



Briefing Sheet

Version #1
Update Dates:

Lead Department: Administration, John Whitson, Town Manager/ Budget Officer
Budget **Action Officer:** Jeanne Hooks, Budget Manager

Subject: FY2011 Annual Operating Budget and LRFM/ CIP

Action Requested: Adopt FY2011 Annual Operating Budget

Briefing: May 11, 2010 **Public Hearing:** May 25th, continued
to June 8th **Action:** June 22, 2010

Item Schedule	Select One
Schedule 1: <i>Brief twice – vote once (six weeks)</i>	<input checked="" type="checkbox"/>
Schedule 2: <i>Brief once – vote once (two weeks)</i>	<input type="checkbox"/>
Schedule 3: <i>No briefing required (one week)</i>	<input type="checkbox"/>

Updates/ History of Briefing:

NOT APPLICABLE

Executive Summary and Background Information:

Meetings/ Workshops held/ to be held for Budget Planning Purposes:

October 13, 2009	Briefed Council on FY2009 Audit Financial Condition
January 9-10, 2010	Council Retreat – Assessed and Modified Town Wide Goals and Initiatives, which serve as steering mechanism of budget planning. Reviewed LRFM/ CIP Received high level guidance for major budget components
January 26, 2010	Workshop CIP Discussion
January 26, 2010 (remains open until adoption of budget)	Budget Portal opened to received public input of Council deliberation of FY2011 Annual Budget Planning and LRFM/ CIP
February 23, 2010	Workshop to evaluate Personnel Plan FY2011
March 23, 2010	Workshop to evaluate Unfunded Items and Revenue Projections
April 30, 2010	Budget at a Glance Mailer to Community
May 11, 2010	Budget Open House on proposed FY2011 Annual Operating Budget
May 11, 2010	Staff presents proposed FY2011 Annual Operating Budget to Council
May 25, 2010	Public Hearing
June 8, 2010	Public Hearing continued from May 25 th
June 22, 2010	Adoption of FY2011 Annual Operating Budget

FY2011 Annual Operating Budget and LRFM/CIP

LRFM / CIP Overview :

The Long Range Financial Model / Capital Improvement Plan is Morrisville's strategic financial plan providing the framework for developing subsequent annual operating and capital budgets. The principal of the LRFM/CIP is the ability to achieve a long-term financial goal of sustainability and serve the main financial goals of flexibility, efficiency, risk management, sufficiency and credibility. Specifically the LRFM/CIP is designed to meet the following purposes:

- *Build awareness of results of projections with current operating and capital spending and funding levels.*
- *Assist in determining the extent of its financial challenges with key decisions.*
- *Generate discussion on key financial goals & strategies that should guide future planning.*
- *Spur development of actions in future budgets that respond to long-term strategies.*
- *Be the foundation to the development of annual operating budgets.*

Annually, the Town Council preliminarily evaluates key budget planning components providing a high level guidance to staff. Staff utilizes the LRFM/CIP to assess the feasibility and financial capacity across multiple budget years towards the development of a responsible annual budget recommendation. Each year, Council adopts a Proposed Annual Budget with the Final LRFM/CIP establishing Morrisville's strategic financial plan.

Annual Operating Budget Overview :

Staff's primary considerations in the development of FY2011 Annual Budget produced by the LRFM/CIP were as follows:

• Holding Property Tax Rate	• No Appropriation of Fund Balance
• Increase Annual Vehicle Decal Fee	• Funding Fleet/ Equipment Replacement Plans
• Conservative Revenue Projections	• Onetime Performance Pay to workforce (No COLA)
• No New Positions	• Preserve Existing Employee Positions
• Control Spending Projections	• 3 Positions Frozen for FY2011 only
• Maintain Core Operational Needs	• Fire Station One CIP Project

The total operating budget for fiscal year 2011 is \$21,770,266.

Operating Expenditure Funds	
100 General Fund	\$ 21,329,191
300 Water and Sewer Fund	\$ 441,075
Other Expenditure Funds	
200 Special Revenue Fund	\$ 1,025,384
710 OPEB Fund	\$ 255,775
730 LEO Fund	\$ 48,135
Operating Revenue Funds	
100 General Fund	\$ 21,329,191
300 Water and Sewer Fund	\$ 441,075
Capital Reserve Funds	
200 Capital Reserve Fund	\$ 1,578,764
710 OPEB Fund	\$ 257,760
730 LEO Fund	\$ 48,135

All Funds are in balance.

FY2011 Annual Operating Budget and LRFM/CIP

General Fund:

- Ad Valorem Tax Rate of 36.65 cents per \$100 of assessed value is proposed. This rate remains unchanged from FY2009.
- Vehicle Decal Fee of \$15.00 per registered vehicle is proposed. Represents an increase from \$5.00.
- User Fees were evaluated and in response to economic conditions, increases to our User Fee Schedule are being held to a minimum.
 - Inspections and Planning are proposing minor changes.
 - The Privilege License Fee Schedule has a mandated change in accordance with Council's adoption of Resolution 2008-033 (resolution is attached highlighting required change).
 - Engineering fees remain unchanged from FY2009.
 - Fire Inspections fees and permit fees remain unchanged
 - Parks, Recreation and Cultural Resources department fees are set in accordance with the approved Fees and Charges Policy and are not reflected in the User Fee Schedule.
- Personnel needs have been evaluated and in response to economic conditions, no new positions have been programmed. Three (3) of the authorized position have been frozen by the Town Manager for FY2011 or until such time as the Town Manager deems it necessary to fill them. Please reference the Authorized Position Chart attached.

Capital Reserve Fund:

- Capital Reserve Funds are used to accumulate monies to be used towards certain types of major future expenditures. This practice allows the Town to level out the impact of large expenditures by spreading their cost over many years. Revenues of this set of funds consist primarily of transfers from the General Fund and interest earnings. The final expenditure of these reserves takes place after the funds are transferred to another fund, typically the General Fund. The Capital Reserve Fund is related to the following LRFM Replacement Plans:
 - Fire Apparatus Replacement Plan
 - Vehicle Replacement Plan
 - Heavy Equipment Replacement Plan
 - Information Technology Replacement Plan

This budget provides transfer of \$942,000 from General Fund to the Capital Reserve Fund.

Water & Sewer Fund:

- Water & Sewer Fund is utilized for General Obligation debt service payments only. Note that Water and Sewer operations/management were transferred to the Town of Cary with the 2006 Merger.

Retirement Health Care Fund:

- Retirement Health Care Fund (OPEB) is a trust fund having been established to account for the collection of assets to be expended for medical coverage for retired Morrisville employees up to the age of Medicare eligibility. These are Fiduciary Funds used to account for assets held by the Town in a trustee capacity on behalf of outside parties, including other governments.

Law Enforcement Officers Separation Allowance Fund:

- LEO Separation Allowance is used to account for assets held by the Town in an agency capacity for the purpose of supporting the public employee retirement system for qualifying sworn law enforcement

FY2011 Annual Operating Budget and LRFM/ CIP

officers. These are Fiduciary Funds used to account for assets held by the Town in a trustee capacity on behalf of outside parties, including other governments.

Note:

Filing and publication of the budget has been in accordance with G.S. 159-12. “(a) On the same day that the budget officer submits the budget to the governing board, the budget officer shall file a copy of it in the office of the Clerk to the board where it shall remain available for public inspection until the budget ordinance is adopted. The Clerk shall make a copy of the budget available to all news media in the county. The Clerk shall also publish a statement that the budget has been submitted to the governing board, and is available for public inspection in the office of the Clerk to the board. The statement shall also give notice of the time and place of the budget hearing required by subsection (b) of this section. (b) Before adopting the budget ordinance, the board shall hold a public hearing”.

Staff Recommendation:

Staff recommends setting a public hearing for May 25, 2010 and continuing that public hearing to June 8, 2010 with the Town Council’s approval FY2011 Annual Operating Budget on June 22, 2010.

Attachments:

- ATTH 01 FY2011 Annual Operating Budget
 - Budget Message
 - Budget Ordinance 2010-042 FY2011 Annual Operating Budget
 - FY2011 Authorized Position Profile
 - FY2011 Fee Schedule
 - Long Range Financial Model / Capital Improvement Plan Summary Report
- ATTH 02 2008-033 Privilege License Tiered Fee Plan

Advisory Board/ Committee Review :

None

Board/ Committee Recommendation:

N/A

Advisory Board/ Committee Meeting Date and Minutes:

N/A

Meeting Goals and Initiatives Adopted by the Council:

(Select by checking the box for all Initiatives that are met by this briefing sheet’s proposal. Area for additional comments under table.)

Goals	Initiatives								
1. A mix of land uses that is environmentally sensitive and sustains livability in a changing community	<table border="0"> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td>1.1 Implement Updated Land Use Plan</td> </tr> <tr> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td>1.2 Continue Implementation of adopted Town Center Plan</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td>1.3 Maintain a formal acquisition and implementation strategy for parks, greenways, and open space</td> </tr> <tr> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td>1.4 Evaluate ordinances and policies that contribute to a sustainable and well planned community.</td> </tr> </table>	<input type="checkbox"/>	1.1 Implement Updated Land Use Plan	<input checked="" type="checkbox"/>	1.2 Continue Implementation of adopted Town Center Plan	<input type="checkbox"/>	1.3 Maintain a formal acquisition and implementation strategy for parks, greenways, and open space	<input checked="" type="checkbox"/>	1.4 Evaluate ordinances and policies that contribute to a sustainable and well planned community.
<input type="checkbox"/>	1.1 Implement Updated Land Use Plan								
<input checked="" type="checkbox"/>	1.2 Continue Implementation of adopted Town Center Plan								
<input type="checkbox"/>	1.3 Maintain a formal acquisition and implementation strategy for parks, greenways, and open space								
<input checked="" type="checkbox"/>	1.4 Evaluate ordinances and policies that contribute to a sustainable and well planned community.								

FY2011 Annual Operating Budget and LRFM/CIP

<p>2. A strong and stable financial position that fully utilizes all resources in a responsible, efficient and effective manner</p>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<p>2.1. Maintain a strategic financial plan 2.2. Ensure proper use of resources by enhancing internal controls 2.3. Identify potential new funding opportunities for specific town projects and services 2.4. Continue developing town infrastructure evaluation programs to analyze costs, prioritize maintenance, and secure funding</p>
<p>3. Community services that sustain or enhance the quality of life</p>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<p>3.1. Provide a safe community 3.2. Continually evaluate emergency response needs and capabilities 3.3. Provide and promote healthy community activities and programs 3.4. Provide accessible and safe public parks, recreational programs, cultural resources and facilities 3.5. Continue developing and implementing strategies to enhance customer service 3.6. Refine and implement a performance measurement process to provide better information for budgetary decision-making and create a stronger link between allocation of resources and desired results. 3.7. Continually review and identify internal processes and community services to improve their efficiency and effectiveness</p>
<p>4. Plan transportation and other public infrastructure to address community needs</p>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p>4.1. Implement and maintain updated Transportation Plan 4.2. Continue developing a reimbursement policy, developer requirements and regional partnerships for transportation and public infrastructure 4.3. Develop and implement a Stormwater Management Plan, including creating a self-sustaining funding mechanism 4.4. Identify critical areas of traffic congestion and appropriate strategies to resolve transportation problems, drawing on NCDOT and regional partners. 4.5. Continue developing a capital fund strategy for infrastructure needs, including the Town Center 4.6. Continue evaluating the costs and benefits of in-house vs. contract engineering services 4.7. Work to promote installation of infrastructure in a timely manner to support private development</p>
<p>5. A town image with a strong, positive identity valued by residents, businesses and visitors</p>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<p>5.1. Develop and maintain liaison with other elected officials, agencies, jurisdictions, and stakeholders 5.2. Promote transparency in town government programs and processes 5.3. Promote high quality development and attractive community appearance 5.4. Continue to require professionalism and friendliness of staff 5.5. Cultivate a responsive environment encouraging community comments and feedback.</p>

FY2011 Annual Operating Budget and LRFM/ CIP

6. Regional partnerships to grow and develop new resources and opportunities	<input checked="" type="checkbox"/>	6.1. Develop and maintain liaison with other elected officials, agencies, jurisdictions, and stakeholders
	<input checked="" type="checkbox"/>	6.2. Provide educational training for Committee/ Board members and Council members
	<input checked="" type="checkbox"/>	6.3. Continue active participation in forums for regional cooperation
7. Environmentally responsible and energy efficient community	<input checked="" type="checkbox"/>	7.1. Evaluate and implement changes to town operations
	<input checked="" type="checkbox"/>	7.2. Evaluate and implement changes to Town Ordinances, plans and policies
8. A healthy and rewarding work culture where employees are our primary asset in delivering high quality services to the community	<input checked="" type="checkbox"/>	8.1. Recruit and retain competent committed staff
	<input checked="" type="checkbox"/>	8.2. Create a healthy work environment that promotes high morale
	<input checked="" type="checkbox"/>	8.3. Foster career development and growth opportunities
	<input checked="" type="checkbox"/>	8.4. Encourage employees to identify opportunities to improve efficiencies and effectiveness
9. Citizen Involved government	<input checked="" type="checkbox"/>	9.1. Encourage citizens to volunteer within the community
	<input checked="" type="checkbox"/>	9.2. Diversify the methods of communicating with citizens to provide information on town news and issues
	<input checked="" type="checkbox"/>	9.3. Increase contact with the business community about town news and issues
	<input checked="" type="checkbox"/>	9.4. Develop and advance opportunities for partnership with local schools and non-profit groups
	<input checked="" type="checkbox"/>	9.5. Increase public involvement in town government programs and processes

Goals and Initiatives Additional Comments:

NONE

Resource Impact:

Staff time required if item is approved: High

Other Potential Impacts:

Staff has prepared for the Town Council a list of "Unfunded Items", which are pending or future expenditures considered important by staff, but which exceed available revenues. Therefore, these items are not included in the currently proposed operating or capital budgets. These items may be considered deferred expenses, which will likely be more important or critical in the future and will need to be addressed in future budgets.

Staff Coordination:

Check the box for those required to comment on left. To comment-click in the box and select. (2nd Briefing is used when information has significantly changed from the first briefing.)

Required	Staff Member	1 st Briefing	2 nd Briefing
<input checked="" type="checkbox"/>	Town Manager		
<input checked="" type="checkbox"/>	Town Clerk		
<input checked="" type="checkbox"/>	Senior Director Business Management	Reviewed	
<input checked="" type="checkbox"/>	Budget and Analysis Manager	Originator	
<input type="checkbox"/>	Internal Auditor		

FY2011 Annual Operating Budget and LRFM/CIP

<input checked="" type="checkbox"/>	Senior Accountant	Reviewed	
<input checked="" type="checkbox"/>	Information Technology Director	Reviewed	
<input checked="" type="checkbox"/>	Contracting and Purchasing Manager	Reviewed	
<input checked="" type="checkbox"/>	Senior Director Development Services	Reviewed	
<input checked="" type="checkbox"/>	Planning Director	Reviewed	
<input checked="" type="checkbox"/>	Town Engineer		
<input checked="" type="checkbox"/>	Building Codes Administrator	Reviewed	
<input checked="" type="checkbox"/>	Economic Development		
<input checked="" type="checkbox"/>	Senior Director Community Services	Agree	
<input checked="" type="checkbox"/>	Risk Manager/Safety Officer	Reviewed	
<input checked="" type="checkbox"/>	Police Chief	Reviewed	
<input checked="" type="checkbox"/>	Fire Chief	Reviewed	
<input checked="" type="checkbox"/>	Parks & Recreation Director	Reviewed	
<input checked="" type="checkbox"/>	Public Works Director	Reviewed	
<input checked="" type="checkbox"/>	Public Information Officer	Reviewed	
<input type="checkbox"/>	Town Attorney		
<input checked="" type="checkbox"/>	Human Resources Manager	Reviewed	
Disagree or comment, explain:			

Public Information Plan: Answer the following questions and notate the level of PI Plan needed

Question	Select
Does the item's subject matter affect the majority of our population?	Yes
(Note: specify the target audience within the Executive Summary section above.)	
Would action have a direct effect, positive or negative, on community services?	Yes
Does the item propose an internal policy change?	No
Does the item propose an external policy change that would result in an amendment to our town codes, ordinances, Land Use Plan, or Zoning Map?	No
Does the item require an appropriation of funds equal to or over \$90,000?	Yes
Will/does the item relate to a Capital Improvements Project?	Yes
Are there any ordinance or general statute requirements for public notification?	Yes
(Note: If so, cite the ordinance or general statute language within the Executive Summary section above.)	
Does the item require a Public Hearing?	Yes
Will there be a public forum session held on the subject to gather input?	No
Public Information Plan	Select
"Get Noticed" - five or more YES answers	<input checked="" type="checkbox"/>
"Legal Ease" - three or four YES answers	<input type="checkbox"/>
"Standard Issue" - two or less YES answers	<input type="checkbox"/>

Town Council Approved Minutes:

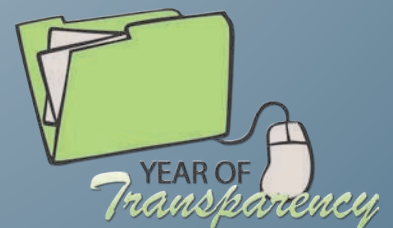
(Staff Member/ Action Officer Insert Minutes here after Council Adoption)

Annual Operating Budget

Fiscal Year 2010-2011

Town of Morrisville, North Carolina

www.townofmorrisville.org





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Annual Operating Budget

FISCAL YEAR 2010-2011



VISION STATEMENT

The Town of Morrisville will be an innovative crossroads where cultural heritage meets the next generation, nurturing vibrant communities of diverse families and businesses, while preserving small-town values.



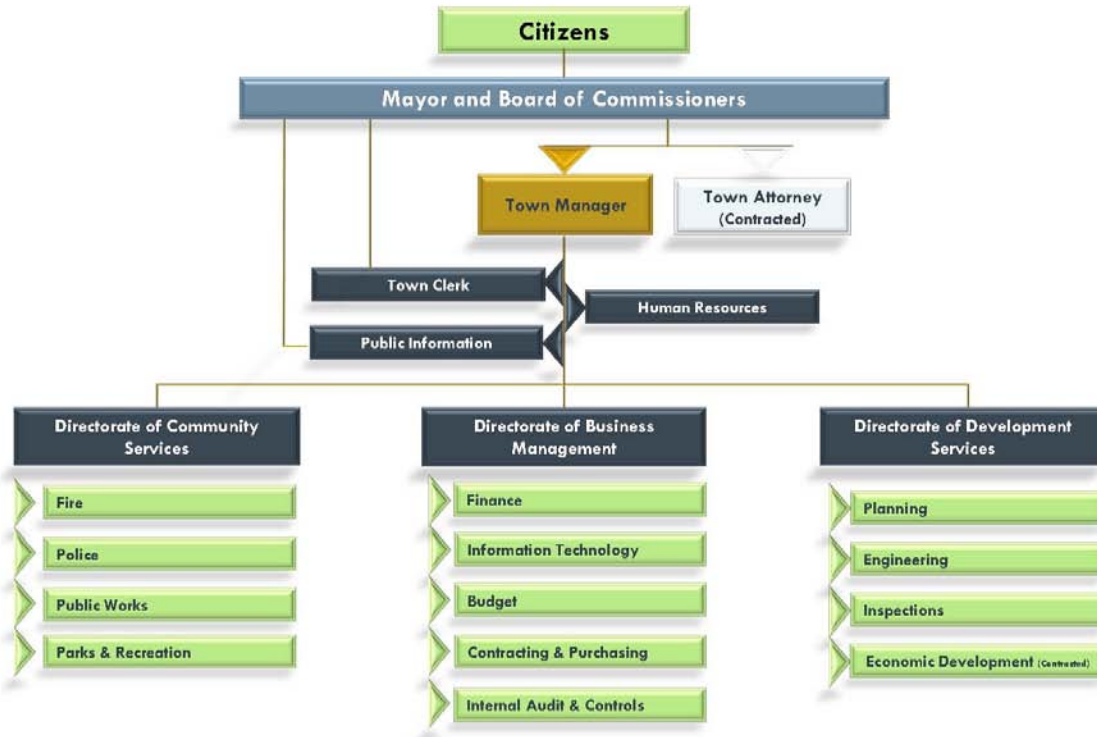
MISSION STATEMENT

The Town of Morrisville is dedicated to enhancing the quality of life by preserving our past and protecting our future through a collective community partnership. By balancing responsible growth with core values, we embrace a sense of membership, communication and support.



Organizational Chart

Town of Morrisville, North Carolina Fiscal Year 2010-2011



Morrisville's organization is structured to achieve maximum results. Clustering our departments into Community Services, Business Management, and Development Services encourages more cross collaboration ultimately achieving better services in a more efficient manner. It reduces the redundancy of some expenditures and pools resources.

Town Goals & Initiatives

<p>1. A mix of land uses that is environmentally sensitive and sustains livability in a changing community</p>	<p>1.1 Implement Updated Land Use Plan 1.2 Continue Implementation of adopted Town Center Plan 1.3 Maintain a formal acquisition and implementation strategy for parks, greenways, & open space 1.4 Evaluate ordinances & policies that contribute to a sustainable and well-planned community.</p>
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Introduction

May 11, 2010

BUDGET MESSAGE



HONORABLE MAYOR & COUNCIL MEMBERS:

Submitted herewith in accordance with the Local Government Budget and Fiscal Control Act, is the recommended Annual Budget for Fiscal Year 2011. As you review and consider this proposed budget, you will find that it exercises guarded optimism. The country continues to trudge cautiously through recession recovery obstacles affecting people, businesses, and governments. The financial strength of the North Carolina Triangle area delayed the onset of initial adverse affects for a period of time, but succumbed in some facets to the recession in late 2009 and early 2010. Previous actions to reduce the FY2009 Budget and adopting a “status quo” philosophy with the FY2010 budget has served to position the town for FY2011 budget development that permits managed decisions versus crisis reactions.

Clearly, the primary focus of the budget is the General Fund. Following the merger of the Town’s water and sewer utilities with the Town of Cary we maintain a residual Water and Sewer Fund to complete some water and sewer projects, after which all Water and Sewer Fund fiscal assets will be finally transferred to Cary.

BUDGET PLANNING

➤ Goals and Initiatives, Key Performance Objectives and Measures

On January 27, 2009 the Town Council adopted new Town-Wide Goals and Initiatives providing strategic focus to Morrisville’s budget planning process. Town Goals serve as the steering mechanism for setting priorities over multiple years to deliver services the community desires. This tool becomes the driver of the Long Range Financial Model (LRFM/CIP), Budget, and Comprehensive Annual Financial Report (CAFR) that focuses toward delivering on mission objectives and provides the focus to measure performance in service delivery. The following are Morrisville’s Goals and Initiatives:

Goals	Initiatives
1. A mix of land uses that is environmentally sensitive and sustains livability in a changing community	1.1 Implement Updated Land Use Plan 1.2 Continue Implementation of adopted Town Center Plan 1.3 Maintain a formal acquisition and implementation strategy for parks, greenways, and open space 1.4 Evaluate ordinances and policies that contribute to a sustainable and well planned community.
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This year, the organization has made great strides towards completing the re-development of its Performance Measures Program aligning department services with Town Goals and Initiatives. Performance Measures provides for: set objectives in terms of desired results; quantitatively and qualitatively identifies levels of service that the public can expect within the budgeted funds; and sets annual performance targets or service plans that managers compare to actual performance. Gives decision makers value in terms of evaluating operations to improve work methods, better deploy staff and resources to meet workload demands, set priorities for investing in performance improvements, new technology, and other resource allocations. Most importantly, Performance Measures provide for transparency of how tax dollars work for the community, the quality of the service, and whether or not efficient service is being provided.

