of request	100%	100%	100%	100%	
			% of current customers with interrupted service reconnected on the same day as payment	99%	100%	100%	100%	
		Provide quality service as perceived by utility customers	"Collections staff are helpful" – Average rating of Citizen Survey Respondents	7.85	N/A Bi-Annual Survey	8.00	Delayed	<u>Bi-Annual Survey</u> 10 point rating scale: 1= strongly disagree 10 = strongly agree
Manage Resources	Deliver Services Efficiently	Expand the use of technology for receiving utility payments	% of utility customers on automatic bank draft	25.3%	24.6%	30%	25%	
		Expand the use of technology for receiving utility payments	% of utility customers using online payment portal	N/A	N/A	23%	13.6%	
	Maintain Financial Strength	Collect Delinquent utility accounts through Debt Setoff program	% of bad debt collected (cumulative) % via Debt Setoff % via Collection Agency	33% 27% 6%	37%	40%	54.19%	
			\$ amount of bad debt collected (cumulative) % via Debt Setoff % via Collection Agency	\$203,089 \$191,897 \$11,192	\$224,695	300,000	\$245,725	
Develop Know-How	Develop a Skilled and Diverse Workforce	Provide customer service training on an annual basis	% of employees that have completed customer service training within the last 3 years	60%	100%	100%	60%	

BILLING & COLLECTIONS – FY16 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 goals of connecting new customers within a 24-hour time period and reconnecting customers on the same day as payment were both met at 100 percent. The department will make sure that these goals are continued to be met with current processes and by continuing to communicate with co-workers, including meter readers. Continued success will be dependent upon effective communication not only within the department, but also between our department and our Fathom contacts – through the Zen Desk ticketing system, phone and email.

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 goal of providing customer service training to all employees was not met this fiscal year, however, eliminating the term "customer service" from the measure will allow us to track and report all training, not just customer service training. The Billing and Collections Office has plans to participate in collections law training, as there should be more time available to make collections calls after transitioning to Fathom, which in turn will improve our overall collections rating.

The goal of collecting 100 percent of customer phone numbers was not met this year, however, the department will begin to contact customers during the slower times of the month to verify contact information, including both phone numbers and email addresses. Having this information will prove to be helpful not only for town-wide emergencies such as natural disasters but also for water/sewer emergencies affecting either a group of customers or individual customers. This ensures that affected customers are notified as quickly as possible. This will also be important as we transition to Fathom in FY17, as they will need contact information for each customer.