► Long Range Financial Model and Community Investment Plan

The Long Range Financial Model/Community Investment Plan (LRFM/CIP) is Morrisville's strategic financial plan providing the framework for developing subsequent annual operating and capital budgets. The principal of the LRFM/CIP is the ability to achieve a long-term financial goal of sustainability and serve the main financial goals of flexibility, efficiency, risk management, sufficiency and credibility. The LRFM/CIP provides for long-term visioning and reporting of multi-year financial performance casting a 5-Year budget shadow. Without the LRFM/CIP the annual budget process becomes a snapshot of fiscal objectives without benefit of future anticipation of community improvement. Specifically the LRFM/CIP is designed to meet the following purposes:

- *Build awareness of results of projections with current operating and capital spending and funding levels.*
- *Assist in determining the extent of its financial challenges with key decisions.*
- *Generate discussion on key financial goals & strategies that should guide future planning.*
- *Spur development of actions in future budgets that respond to long-term strategies.*
- *Be the foundation to the development of annual operating budgets.*

Annually, the Town Council preliminarily evaluates key budget planning components providing overall guidance to staff's budget development. Utilizing Morrisville's LRFM/CIP Model, staff accesses the feasibility and financial capacity across multiple budget years based on Council's high-level guidance. This tool serves as the basis for developing responsible annual budgets that look to create sustainability of future budgets.

BUDGET OVERVIEW

The total operating budget for fiscal year 2011 is \$ 21,770,266 in the following funds:

100 General Fund	\$21,329,191
300 Water and Sewer Fund	\$441,075

Other non-operating funds for fiscal year 2011 are as follows:

200 Capital Reserve Fund	\$1,578,764
710 Retiree Health Care Fund (OPEB)	\$257,760
730 Retired LEO Separation Allowance Fund	\$48,135

The most significant difference in this recommended budget is the value of the budget itself in comparison to past budget appropriations. Below illustrates how economic conditions have influenced budget appropriations for the General Fund over the past two years:

FY	Original Budget	Change
FY 2011	\$21,329,191	8.1%
FY 2010	\$19,743,819	-8.6%
FY 2009	\$21,581,740	-5.4
FY 2008	\$21,988,771	14%
FY 2007	\$19,250,633	13%
FY 2006	\$16,993,178	

Past budgets included expanding service levels and the higher costs of conducting business associated with economic growth and related inflationary impacts. The recession impacted FY2010 Budget levels and reduced by 8.6% in comparison to FY2009 Original Approved Budget, responding to economic conditions at the time. FY2011 recommended Budget is acutely conservative, only proposing to recover the budget ground lost during the recession. While continuing to address the core needs of the community, the recommended Budget remains focused on long-term sustainability and living responsibly within our revenue resources.

➤ Ad Valorem Tax Rate

After completing a thorough budget review process, the recommended Fiscal Year 2011 Budget requires a property tax rate of 36.65¢ per \$100 of property valuation and therefore the recommended property tax rate is unchanged from the FY2009 property tax rate of 36.65¢ per \$100 property valuation. Vehicle Tag Fees are recommended to increase from \$5.00 to \$15.00. The additional revenue generated by this fee increase will be dedicated to improve roadway maintenance and repairs, ensuring safe roadways for the community.

Setting an acceptable balance between revenues and service demands is a significant challenge when developing budgets during recession impacted times. Holding the property tax rate steady over a multi-year period is also a challenge when costs increase, the tax base growth slows, and other revenue sources are also impacted by the recession or are lost due to state level political decisions.

➤ Fund Balance

Fund Balance, the Town’s savings account (as compared to household budgets) or the retained earnings account (as compared to enterprise financial statements), remains solid, even during this time of serious recession. The undesignated fund balance is estimated to be \$7.7million or 36% of prior year expenditure at the end of the current fiscal year. This estimate is within Town policy requiring a value equal to 25-40 percent of expenditures. The recommended Budget does not include any appropriation of fund balance to balance revenues to expenses.

Morrisville’s Long Range Financial Model does indicate at this draft the potential need to appropriate fund balance in years 2013 to 2015 to balance presumed future Budgets. Nevertheless, Fund Balance projections stay within the Town’s policy limits at the current property tax rate of 36.65¢ across the 5-Year model.

➤ Revenue Projections

Major Revenues	Estimated \$'s
Ad Valorem Tax	\$ 12,266,005
-Based on a 36.65¢ / \$100 valuation	
-Estimated total assessed valuation of \$3.4B	
-98% collection rate	
Sales and Use Tax Revenue	\$ 2,412,216
Utility Franchise Tax Revenue	\$ 1,044,537

Current national economic conditions impact governments at all levels. Various tax revenue collections are not meeting forecasts. Governments have adjusted current year spending plans to match current collections. These adjustments are extending into the development of future year’s budgets. This recommended Budget considers these adjustments as well. Some major revenue assumptions as follows:

Major Revenue Assumptions and Changes

- Ad Valorem - increase, assumes a 98% collection rate and a projected 3% growth on the tax base.
- Sale Tax – Slow recovery 2.25% growth rate, down 10-12% from highest recorded actual collection. North Carolina continues to report that sales tax collections are below budgeted estimates. State-wide the state’s sales tax collections are below original projections. However, the county-option portion of sales tax collections varies regionally across the state. The more urban areas have experienced a lagging effect in sales tax collections. Overall, Wake County’s optional sales tax collections are below budgeted amounts, which flow down to the cities and Towns in Wake County. The reduced pool amounts are offset by the Town’s population growth since Wake County chooses to use the per capita method for distributing sales tax revenues. Current predictions show a slow recovery for this revenue source.
- Utility Franchise Tax – Steady growth rate of 7% applied to 2012 and beyond. A Staff generated internal audit boosted 2010 projections by 22%. The revenue source is generated from the electric and telecommunication sales tax on such services within municipal boundaries. With demands for such services continuing to grow given the steady population growth, provides the rationale for growth assumption.

- Development User Fees – Slow recovery, no major fee increases.
- Privilege License Fees – Progressive 6% rate of growth. Council approved a 3-Year plan which increased the gross sales rate \$0.80 per additional \$1,000 over 1st \$100,000 in gross sales; Maximum fee for Schedule A increased to \$5,000. Improved collection process will also provide for a greater degree of realized revenue.

➤ Debt Service

Local governments annually make payments toward paying off loans and bonds used to finance capital projects. Morrisville currently has a debt balance of \$11.7 million being serviced by the general fund. The Fiscal Year 2011 payments total \$1.78 million. These payments represent an equivalent property tax rate of 5.03¢ (down from 5.50¢ in Fiscal Year 2010) and 8.3% percent of the total budget.

Morrisville maintains its Debt Service Policy that no more than 15% of general fund expenditures should be obligated toward debt service payments. FY2011 anticipates the Town's debt load to be approximately 9.14% inclusive of the debt service from the CIP Project Fire Station One. Within the LRFM, many old CIP debt payments expire within the 5-Year projections or after year 2015. This will likely provide for additional debt capacity for years past 2016.

➤ Personnel

No new positions are requested to be included in the FY2011 recommended budget. As directed by the Town Council, the recommended budget does not include any adjustment in the Town's pay plan (no Cost of Living Adjustment – COLA) and the merit program is suspended for the year. To reward employees for their dedication and performance in FY2010, a onetime Performance Pay is planned for FY2011 only. The onetime Performance Pay is calculated at 3% of employee's base salary (no permanent increase to base) with a \$2,000 maximum. The employee must be deemed eligible based on criteria established by Town Manager. Staff continues work towards finalizing a new pay and classification plan to be presented for use in FY2012.

The total authorized positions remain at 154 fulltime. However, three of the fulltime vacant positions (Police Accreditation Manager, Internal Auditor, and Planning Assistant) will be frozen and unfunded for FY2011.

Town staff continues to negotiate for minimal rate increases for the Town's provided group health and dental insurance policies. Currently, the Town provides health and dental insurance for employees at no cost to the employee and contributes 32% (30% by policy, currently at 32% due to not passing increases to employees for FY2010 in consideration for not providing COLA and merit increases) toward the cost of family member health and dental insurance premiums. Should the negotiated rate increase exceed programmed assumptions of 22% staff will utilize contingency monies provided for in the Governing Body's budget.

The Training and Travel budget authority is restored. For FY2010 Training and Travel budget was reduced to \$50,000 and required a centrally managed approval process. Professional training and required certifications were the primary requirements for approving Training and Travel requests.

➤ User Fees

Town staff reviewed the list of current fees charged for Town services. After careful evaluation, comparative analysis and in response to economic conditions, minor adjustments are recommended.

1. Inspections and Planning Departments are proposing minor changes.
2. The Privilege License Fee Schedule has a mandated change in accordance with Council's adoption of Resolution 2008-033 (resolution is attached highlighting required change).
3. Engineering Department fees remain unchanged from FY2009.
4. Fire Department inspections and permit fees remain unchanged.

5. Parks, Recreation and Cultural Resources Department Daily Usage Fee and Membership Fees are not included in the User Fee Schedule. As approved by Town Council, the Parks and Recreation Fees and Charges Policy controls fee changes for greater flexibility in remaining market competitive.

► Capital Projects

Staff continues to work on two current capital projects that require the issuance of additional debt. The 2004 voter authorized \$4 million Parks and Recreation General Obligation Bond will serve as the funding source for the Ball-Field Multiplex. This project is currently in the property acquisition phase and programmed in the LRFM/CIP for design and construction beginning in FY2013. Fire Station One is an installment purchase bank loan made in accordance with North Carolina General Statute 160A-20 (Security Interests) and the FY2011 Budget anticipates the first debt service payment.

The debt service for these two projects combined represents about 2-3 cents in equivalent property tax rate. The equivalent tax rate decreases annually due to projected growth in the property tax base.

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE & COST

Staff has worked towards sustaining quality core services to the community in the development of FY2011 Budget even in the midst of economic strains. Early recognition and action taken in FY2009 coupled with the reduced FY2010 Budget, positioned Morrisville well to bridge the economic gap created by the recession. FY2011 Budget represents cautious expansions in services, allows for some replacement of deferred equipment and rewards the workforce for performance. With that said, the organization continues to grapple with providing for a results based budget given the environment created by the recession causing a more cut-back management approach. With an estimated \$2.4 million of projected unfunded operational needs identified by departments, balancing community needs within the resources is complex. These items may be considered deferred expenses, which will likely become more important or critical in the future and will need to be addressed in future budgets. Below is a discussion of challenges and opportunities within the major functional areas of the organization:

Public Safety

Without a developed and approved replacement employee merit pay and classification plan in conjunction with economic pressures felt by employees at home and in the workplace, maintaining healthy workforce morale within the organization is a significant management challenge. The Fire Department has taken an interesting approach to counterbalance morale concerns during these lean times. Employee Recognition programs while unfunded by the Town, have continued within the department. The department continues to hold its Annual Employee Recognition Banquet in January each year and is planning a spring cookout in June. Both of these have been and will be sponsored by the Fire Department Members at no cost to the Town. Employees continue to be recognized on a quarterly basis for outstanding performance by the entire department. An increase in communications and information sharing within the entire department has improved employee confidence in the organization to control negative assumptions about the direction of the organization as a whole. Some examples of information shared with the group are:

- Fire Department operations continue to be fully funded
- The department continues to fill vacancies
- The Town has not needed to take drastic measures such as furloughs and/or layoffs
- The future looks bright. The employee Onetime Performance Pay proposed for FY 2011 is one example of how things are heading in a positive direction.

Continued delays in implementing the Fire Department's improved staffing plan, the department continues to face challenges in efforts to mitigate structure fires, particularly residential house fires. Eighty percent of fire fatalities across the country each year occur in residential homes. The premises of the department's staffing levels are based on the mitigation of structural house fires in an effective manner. To mitigate house fires in an effective manner, according to industry best practices, the Town should have a minimum number of 19 firefighters performing various functions simultaneously. Unfortunately, the Town currently does not have enough firefighters to complete those tasks. Because firefighter staffing levels are not considered adequate, it does increase the risk of firefighters while working in those environments. Listed is a chart indicating specific functions that are required to be performed in a timely manner in order to mitigate house fires and minimize risk.

Task	Required Firefighters	Firefighters Available
Pump Operator	1	1
First Fire Attack	3	3
Second Fire Attack	3	0
Ventilation	3	3
Rescue	3	3
Rapid Entry Team	3	0
Incident Commander	1	1
Aerial Operator	1	1
Safety Officer	1	1
Total	19	13

The chart above illustrates that two of the nine functions for Morrisville typically go unaddressed. While it is common to rely on mutual aid to help accomplish the functional needs, it is not consistent. Mutual aid is very helpful in terms of a second wave of fire ground operations (overhaul, salvage, secondary searches and etc...) but realistically should be utilized as a first wave of fire ground operations that is listed in the chart above.

Morrisville continues to work towards implementation of a Quint Concept that will benefit the community by reducing (improving) the Fire Department's ISO rating, lessen long term staffing requirements and reduce apparatus maintenance cost. The implementation schedule will be delayed with new positions unfunded for FY2011, however will resume in FY2012. The Long Range Financial Model continues funding up for the concept in 2012 with new firefighters, staffing up an existing Quint Apparatus. The financial model continues programming in 2014-2015 in terms of new positions and additional Fire Apparatus.

While lean budgets present operational challenges, overall it can influence and generate greater degrees of efficiency leading to better policies. In response to recession woes, the Fire Department implemented a Fuel Conservation Policy that had positive affects to equipment maintenance and repair levels generating cost savings. This fiscal year the department will be implementing a cost recovery policy for hazardous material responses.

The Police Department has taken advantage of the economic conditions to re-evaluate community needs in terms of public safety. The new plan reallocates and incorporates personnel from the Traffic Unit back into the Patrol Division and increases staff in the Investigations Division. A Patrol Sergeant will continue to act as a liaison with the Governor's Highway Safety Program and coordinate selective traffic enforcement activities with surrounding police departments. The Training Sergeant and Accreditation Manager's positions were combined creating the opportunity for an additional patrol Police Officer position. The Administrative Sergeant position responsibilities were realigned to meet increased needs and assist the Training and Accreditation Sergeant's position. This reorganization realigns the department to the community needs by putting more officers on the street.

Citizen Services

Public Works is responsible for maintenance and repair of facilities, roadways and other infrastructure. Budget constraints and the growing inventory of infrastructure items present yet another challenge for Morrisville. Morrisville currently maintains 29 miles of roadways. Everyday these roadways age and endure wear. Gasoline tax from the state (Powell Bill funds) annually pays for approximately one third (1/3) of the Infrastructure Maintenance Program identified in the chart below. The Town must provide the remainder of the needed funds using funds from other revenue sources. Currently, budget conditions have restricted the availability of Town funds that can be dedicated to fully fund the 6-Year Infrastructure Maintenance Program.

6 Year Infrastructure Maintenance Program

Fiscal Year 2010 - 2015	Full Funding for 18 Year Life Cycle						Total
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	
Maintenance Requirements							
Streets	\$349,883	\$825,000	\$825,000	\$825,000	\$825,000	\$825,000	\$4,474,883
Sidewalks	\$82,240	\$60,100	\$72,804	\$89,778	\$42,060	\$42,060	\$389,042
Storm Sewers & Ditch Maintenance	\$88,532	\$12,002	\$37,022	\$12,002	\$39,642	\$23,042	\$212,242
Parking Lots	\$0	\$74,195	\$49,770	\$18,777	\$14,700	\$56,260	\$213,702

Snow Removal	\$15,000	\$10,000	\$10,150	\$10,404	\$10,612	\$10,930	\$67,096
Road Rating Study	\$0	\$0	\$10,000	\$0	\$0	\$10,000	\$20,000
Morrisville Parkway Crosswalks	\$68,045	\$0	\$0	\$0	\$0	\$0	\$68,045
Other	\$39,200	\$0	\$0	\$0	\$0	\$0	\$39,200
Total Maintenance Requirements	\$642,900	\$981,297	\$1,004,746	\$955,961	\$932,014	\$967,292	\$5,484,210
Total Infrastructure Maintenance Requirements	\$642,900	\$981,297	\$1,004,746	\$955,961	\$932,014	\$967,292	\$5,484,210
Powell Bill (Municipal Share of Gasoline Tax from NCDOT)	\$335,295	\$335,314	\$384,542	\$400,271	\$416,611	\$433,313	\$2,597,551
Required Other Town Funding for Infrastructure Program	\$307,605	\$645,983	\$620,204	\$555,690	\$515,403	\$533,979	\$2,886,659
Funding programmed	\$112,000	\$170,000	\$160,000	\$130,000	\$136,000	\$130,000	\$ 838,000
Unfunded portion of 6-Year Program	\$195,605	\$475,983	\$460,204	\$425,690	\$379,403	\$403,979	\$2,048,659
Unfunded as Equivalent Tax Rate value	.006	.014	.013	.012	.011	.011	
NOTE: Roads have 18-Year Life Cycle							Funded source data LRFM

To manage the funding burden and provide for safer roadways and infrastructure needs in the community, staff has proposed an increase to the Vehicle Decal Fee from \$5.00 to \$15.00 annually per vehicle beginning in FY2011. This will generate an additional \$137,000 in revenue dedicated to fulfilling infrastructure maintenance and repair matters freeing up some other revenues sources to accomplish other services such as the growing facility maintenance and repair cost.

Morrisville provides for the replacement of Information Technology equipment, heavy equipment, fire apparatus and vehicle cost without incurring debt via a Capital Reserve Fund. These replacement plans primarily where instituted to eliminate competition with capital improvement projects by addressing routine replacement needs proactively. Through the utilization of these plans, Public Works department is close to being on track with Police and Fire Vehicle replacement needs. However, funding capacity in past years has deferred many non-emergency vehicles since 2008. Repairs and maintenance cost have increased, likely a result of the deferred replacement of this rolling stock and adjustment in replacement criteria:

Replacement Criteria

- General Rolling Stock 8 years/85,000 mi
- Police Rolling Stock 6 years/85,000 mi
- Small Fire Rolling Stock 8 years/85,000 mi

Below is the Replacement Plan for Fleet Vehicles including small Fire Vehicles (not apparatus). FY2011 Plan replaces 5 Non-Emergency Vehicles primarily used in the Streets and Facility Maintenance area of Public Works. As well, the Town has programmed to replace 6 Emergency Police vehicles.

Normal Rolling Stock				Police Vehicles				Small Fire Vehicles			
Year	# Vehicles due	# of Vehicles on Schedule	Bal.	Year	Police Vehicles due	# of Vehicles on Schedule	Bal.	Year	Small Fire Vehicles Due	# of Vehicles on Schedule	Bal.
2008	13	0	13	2008	8	8	0	2008	1	1	0
2009	13 plus 4 new = 17	0	17	2009	6	1	5	2009	1	1	0
2010	17 plus 4 new = 21	0	21	2010	5 plus 4 new = 9	6	-3	2010	1	0	1
2011	21 plus 2 new = 23	5	18	2011	3 plus 15 new = 18	6	12	2011			
2012	18 plus 4 new = 22	4	18	2012	12 plus 0 new = 12	7	5	2012			
2013	18 plus 6 new = 24	5	19	2013	5 plus 5 new = 10	6	4	2013			
2014	19 plus 3 new = 22	4	18	2014	4 plus 8 new = 12	7	5	2014			

2015	18 plus 5 new = 23	5	18	2015	5 plus 1 new = 6	6	0	2015	2	2	0
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Green Initiatives will continue to become more prevalent as environmental responsibility and public pressures necessitate. Research conducted in providing for such initiatives require upfront investment before realizing future savings. However, Public Works Department has taken some steps by creating a Strategic Energy Plan adopted in February 2010. The policy will reduce current and future utility costs. Organizational fleet requirements will be evaluated to reduce the Town's carbon footprint and create efficiencies.

Morrisville is one of the three Wake County municipalities that do not charge a service fee for residential solid waste collection and disposal. The cost to provide the service is absorbed within the tax rate. Over the years the equivalent value on the tax rate to provide this service has been as follows:

Year	Tax Rate	Ad Valorem Revenue	Sanitation Cost	Revenue for 1¢ Tax	Equivalent on Tax Rate
2007	\$0.4677	\$ 9,288,032	683,691	200,572	.035 Cents
2008	\$0.4677	\$ 10,272,964	775,000	221,883	.036 Cents
2009	\$0.3665	\$ 11,130,558	821,502	306,536	.026 Cents
2010	\$0.3665	\$ 11,719,781	817,912	322,122	.025 Cents
2011	\$0.3665	\$ 12,266,003	862,852	336,740	.026 Cents

With negotiations, the Town has managed to produce some improvements to solid waste service. An optional 65 gallon roll-out recycling container and required biodegradable paper bags for loose yard waste will enable Waste Industries to dispose of items at a recycling facility rather than a landfill. This effort works towards achieving another *Green Initiative*.

Comparison of Wake County Municipalities

	Property Tax Rate	Special District Tax Rate	Vehicle Decal Fee	Total Solid Waste Collection Fee	Population
Rolesville '	\$ 0.4200		\$ 10.00	\$192	2,673
Zebulon	\$ 0.5000		\$ 5.00	\$204	5,444
Wendell '	\$ 0.4900		\$ 5.00	\$264	5,798
Knightdale	\$ 0.4000		\$ 15.00	\$168	10,967
Morrisville	\$ 0.3665		\$ 15.00		14,956
Fuquay Varina	\$ 0.3850		\$ 5.00	\$171	16,056
Holly Springs	\$ 0.4150		\$ 10.00	\$161	20,634
Garner '	\$ 0.4900		\$ 15.00		26,115
Wake Forest **	\$ 0.5100	\$ 0.1400	\$ 5.00		26,861
Apex *	\$ 0.3400		\$ 5.00	\$184	31,257
Cary	\$ 0.3300		\$ 15.00	\$168	140,674
Raleigh	\$ 0.3735	\$ 0.0786	\$ 25.00	\$123.60	377,723
* Electric Utility City					Data FY2010
' No municipal Fire Department					

Other services such as Parks and Recreation are working within their budgetary limitations, but are experiencing some economic pressures. While the department is providing for growth in existing programs where capacity is available, meeting the public's growing expectations for expanded programs and facilities proves challenging. Special event programs were reduced and some even eliminated. However, the Town has adopted a Volunteer and Sponsorship Policy that may provide for greater possibility of a partnership approach or engage civic groups in the future that could provide a funding source for some of the event and programs. Economic conditions in FY 2009 and FY2010 have proven counterproductive in active sponsor support as businesses remain cautious with discretionary spending. Key staff is training to improve good sponsor recruitment practices that will likely enhance this effort.

Participants in Town recreational programs are a mix of residents and non-residents. As the Town population grows more residents register for the programs and displace non-residents in programs that are full. Under our current fees and charges policy, non-residents pay a higher user fee (usually 50% higher) than residents. This means that gross revenues could decline because the residents are paying a lower user fee while the size of the program remains the same. As an example, in 2008

36% of participants were non-residents and paid higher registration fees compared to 2010 when only 28% of registrations have been by non-residents representing a decrease in user fee revenue. Meanwhile, the cost to provide the programs remains the same or increases. This means that slight increases in user fees are necessary to maintain the revenue generated by the programs and meet the costs of the programs.

Internal and Financial Services

All levels of the Town are affected by revenue reductions and increased borrowing costs. In the past, combining revenue increases, spending cuts and cutbacks on capital projects served to bridge through fiscal crisis, but this process is not sustainable for the long term. Staff has taken advantage of the economic crisis experience to make significant improvements in financial management practices. Staff continues to focus on the organization's core mission; managing revenues as carefully as expenditures, and committing to communicating with all stakeholders which has benefited the organization's financial position. The long-term goal to diversify revenue sources as well as short-term tactics such as reigning in controllable expenses will help to direct relationships between budget outcomes and changes in financial position.

Wake County funding for field auditors is being cut drastically and this could affect collections of future property taxes. Wake County is currently recording a 7.1% decrease in registered motor vehicle tax. The recession and economy has affected new car sales and many vehicle owners are driving with expired registrations. Cash for Clunkers Program did not increase sales in Wake County. Working closer with Wake County in FY2011 may overcome land management issues by ensuring addresses are correct and vehicle tax revenue is being distributed properly. In addition, an opportunity exists with Morrisville's Privilege license revenue that may provide for a Vehicle Tax Audit with Wake County. The Town's Privilege License database could be utilized to cross-reference with Wake County's commercial tax database to ensure vehicle billings are sorted properly for distribution.

Maintaining an attractive compensation and benefits package for recruiting and retaining a strong workforce is an important goal of the organization. The Town's workforce is the lifeblood for fulfilling and delivering on the vision and mission of the community. Economic challenges have created stresses in providing for and maintaining stable, sustainable health-care benefits. Managing these future costs can include both incremental changes and major initiatives to ensure the Town's ability to balance efficient and effective health care for the workforce within resources.

The Local Government Employee Retirement System (LGERS) Board has increased the employer's contribution rate. This rate increase and Morrisville's current LGERS liability continues to increase pressure on revenues. The LGERS Board is expected to continue to increase the contribution rates to offset LGERS investment losses related to the poor performing economy. Morrisville has pursued legislative authority to borrow funds to pay off its LGERS liability, however, the Legislative Bill Writing office has determined that the necessary local authority would be unconstitutional; therefore the legislature will not be considering the request. During FY2011 the town will conduct an economic analysis of the matter to determine the best long-range course of action to recommend to the Town Council.

Build America Bonds (BAB) provides the Town an opportunity to pay less in net interest costs than the traditional tax-exempt bonds. The interest on BAB's is federally taxable to the lender, but the federal government also currently provides a subsidy for 35% of the interest cost, subject to annual review. Traditional tax-exempt bonds will be somewhat scarce, with the continued growth of Build America Bonds siphoning off tax-exempt bond issuance. Overall higher than expected interest rates to borrow money proves challenging in securing the best loans. Staff will continue efforts to increase Bond ratings that could improve borrowing power.

Information Technology internal services provide for high-level organizational efficiencies. The Town transitioned PC's into a four year life cycle. Computers on the front edge of the transition went without an active support contract and failures resulted in out of pocket expenses for FY2010. Some IP phones were too old to be placed on a support contract and had to move forward without one. Failures resulted in out of pocket expenses and/or the phone was simply not replaced. Funding limitations caused the need to reduce the Town's Cisco Hardware support contract, slowing the ability to respond to problems. Funding limitations caused us to reduce our Cisco Business Partner support contract to minimal levels. Many services (preventative maintenance, system updates, monitoring, problem resolution) which were once offered at no charge became billable, which subsequently were also not able to be purchased.

The server virtualization project was completed earlier in FY2010. Physical server equipment no longer in use was used to simulate our Windows 2008 migration. This level of preparation has never been possible in our organization before. Through trial by fire, we learned that:

- Modern PC's can remain viable on a four year life cycle. However it is imperative that more funds be set aside for repairs until four year support contracts can be phased in.
- Modern Cisco equipment can remain viable on an 8x5xNBD support level. Although we only experienced failures in non-critical items. Critical equipment should probably not be on a NBD level.
- Given current Department expectations, we can operate at a lower support level with our Cisco Business Partner than in the past. However, more funds for operational expenses need to be set aside.

The ability to establish an effective Occupational Safety & Health Program for Town employees under limited resources has sparked an innovative approach to creating a viable solution. Staff will work to develop a free online training module for employees in order to conduct OSHA required training annually.

Development and Planning Services

The national economic recession along with a weakened local construction industry have affected the town's revenue. There has been a general slowdown in building activity, particularly commercial uses, which have retarded the growth of the Town's tax base. The construction slowdown has also reduced revenues from construction-related fees (e.g., plan review, building permits, inspections, certificates of occupancy). However, the positive news is that Morrisville has been distinctive in Wake County (and North Carolina) over this same timeframe. The residential market has continued to be strong as construction has continued on a backlog of approved projects. Revenue projections from fees in the FY2011 Budget are conservative; however, there is a number of existing approved commercial and residential projects which could, depending on when construction activity picks up, positively affect Town revenues.

The Town has a responsibility to its residents, property owners, businesses, and visitors to provide for a well-planned and developed community, with land uses and public infrastructure (i.e., transportation systems and stormwater facilities) supporting each other. Over the last few years, the Planning and Engineering Departments have been working toward a well-planned community by emphasizing both policy development (i.e., developing with Council adoption of updated Land Use Plan, Transportation Plan, Town Center Plan, stormwater management policies, Design and Construction Ordinance [Engineering Standards]) and current planning (i.e., review of private development proposals).

The Planning Department's FY2011 Budget allocation maintains a limited staff capacity to continue this work. The department will be operating next year with a net reduction of one position. The reduction of staff will place added demand on remaining staff to perform current planning and clerical support functions. If development activity picks up, the reduction in capacity could place a strain on staff resources, potentially causing delays in the plan review process, and slowing the ability of new development projects to get off the ground.

In the area of policy development and implementation, the proposed FY2011 Budget represents a slowdown. The FY2011 Budget funds essential current planning and customer service functions, but does not push forward efforts to implement the growth policies contained in the Town's key adopted policy documents (*Land Use Plan, Transportation Plan, Town Center Plan*). Most of the implementation steps outlined in the adopted plans are not funded and many key activities will not have adequate financial support in FY2011. This will delay important plan implementation measures and extend the period of mismatch between updated community plans and outdated Town codes that set the rules for new development.

Launching the Main Street Project to study public-private development options for the cultural facility and the Main Street area for the Town Center (including preparing a detailed design);

- Completion of the Heritage Plan (to follow up a charette conducted in December 2009);
- Conducting a study of the McCrimmon/NC 54 area;
- Enhancing the Town's infrastructure tracking system;
- Full funding for an upgrade of the Town's *Zoning Ordinance* to make it consistent with the new *Land Use Plan*.

Some of these and other implementation actions, such as the updating of the Town's *Zoning Ordinance* will be pursued on a limited basis with in-house staff resources as available.

The Engineering Department budget was reduced in late 2009 (Field Inspector transferred to Public Works); the remaining Engineering Field Inspector has been responsible for all field inspections with support as necessary from other Engineering office staff. The Department's budget does not include any significant capacity to contract for external engineering consultant support. A new Professional Engineer was hired in early 2010 (filling a vacancy) providing much needed professional

engineering support to department. The Town Engineer intends to expand the role and capacity of Engineering Department staff to assume a more central part in the development, design, and management of Town-led projects; there may be additional, specialized training needed for this work.

Work continues toward development of a stormwater management program which will eventually require a dedicated source of funding, either through the Town's General Fund or as a separate utility enterprise fund. This will be a major work item in FY2011.

Senior Director Development Services and Engineering Department remain involved in a number of regional issues and organizations focusing on water resources. These groups are taking on more importance as regional growth underscores the scarce nature of our shared water resources. Examples of these organizations are the Jordan Lake Partnership and the Western Wake Regional Wastewater Treatment Facility Partnership.

ACKNOWLEDGEMENT

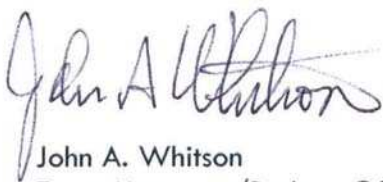
I extend my appreciation to the budget team, senior directors, department heads, special staff and administrative support staff for their cooperation and team work developing and preparing the Fiscal Year 2011 proposed budget. I am proud to be their Town Manager and I hope that the Town's citizens will recognize and give them credit for putting together business plans that will deliver essential community services at a time when they (the citizens) are searching for a governmental entity that they can trust is wisely using their public resources.

CONCLUSION

The annual budget establishes the parameters in which Town Operations must work within for the coming year. A common theme that has resonated throughout this letter has been the continued effects of struggling economic recovery conditions in the region. Needed expenditures are outpacing revenue resources. In response to these economic times, staff has worked to find ways to responsibly mitigate these continued impacts by controlled spending, proposing no new personnel positions and no new capital improvements, projecting very conservatively future revenues, and seeking new resources.

As you begin your review and consideration, please note that a cooperative effort was made by management and staff to maintain both policy direction and service level commitments. As well, I appreciate the Mayor and Town Council for letting the Town staff work with stable direction providing the necessary policy guidance to produce a recommended budget that meets the Town's goals while considering the current economic situation. We anxiously await your final review, the elected representatives of the Town's citizens, and approval. We remain prepared to assist you with your review and are prepared to answer any questions that you may have.

Sincerely,



John A. Whitson
Town Manager/Budget Officer





Town of Morrisville
100 Town Hall Drive
Morrisville, NC 27560

**FISCAL YEAR 2011 OPERATING BUDGET ORDINANCE 2010-042
TOWN OF MORRISVILLE**

BE IT ORDAINED by the Town Council of the Town of Morrisville, North Carolina that the following anticipated fund revenues and expenditures by function, together with a financial plan, certain Fee and Charge Schedules, and certain restrictions and authorizations are hereby appropriated and approved for the operation of Town Government and its activities for the Fiscal year beginning July 01, 2010, and ending June 30, 2011.

Section 1. **GENERAL FUND**

ANTICIPATED REVENUES/TRANSFERS IN

Ad Valorem Taxes	12,341,505
Other Taxes & Licenses	1,268,575
Unrestricted Intergovernmental	4,324,746
Restricted Intergovernmental	335,314
Permits & Fees	549,440
Sales & Services	933,252
Investment Earnings	39,840
Miscellaneous	130,316
Sponsorships	-
Transfers (in) Capital Reserve Fund	806,203
Transfer (in) Morrisville-Carpenter Rd Cap Project	600,000
Appropriated Fund Balances	-
Total General Fund Revenues	\$ 21,329,191

AUTHORIZED EXPENDITURES/TRANSFERS OUT

Administration	
Governing Body*	1,488,600
Administration	816,714
Human Resources	245,624
Business Management	
Business Management Senior Directorate	155,874
Finance	405,699
Budget	102,406
Contracting & Purchasing	85,909
Information Technology	977,319
Development Services	
Development Services Senior Directorate	177,507
Engineering	474,179
Inspections	705,780
Planning	707,888
Economic Development	25,500
Community Services	
Community Services Senior Directorate	387,077
Police	3,011,186
Fire	3,804,522
Public Works & Facility Management	3,662,375
Powell Bill	335,314
Fleet	413,588
Culture & Recreation	1,559,969
Debt Service	1,786,161
Total Authorized Expenditures	\$ 21,329,191

*Governing Body Department contains Transfers out.

Section 2. **WATER & SEWER FUND**

ANTICIPATED REVENUES

Town of Cary	441,075
Total Anticipated Revenues	\$441,075

AUTHORIZED EXPENDITURES

Debt Service	\$441,075
Total Anticipated Expenditures	\$441,075

Section 3. **LAW ENFORCEMENT SEPERATION ALLOWANCE FUND**

ANTICIPATED REVENUES

Transfer from General Fund	\$48,135
Total Anticipated Revenues	\$48,135

AUTHORIZED EXPENDITURES

Law Enforcement Allowance	\$48,135
Total Anticipated Expenditures	\$48,135

Section 4. **OTHER POST EMPLOYMENT BENEFITS (OPEB) FUND**

ANTICIPATED REVENUES

Transfer from General Fund	\$257,760
Total Anticipated Revenues	\$257,760

AUTHORIZED EXPENDITURES

OPEB Benefits	\$257,760
Total Anticipated Expenditures	\$257,760

Section 5. **CAPITAL RESERVE FUND**

ANTICIPATED REVENUES

Transfer from General Fund	\$942,000
Transfer from General Fund Surplus Revenue	\$30,278
Reserve Fund Balance	\$606,486
Total	\$1,578,764

AUTHORIZED EXPENDITURES/TRANSFERS OUT

Transfer to General Fund Fleet	\$413,590
Fleet Capital Reserve	\$567
Transfer to General Fund IT	\$285,000
IT Capital Reserve	-
Transfer to General Fund Fire	-
Fire Capital Reserve	\$740,200
Transfer to General Fund Heavy Equipment	\$107,614
Heavy Equipment Capital Reserve	\$31,793
Total Anticipated Expenditures	\$1,578,764

Section 6. Levy of Taxes

There is hereby levied, for Fiscal year 2011, an Ad Valorem Tax Rate of \$0.3665 per One Hundred Dollars (\$100.00) valuation of taxable property as listed for taxes as of January 01, 2010, for the purpose of raising the revenue from current taxes as set forth in the foregoing estimates of revenues, and in order to finance the foregoing applicable appropriations. Under authority of GS 20-97, there is hereby levied an annual license tax of fifteen dollars (\$15.00) on each vehicle with the Town of Morrisville.

Section 7. Levy of Taxes

There is hereby levied, for Fiscal Year 2011, a Tax on Gross Receipts derived from retail short-term motor vehicle leases or rentals of one and one-half percent (1 ½%) of the gross receipts from the short-term lease or rental of vehicles at retail to the general public as defined in Section 105.871.1 of the North Carolina General Statutes.

Section 8. Fees Schedule

There is hereby established for Fiscal Year 2011, various fees as contained in the Town of Morrisville Fees Schedule.

Section 9. Authorized Positions

There is hereby established, for Fiscal year 2011, a schedule of authorized positions, as contained in the Budget Summary section of the Annual Budget for Fiscal Year 2010-2011. Position authorizations are initially established by the annual budget ordinance. Changes to this schedule may occur during the fiscal year, as authorized by the Town Manager, based upon criteria established by the Town Council, including, but not limited to position changes during the year. Three authorized positions will remain frozen for FY2011 or until such time as Town Manager warrants them to be filled.

Section 10. Market Adjustment

There is hereby for Fiscal year 2011 no market adjustment increase to the Town's pay scale. This is identified in the Budget Summary section of the Annual Budget for Fiscal Year 2010-2011.

Section 11. Employee Performance Pay

There is hereby a scheduled onetime Performance Pay for employees based on their performance in Fiscal Year 2010. The onetime Performance Pay is calculated at 3% of employee's base salary (no permanent increase to base) with a \$2,000 maximum. The employee must be deemed eligible based on criteria established by Town Manager.

Section 12. Federally Forfeited Property (DAG-71)

As it is the intent of any Federally Forfeited Property to enhance law enforcement, these funds are appropriated and have increased and not supplemented the departmental

budget and all interest earned on said funds will also be utilized for law enforcement purposes. All forfeiture funds are hereby appropriated when received.

Section 13. Purchase Orders & Capital Outlay

All purchase orders will be pre-audited in accordance with the Local Government Budget and Fiscal Control Act and issued on all purchases over two-thousand dollars (\$2,000) and threshold of five-thousand dollars (\$5,000) for capital outlay.

Section 14. Fiduciary Funds

As it is the intent of the Town to maintain and keep current the liability of both the LEO Separation Allowance Fund and the Retirement Healthcare Fund (OPEB), these funds will be transferred monthly from the General Fund as accumulated within the payroll accrual data base.

Section 15. Capital Reserve Funds

There is hereby established, for Fiscal Year 2011, a Capital Reserve Fund which the Town uses to accumulate resources for major future equipment expenditures. This practice will allow the Town to level out the impact of large expenditures by spreading their cost over years. Revenues of this set of funds consist primarily of transfers from the General Fund and interest earnings. The final expenditure of these reserves takes place after the funds are transferred to another fund, typically the General Fund.

Section 16. Legal Services

There is hereby authorized for Fiscal Year 2011, an agreement with the Town Attorney for legal services, establishing a monthly general legal retainer rate of \$600 to cover attendance at Town Board Meetings, work sessions, retreats, general consultation, advice and the like. In addition, the Town will be charged on an hourly basis for work on specific cases and projects at a rate of \$200 per hour. When appropriate, assignment of legal matters to associate attorneys will occur and charged at a rate range of \$150-\$175 per hour.

Section 17. Long Range Financial Model – Capital Improvements Plan FY2011

There is hereby adopted for FY2011 a Final Long Range Financial Model – Capital Improvements Plan establishing Morrisville's strategic financial plan providing the framework for developing subsequent annual operating and capital budgets to achieve a long-term financial goal of sustainability and serve the main financial goals of flexibility, efficiency, risk management, sufficiency and credibility.

Section 18. Special Authorization – Budget Officer

- A. The Town Manager/Budget Officer or his/her designee shall be authorized to reallocate appropriations within functions, and amounts of various line accounts not organized by departments, as deemed necessary and in accordance with Budget

Transfer Policy set by Budget Officer. All budget transfers will be reviewed and approved by the Budget Officer or his/her designee.

- B. Interfund transfers, established in the Budget Ordinance, may be accomplished without additional approval from the Town Council.
- C. The Town Manager/Budget Officer may establish and utilize a Contingency Line held within Governing Body's department not to exceed 5% of Revenues for unanticipated expenditures realized through the performance year in accordance with G.S. 159-13(b)(3). This provides Town Manager the flexibility to ensure continued operations under unforeseen conditions. Utilization of appropriations contained in contingency line may be accomplished by Town Manager/Budget Officer and notification of all such transfers shall be made to the Town Council at its next meeting following the date of transfer.
- D. The Town Manager/Budget Officer or his/her designee shall be authorized to execute contracts for construction or repair projects, which do not require formal competitive bid procedures. Execution of contract for purchase of apparatus, supplies, materials, equipment and rental agreements, which are within budgeted departmental appropriations.
- E. The Town Manager/Budget Officer shall be authorized to approve grant applications and execution of grant agreements to or from public and nonprofit organizations, which are within budgeted appropriations, unless a grantor organization requires execution by the Town Council.
- F. The Town Manager/Budget Officer shall execute contracts, as the lessor or lessee of real property for a maximum duration of five years or less, provided funds allocated are within budgeted appropriations.
- G. The Town Manager/Budget Officer or his/her designee shall be authorized to appropriate funding received as cost share reimbursements for fire protection services, fire protection equipment and facility maintenance services and direct said funds back to the appropriate Department.
- H. The Town Manager/Budget Officer or his/her designee shall be authorized to receive and appropriate donations received for restricted or special designations.
- I. The Town Manager/Budget Officer or his/her designee shall be authorized to appropriate funding for the NCDOT Safe School Zone grant upon receipt of funds in the amount of \$78,200.
- J. The Town Manager/Budget Officer or his/her designee shall be authorized to appropriate all reimbursement insurance claims received and direct said funds back to the affected department.
- K. Appropriation of all vehicle reimbursements, either through surplus or cost sharing, shall be appropriated directly into the Capital Reserve Fund when received.

Section 19. **Utilization of Budget Ordinance**

- A. This ordinance shall be the basis of the financial plan for the Morrisville Municipal Government during Fiscal year 2011. The Budget Officer shall administer the Budget and ensure that operating officials are provided guidance and sufficient details to implement their appropriate portion of the Budget.
- B. The Finance Department shall establish and maintain all records which are in consonance with this Budget Ordinance, and the appropriate Statutes of the State of North Carolina.

Section 20. Reappropriation of Funds Encumbered in FY 2010

Operating funds encumbered on the financial records as of June 30, 2010, are hereby re-appropriated to Fiscal Year 2011.

Adopted this 22nd day of June 2010.

J.S. Holcombe, Mayor

Diana Davis, Town Clerk



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OPERATING FUND SUMMARY

TOTAL OPERATING FUNDS

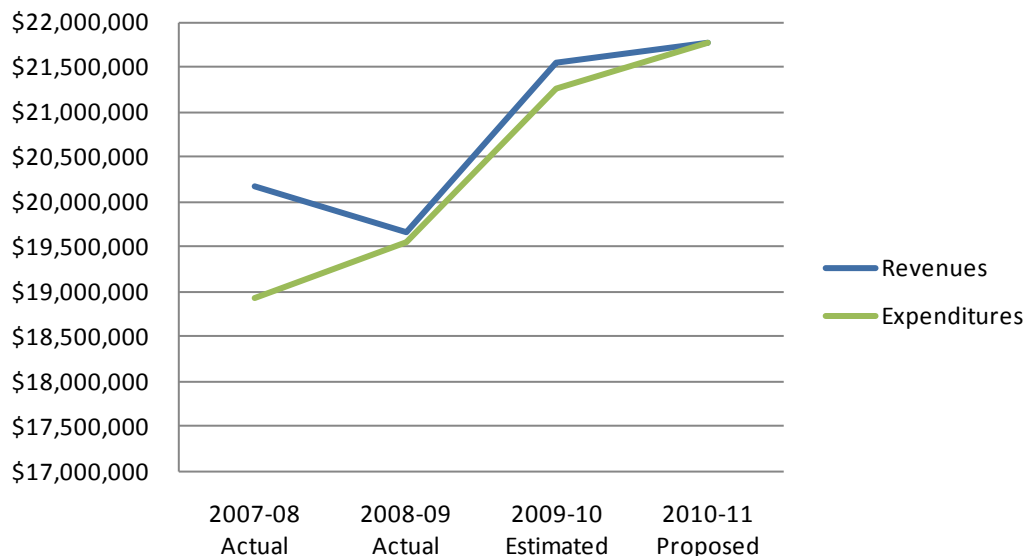
Total Operating Revenues:

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
General Fund	\$ 19,797,446	\$ 19,320,619	\$ 21,211,864	\$ 21,329,191
Water and Sewer Fund	\$ 377,349	\$ 342,425	\$ 329,175	\$ 441,075
Total Revenues	\$ 20,174,795	\$ 19,663,044	\$ 21,541,039	\$ 21,770,266

Total Operating Expenditures:

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
General Fund	\$ 18,540,456	\$ 19,205,313	\$ 20,934,229	\$ 21,329,191
Water and Sewer Fund	\$ 377,349	\$ 342,425	\$ 329,175	\$ 441,075
Total Expenditures	\$ 18,917,805	\$ 19,547,738	\$ 21,263,404	\$ 21,770,266
 Revenues Over (under) Expenditures	 \$ 1,256,989	 \$ 115,306	 \$ 277,635	 \$ -

Revenues vs. Expenditures



TOTAL OPERATING FUND REVENUES BY CLASSIFICATION

Operating Revenues

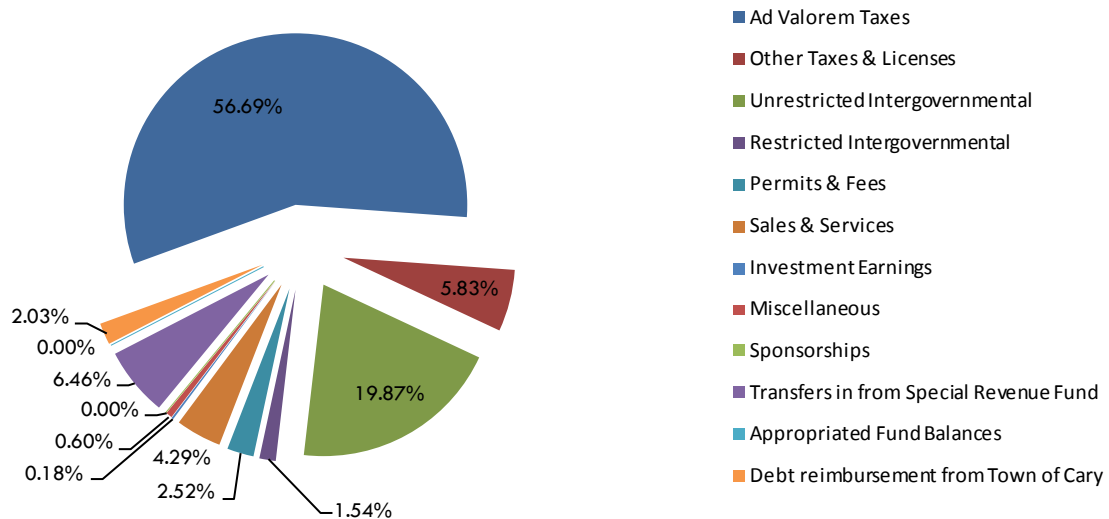
General Fund	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Ad Valorem Taxes	\$ 10,377,472	\$ 11,234,550	\$ 11,805,781	\$ 12,341,505
Other Taxes & Licenses	\$ 982,591	\$ 1,025,286	\$ 1,075,345	\$ 1,268,575
Unrestricted Intergovernmental	\$ 4,256,343	\$ 4,431,368	\$ 4,289,025	\$ 4,324,746
Restricted Intergovernmental	\$ 410,886	\$ 368,441	\$ 335,295	\$ 335,314
Permits & Fees	\$ 2,201,969	\$ 836,319	\$ 430,590	\$ 549,440
Sales & Services	\$ 888,382	\$ 922,177	\$ 886,007	\$ 933,252
Investment Earnings	\$ 349,915	\$ 181,397	\$ 26,000	\$ 39,840
Miscellaneous	\$ 329,888	\$ 321,083	\$ 199,245	\$ 130,316
Sponsorships	\$ -	\$ -	\$ -	\$ -
Transfers in from Special Revenue Fund	\$ -	\$ -	\$ 198,714	\$ 1,406,203
Appropriated Fund Balances*	\$ -	\$ -	\$ 1,965,862	\$ -
Total General Fund Revenues	\$ 19,797,446	\$ 19,320,619	\$ 21,211,864	\$ 21,329,191

Water and Sewer Fund

Investment Earnings	\$ -	\$ -	\$ -	\$ -
Debt reimbursement from Town of Cary	\$ 377,349	\$ 342,425	\$ 329,175	\$ 441,075
Total Water and Sewer Fund Revenues	\$ 377,349	\$ 342,425	\$ 329,175	\$ 441,075

Total Revenues - All Operating Funds	\$ 20,174,795	\$ 19,663,044	\$ 21,541,039	\$ 21,770,266
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FY2010 Total Operating Fund Revenues



*Note: FY2010 Appropriated Fund Balance is representative of designations transferred to the Capital Reserve Fund. The Capital Reserve Fund is for the accumulation of funds for equipment replacement plans. The other appropriation was transferred to Parkland Payment in Lieu Funds to a Capital Greenway Project for accumulation. The Appropriated Fund Balance in FY2010 does not represent an appropriation of Undesignated Fund Balance for the purposes of balancing the budget.

TOTAL OPERATING FUND EXPENDITURES BY FUNCTION

Operating Expenditures

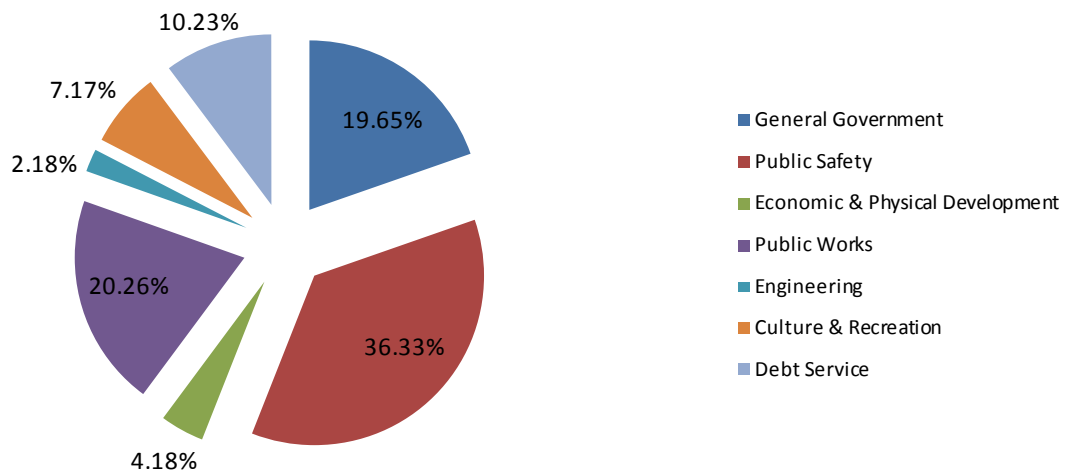
General Fund	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
General Government	\$ 3,353,685	\$ 3,254,663	\$ 4,787,476	\$ 4,278,145
Public Safety	\$ 6,753,741	\$ 7,030,941	\$ 7,394,341	\$ 7,908,565
Economic & Physical Development	\$ 985,876	\$ 969,682	\$ 888,140	\$ 910,895
Public Works	\$ 3,462,396	\$ 4,016,731	\$ 4,152,770	\$ 4,411,277
Engineering	\$ 496,694	\$ 544,022	\$ 483,398	\$ 474,179
Culture & Recreation	\$ 1,612,289	\$ 1,476,707	\$ 1,428,429	\$ 1,559,969
Debt Service	\$ 1,875,774	\$ 1,912,566	\$ 1,799,675	\$ 1,786,161
Total General Fund Expenditures	\$ 18,540,456	\$ 19,205,313	\$ 20,934,229	\$ 21,329,191

Water and Sewer Fund

Interest	\$ 77,663	\$ -	\$ -	\$ -
Debt Principal	\$ 299,686	\$ 342,425	\$ 329,175	\$ 441,075
Total Water and Sewer Fund Expenditures	\$ 377,349	\$ 342,425	\$ 329,175	\$ 441,075

Total Revenues - All Operating Funds	\$ 18,917,805	\$ 19,547,738	\$ 21,263,404	\$ 21,770,266
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FY2011 Total Operating Fund Expenditures



TOTAL OPERATING FUNDS CAPITAL OUTLAY SUMMARY

General Fund	Description	2009-10 Proposed
Public Works		
Fleet	Police Vehicles/General Vehicles	\$ 413,588
Public Works	Heavy Equipment - Dump Truck	\$ 107,611
Public Works	Building Improvements - HVAC Replacements	\$ 46,000
Public Works	Infrastructure Installation - Shiloh Sidewalk	\$ 75,610
Total Public Works		\$ 642,809
Fire Department		
Fire Department	Equipment - Extracation	\$ 10,000
Total Fire Department		\$ 10,000
Parks Department		
Parks Department	Equipment - Pool Bubble	\$ 80,000
Total Parks Department		\$ 80,000
Total Operating Funds Capital Outlay		\$ 732,809

General Fund

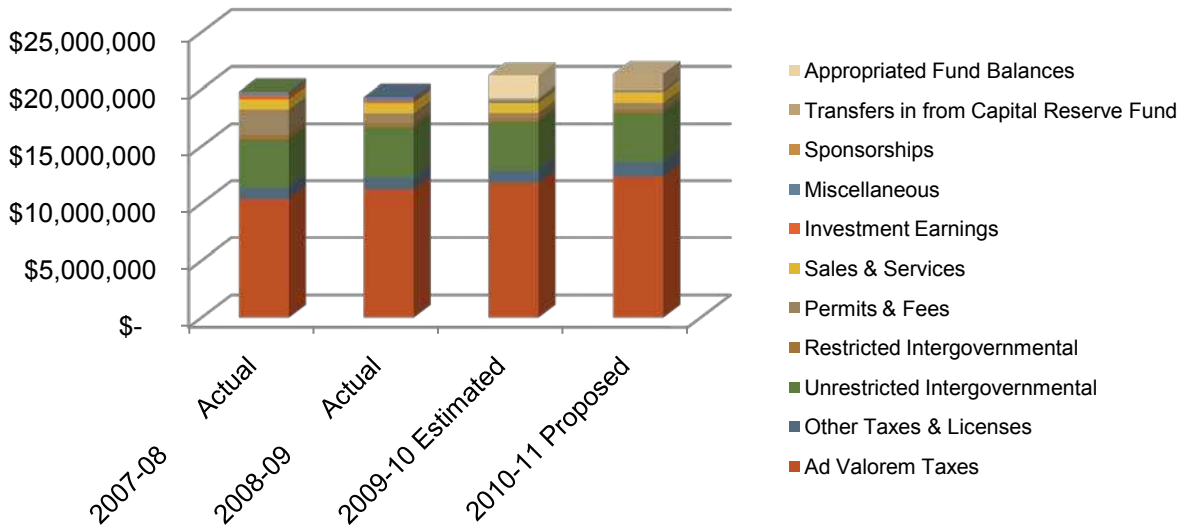
INTRODUCTION

The General Fund, the largest fund of the Town of Morrisville, accounts for all governmental services and summarizes all financial transactions except those activities which are more appropriately recorded in another fund group. Municipal services are classified functionally as Business Management, Finance, Budget, Contracting & Purchasing, Internal Audit, Information Technology, Governing Body, Administration, Human Resources, Development Services, Engineering, Inspections, Planning, Economic Development, Community Services, Public Works and Facility Management, Police, Fire and Parks and Recreation.



GENERAL FUND SUMMARY

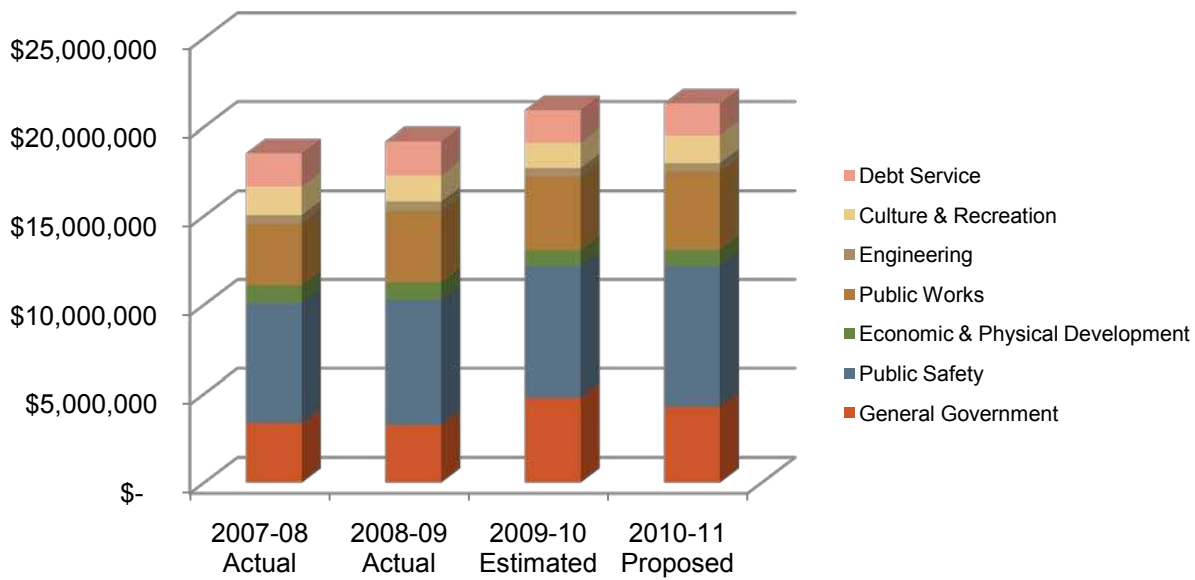
Revenues	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Ad Valorem Taxes	\$ 10,377,472	\$ 11,234,550	\$ 11,805,781	\$ 12,341,505
Other Taxes & Licenses	\$ 982,591	\$ 1,025,286	\$ 1,075,345	\$ 1,268,575
Unrestricted Intergovernmental	\$ 4,256,343	\$ 4,431,368	\$ 4,289,025	\$ 4,324,746
Restricted Intergovernmental	\$ 410,886	\$ 368,441	\$ 335,295	\$ 335,314
Permits & Fees	\$ 2,201,969	\$ 836,319	\$ 430,590	\$ 549,440
Sales & Services	\$ 888,382	\$ 922,177	\$ 886,007	\$ 933,252
Investment Earnings	\$ 349,915	\$ 181,397	\$ 26,000	\$ 39,840
Miscellaneous	\$ 329,888	\$ 321,083	\$ 199,245	\$ 130,316
Sponsorships	\$ -	\$ -	\$ -	\$ -
Transfers in from Capital Reserve Fund	\$ -	\$ -	\$ 198,714	\$ 1,406,203
Appropriated Fund Balances	\$ -	\$ -	\$ 1,965,862	\$ -
Total General Fund Revenues	\$ 19,797,446	\$ 19,320,619	\$ 21,211,864	\$ 21,329,191



Expenditures

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
General Government	\$ 3,353,685	\$ 3,254,663	\$ 4,787,476	\$ 4,278,145
Public Safety	\$ 6,753,741	\$ 7,030,941	\$ 7,394,341	\$ 7,908,565
Economic & Physical Development	\$ 985,876	\$ 969,682	\$ 888,140	\$ 910,895
Public Works	\$ 3,462,396	\$ 4,016,731	\$ 4,152,770	\$ 4,411,277
Engineering	\$ 496,694	\$ 544,022	\$ 483,398	\$ 474,179
Culture & Recreation	\$ 1,612,289	\$ 1,476,707	\$ 1,428,429	\$ 1,559,969
Debt Service	\$ 1,875,774	\$ 1,912,566	\$ 1,799,675	\$ 1,786,161
Total General Fund Expenditures	\$ 18,540,456	\$ 19,205,313	\$ 20,934,229	\$ 21,329,191

Total Revenues - All Operating Funds \$ 1,256,989 \$ (115,306) \$ (277,635) \$ -



GENERAL FUND REVENUE DETAIL

Revenues by Classification	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Ad Valorem Taxes				
Current year	\$ 10,272,964	\$ 11,130,558	\$ 11,719,781	\$ 12,266,005
Prior years	\$ 87,730	\$ 82,959	\$ 70,000	\$ 59,500
Penalties & interest	\$ 16,778	\$ 21,033	\$ 16,000	\$ 16,000
Total	\$ 10,377,472	\$ 11,234,550	\$ 11,805,781	\$ 12,341,505
Other Taxes & Licenses				
Motor vehicle decals	\$ 64,598	\$ 67,379	\$ 72,110	\$ 209,979
Privilege license tax	\$ 426,719	\$ 495,065	\$ 519,818	\$ 551,007
Cable TV franchise tax	\$ 34,091	\$ 35,292	\$ 37,184	\$ 39,043
Video programming tax	\$ 457,183	\$ 427,550	\$ 446,233	\$ 468,546
Total	\$ 982,591	\$ 1,025,286	\$ 1,075,345	\$ 1,268,575
Unrestricted intergovernmental				
Local option sales tax	\$ 2,673,821	\$ 2,439,170	\$ 2,359,244	\$ 2,412,216
Utility franchise tax	\$ 740,779	\$ 848,934	\$ 1,079,613	\$ 1,044,537
Beer & wine tax	\$ 62,191	\$ 64,257	\$ 23,783	\$ 24,712
Wake County Fire District	\$ 734,999	\$ 773,162	\$ 773,162	\$ 796,357
Rental vehicle tax	\$ 44,552	\$ 40,702	\$ 34,844	\$ 35,889
Solid Waste Partnership	\$ -	\$ -	\$ 35,429	\$ 35,429
Solid Waste Disposal	\$ -	\$ 4,307	\$ 10,579	\$ 11,035
Fire department reimbursements	\$ -	\$ 235,836	\$ 7,800	\$ -
Total	\$ 4,256,342	\$ 4,406,368	\$ 4,324,454	\$ 4,360,175
Restricted intergovernmental				
Powell bill	\$ 383,634	\$ 362,838	\$ 335,295	\$ 335,314
Grants	\$ 27,252	\$ 5,603	\$ -	\$ -
Total	\$ 410,886	\$ 368,441	\$ 335,295	\$ 335,314
Permits & fees**				
Building permits	\$ 728,696	\$ 550,895	\$ 343,800	\$ 358,800
Planning & zoning fees	\$ 64,933	\$ 64,825	\$ 43,000	\$ 118,610
Engineering fees	\$ 252,596	\$ 79,691	\$ 20,002	\$ 48,006
Fire department fees*	\$ -	\$ 11,636	\$ 12,008	\$ 12,128
Officer fees	\$ 8,738	\$ 11,548	\$ 11,780	\$ 11,896
Total	\$ 1,054,963	\$ 718,595	\$ 430,590	\$ 549,440
Investment earnings	\$ 349,915	\$ 181,397	\$ 26,000	\$ 39,840
Total	\$ 349,915	\$ 181,397	\$ 26,000	\$ 39,840

Revenues by Classification	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Sales & services				
Charges for services*	\$ 34,226	\$ -	\$ -	\$ -
Rents	\$ 106,419	\$ 162,176	\$ 159,972	\$ 159,972
Recreation	\$ 781,963	\$ 760,001	\$ 726,035	\$ 773,280
Total	\$ 922,608	\$ 922,177	\$ 886,007	\$ 933,252
Miscellaneous				
ABC revenue	\$ 79,127	\$ 74,478	\$ 75,800	\$ 76,387
Surplus property	\$ 206,458	\$ 203,179	\$ 24,000	\$ 500
Miscellaneous revenue*	\$ 39,614	\$ 42,209	\$ 62,775	\$ 18,000
Fines & forfeitures	\$ 4,690	\$ 1,216	\$ 1,241	\$ -
Parkland Payments in Lieu**	\$ 1,112,779	\$ 117,724	\$ -	\$ -
Donations/Sponsorships	\$ -	\$ 25,000	\$ -	\$ -
Total	\$ 1,442,668	\$ 463,806	\$ 163,816	\$ 94,887
Transfer fm Capital Reserve Fund	\$ -	\$ -	\$ 198,714	\$ 1,406,203
Total	\$ -	\$ -	\$ 198,714	\$ 1,406,203
Bond Proceeds	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -	\$ -
Appropriated Fund Balance	\$ -	\$ -	\$ 1,965,862	\$ -
Total	\$ -	\$ -	\$ 1,965,862	\$ -
Total Revenue Sources	\$ 19,797,445	\$ 19,320,619	\$ 21,211,864	\$ 21,329,191

Notes:

*Fire Department Fees were included in Sales & Services Revenue until FY2009.

**Parkland Payments in Lieu are being recorded as of FY2010 in the Special Revenue Fund. CAFR 08 groups PIL with Permits & Fees.

GENERAL FUND EXPENDITURES DETAIL

Expenditures by Function	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
General Government				
Governing Body	\$ 637,217	\$ 751,617	\$ 2,449,173	\$ 1,488,600
Administration	\$ 1,148,977	\$ 781,852	\$ 746,036	\$ 816,714
Human Resources	\$ 225,821	\$ 239,747	\$ 224,222	\$ 245,624
Business Management Senior Directorate	\$ 131,388	\$ 143,972	\$ 145,620	\$ 155,874
Finance	\$ 323,630	\$ 367,692	\$ 357,931	\$ 405,699
Budget	\$ 81,657	\$ 95,882	\$ 95,851	\$ 102,406
Contracting & Purchasing	\$ 70,613	\$ 81,600	\$ 81,856	\$ 85,909
Internal Auditor	\$ -	\$ 41,796	\$ 3,860	\$ -
Information Technology	\$ 734,382	\$ 750,505	\$ 682,927	\$ 977,319
Total	\$ 3,353,685	\$ 3,254,663	\$ 4,787,476	\$ 4,278,145
Public Safety				
Community Services Senior Directorate	\$ 335,655	\$ 374,674	\$ 375,385	\$ 387,077
Police	\$ 2,323,562	\$ 2,594,097	\$ 2,795,532	\$ 3,011,186
Fire	\$ 3,457,621	\$ 3,424,160	\$ 3,560,079	\$ 3,804,522
Inspections	\$ 636,904	\$ 638,009	\$ 663,345	\$ 705,780
Total	\$ 6,753,741	\$ 7,030,941	\$ 7,394,341	\$ 7,908,565
Economic & Physical Development				
Development Services Senior Directorate	\$ 152,393	\$ 171,724	\$ 171,559	\$ 177,507
Planning	\$ 808,332	\$ 772,833	\$ 691,381	\$ 707,888
Economic Develeopment	\$ 25,151	\$ 25,125	\$ 25,200	\$ 25,500
Total	\$ 985,876	\$ 969,682	\$ 888,140	\$ 910,895
Public Works				
Public Works & Facility Management	\$ 2,948,625	\$ 3,402,831	\$ 3,343,863	\$ 3,662,375
Powell Bill	\$ 194,563	\$ 14,834	\$ 548,500	\$ 335,314
Fleet	\$ 319,208	\$ 599,066	\$ 260,407	\$ 413,588
Total	\$ 3,462,396	\$ 4,016,731	\$ 4,152,770	\$ 4,411,277
Engineering				
	\$ 496,694	\$ 544,022	\$ 483,398	\$ 474,179
Total	\$ 496,694	\$ 544,022	\$ 483,398	\$ 474,179
Culture & Recreation				
	\$ 1,612,289	\$ 1,476,707	\$ 1,428,429	\$ 1,559,969
Total	\$ 1,612,289	\$ 1,476,707	\$ 1,428,429	\$ 1,559,969
Debt Service				
	\$ 1,875,774	\$ 1,912,566	\$ 1,799,675	\$ 1,786,161
Total	\$ 1,875,774	\$ 1,912,566	\$ 1,799,675	\$ 1,786,161
Total Expenditures	\$ 18,540,456	\$ 19,205,313	\$ 20,934,229	\$ 21,329,191

Expenditures by Organization	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Administration				
Governing Body	\$ 637,217	\$ 751,617	\$ 2,449,173	\$ 1,488,600
Administration	\$ 1,148,977	\$ 781,852	\$ 746,036	\$ 816,714
Human Resources	\$ 225,821	\$ 239,747	\$ 224,222	\$ 245,624
Total	\$ 2,012,015	\$ 1,773,216	\$ 3,419,431	\$ 2,550,938
Business Management				
Business Management Senior Directorate	\$ 131,388	\$ 143,972	\$ 145,620	\$ 155,874
Finance	\$ 323,630	\$ 367,692	\$ 357,931	\$ 405,699
Budget	\$ 81,657	\$ 95,882	\$ 95,851	\$ 102,406
Contracting & Purchasing	\$ 70,613	\$ 81,600	\$ 81,856	\$ 85,909
Internal Auditor	\$ -	\$ 41,796	\$ 3,860	\$ -
Information Technology	\$ 734,382	\$ 750,505	\$ 682,927	\$ 977,319
Total	\$ 1,341,671	\$ 1,481,448	\$ 1,368,045	\$ 1,727,207
Development Services				
Development Services Senior Directorate	\$ 152,393	\$ 171,724	\$ 171,559	\$ 177,507
Engineering	\$ 496,694	\$ 544,022	\$ 483,398	\$ 474,179
Inspections	\$ 636,904	\$ 638,009	\$ 663,345	\$ 705,780
Planning	\$ 808,332	\$ 772,833	\$ 691,381	\$ 707,888
Economic Deveopment	\$ 25,151	\$ 25,125	\$ 25,200	\$ 25,500
Total	\$ 2,119,474	\$ 2,151,714	\$ 2,034,883	\$ 2,090,854
Community Services				
Community Services Senior Directorate	\$ 335,655	\$ 374,674	\$ 375,385	\$ 387,077
Police	\$ 2,323,562	\$ 2,594,097	\$ 2,795,532	\$ 3,011,186
Fire	\$ 3,457,621	\$ 3,424,160	\$ 3,560,079	\$ 3,804,522
Public Works & Facility Management	\$ 2,948,625	\$ 3,402,831	\$ 3,343,863	\$ 3,662,375
Powell Bill	\$ 194,563	\$ 14,834	\$ 548,500	\$ 335,314
Fleet	\$ 319,208	\$ 599,066	\$ 260,407	\$ 413,588
Culture & Recreation	\$ 1,612,289	\$ 1,476,707	\$ 1,428,429	\$ 1,559,969
Total	\$ 11,191,523	\$ 11,886,369	\$ 12,312,195	\$ 13,174,031
Debt Service	\$ 1,875,774	\$ 1,912,566	\$ 1,799,675	\$ 1,786,161
Total	\$ 1,875,774	\$ 1,912,566	\$ 1,799,675	\$ 1,786,161
Total Revenue Sources	\$ 18,540,456	\$ 19,205,313	\$ 20,934,229	\$ 21,329,191

Governing Body

OUR MISSION

The Town of Morrisville is dedicated to enhancing the quality of life by preserving our past and protecting our future through a collective community partnership. By balancing responsible growth with core values, we embrace a sense of membership, communication and supports

SERVICE TO COMMUNITY

The Town Council by state statute is the entity having primary responsibility to establish the general framework under which the government can meet the needs of the community by creating policies and instituting law.

AUTHORIZED POSITIONS PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Mayor	1	1	1	1
Council Members	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>
Total Members	7	7	7	7

BUDGET PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Governing Body				
Personal Services	\$ 90,966	\$ 89,785	\$ 83,321	\$ 82,603
Operating Expenses	\$ 374,007	\$ 245,832	\$ 187,184	\$ 194,339
Interfund Transfer	\$ 172,244	\$ 416,000	\$ 2,178,668	\$ 942,000
Contingency		\$ -	\$ -	\$ 269,658
Capital Outlay	\$ -	\$ -	\$ -	
Governing Body Total	\$ 637,217	\$ 751,617	\$ 2,449,173	\$ 1,488,600

Administration

OUR MISSION

The mission of the Administration Department is to build a citizen-engaged community with a positive town image by providing information, support, and guidance to the public, Town Council and staff.

SERVICE TO COMMUNITY

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

PERFORMANCE MEASURES TOWN CLERK & PIO

W Workload

E Efficiency

R Effectiveness

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
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Town Goal 3-Community services that sustain or enhance the quality of life.

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

Respond within 1 business day 90% of the time to Initial iPhone app request	<i>W</i>	% of initial responses to requests sent through iPhone app within 1 business day	n/a	90%	n/a	90%
	<i>E</i>	# of iPhone app request in a year				
Develop Customer Service Training Program by FY2012	<i>W</i>	% of Customer Service Training Program created to date	n/a	n/a	n/a	50%

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

Create Scanning Policy FY2011	<i>W</i>	% completion toward development of Training for Scanning, Naming Conventions and Auditing Process	n/a	n/a	25%	100%
	<i>W</i>	Successfully receive State Approval to destroy documents that are scanned into Laserfiche	n/a	n/a	n/a	Yes
Strive to process 100% of Council related documents within given time frames	<i>E</i>	% of ordinances and resolutions processed within three business days after Council Meeting	n/a	100%	98%	100%
	<i>E</i>	# of ordinances processed	n/a	n/a	125	n/a
	<i>E</i>	# of resolutions processed	n/a	n/a	60	n/a
	<i>W</i>	% of Business Agendas that successfully contained all minutes from previous month's meetings for approval	n/a	100%	98%	100%
	<i>E</i>	# of sets of minutes prepared annually	n/a	n/a	29	n/a
	<i>W</i>	% of time the Town Council receives the Agenda four business days prior to a regular meeting, three business days if a holiday is in the time frame	n/a	100%	95%	100%
	<i>E</i>	# of Briefing Items Processed	n/a	15	15	15

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

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

Implement Branding process planned for FY11 by 2012	<i>W</i>	% of process completed	n/a	n/a	n/a	50%
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Initiative 2-Promote transparency in town government programs & processes

Successfully utilize current communication tools	<i>W</i>	% of Next Week in Morrisville emails sent by COB each Friday	n/a	100%	100%	100%
	<i>E</i>	# of emails sent to email subscriber lists	n/a	125	125	150
	<i>W</i>	% of events advertised through newsletter at least 7 days prior to event date	n/a	95%	100%	95%
2010: Year of Transparency	<i>E</i>	# of methods in which Year of Transparency is promoted	n/a	5	5	5

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
	☐ % of citizens surveyed who are 'satisfied' or 'very satisfied' with communications from the Town of Morrisville, according to the annual Communications Survey	n/a	65%	79%	75%
Make Council Proceedings Transparent and Available in a timely manner 95% of the time.	☐ # of postings: 1.Agendas 2.Audios 3.Meeting Notifications				
	☐ % of Town Council Agendas posted on the Town Website two business days prior to a Council Meeting.	n/a	98%	95%	99%
	☐ % of Town Council Meeting Audio's Posted Online	n/a	83%	95%	90%
	☐ % of Town Council Meeting Notifications sent for notification of Meeting Agendas, Minutes and Audio's Available	95%	95%	95%	98%

Initiative 4-Continue to require professionalism & friendliness of staff

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

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

Maintain at least 366 Citizen Survey Panelist annually	⌚ # of panelists currently registered	n/a	100	173	200
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Town Goal 8 – A healthy & rewarding work culture where employees are our primary asset in delivering high quality services to the community

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

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

Initiative 1-Encourage citizens to volunteer within the community

Maintain volunteer hours logged in database	⌚ # of hours logged	n/a	12,000	12,000	12,000
Volunteer Appreciation Event	⌚ # of volunteers recognized	n/a			

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

Maintain presence on social media sites (Twitter, Facebook, YouTube)	⌚ # of posts to Twitter	n/a	50	60	75
	⌚ # of posts to YouTube	n/a	5	5	10
	⌚ # of posts to Facebook	n/a	80	80	100

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

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

Conduct Morrisville 101 Citizen Academy annually	⌚ # students graduated from course	n/a	20	15	20
	☐ % of student ranking experience good or better	n/a	90%	90%	90%
Citizen Advisory Committee Involvement at the level of each Committee having a Quorum to run a meeting.	☐ % of Committees with at least enough members for a quorum	90%	100%	100%	100%

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

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

- Funds eliminated from FY10 budget to purchase software that allows users outside the Town’s network to search the Laserfiche system for public records.
- In FY2010, budget reductions produced fewer opportunities to provide professional development training. This delayed the Town Clerk from completing her CMC requirements.
- Cost Savings Initiative: The 2010 Morrisville 101 Course was reformatted from 8 Thursday-night sessions to one weekend session. This reduced logistics and labor costs by approximately half, or \$1,000.

AUTHORIZED POSITIONS PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
T Town Manager	1	1	1	1
15 Public Information Officer*	1	1	1	1
11 Town Clerk	1	1	1	1
2 Receptionist*	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Full-Time Department Total	4	4	4	4

* Position grade and/or title reclassified result of pay & classification study

BUDGET PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Administration				
Personal Services	\$ 315,469	\$ 375,197	\$ 348,349	\$ 374,370
Operating Expenses	\$ 387,867	\$ 406,655	\$ 397,687	\$ 442,344
Interfund Transfer	\$ 438,280			
Capital Outlay	\$ 7,352	\$ -	\$ -	
Administration Total	\$ 1,148,977	\$ 781,852	\$ 746,036	\$ 816,714

Human Resources Department

OUR MISSION

The mission of the Human Resources Department is to take a leadership role and provide service in support of the Town of Morrisville vision by promoting the concept that our employees are our most valuable resource and will be treated as such. The Human Resources Department will act as catalysts, enabling all Town employees to contribute at optimum levels towards the success of the Town. This is accomplished by the following:

- Ensuring that Town of Morrisville employees are given the tools, training, and motivation to operate in the most efficient and effective manner.
- Promoting and recruiting the best-qualified people, recognizing and encouraging the value of diversity in the work place.
- Providing a competitive salary and benefit package and developing the full potential of our work force by providing training and development for career enhancement.
- Providing a work atmosphere that is safe, healthy and secure.
- Establishing, administering, and effectively communicating sound policies, rules and practices that treat employees with dignity and equality while maintaining Town compliance with employment and labor laws.

SERVICE TO COMMUNITY

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

PERFORMANCE MEASURES

*W*Workload






*E*Efficiency

*R*Effectiveness

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
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Town Goal 3-Community services that sustain or enhance the quality of life.

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

Review 30% of positions every three years for classification appropriateness and market competitiveness		Average # of positions authorized over three year period	152	152	155	154
		% of positions reviewed	33.3%	66.6%	66.6%	0% (resuming 1/3 study in FY12)
		# of positions reviewed resulting in approved reclassification or adjustment	N/A	10	N/A	0
Evaluate Policies annually for compliance with laws		# of Personnel Policies reviewed for compliance in a year	All	20	N/A	20
		# of Personnel Policies reviewed that were forwarded to Council for approval	11	10	N/A	10

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

Initiative 1-Recruit & retain competent committed staff

Maintain an 80% success rate for new hires completing introductory period successfully		# of New Hires	17	5	4	5
		% of new hires successfully completing introductory period	82% *	100%	N/A	100%
		# of LAUNCH trainings completed annually	11	3	3	5
Recruit & fill positions within 60 day of advertising*		# of pre-employment screenings	17	5	4	5
		# of advertised vacancies in year	11	5	7	5
		% of vacancies filled within 60 days of advertising	57%	100%	n/a	90%
*Does not include public safety positions, internal positions, or temporary positions		# of applications processed/reviewed annually	361	300	291	500
		# of Employment offers in a year	16	5	3	5
		% of offers accepted in a year	100%	100%	100%	100%
Process Pre-Employment Screenings within 1 week of offer annually		% of pre-employment screening processed within 1 week of offer annually	100%	100%	100%	100%

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
Initiative 2-Create a healthy work environment that promotes high morale					
Conduct at least 3 Wellness Events annually to promote a healthy work force	# of Wellness Events held annually	4	4	1	4
	Average % of fulltime Employees attending Wellness Events annually	44%	100%	9.5%	90%
Conduct at least 2 employee recognition and/or appreciation events annually	# of organizational employee appreciation events held in a year	1	1	1	1
	# of Longevity Awards presented in a year	17	24	23	13
Maintain a benefits package that is cost-effective and meets employee needs	# of participants for benefits survey	69	80	N/A	120
	% of employees who rated "satisfied" or better on the benefits survey	89%	90%	N/A	90%

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

List any Projects, Studies, or Adopted Plans that impact your service delivery

- Pay & Classification Study

Challenges this year

- Suspended Merit Pay & COLA
- Health Insurance premium increases
- No Wellness Budget
- No Employee Recognition Budget
- Reduced Training Budget

Mitigation of recession impacts (how did you work around the reduced budget?)

- Continue to seek out ways to promote Wellness initiatives at no cost - Summertime Fitness Challenge Beginning May 2010; Employee Wellness & Benefit Fair August 2010
- Continue to provide in-house training opportunities
- Provide 3% lump sum to employees to show appreciation for attaining sustained level of service in FY10
- Utilize Pay & Classification Study to ensure positions in line with the market rate

*(does not include employees who are still on their intro period)

AUTHORIZED POSITIONS PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
18 Human Resource Manager	2	2	2	2
Full-Time Department Total	2	2	2	2

BUDGET PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Human Resources				
Personal Services	\$ 165,212	\$ 206,430	\$ 196,085	\$ 224,492
Operating Expenses	\$ 60,609	\$ 33,317	\$ 28,137	\$ 21,132
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Human Resources Total	\$ 225,821	\$ 239,747	\$ 224,222	\$ 245,624

Business Management Directorate

OUR MISSION

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

SERVICE TO COMMUNITY

The office of Business Management provides open, accountable and informative financial records that support the Town's operation. We also offer technological equipment, software and support for staff and citizens to use the Town information efficiently within a secure environment. Our professional staff is committed to provide better services, enhanced performance measures, maximum accountability and improved business procedures.

PERFORMANCE MEASURES

Workload

Efficiency

Effectiveness

Town Goal	Town Initiative
G2-A strong & stable financial position fully utilizing resources in a responsible, efficient, & effective manner	1-Maintain a strategic financial plan
	2-Ensure proper use of resources by enhancing internal controls
	3-Identify potential new funding opportunities for specific Town projects & services
G3-Community services that sustain or enhance the quality of life	5-Continue developing & implementing strategies to enhance customer service
G4-Plan transportation & other public infrastructure to address community needs	6-Continue evaluating the costs & benefits of in-house vs. contract services
G5-A town image with strong, positive identity valued by residents, businesses & visitors	2-Promote transparency in town government programs & processes
G8 – A healthy & rewarding work culture where employees are our primary asset in delivering high quality services to the community	1-Recruit & retain competent committed staff
	2-Create a healthy work environment that promotes high morale
	3-Foster career development & growth opportunities
	4-Encourage employees to identify opportunities to improve efficiencies & effectiveness
G9-Citizen involved government	5-Increase public involvement in Town government programs & processes

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

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

- Provide policy direction, establishes operation policies and monitors business processes to ensure the efficient and effective use of resources.
- Ensure the effective monitoring of the Town's fiscal affairs through a modern and efficient accounting, payroll, and auditing system.
- Provide for a successful and proficient system for assessing and collecting Town revenues.

AUTHORIZED POSITIONS PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
23 Senior Director of Business Management*	1	1	1	1
Full-Time Department Total	1	1	1	1

* Position grade and/or title reclassified result of pay & classification study

BUDGET PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Directorate BM				
Personal Services	\$ 128,836	\$ 137,431	\$ 135,953	\$ 141,810
Operating Expenses	\$ 2,552	\$ 6,542	\$ 9,667	\$ 14,064
Capital Outlay	\$ -	\$ -		
Directorate BM Total	\$ 131,388	\$ 143,972	\$ 145,620	\$ 155,874

Finance Department

OUR MISSION

The Finance Department's mission is to manage Town Funds in accordance with the Local Government Budget and Fiscal Control Act, applicable State and Federal regulations, and sound principles of accounting and cash management. The Department is committed to the highest standards of accountability, accuracy, timeliness, professionalism and innovation in providing financial services that not only meet, but exceed the expectations of those we serve through progressive contributions of its employees.

SERVICE TO COMMUNITY

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

PERFORMANCE MEASURES

Workload

Efficiency

Effectiveness

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
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Town Goal 2 - A strong & stable financial position fully utilizing all resources in a responsible, efficient & effective manner

Initiative 1-Maintain a strategic financial plan

Produce a monthly Financial Statement by the 15 th of the following month for FY09 and by the 10 th for FY10		% of times monthly financial statement completed by the 15 th of the month for FY09 and by the 10 th for FY10	100%	100%	100%	100%
Receive Certificate of Excellence in Financial Reporting (CAFR) from the Government Finance officers Association (GFOA) Award Annually		The consecutive # of years recognized for Excellence in Financial Reporting- CAFR Award	17	18	18	19

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

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

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

Maintain at least a 90% collection rate of billed Privilege License Revenues annually.		# of billed Privilege Licenses in a year.	1400	1250 ¹	1500	1600
		Privilege License collection rate was greater than or equal to 90%	N/A	Yes	Yes	Yes

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

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

Conduct Quarterly Meetings with Town-wide Administrative Support Positions		# of Quarterly Meetings conducted	N/A	4	2	2
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Initiative 7-Continually review & identify internal processes & community services to improve efficiency & effectiveness

Pay 100% of Vendors weekly through Positive Pay		Average # of active Vendors in the year	525	450	450	450
		Average # of payables checks processed weekly	48	45	39	39
		Payables paid weekly	Yes	Yes	Yes	Yes
		Average # of Procurement Card transactions processed monthly	235		195	200

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

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

Strive for 100% Payroll accuracy annually.		% of Payroll Errors compared to average # of Employees	<1%	<1%	<1%	<1%
		Average # of payroll checks per year	7035	7010	6982	7000
		% of Employees on Payroll Direct Deposit greater than 95%	97%	97%	98%	99%

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
Initiative 3-Foster career development and growth opportunities.					
Transition monthly reconciliation responsibilities of selected Balance Sheet accounts to targeted employees by year 2011	P	% progression towards transitioning reconciliation of selected accounts to targeted employees			
		83%	100%	100%	100%
		Payroll	100%	100%	100%
		N/A ²	100%	75%	100%
Initiative 4-Encourage employees to identify opportunities to improve efficiencies & effectiveness.					
Develop Position Training Manuals by June 2010.	P	% completion by June 2010			
		N/A	100%	100%	100%
		Payroll	N/A	100%	100%
		N/A	100%	50%	100%

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

- Began producing Financials in FY2009.
- Billed non-renewals in FY09, but had modifications to the privilege license data base for FY10. Therefore, non-renewals not billed for FY10.
- Accounts Receivable position vacant in 2009.

Challenges this year

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

Mitigation of recession impacts

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

AUTHORIZED POSITIONS PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
18 Accounting Services Manager *	1	1	1	1
8 Payroll Administrator*	1	1	1	1
6 Accounts Payable Technician*	1	1	1	1
7 Accounts Receivable Technician*	1	1	1	1
Full-Time Department Total	4	4	4	4

* Position grade and/or title reclassified result of pay & classification study

BUDGET PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Finance				
Personal Services	\$ 199,540	\$ 271,746	\$ 260,075	\$ 293,577
Operating Expenses	\$ 124,090	\$ 95,946	\$ 97,856	\$ 112,122
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Finance Total	\$ 323,630	\$ 367,692	\$ 357,931	\$ 405,699

Budget Department

OUR MISSION

The Budget Office pledges to lead the organization in making informed and ultimately successful decisions in resource allocation, program evaluation, financial management and long range financial and management planning.

SERVICE TO COMMUNITY

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

PERFORMANCE MEASURES

Workload

Efficiency

Effectiveness

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
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Town Goal 2 - A strong & stable financial position fully utilizing all resources in a responsible, efficient & effective manner

Initiative 1-Maintain a strategic financial plan

Complete a Long Range Financial Model Summary Report by October 30, 2010	📅 % of completion	n/a	50%	50%	100%
Present a Preliminary Budget /LRFM to Town Manager and Senior Directors before April 15 th annually resulting in no more than 5 recommended changes from the evaluation	🕒 # of days +/- targeted presentation date (+ meaning additional days needed and - meaning days in advance)	n/a	-2	-2	0
	🕒 # of changes	n/a	n/a	n/a	5
Complete re-development of Capital Improvement Program Policy and Plan by end of Fiscal Year 2012	📅 % of Completion	n/a	n/a	n/a	30%

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

Develop a Budget Adjustment Policy to communicate expectation, consistency and influence better budgeting practices by departments by FY2011	📅 % of Completion	n/a	10%	20%	100%
Reduce # of Budget Adjustment request by departments by 10% annually	🕒 # of Budget Adjustments Processed annually	176	140	150	135
	📅 % of Budget Adjustments resulting from: <ul style="list-style-type: none"> • Unforeseen Circumstances • Dept Error in Budget • Reimbursement/Claims • Budget Ordinance Amendment 	n/a	n/a	n/a	n/a
Implement Project Tracking (non CIP projects) by June 30, 2010	📅 % of Completion	n/a	100%	100%	25%
Review once per quarter Revenue and expenditure performance	🕒 # of performance reviews performed annually with Budget Panel	n/a	4	4	4
	📅 % of reviews resulting in a successful opinion from Budget Panel Assessment	n/a	100%	100%	100%
	📁 Year end Revenue Projections are within +/- 3% of actual	n/a	n/a	n/a	Yes
	📁 Year end Expenditure Projections are within +/- 3% of actual	n/a	n/a	n/a	Yes

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

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

Develop a Performance Measures (PMs) Policy by end of Fiscal Year 2011 that will identify how the PMs are to be utilized organizationally to increase managerial value and improve services	📅 % of Completion	n/a	n/a	n/a	100%
Complete re-development of Performance Measures Program by Fiscal Year FY2010	📅 % of Completion	50%	100%	100%	100%

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
Receive positive remarks from all reviewers from the Government Finance Officers Association for the Re-developed Performance Measures Program	# of reviewers giving positive feedback in relation to the new re-developed Performance Measures Program	n/a	n/a	3	3
Initiative 7- Continually review & identify internal processes & community services to improve their efficiency & effectiveness					
Develop a Budget Procedure Manual by January 2011	% of Completion	n/a	n/a	n/a	100%
Assist in departmental analysis annually that result in cost effective decisions	# of various requested analysis in a year	n/a	n/a	n/a	n/a
	% of those analysis resulting in a cost effective result	n/a	n/a	n/a	n/a
To decrease the overall cost to produce Annual Budget Report by 10%	Cost per Budget Report Publication	\$4,712	\$4,000	\$3,712	\$3,400

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

Initiative 2-Promote transparency in town government programs & processes

Receive annually the Distinguished Budget Presentation Award from the Government Finance Officers Association satisfying nationally recognized standards as a policy document, financial plan, operations guide and communication device to be valued by community.	Received GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes
At least 90% of Morrisville 101 attendees ranked the presentation of "Your Tax Dollars at Work" as a satisfactory or better	# of Morrisville 101 attendees				20
	% of attendees ranking "Your Tax Dollars at Work" presentation of Morrisville 101 as satisfactory or better				100%
Utilize at least 5 different communication vehicles annually to inform the community of budget matters.	# of communication vehicles utilized to inform community of budget matters	n/a	n/a	n/a	5
	Average cost per communication vehicle	n/a	n/a	n/a	
	% of Citizen Survey Panel respondents ranking budget related communication efforts as satisfactory or better				90%
	# of Citizen Survey Panel members				366

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

Initiative 3-Foster career development and growth opportunities.

Attain Professional Certification from NC Local Government Budget Association by Fiscal Year 2015	Course work required to receive Certification:				
	• Budgeting & Financial Planning, Part I Annual Budget Prep and Enactment	FY09			
	• Budgeting & Financial Planning; Part II Capital Planning & Finance		FY10		
	• Performance Measures in Local Government	FY09			
	• Practical Analytical Techniques for Local Government	FY09			
	• Budget Analysts Training Academy	n/a	n/a	n/a	FY11

Town Goal 9- Citizen involved government

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

Increase the number of attendees/participants in budget related informational events annually by 20%	Average # of attendees/participants:	• Budget Open House	n/a			20
		• Public Hearings				
		• Budget Comments Portal				10

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

- The Long Range Financial Model is a budgetary financial tool that requires continuous refresh of new data increasing the integrity of this assumptions and historical trend based instrument.
- In process of re-developing Town’s Performance Measures program to infuse managerial value and reliability of data to aid in improving & evaluating services to community. The next step is to design a policy adopted by Town Manager that ensures the continued success of the program for positive organizational improvements.
- Service as liaison to newly created (Council Directed) Citizen Budget Performance Panel. Working with 7 member panel to develop quarterly assessment matrix to report panel findings to Council on budget performance within a fiscal year.
- Several challenges exist with a budget that continues to reflect recession recovery impacts:
 - a. Continuation of developing innovative solutions to our town’s budgeting practices that instill confidence within the community.
 - b. The most important challenge will come in monitoring the execution and performance against such a lean budget built on the basis of delivering core services. Continue unpredictability of poor performing revenues during recession recovery. Close monitoring of realized revenues and efficiency of spending become an even more essential charge. The budget department and finance department will work closely with department heads to pre-empt any foreseen circumstance in preserving effectiveness and efficiency of budget performance.
 - c. State Budget crisis continues to stir-up concern with local governments and to what means the State may sequester State distributed local revenues.

AUTHORIZED POSITIONS PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
16 Budget Manager*	1	1	1	1
Full-Time Department Total	1	1	1	1

* Position grade and/or title reclassified result of pay & classification study

BUDGET PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Budget				
Personal Services	\$ 76,480	\$ 84,212	\$ 85,681	\$ 90,137
Operating Expenses	\$ 5,177	\$ 11,670	\$ 10,170	\$ 12,269
Capital Outlay	\$ -	\$ -		
Budget Total	\$ 81,657	\$ 95,882	\$ 95,851	\$ 102,406

Purchasing & Contracts Department

OUR MISSION

The Contracting & Purchasing Department's mission is to obtain the best value for the tax dollar in the procurement of supplies, equipment, materials, services, and construction; and ensure the purchases are made in accordance with the established Policies and Procedures of the Town of Morrisville and the Laws of North Carolina.

SERVICE TO COMMUNITY

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

PERFORMANCE MEASURES

Workload

Efficiency

Effectiveness

Department Objective		Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
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Town Goal 2 - A strong & stable financial position fully utilizing all resources in a responsible, efficient & effective manner

Initiative 1-Maintain a strategic financial plan

Sell surplus property on GovDeals & update fixed asset inventory.	🕒	# of surplus items processed.	n/a	75	75	75
Review grants for quality and legal compliance.	🕒	# of grants reviewed	n/a	15	15	15

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

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

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

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

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





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

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

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
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Town Goal 5 - A Town image with a strong, positive identity valued by residents, businesses, & visitors.

Initiative 2-Promote transparency in town government programs & processes

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

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

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

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

Initiative 3-Foster career development and growth opportunities.

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

- Continue to stay current on Administrative and Financial Laws for Local Government in North Carolina pertaining to purchasing and contracting. Ability to attend conferences and training is contingent on available funding in the budget.
- Pursue ways to increase P-Card rebates.
- Continue to sell surplus property for the highest prices through the nationally advertised GovDeals.
- Continue to compete and negotiate service contracts to obtain best values for the Town.
- Provide weekly project update reports
- Continue to work to improve digital record storage
- Review the monthly cost of Town cell phones vs potential cell phone stipend as a cost savings for the organization

AUTHORIZED POSITIONS PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
15 Purchasing & Contracts Manager*	1	1	1	1
Full-Time Department Total	1	1	1	1

* Position grade and/or title reclassified result of pay & classification study

BUDGET PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Contracting & Purchasing				
Personal Services	\$ 68,637	\$ 79,685	\$ 81,276	\$ 84,744
Operating Expenses	\$ 1,977	\$ 1,915	\$ 580	\$ 1,165
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Contracting & Purchasing Total	\$ 70,613	\$ 81,600	\$ 81,856	\$ 85,909

Internal Audit Department

OUR MISSION

Internal Auditor performs and provides a full-range of financial, compliance, and operational audits, investigations, internal control structures, accountability, and use of resources.

SERVICE TO COMMUNITY

The Audit Office conducts audits for management and assess effectiveness of controls, accuracy of financial records, and efficiency of operations.

PERFORMANCE MEASURES

*W*Workload

*E*Efficiency

*R*Effectiveness

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
Town Goal 2 - A strong & stable financial position fully utilizing all resources in a responsible, efficient & effective manner					
Initiative 2-Ensure proper use of resources by enhancing internal controls.					
Initiative 4-Continue developing Town infrastructure evaluation programs to analyze cost, productivity, and secure funding					
Town Goal 3 - Community services that sustain or enhance the quality of life					
Initiative 7-Continually review & identify internal processes & community services to improve their efficiency and effectiveness					
Town Goal 5 - A Town image with a strong, positive identity valued by residents, businesses, & visitors.					
Initiative 2-Promote transparency in town government programs & processes					

Under Construction

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

- Vacant Position frozen by Town Manager for FY2011 due to economic conditions. No funds budgeted for FY2011. Responsibilities will be absorbed by Senior Director of Resources Management until FY2012.

AUTHORIZED POSITIONS PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
15 Internal Auditor*, ***	n/a	1	1	1
Full-Time Department Total	n/a	1	1	1

* Position grade and/or title reclassified result of pay & classification study ** Position Eliminated *** Position Frozen FY11

BUDGET PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
IRAC				
Personal Services	\$ -	\$ 40,182	\$ 3,005	\$ -
Operating Expenses	\$ -	\$ 1,614	\$ 855	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -
IRAC Total	\$ -	\$ 41,796	\$ 3,860	\$ -

Information Technology Department

OUR MISSION

The mission of the Information Technology Department is to provide the employees of the Town of Morrisville with a modern, reliable, full-featured computing and telephony environment through which those employees can perform their duties in an effective manner, in order to provide for the needs, interests, and priorities of our community.

SERVICE TO COMMUNITY

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

PERFORMANCE MEASURES

Workload

Efficiency

Effectiveness

Department Objective		Performance Measure	FY09 Actual	FY10 Target	FY10 Estimate	FY11 Target
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Town Goal 3-Community services that sustain or enhance the quality of life.



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

Provide timely and effective resolutions to computer, phone, and network problems.	⌚	Total number of calls for service.	2151	n/a	2148	n/a
Provide timely and effective resolutions to computer, phone, and network problems for Priority 1 tickets within 2 hours of submittal.	⌚	Number of Priority 1 tickets received annually.	15	n/a	10	n/a
	⌚	Percentage of Priority 1 tickets resolved within 2 hours.	100%	100%	100%	100%
Provide timely and effective resolutions to computer, phone, and network problems for Priority 2 tickets within 4 hours of submittal.	⌚	Number of Priority 2 tickets received annually.	118	n/a	103	n/a
	⌚	Percentage of Priority 2 tickets resolved within 4 hours.	96%	90%	99%	90%
Provide timely and effective resolutions to computer, phone, and network problems for Priority 3 tickets within 24 hours of submittal.	⌚	Number of Priority 3 tickets received annually.	1229	n/a	1078	n/a
	⌚	Percentage of Priority 3 tickets resolved within 4 hours.	90%	80%	97%	90%
Assist Departments with their ongoing IT projects and initiatives.	⌚	Total number of project hours completed for Directorate of Community & Emergency Services.	n/a	n/a	190	n/a
	⌚	Total number of project hours completed for Directorate of Development Services.	n/a	n/a	35	n/a
	⌚	Total number of project hours completed for Directorate of Business Management, excluding the IT Department.	n/a	n/a	30	n/a
	⌚	Total number of project hours completed for internal IT Department initiatives.	n/a	n/a	415	n/a
Maintain unnecessary downtime to less than 1% annually for critical business systems.	⌚	Percentage of time the IP Phone system is available, including both planned and unplanned outages.	n/a	99.9%	100%	99.9%
	⌚	Percentage of time the AS400 system is available, excluding planned service windows.	n/a	99.9%	100%	99.9%
	⌚	Percentage of time critical Windows systems are available, excluding planned service windows.	n/a	99.9%	99.9%	99.9%
	⌚	Percentage of time networks are available, excluding planned service windows and service interruptions outside our control.	n/a	99.9%	100%	99.9%
Provide modern and reliable tools and infrastructure to our customers.	⌚	Total number of Windows user accounts.	n/a	n/a	198	n/a
	⌚	Total number of IP Phones in service.	n/a	n/a	193	n/a
	⌚	Total number of AS400 user accounts.	n/a	n/a	215	n/a
	⌚	Total number of managed desktop and laptop computers in service	n/a	n/a	152	n/a
	⌚	Total number of physical and virtual servers in operation.	n/a	n/a	43	n/a
	⌚	Total number of network printers and copiers in operation.	n/a	n/a	33	n/a

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Estimate	FY11 Target
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Town Goal 5- A Town image with a strong, positive identity valued by residents, businesses, and visitors.

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

Provide courteous and professional service to our customers by receiving a rating of "Very Good" or "Excellent" from survey respondents.		Number of surveys administered annually.	95	n/a	90	n/a
		Percentage of respondents rating customer service as "Very Good" or "Excellent."	96%	90%	97%	90%

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

Funding for equipment replacement

- FY 2009 – Funding was reduced. Some equipment scheduled for replacement was not.
- FY 2010 – Funding was further reduced. More equipment scheduled for replacement was not.
- Result – Some items can no longer be covered under maintenance and are at risk. Life cycles of equipment are being stretched out.
- Future – Funding must be restored to normal levels by FY 2011, or we can expect significant drops in service levels and employee productivity

Funding for technology training

- FY 2009 – Funding was reduced. Some training goals were not met.
- FY 2010 – Funding was eliminated. We were unable to train on new software or hardware, attend conferences, or travel.
- Result – Technology skills become stale if not regularly refreshed.
- Future – Some level of funding must be restored by FY 2011, or we can expect skill sets to degrade.

Funding for maintenance and upgrades

- FY 2009 – Funding was reduced. Some projects were canceled.
- FY 2010 – Funding was further reduced. Maintenance contracts were reduced or canceled. No major upgrades were completed.
- Result – Our systems continued to age. Some department requests had to be declined. Annual software updates were pushed out another year.
- Future – Funding must be restored by FY 2011 or we can expect to fall behind the technology curve.

Examples of Service Level decline

- Our service contracts are increasing in cost, but our budget will be decreasing.
- Some contracts were reduced in scope or eliminated altogether
- All 24x7x365 contracts were reduced to 8x5 / M-F in scope.
- Equipment repairs once covered by IT were pushed back to other Departments.
- A portion of our computers and phones are no longer covered by maintenance plans due to age, and there is no funding plan in place should one of those devices fail and need to be repaired or replaced.

Additional observations

- For the past several years we have been afforded the opportunity to operate a highly modern and well maintained enterprise.
- Multiple, consecutive, previous years of solid funding have brought our systems to a state that we can maintain most service level agreements during years of lower funding.
- In FY 2011, we hope to have a long term funding mechanism (special revenue fund) in place to assure regular technology progression once again.
- Without regular, predictable, and adequate funding we can expect the level of service to our employees to routinely fall below traditional expectations.

AUTHORIZED POSITIONS PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
21 Information Technology Director*	1	1	1	1
17 AS400 Systems Analyst	1	1	1	1
16 Senior IT Analyst*	1	1	1	1
14 IT Analyst*	n/a	1	1	1
N/A Permanent - Part Time Employee	1	n/a	n/a	n/a
Full-Time Department Total	3	4	4	4
Part-Time Department Total	1	0	0	0

* Position grade and/or title reclassified result of pay & classification study

BUDGET PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Personal Services	\$ 328,359	\$ 393,523	\$ 399,720	\$ 413,969
Operating Expenses	\$ 406,022	\$ 356,982	\$ 283,207	\$ 450,150
Capital Outlay	\$ -	\$ -	\$ -	\$ 113,200
Information Technology Total	\$ 734,382	\$ 750,505	\$ 682,927	\$ 977,319

Development Services Directorate

OUR MISSION

The mission of the Directorate of Development Services is to enhance the quality of life in the Town of Morrisville through the promotion of quality growth that capitalizes on our central location within the region, promotes a mix of land uses with choices in housing and transportation for Morrisville residents, and provides a sustainable built and natural environment. The Directorate is dedicated to the highest standards of accountability, professionalism, and innovation in providing services that not only meet but exceed the expectation of those we serve.

SERVICE TO COMMUNITY

- Promote and ensure a high level of quality in the built environment, both private and public facilities.
- Develop and/or maintain key policy and regulatory documents, including but not limited to the Land Use Plan, Town Center Plan, Transportation Plan, Zoning Ordinance, Subdivision Ordinance, Stormwater Management Plan, and Design and Construction Ordinance.
- Encourage land use patterns and developments consistent with the Town’s adopted Land Use Plan and Transportation Plan (as well as the draft Land Use and Transportation Plan), other adopted planning policies, regional initiatives, and plans of surrounding communities.
- Encourage the timely development of streets, sidewalks, stormwater management systems, and other infrastructure to support private development.
- Ensure the safety of habitable structures through conscientious and accurate application and enforcement of building standards.
- Promote environmentally sensitive policies for the Directorate and Town.
- Coordinate the effective and efficient functioning of the Planning, Engineering, and Inspections Departments.
- Establish and maintain a predictable and effective project review process.
- Define, train for, and encourage good customer service within the proper limits of regulatory responsibilities.
- Develop strong positive working relationships with the private sector development community.
- Coordinate economic development recruitment activities with the Morrisville Chamber of Commerce.

PERFORMANCE MEASURES

Workload

Efficiency

Effectiveness

Town Goal	Town Initiative
G1-A mix of land uses that is environmentally sensitive & sustains livability in a changing community	4-Evaluate ordinance & policies that contribute to a sustainable & well planned community
G6-regional partnerships to grow & develop new resources & opportunities	1-Develop & maintain liaison with other elected officials, agencies, jurisdictions, & stakeholders
G7-Environmentally responsible & energy efficient community	1-Evaluate & implement changes to Town operations 2-Evaluate & implement change to Town ordinances, plans, & policies
G9-Citizen involved government	5-Increase public involvement in Town government programs & processes

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

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

- Limited budget resources restrict ability to implement some important actions identified in recently adopted plans (Land Use and Transportation Plans; Town Center Plan)
- Limited resources for Geographic Information Systems (GIS) affect ability to move forward on stormwater management
- Energy and resource conservation monies as part of the ARRA (America Recovery and Re-investment Act) legislation are to be pursued to supplement local budget monies
- Opportunity and constraint of shifting additional work to in-house staff (e.g., project design and management, drafting *Unified Development Ordinance*)
- Continuing transition to “greener” policies in Planning, Engineering, Inspections Departments

AUTHORIZED POSITIONS PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
23 Senior Director of Development Services*	1	1	1	1
Full-Time Department Total	1	1	1	1

* Position grade and/or title reclassified result of pay & classification study

BUDGET PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Directorate DS				
Personal Services	\$ 123,923	\$ 137,865	\$ 138,229	\$ 143,256
Operating Expenses	\$ 28,470	\$ 33,859	\$ 33,330	\$ 34,251
Capital Outlay	\$ -	\$ -		\$ -
Directorate DS Total	\$ 152,393	\$ 171,724	\$ 171,559	\$ 177,507

BUDGET PROFILE ECONOMIC DEVELOPMENT – CHAMBER CONTRACTED

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Economic Development				
Operating Expenses	\$ 25,151	\$ 25,125	\$ 25,200	\$ 25,500
Economic Development Total	\$ 25,151	\$ 25,125	\$ 25,200	\$ 25,500

Engineering Department

OUR MISSION

The mission of the Engineering Department is to represent the interests of the Town of Morrisville's residents and taxpayers in the activities related to planning, inspection, construction, and maintenance of the Town's infrastructure and to endeavor to provide cost-effective engineered systems that maintain and/or improve the standard of living and quality of life.

SERVICE TO COMMUNITY

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

PERFORMANCE MEASURES

 Workload











 Efficiency

 Effectiveness

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
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Town Goal 3-Community services that sustain or enhance the quality of life.

Initiative 1-Provide a safe community

Evaluate and respond to 90% of residents and businesses concerns and complaints within one business day;		Number of evaluations	n/a	TBD	40	TBD
		Number of staff hours	n/a	n/a	n/a	TBD
Bring resolution to 90% of all resident and business complaints within 5 business days		Percent responses within one business day	n/a	n/a	n/a	80%
		Percent responses resolved within 5 business days	n/a	n/a	n/a	80%
90% plan review (Site, Construction, Plat, and Plot Plans) within published schedule;		Number of reviews		TBD	500	TBD
		Number of staff hours	n/a	n/a	n/a	TBD
Percent plan reviews completed within 3 rounds of comments		Percent completed within published schedule	n/a	n/a	n/a	80%
		Percent completed within 3 rounds of comments	n/a	n/a	n/a	80%
Perform 90% site inspections within 2 days of request		Number of inspections	n/a	TBD	900	TBD
		Number of staff hours	n/a	n/a	n/a	TBD
		Percent inspections performed within 2 days	n/a	n/a	n/a	90%
Complete 100% review of revisions to Floodplain mapping within 30 days		Number of reviews	n/a	TBD	2	TBD
		Number of staff hours	n/a	n/a	n/a	TBD
		Percent reviews completed within 30 days	n/a	n/a	n/a	100%

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
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Town Goal 4- Plan transportation & other public infrastructure to address community needs

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

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

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

Review 100% capital project designs of Town projects prepared by others within published schedule	🕒	Number of Town projects	n/a	TBD	3	TBD
	🕒	Number of staff hours	n/a	n/a	n/a	TBD
	📁	Percent of Town projects reviewed within schedule	n/a	n/a	n/a	90%
Provide 90% of in-house design of capital projects within required timeframe	🕒	Number of projects	n/a	TBD	3	TBD
	🕒	Number of staff hours	n/a	n/a	n/a	TBD
	📁	Percent of Town projects designed within required timeframe	n/a	n/a	n/a	90%
Provide 90% Inspection of capital projects within 2 days of request	🕒	Number of inspections	n/a	TBD	60	TBD
	🕒	Number of staff hours	n/a	n/a	n/a	TBD
	📁	Percent of Town projects inspected within published schedule	n/a	n/a	n/a	90%

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

Initiative 3-Continue active participation in forums for regional cooperation

Attend 8 regional meetings related to the Town's engineering issues	🕒	Number of meetings	n/a	TBD	6	8
	🕒	Number of staff hours	n/a	n/a	30	40

Town Goal 7- Environmentally responsible and energy efficient community

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

Evaluate annually and when warranted, amend the Design and Construction Ordinance (DCO)	🕒	Number of staff hours	n/a	n/a	n/a	16
	🕒	Number of amendments to the DCO	n/a	n/a	n/a	1
Initiate maintenance activities in each of the 6 areas of NPDES Phase II as well as the Jordan Lake Stormwater requirements	🕒	Number of activities	n/a	n/a	n/a	6
	🕒	Number of staff hours	n/a	n/a	n/a	160

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

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

AUTHORIZED POSITIONS PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
21 Town Engineer*	1	1	1	1
17 Engineer	n/a	n/a	1	1
13 Civil Engineer Technician	2	2	2	2
10 Construction Inspector	2	2	1	1
3 Administrative Support Assistant**	<u>1</u>	<u>1</u>	<u>n/a</u>	<u>n/a</u>
Full-Time Department Total	6	6	5	5
Part-Time Department Total				

* Position grade and/or title reclassified result of pay & classification study ** Position eliminated

BUDGET PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Engineering				
Personal Services	\$ 429,505	\$ 512,536	\$ 422,281	\$ 447,855
Operating Expenses	\$ 38,665	\$ 31,486	\$ 61,117	\$ 26,324
Capital Outlay	\$ 28,524	\$ -	\$ -	\$ -
Engineering Total	\$ 496,694	\$ 544,022	\$ 483,398	\$ 474,179

Inspections Department

OUR MISSION

The Inspection Department of the Town of Morrisville is committed to promoting the safety of lives, health and welfare of the general public within the built environment by the administration and enforcement of the North Carolina State Building Code, as well as local municipal ordinances.

Each staff member is committed to performing his/her duties in a friendly, timely and effective manner. Each staff member's technical knowledge and/other administrative skills are constantly upgraded by participation in state and departmentally mandated continuing education courses and by active participation in state and regional building trade associations.

The collective utilization of our knowledge and resources with the Town's other regulatory and administrative offices shall enhance the residential, working and visiting experience of the general public within the Town of Morrisville.

SERVICE TO COMMUNITY

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

PERFORMANCE MEASURES

*W*Workload

*E*Efficiency

*R*Effectiveness

Department Objective		Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
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Town Goal 3-Community services that sustain or enhance the quality of life.

Initiative 1-Provide a safe community

Reduce re-inspection requests by 10% annually.	<i>R</i>	% of total inspections that result in re-inspection annually	12%	11%	13%	10%
Reduce Code Violations annually by 10%	<i>W</i>	# of code violations issued in year	1275	1144	760	800
	<i>E</i>	# of citizen inquires received pertaining to building code violations	20	15	6	10

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

Complete all requested inspections within 48 hours of request.	<i>R</i>	% of scheduled inspections completed within 48 hours of request	100%	100%	100%	100%
	<i>W</i>	# of requested inspections annually	10723	10400	6046	8000

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

100% of all new commercial and commercial alteration permits issued within 6 weeks	<i>R</i>	% of Commercial permits issued within 6 weeks	95%	100%	95%	100%
	<i>W</i>	# of Commercial permits issued	112	110	56	75
100% of all new residential permits issued within 2 weeks of submittal	<i>R</i>	% of Residential permits issued within 2 weeks	95%	100%	95%	100%
	<i>W</i>	# of Residential permits issued	259	210	127	150
100% of all residential alterations and other permits issued within 2 weeks of submittal	<i>W</i>	# of Other permits issued	372	350	140	200

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

Initiative 3- Funding opportunities

Maintain at least a 100% operations cost recovery through departmentally generated fees	<i>R</i>	% of annual operating cost covered by Fiscal Years collected Revenues	86%	90%	61%	100%
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Town Goal 5- A Town image with a strong, positive identity valued by residents, businesses, and visitors.

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

Inspectors and office staff must attend 2 days of professional development classes annually.	<i>W</i>	Number of days of Professional Development classes attended per employee	0 days	2 days	0 days	1 day
Inspections Department must attend weekly interdepartmental, monthly Directorate Staff meetings and outside jurisdictional meetings with peers.	<i>E</i>	Average # Departmental meetings attended	48	48	21	48
	<i>E</i>	Average # Directorate meetings	11	11	5	11
	<i>E</i>	Average # peer meetings	8	9	3	10

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
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Town Goal 8 - A healthy and rewarding work culture where employees are our primary asset in delivering high quality services to the community.

Initiative 3-Foster career development and growth opportunities.

Inspectors must complete 24 credit hours (6 hours per trade) per year per Inspector of continuing education to meet the General Statutes in North Carolina and maintain a high degree of workforce knowledge to better serve the community		Number of Continuing Education hours completed for each Inspector annually	24 hours	24 hours	24 hours	24 hours
Inspection Department employees encouraged to become members of Professional Organizations and attend meetings as required.		Department Head memberships	6	6	6	6
		Inspector memberships	4	4	4	4
		Office Staff memberships	2	2	1	2
		Number of meetings attended per department	30	30	10	30

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

- 1) All Town of Morrisville Inspectors are required to hold certification in Building, Electrical, Plumbing and Mechanical trades; meaning they are Multi-Trade Inspectors, unlike many other jurisdictions whose inspectors are certified in one or two trades only.
- 2) During the 2005 session of the North Carolina General Assembly, a law was passed requiring continuing education for all inspectors. The administrative rules pursuant to this bill were developed on March 1, 2006 and require every Building Inspector to complete a minimum of six (6) hours of continuing education for each trade (Building, Electrical, Mechanical and Plumbing) for which a standard certificate is held. The Town of Morrisville requires that its Building Inspectors be certified in all four trades for a total of 24 hours of continuing education per year. The 2011 budget will propose an abnormal challenge to meet this requirement.
- 3) These continuing education classes require approved instructors and lesson plans per general statute, approved by the NC Qualification Board. Classes offered are often not in the local areas. Finally, to maintain a good level of customer service, all of the inspectors cannot be gone at the same time.
- 4) The actual NC Code Books change every three years, which means all new books for all inspectors in those years (at \$600 to \$800 per staff member).
- 5) The Performance Measures that are quantitative are driven by development within the town. Because of the recent economic slowdown during the past year, our 2011 revenue projections and permit numbers will be hard to predict and therefore very conservative.
- 6) As a cost savings initiative the Inspectors grouped continuing education training at the same location for four consecutive days instead of four individual days in four different locations.

AUTHORIZED POSITIONS PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
21 Inspections Director*	1	1	1	1
15 Asst. Building Codes Administrator	1	1	1	1
13 Senior Building Codes Inspector*	1	1	1	1
11 Building Codes Inspector II*	1	1	1	1
9 Building Codes Inspector I*	2	2	2	2
9 Permitting/Oper. Administrator*	1	1	1	1
5 Permit Specialist*	1	1	1	1
Full-Time Department Total	8	8	8	8

* Position grade and/or title reclassified result of pay & classification study ** Position eliminated

BUDGET PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Inspections				
Personal Services	\$ 604,114	\$ 609,933	\$ 641,570	\$ 673,885
Operating Expenses	\$ 32,790	\$ 28,077	\$ 21,775	\$ 31,895
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Inspections Total	\$ 636,904	\$ 638,009	\$ 663,345	\$ 705,780

Planning Department

OUR MISSION

The Planning Department works to manage growth and protect the quality of life in the community.

SERVICE TO COMMUNITY

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

PERFORMANCE MEASURES

Workload

Efficiency

Effectiveness

Department Objective		Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
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Town Goal 1- A mix of land uses that is environmentally sensitive & sustains livability in a changing community

Initiative 1-Implement updated Land Use Plan.

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

Initiative 2-Continue implementation of adopted Town Center Plan.

Complete preparation and adoption of Town Center Code by Fiscal Year 2011		% Completion of Town Center Code	%	%	%	%
Complete preparation and adoption of Heritage Plan by Fiscal Year 2011		% Completion of Heritage Plan	%	%	%	%
Prepare Main Street Plan including Master Plan, Architectural Code, Financial Analysis, Request for Development Proposals by Fiscal Year 2012		% Completion of Main Street Plan	%	%	%	%

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

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

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

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

Maximize funding opportunities by submitting for at least 2 planning/infrastructure grants annually if available		# of Planning/ Infrastructure grants applied for annually	n/a	2	2 (Crabtree Creek Greenway and CDBG funding Barbee Road)	2
		# of grant awards received annually	n/a	1	1 (Safe Routes to School signage)	TBA
		Total grant dollars received annually	\$	\$50,000	\$78,200	\$

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

Initiative 1-Provide a safe community

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

Conduct continuous improvement in customer service.		# of customer service improvements identified	n/a	2	n/a	2
		# of customer service improvements	n/a	2	n/a	2

Department Objective		Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
		implemented				
	☞	% phone calls answered within 1 business day	97%	97%	n/a	95%
	☞	% emails answered within 1 business day	98%	97%	n/a	95%
	⌚	# of walk-in customers served	181	150	n/a	150
	⌚	# of in-person meetings held	975	900	n/a	900

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

Initiative 1-Implement & maintain updated Transportation Plan

Complete review and adoption of Resolution regarding Wake County Transit Agreement by Fiscal Year 2011	☞	% Completion for Transit Coordination project Phase One	%	%	%	100%
Complete preparation of NC54 Corridor Study by Fiscal Year 2013 (programmed to begin in 2012)	☞	% Completion for NC54 Corridor Study	%	%	%	0%
Complete preparation of Pre-NEPA Roadway Study by Fiscal Year 2013	☞	% Completion for Pre-NEPA Roadway Study	%	%	%	0%
Complete preparation of McCrimmon Grade Separation Design by Fiscal Year 2014	☞	% Completion of McCrimmon Grade Separation Design	%	%	%	0%

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

Complete preparation and adoption of revised Traffic Impact Analysis (TIA) and Transportation Improvements Policy by Fiscal Year 2011	⌚	% Completion for TIA and Transportation Improvements Policy	%	%	%	%
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Initiative 4-Identify critical areas of traffic congestion & appropriate strategies to resolve transportation problems, drawing on NCDOT and regional partners

Work annually with NCDOT and other partners to effectively resolve community transportation issues.	⌚	# of coordination phone calls with NCDOT and other partners	n/a	n/a	n/a	20
	☞	% of citizen transportation concerns responded to.	n/a	n/a	n/a	100%

Initiative 7-Work to promote installation of Infrastructure in timely manner to support private development.

Conduct systematic transportation reviews and secure right of way and infrastructure improvements with new development.	⌚	# of Traffic Impact Analyses (TIAs) reviewed	33	20	n/a	20
	⌚	Acres of right of way secured	15.4	2	n/a	4
	📁	Dollar value of transportation improvements secured during review process (still researching)	n/a	n/a	n/a	n/a

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

Initiative 3-Promote high quality development and attractive community appearance

Enforce Town ordinances and promote community appearance by closing at least 50% of all open cases per year	⌚	# of code enforcement cases opened	432	n/a	n/a	400
	☞	% of open case closed annually	57%	n/a	n/a	57%
Review sign permits submitted for adherence to Town ordinances and policies	⌚	Sign permits reviewed	187	150	n/a	160 sign permits reviewed
Conduct 3 Community Appearance Committee Events per year	⌚	# Community Appearance Committee events held	3	3	4	4

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

Provide public input opportunities annually for community involvement in planning projects.	⌚	# of Public Comment Sessions and Public Hearings held on planning projects	n/a	n/a	n/a	12
	⌚	# of special public meetings held on planning projects.	n/a	n/a	n/a	3

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

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

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

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

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

Department Objective		Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
Initiative 1-Evaluate and implement changes to Town Ordinances, plans and policies.						
Complete preparation and adoption of Green Building Standards in Town Center Code Fiscal Year 2011	Ⓟ	% of completion of preparation and adoption of new Green Building Standards in Town Center Code	n/a	n/a	n/a	100%
Complete preparation and adoption of a Tree Protection Ordinance by Fiscal Year 2011.	Ⓟ	% Completion of Tree Protection Ordinance	n/a	n/a	n/a	100%

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

Initiative 3-Foster career development & growth opportunities

At least 85% of planning staff to attend at least 1 professional development class annually in accordance with professional development plan	⌚	Total employee training hours per year;	430	300	n/a	400
	Ⓟ	% employees attending at least one specialized training class.	100%	50%	n/a	100%

Initiative 4-Encourage employees to identify opportunities to improve efficiencies & effectiveness

Receive at least 2 staff identified departmental improvements annually	⌚	No. of departmental improvements identified implemented.	n/a	n/a	n/a	n/a
	Ⓟ	% of identified improvements implemented	n/a	n/a	n/a	n/a

Town Goal 9 - Citizen involved government

Initiative 1-Encourage citizens to volunteer within the community

Provide regular opportunities for citizen volunteerism to address planning issues in community.	⌚	# of citizens volunteering on Planning projects	n/a	n/a	n/a	20
	⌚	# of citizen volunteer hours spent on Planning boards, committees, and projects.	n/a	n/a	n/a	200

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

- Over the past four years, the Planning Department has worked to complement current planning efforts with long-range planning activities that engage the community in developing a vision for how the community should change in the years ahead (e.g., preparation and adoption of the *Town Center Plan, Land Use Plan, Transportation Plan*).
- These important policy documents as well as efforts to *implement* these plans (e.g. Town Center Code, application for grant funds for transportation improvements, historic preservation projects, etc.) are a substantial component of the workload in the Planning Dept. These efforts provide the framework for the work of current planning and are now of particular importance.
- However, budget limitation in FY'09 and FY'10 have constrained the ability of the Planning Department to make progress toward implementing the recommendations contained in the *Town Center Plan, Land Use Plan, and Transportation Plan* (e.g. contract to update the current zoning ordinance with a Unified Development Ordinance [UDO], NC 54 Corridor Study, Small Area Plan for the McCrimmon/NC 54 area, etc.). The inability to fill a vacant Planner I position has shifted work to other staff. For example, the completion dates for the departmental objective for Goal G1-1 (UDO), and G4-1 on (NC 54 Corridor Study) have been extended, because sufficient special project funds were not available to hire a consultant to do the work, the department had one staff position frozen, and the Town Center Code project required additional staff time.
- Vacant Planning Assistant Position is frozen for FY2011.
- Although, there has been a decline in the introduction of large new private development projects over the past couple of years as a result of the general economic slowdown, there has nonetheless been a steady amount of current planning work related to previously approved large projects now at various stages of review (e.g. Shiloh Crossing, Kitts Creek, Park West Village, Everett Crossing, etc.).
- The Planning Department helped the Finance Department secure more than \$120,000 in additional utility franchise fee revenues for the General Fund by reviewing and updating the address list maintained by a local utility provider.
- The Planning Department identified more than 125 missing addresses from the address list maintained by the U.S. Census for the 2010 Census. Each person counted in the Census brings an average of \$1,200 - \$1,500 per year in additional federal funds to the Town, the County, and the state for the ten-year period until the next Census. Each household has about two people, so this correction is worth about \$3 million over the next ten years.

AUTHORIZED POSITION PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
21 Planning Director*	1	1	1	1
16 Senior Planner*	1	1	1	1
14 Planner II*	2	2	2	2
12 Planner I	n/a	2	2	2
5 Planning Assistant*, ***	1	1	1	1
11 Code Enforcement Officer*	1	1	1	1
Full-Time Department Total	6	8	8	8

* Position grade and/or title reclassified result of pay & classification study ** Position eliminated *** Frozen Position FY11

BUDGET PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Planning				
Personal Services	\$ 574,196	\$ 591,798	\$ 600,553	\$ 610,041
Operating Expenses	\$ 194,565	\$ 172,635	\$ 88,828	\$ 97,847
Capital Outlay	\$ 39,572	\$ 8,400	\$ 2,000	\$ -
Planning Total	\$ 808,332	\$ 772,833	\$ 691,381	\$ 707,888

Community Services Directorate

OUR MISSION

The Community and Emergency Services departments are committed to providing customer oriented services related to protecting the health, safety and welfare of our citizens while directly contributing to the enhancement of their quality of life by providing both cultural and recreational activities supported by the development and conservation of a parks, open space and greenway trails system for both current and future Morrisville residents.

SERVICE TO COMMUNITY

- Ensure high quality reliable emergency response services are available and provided to the community on a 24/7 basis.
- Provide for the maintenance and repair to the Town’s infrastructure utilizing both Town forces and contracted services.
- Provide for and maintain a comprehensive Parks and Greenway system for the enjoyment of town residents and visitors.
- Create and provide quality recreational and cultural programs for the community.
- Provide a comprehensive Risk Management Program that contributes to the safety and health of employees and citizens as well as protecting the Town’s physical and financial resources.

SERVICE TO COMMUNITY -SAFETY & RISK

- Risk Management Services is committed to providing a comprehensive Risk Management Program that contributes to the health and safety of employees as well as protecting the Town’s physical and financial resources. Risk Management’s goal is to identify, analyze, and reduce risks or exposures and make recommendations for appropriate levels of risk retention, risk transfer, and loss control measures.

PERFORMANCE MEASURES

*W*orkload

*E*fficiency

*R*effectiveness

Town Goal	Town Initiative
G1-A mix of land uses that is environmentally sensitive & sustains livability in a changing community	3-Maintain a formal acquisition & implementation strategy for parks, greenways, & open space
G2-A strong & stable financial position fully utilizing resources in a responsible, efficient, & effective manner	2-Ensure proper use of resources by enhancing internal controls
	3-Identify potential new funding opportunities for specific Town projects & services
	4-Continue developing Town infrastructure evaluation programs to analyze costs, prioritize maintenance, and secure funding
G3-Community services that sustain or enhance the quality of life	1-Provide a safe community
	2-Continually evaluate emergency response needs & capabilities
	3-Provide & promote healthy community activities & programs
G4-Plan transportation & other public infrastructure to address community needs	5-Continue developing & implementing strategies to enhance customer service
G5-A town image with strong, positive identity valued by residents, businesses & visitors	6-Continue evaluating the costs & benefits of in-house vs. contract services
	4-Continue to require professionalism & friendliness of staff
G8 – A healthy & rewarding work culture where employees are our primary asset in delivering high quality services to the community	3-Foster career development & growth opportunities
	4-Encourage employees to identify opportunities to improve efficiencies & effectiveness
G9-Citizen involved government	5-Increase public involvement in Town government programs & processes

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

PERFORMANCE MEASURES SAFETY & RISK *Workload* *Efficiency* *Effectiveness*

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
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Town Goal 3-Community services that sustain or enhance the quality of life.

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

Audit and revise Bloodborne Pathogens Policy to ensure compliance with OSHA Standard 1910.1030 by January 2011.	Policy revision completed by January 2011	N/A	N/A	N/A	1/2011
Conduct 8 on-site facilities safety compliance inspections annually.	# of inspections completed.	N/A	8	6	8

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

Initiative 1- Recruit & retain competent committed staff

Ensure selected employees report to testing facilities for random drug/alcohol testing within 2hrs from notification	# of employees reported for random testing within the require timeframe.	42	52	52	52
	Compare selection notification times to reporting times for compliance.	N/A	N/A	N/A	N/A
Conduct Motor Vehicle Records (MVR) checks on employees annually.	# of annual MVR's processed annually.	147	150	150	150

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

Complete mandatory non- OSHA Training for 100% of employees by December 2010.	# of non-OSHA training classes conducted.	11	10	13	13
	% of employees who have received non-OSHA training by December 2010.	89%	100%	94%	100%
Complete mandatory OSHA Safety Training for 100% of employees by December 2010.	# of OSHA safety training classes completed.	18	10	10	10
	% of employees who have received OSHA training by December 2010.	89%	100%	94%	100%
Complete 1500 Hours of training Instruction by December 2010.	# of training instruction hours completed.	N/A	N/A	N/A	12/2010
Reduced Worker's Compensation recordable injuries by 2 injuries per year.	# of Safety Training Classes for Supervisors and Managers.	N/A	N/A	N/A	10
	# of recordable injuries (OSHA 300 Log).	n/a	n/a	n/a	7

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

Challenges:

- The ability to establish an effective Occupational Safety & Health Program for Town employees with extremely limited budgetary resources for Safety & Risk Management.
- Limited funding for safety compliance software that would provide the capability to track on-the-job injuries, claims, training records, audits, MSDS management, and job hazard analysis. This software would allow the Safety & Risk Manager to conduct risk assessments and analyze costs of workers' compensation and liability claims to determine trends, mitigate risks and reduce costs town-wide.

Opportunities:

- To create an innovative and creative approach to safety training by developing a free online training module for employees in order to conduct OSHA required training annually.

STAFFING PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
23 Senior Director of Community Services*	1	1	1	1
15 Risk Manager*	1	1	1	1
Full-Time Department Total	2	2	2	2

* Position grade and/or title reclassified result of pay & classification study ** Position eliminated/reclassified *** Frozen Position FY11

BUDGET PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Directorate CS				
Personal Services	\$ 195,978	\$ 220,085	\$ 221,839	\$ 231,487
Operating Expenses	\$ 139,676	\$ 154,589	\$ 153,546	\$ 155,590
Capital Outlay	\$ -	\$ -		
Directorate CS Total	\$ 335,655	\$ 374,674	\$ 375,385	\$ 387,077

Public Works Department

OUR MISSION

The Public Works Department's mission is to provide exceptional customer service by: Ensuring citizen safety, maintaining the infrastructure, supporting Town departments, and providing quality essential municipal services in an efficient manner.

SERVICE TO COMMUNITY

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

PERFORMANCE MEASURES

Workload



Efficiency

Effectiveness










Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
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Town Goal 3-Community services that sustain or enhance the quality of life.








Initiative 1-Provide a safe community

Conduct at least 6 meetings annually to provide continual departmental review and evaluation of emergency response needs		# of Safety Meetings	5	6	8	6
Secure 90% of serious safety hazards within 4 hours		% of serious safety hazards secured within 4 hours	95.4%	90%	94.7%	90%


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

Provide safe, functional and convenient physical resources and facilities for the delivery of public services		Total acreage of Parks & Grounds maintained	127	139	139	139
		Total cost of park & grounds maintenance	\$160,166	\$96,450	\$138,777	\$155,912
		Average maintenance cost per acre	\$1,261	\$694	\$998	\$1,122
		# of square footage of building spaced serviced	88,686	100,382	100,382	100,382
		Total cost per square foot of building serviced	\$4.85	\$4.25	\$4.51	\$4.54
		# of Town vehicles maintained	121	121	121	121
		Total cost of vehicle maintenance	\$83,097	\$69,440	\$73,186	\$71,379
		Average maintenance cost per vehicle	\$687	\$573	\$605	\$589
Complete 90% of scheduled vehicle maintenance on time		% of scheduled vehicle maintenance completed on time	N/A	N/A	N/A	90%

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

Maintain at least a 90% satisfaction rating from internal customers via survey for Fleet, Facilities & Parks Maintenance.		Satisfaction rating from internal customer survey for:					
		Fleet	95.8%	90%	90%	90%	
		Facilities	92.8%	90%	90%	90%	
Respond to work order requests within 2 workdays of submittal date with 80% success.		# of work orders submitted annually	1,021	1,105	924	1,013	
			% completed within 2 workdays of submittal date.	77.4%	80%	77.9%	80%
Provide reliable solid waste pickup for Morrisville residents by receiving no greater than 173 missed collection concerns per year		Number of missed collection concerns (Solid waste & Recycling)	N/A	210	160	173	
			Number of other customer concerns (Other)	N/A	42	52	45
			Average cost per household served (\$)	192.77	187.25	180.46	175.20
			Number of households served	3,983	4,208	4,217	4,325





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

Employee Suggestion Box		# of suggestions submitted	N/A	20	26	31
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Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
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Town Goal 4- Plan transportation & other public infrastructure to address community needs.

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

Provide annual street resurfacing per plan		Miles of Streets maintained	25.85	27.00	27.88	29.00
		Miles of Streets repaired or resurfaced during this fiscal year according to plan	1,200 linear ft.	6,600 linear ft.	3,900 linear ft.	11,600 linear ft.
		Annual expenditure for street maintenance	\$24,985	342,500	\$224,702	\$673,239
		% of repair cost recovery through Powell Bill funds	59.4%	99%	98%	95%


Town Goal 7- Environmentally responsible & energy efficient community

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

Maintain 60% town-wide recycling participation rate to comply with Wake County Recycling plan		% of participation of Morrisville residents annually in recycling program.	61.96%	60%	57.02%	60%
Maintain a facility energy savings goal of 5% over baseline FY09 by FY11		Energy cost per square foot per year (\$/ft ² /year)	\$2.47	\$2.41	\$2.41	\$2.35
		Water usage per square foot per year (gal/ ft ² /year)	24.5	23.9	23.9	23.3
		Total utility cost per square foot per year (\$/ft ² / year)	\$2.77	\$2.70	\$2.70	\$2.63

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

Initiative 3-Foster career development & growth opportunities

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

- The Public Works Department was not fully staffed for a good portion of the fiscal year 2010.
- In FY2010, budget reductions produced fewer opportunities to provide professional development training.
- Unfavorable weather conditions have affected levels of services in Streets and Parks maintenance and delayed work projects.
- In FY2010 the selection of a sidewalk repair contractor utilizing innovative patented cutting methods saved the Town more than \$119,000 over use of traditional removal and replacement methods.
- Implementation of asset management software will enable enhanced tracking of infrastructure assets and utility costs, needs, and maintenance history for FY2011 and out years.
- Continued diligent execution of a financial plan that supports the strategic goals of the department.
- Continuation of review and audit processes to ensure responsible and efficient use of Town resources.
- The quality of customer service delivery and professional courtesy and friendliness to the public, internal customers, and co-workers will continue to remain our primary objective.
- The Public Works Department strives to maintain a healthy work environment that supports employee’s professional and personal needs.
- Energy audits conducted and lighting renovations made on several of the Town facility buildings will yield an anticipated savings in Public Building Utilities of \$12,477 in FY2011.
- Due to budgetary restrictions in FY2011, key areas inclusive of street, stormwater drain, and sidewalk infrastructure; public safety fleet and building maintenance will be underfunded not providing for viable proactive repair and replacement of assets which may lead to escalated repair costs.

AUTHORIZED POSITIONS PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
21 Public Works Director/Utilities Engineer*	1	1	1	1
11 Administrative Services Manager*	1	1	1	1
14 Parks & Grounds Superintendent	1	1	1	1
14 General Services Superintendent	1	1	1	1
14 Streets Superintendent	1	1	1	1
10 Turf & Landscape Specialist*	n/a	1	1	1
10 Street Maintenance Specialist*	n/a	n/a	1	1
8 Administrative Operations Assistant**	1	n/a	n/a	n/a
8 Parks & Grounds Supervisor**	1	n/a	n/a	n/a
5 Senior Administrative Support Asst.*	n/a	1	1	1
5 Facilities Maintenance Technician*	2	2	2	2
10 Projects Coordinator*	1	1	1	1
5 Heavy Equipment Operator	1	1	1	1
5 Parks & Grounds Maintenance Tech II	1	1	1	1
3 Street Maintenance Tech I	2	2	2	2
3 Parks & Grounds Maintenance Tech I	3	3	3	3
3 Sanitation Tech I**	1	n/a	n/a	n/a
6 Mechanic	n/a	n/a	n/a	1
8 Senior Mechanic	2	2	2	1
N/ Temporary - Part Time Employee	6	6	6	6
Full-Time Department Total	20	19	20	20
Part-Time Department Total	6	6	6	6

* Position grade and/or title reclassified result of pay & classification study ** Position eliminated/reclassified *** Frozen Position FY11

BUDGET PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Personal Services	\$ 1,004,610	\$ 1,176,682	\$ 1,204,138	\$ 1,361,892
Operating Expenses	\$ 1,903,874	\$ 1,925,855	\$ 1,975,444	\$ 2,071,262
Capital Outlay	\$ 40,141	\$ 300,295	\$ 164,281	\$ 229,221
P/W Facility Management Total	\$ 2,948,625	\$ 3,402,831	\$ 3,343,863	\$ 3,662,375
Operating Expenses	\$ 194,563	\$ 14,834	\$ 548,500	\$ 335,314
P/W Powell Bill Total	\$ 194,563	\$ 14,834	\$ 548,500	\$ 335,314
Public Works Total	\$ 3,143,188	\$ 3,417,665	\$ 3,892,363	\$ 3,993,838

BUDGET PROFILE FLEET

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Fleet				
Capital Outlay	\$ 319,208	\$ 599,066	\$ 260,407	\$ 413,588
Fleet Total	\$ 319,208	\$ 599,066	\$ 260,407	\$ 413,588

Police Department

OUR MISSION

We, the members of the Morrisville Police Department are committed to the improvement of the quality of life for the Town of Morrisville by working in partnership with our citizens. We will strive to maintain safe and secure neighborhoods for all of our stakeholders. This will be accomplished through the delivery of professional law enforcement services and recognizing the need to treat all citizens with respect and dignity.

SERVICE TO COMMUNITY

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

PERFORMANCE MEASURES

Workload



Efficiency

Effectiveness

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Est.	FY11 Target
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Town Goal 2- Strong & Stable Financial Position using all resources

Initiative 3- Funding opportunities




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

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



Initiative 1-Provide a safe community

Achieve a patrol availability factor of 55% - 60% uncommitted patrol time per quarter		% of uncommitted patrol hours	42.6	42.5	48.87	48.87
Attain an Average Crash Severity Index of 3.50 or less per year at targeted high accident intersections defined by NCDOT*		Crash Severity Index	3.75	4.10	6.80	6.80
		# of motor vehicle crashes reported & investigated	452	430	236	236
Continue to decrease amount of Index Crimes by Investigating and solving crime		# of Index Crimes reported	338	380	205	205



Initiative 2-Continually evaluate emergency response needs & capabilities

Maintain average response time to all services calls to 9 minutes or less		Average minute response time to all calls for service	10:40	10:10	9:24	9:24
		# of calls for service (dispatched & self initiated)	12202	10750	5880	5880
Maintain 24 hour minimum mandated training hours per officer		Average training hours per officer	55.42	50.00	32.00	32.00

Initiative 3-Provide & promote healthy community activities and programs




Conduct safety and crime prevention community policing related activities per year		Conduct at least 4 crime prevention activities per squad per quarter	14	18	0	4
		Conduct at least 2 bicycle safety related events annually	0	2	0	0

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

New Officers must complete a structured Introductory Training Program by their fourth month of employment		Average # of new officer trainings completed per quarter	3	6	2	1
Become accredited by Commission on Accreditation for Law Enforcement Agencies (CALEA) by year 2010		% of the 451 CALEA files currently in compliance (must achieve at least 90%)	95	100	100	100

Town Goal 9- Citizen Involved Government

Initiative 1-Encourage citizens to volunteer within the community

Provide free training programs to interested citizens regarding volunteering within the community		Offer 2 school crossing guard training sessions to interested citizens annually	0	2	0	0
Increase police-citizen contact by opening lines of communication		Conduct at least one random citizen satisfaction survey per year	0	1	0	0
		Maintain a survey grade of 90% or better	-	90.0%	-	-

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

Challenges:

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

Opportunities:

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

AUTHORIZED POSITIONS PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
21 Police Chief*	1	1	1	1
17 Police Captain*	2	2	2	2
15 Police Sergeant*	8	8	8	7
11 Police Accreditation Administrator*, ***	1	1	1	1
12 Senior Police Officer*	2	2	2	2
10 Master Police Officer*	7	2	2	3
9 Police Officer*	14	19	19	19
5 Sr. Admn. Support Assistant*	1	1	1	1
N/ Police Auxiliary - Part Time	10	10	10	10
N/ Crossing Guard - Part Time	4	4	4	4
Full-Time Department Total	36	36	36	36
Part-Time Department Total	14	14	14	14

* Position grade and/or title reclassified result of pay & classification study ** Position eliminated/reclassified *** Frozen Position FY11

BUDGET PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Personal Services	\$ 2,119,888	\$ 2,391,609	\$ 2,537,564	\$ 2,770,648
Operating Expenses	\$ 203,674	\$ 202,488	\$ 170,369	\$ 240,538
Interfund Transfer				
Capital Outlay	\$ -	\$ -	\$ 87,599	\$ -
Police Total	\$ 2,323,562	\$ 2,594,097	\$ 2,795,532	\$ 3,011,186

Fire Department

OUR MISSION

Members of the Morrisville Fire Department are committed to maintaining and improving the quality of life for citizens in our fire district through customer oriented proactive fire protection efforts.

SERVICE TO COMMUNITY

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

PERFORMANCE MEASURES

Workload

Efficiency

Effectiveness

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Est	FY11 Target
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Town Goal 3-Community services that sustain or enhance the quality of life.

Initiative 1-Provide a safe community

Maintain a call processing time of 60 (90 seconds for Wake County) seconds or less 90% of the time	⌚	% of calls processed in 60 seconds or less	n/a	n/a	n/a	80%
Maintain a turnout time of 60 seconds or less 90% of the time	⌚	% of calls with turnout time of 60 or less	76%	80%	80%	90%
Maintain a travel time of 4 minutes or less 90% of the time.	⌚	% of calls with a travel time of 4 minutes or less	67%	70%	65%	75%
Arrive on the scene with 4 personnel within 5 minutes travel time 90% of the time	⌚	% of calls 4 personnel arrive on the scene within 5 minutes	66%	90%	83%	90%
Arrive on scene with 14 personnel within 9 minutes or less 90% of the time	⌚	% of calls 14 personnel arrive on the scene within 9 minutes	0%	90%	0%	90%
Confined fire to the rooms of involved on arrival 90% of the time.	📁	% of fires confined to rooms of involvement on arrival	n/a	n/a	n/a	90%
To achieve a primary search function and transmittal of "all clear" (no additional life hazards) within 10 minutes of the full first alarm arrival 90% of the time	⌚	% of primary search function completed within 10 minutes of arrival of the first alarm assignment	n/a	n/a	n/a	70%
Maintain a property save to loss ratio greater than 95%.	📁	% of property save to loss ratio	85%	95%	98%	95%
Maintain a property protected to loss ratio greater than 99%	📁	% of property protected to loss ratio	86%	99%	100%	99%
Complete 100% of required annual routine fire inspections	⌚	% of annual routine fire inspections completed	90%	100%	100%	100%
		# of annual routine fire inspections completed	770	610	610	770
Correct 90% of fire code violations within 90 days.	⌚	% of fire code violations corrected within 90 days	80%	90%	80%	90%
Complete site building plan reviews within 10 business days 90% of the time	⌚	% of site building plans reviewed within 10 business days	100%	100%	100%	100%
		# of site plans reviewed annually	32	20	20	20
Complete new construction inspections within 24 hours of request 90% of the time	⌚	% of new construction inspections completed within 24 hours of request	100%	100%	100%	100%
		# of new annual construction inspections	177	100	80	100
	⌚	# of annual routine fire inspections completed by fire company personnel	155	175	175	155
		# of annual routine fire inspections completed by fire prevention personnel	615	435	435	615

Initiative 2-Continually evaluate emergency response needs & capabilities

Achieve 0 accidents per annually	⌚	# of annual accidents	2	0	3	1
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Department Objective		Performance Measure	FY09 Actual	FY10 Target	FY10 Est	FY11 Target
Achieve 0 firefighter injuries annually	📅	# of annual firefighter injuries	9	0	1	0
Achieve 0 fire fatalities annually	📅	# of annual fire fatalities	0	0	0	0
Ninety percent of the firefighters score fit or higher on the annual physical fitness assessment (PFA)	📅	% of firefighters scoring fit or higher on the annual PFA	67%	90%	57%	90%
Firefighters average completing 360 hours of fire service training per	📅	Average annual fire service training hours per firefighter		360		360
	🕒	Total annual fire service hours completed	18960	14040		14040

Initiative 3-Provide & promote healthy community activities & programs

Maintain satisfactory rating or higher on 90% of the customer service surveys	📁	% of satisfactory or higher customer service survey responses	n/a	n/a	n/a	90%
Conduct two CERT training programs per year	🕒	# of annual CERT classes completed	2	2	2	2
Conduct one fire safety day event year year during the National Fire Prevention Week.	🕒	Annual fire safety day completed	Y	Y	Y	Y
Conduct one open house day event per year during the week	🕒	Annual open house event completed	Y	Y	Y	Y
Contact 10% of the town population with public fire education information annually	🕒	% of town population contacted	535	1500	1500	1500
	🕒	# of people contacted annually	8410	10000	8400	10000
	🕒	# of annual public education events	79	80	75	80
	🕒	# of annual child safety seat inspections	520	520	500	520

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

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

Review internal policies biannually	🕒	# of policies reviewed annually	n/a	n/a	n/a	n/a
	🕒	# of policies developed annually				
	🕒	# of policies deleted annually				
Achieve Fire Service Accreditation	📅	Year fire service accreditation awarded	n/a	n/a	n/a	FY12
Maintain annual fire service accreditation compliance report	📅	Annual accreditation compliance reported completed	n/a	n/a	n/a	n/a
100% pass rate on firefighters annual performance readiness evaluations (PE)	📅	% of crews that passed the annual PREs	n/a	n/a	n/a	100%

CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

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

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

Challenges This Year:

- Funding limitations will create challenges in fire department operations. Delays in hiring needed staff continues to place staff at unsafe risk and are a contributing cause to not meeting approved goals and objectives.
- Delaying the implementation of the quint plan strains service delivery by not having needed apparatus to mitigate emergency incidents effectively in increasingly higher dense development.
- Not funding the two Mobile Data Computers (MDCs) will require fire inspectors to continue doing double entry on fire inspection reports. Double entry decreases the total number of inspections that can be completed annually.
- Delaying needed repairs to existing facilities has a negative effect on morale and increases the long term repair cost. In worse case situations, if conditions are not improved, it will expose firefighters to unsafe environments.

Mitigation of Recession Impacts:

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

AUTHORIZED POSITION PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
21 Fire Chief*	1	1	1	1
17 Battalion Chief*	3	3	3	3
14 Fire Captain	3	9	9	9
12 Fire Lieutenant**	6	0	0	0
17 Fire Marshal*	1	1	1	1
11 Deputy Fire Marshal*	1	1	1	1
11 Fire Engineer*	9	9	9	9
10 Master Firefighter*	8	9	9	9
8 Firefighter	10	9	9	9
7 Administrative Support Specialist*	1	1	1	1
Full-Time Department Total	43	43	43	43

* Position grade and/or title reclassified result of pay & classification study ** Position eliminated/reclassified *** Frozen Position FY11

BUDGET PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Fire				
Personal Services	\$ 3,037,993	\$ 3,073,149	\$ 3,139,688	\$ 3,459,524
Operating Expenses	\$ 408,413	\$ 351,011	\$ 367,909	\$ 334,998
Capital Outlay	\$ 11,215	\$ -	\$ 52,482	\$ 10,000
Fire Total	\$ 3,457,621	\$ 3,424,160	\$ 3,560,079	\$ 3,804,522

Parks, Recreation & Cultural Resources Department

OUR MISSION

To enrich the Morrisville community by creating quality recreation experiences, celebrating local culture, and enhancing our natural resources.

SERVICE TO COMMUNITY

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

PERFORMANCE MEASURES

*W*Workload





*E*Efficiency

*E*Effectiveness

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Estimate	FY11 Target
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Town Goal 1 - A mix of land uses that is environmentally sensitive and sustains livability in a changing community -

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

Provide and maintain parkland, greenways and preserved open space in accordance with adopted master plan.		Maintain min. of 7.8 acres dedicated parkland per capita in accordance with master plan & National Recreation & Park Assoc. standards	11.5	11.1	11	10.82
		Miles of completed greenway and multi-use paths	4.9	6.9	7.1	7.9
		Total developed park acres	78.4	96.1	96.1	96.1
		Total preserved parkland and open space acres	187.5	190.5	188	194.4




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

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


Implement the sponsorship program to encourage public/private collaboration for the delivery of programs and events.		To supplement the direct programming budget by at least 10% with sponsorships and donations.	N/A \$3,500	10% \$12,500	8% \$10,000	10%
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Town Goal 3-Community services that sustain or enhance the quality of life.



Initiative 3-Provide and promote healthy community activities and programs

Create quality recreation experiences for the community.		Score Above Average or Excellent on at least 95% of participant evaluations for recreation programs & athletics leagues	97%	96%	98%	95%
		Total # of program enrollments	6,612	7,000	5,500	6,800
		Total # of facility reservations (hours)	2,289 (44,691)	2,200 (44,000)	2,200 (45,000)	2,300



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

To increase customer service by increasing the availability of program registration through an online system.		Total # of households using online registration	1,000	750	1,200	1,300
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Initiative 4-Provide accessible and safe public parks, recreational programs, cultural resources and facilities


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

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

Ensure cost-effective use of available resources in delivering services to the community.		To meet cost recovery goals for at least 97% of recreation and athletics programs in accordance with Fees and Charges policy	100%	97%	100%	100%
		Utilize at least 90% of the budgeted part time salary	95.5%	96%	92.5%	98%

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

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

Average compensatory time is less than 15 hours per employee by end of fiscal year.		Less than 195 hours of compensatory time accumulated as of June 30.	80	225	100	190
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Initiative 3-Foster career development & growth opportunities

Department Objective	Performance Measure	FY09 Actual	FY10 Target	FY10 Estimate	FY11 Target
Provide at least one professional development opportunity to all FT staff members.	Percentage of FT staff attending at least one training program.	77%	50%	30%	80%

Town Goal 8 - Citizen involved government

Initiative 1-Encourage citizens to volunteer in the community

Maintain a minimum volunteer participation level of 6,800 hours.	Hours of volunteer time.	7,447	6,800	7,600	7,600
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CONDITIONS AFFECTING SERVICE LEVELS, PERFORMANCE, AND COST

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

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

- As the Town population continues to increase so has the percentage of resident participants in recreation programs. With many of the programs at full capacity, this reduces revenues generated by these programs because residents pay lower enrollment fees than non-residents. To balance the revenues, some increases to enrollment fees are expected.

AUTHORIZED POSITIONS PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
21 Parks & Recreation Director*	1	1	1	1
17 Recreation Superintendent*	1	1	1	1
14 Athletic Superintendent**	1	1	n/a	n/a
14 Parks & Greenway Planner*	1	1	1	1
11 Athletics Supervisor	1	1	1	1
12 Community Center Supervisor*	2	2	2	2
9 Recreation Program Specialist*	2	1	1	1
9 Cultural Resource Specialist*	n/a	1	1	1
9 Aquatics Specialist*	1	1	1	1
9 Fitness Program Specialist*	1	1	1	1
9 Athletics Program Specialist*	1	1	1	1
7 Administrative Support Specialist*	1	1	1	1
3 Administrative Support Assistant*	1	1	1	1
Permanent - Part Time Employee	3	3	4	3
Seasonal - Part Time Employee	<u>70</u>	<u>70</u>	<u>70</u>	<u>70</u>
Full-Time Department Total	14	14	14	13
Part-Time Department Total	73	73	74	73

* Position grade and/or title reclassified result of pay & classification study ** Position eliminated/reclassified *** Frozen Position FY11

BUDGET PROFILE

	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Personal Services	\$ 1,138,807	\$ 1,219,802	\$ 1,120,373	\$ 1,247,789
Operating Expenses	\$ 393,389	\$ 229,587	\$ 273,380	\$ 232,180
Capital Outlay	\$ 80,093	\$ 27,318	\$ 34,676	\$ 80,000
Parks & Recreation Total	\$ 1,612,289	\$ 1,476,707	\$ 1,428,429	\$ 1,559,969

Debt Service

BUDGET PROFILE

2007-08
Actual

2008-09
Actual

2009-10
Estimated

2010-11
Proposed

Debt Service

Debt Service	\$ 1,875,774	\$ 1,912,566	\$ 1,799,675	\$ 1,786,161
Debt Service Total	\$ 1,875,774	\$ 1,912,566	\$ 1,799,675	\$ 1,786,161

Capital Improvements Plan

Local governments provide a wide range of services to the community. Different communities desire different levels and types of services. Most communities look for services that are visible such as sufficient fire and police protection. However, police and fire protection is only a portion of services an organization provides. As more development occurs and more people move to the area the need for land use planning and engineering becomes more important. Public safety is also supported by public works employees and inspections department employees.

Providing for these services requires comprehensive capital planning. Boards, committees, and staff all take the pulse of the community in an effort to determine the needs or wants of the community in providing that healthy balance of quality of life issue. As migration of people to Morrisville continues it will put strain on public facilities as well as services. To meet these needs the Town must plan for personnel, equipment, and facilities to meet these growing demands.

Capital Projects Listing:

Projects included in the Community Improvements Program require a cost estimate and projection as to when the project will be done and the method of financing to be used to pay for the project. Issuance of debt provides the

means to execute projects sooner reducing the cost of inflation. While there is interest cost associated with debt financed projects the interest cost is generally less than the cumulative annual construction cost inflation.

Typically, staff annually conducts a community input survey for the CIP and then Town Council meets to qualify Capital Projects within the LRFM/CIP. Under current economic circumstances, Council's direction this year has been to hold funding within the 5-Year LRFM for any projects other than those that received prior Council approval. The attached table illustrates the two funded CIP projects and those classified as Unfunded. When economic pressures become more favorable for capital improvements planning, staff will bring forward a recommended CIP process incorporating an adopted criteria based prioritization method infused with community input.

Once the FY 2010 audit is completed the information on financial condition will give better insight into future capacity to qualify more unfunded projects. The following table is the most recent project listing identified in the LRFM/CIP model based on past community input and Council direction.



CAPITAL IMPROVEMENT PLAN – DEBT FUNDED

Name of Project/Project Sheet	Project Year	Total Cost Incurring Debt	Project Year Estimated Cost	Debt Service First Year	Est. Debt End	Review Date	Comparative Tax Rate (First Year Debt Payment) Cents	Adopted Plan/Input Source
ACTIVE/OLD Capital Improvement Projects								
Fire Station Two Construction 1998 Refunding Bonds 2004 (includes W/S Debt)	1998	\$ 1,100,000	n/a	1999	2013	n/a	n/a	
Fire Trucks 2004 GO Bonds 2007	2004	\$ 4,630,000	n/a	2004	2015	n/a	n/a	
- Morrisville-Crp Rd/Jerimiah - Public Safety/Parking Lot - Downtown Development Pjt	2004	\$ 681,827	n/a	2005	2015	n/a	n/a	
	2007	\$ 9,700,000	n/a	2008	2027	n/a	n/a	TP/TC
Town Hall Drive Construction	2003	\$ 1,800,000	n/a	2004	2010	n/a	n/a	
Police Vehicles	2004	\$ 354,143	n/a	2005	2010	n/a	n/a	

FUNDED Capital Improvement Projects

Fire Station #1 Replacement	2010	\$ 3,000,000	\$ 3,470,000	2011	2021	Mar-09	1.16	
Ball Park at McCrimmon/Church	2007	\$ 4,000,000	\$ 4,800,000	2013	2034	Mar-09	1.27	MP

UNFUNDED Capital Improvement Projects

NCDOT Roadway Projects

NC54 Widening (Central)	unfunded	\$ 11,450,000	\$ 13,671,899	TBD		Mar-09	3.97	TP
NC54 Widening (North)	unfunded	\$ 4,950,000	\$ 5,910,559	TBD		Mar-09	1.72	TP
NC54 Widening (South)	unfunded	\$ 2,575,000	\$ 3,074,685	TBD		Mar-09	0.89	TP
McCrimmon Parkway Extension	unfunded	\$ 11,325,000	\$ 13,522,642	TBD		Mar-09	3.93	TP
Watkins Road Widening	unfunded	\$ 1,825,000	\$ 2,179,145	TBD		Mar-09	0.63	TP
Church Street Widening	unfunded	\$ 9,080,000	\$ 10,841,995	TBD		Mar-09	0.72	TP
Little Drive	unfunded	\$ 3,680,000	\$ 4,394,112	TBD		Mar-09	1.11	TP
Slater Road Widening	unfunded	\$ 2,774,000	\$ 3,312,301	TBD		Mar-09	0.96	TP
Airport Boulevard Widening	unfunded	\$ 5,325,000	\$ 6,358,328	TBD		Mar-09	1.85	TP
Davis Drive Widening (North)	unfunded	\$ 2,075,000	\$ 2,477,659	TBD		Mar-09	0.72	TP
Davis Drive Widening (South)	unfunded	\$ 3,200,000	\$ 3,820,967	TBD		Mar-09	1.11	TP
McCrimmon Parkway Widening	unfunded	\$ 4,700,000	\$ 5,612,046	TBD		Mar-09	1.63	TP
Airport Boulevard Extension	unfunded	\$ 3,450,000	\$ 4,119,480	TBD		Mar-09	1.20	TP
Morrisville Carpenter Road Widening	unfunded	\$ 3,950,000	\$ 4,716,507	TBD		Mar-09	1.37	TP
Aviation Parkway Widening	unfunded	\$ 4,450,000	\$ 5,313,533	TBD		Mar-09	1.54	TP
Airport Boulevard RR Crossing	unfunded	\$ 22,700,000	\$ 27,104,987	TBD		Mar-09	7.87	TP

McCrimmon Parkway RR Crossing	unfunded	\$ 22,700,000	\$ 27,104,987	TBD	Mar-09	7.87	TP
Carrington Mill RR Crossing	unfunded	\$ 21,800,000	\$ 26,030,340	TBD	Mar-09	7.56	TP
McCrimmon Prkwy/Evans Rd Ext	unfunded	\$ 3,800,000	\$ 4,322,469	TBD	Apr-09	1.26	TP
Morrisville Prkwy Grade Separation	unfunded	\$ 21,800,000	\$ 24,550,341	TBD	Apr-09	7.13	TP
MCR & NC54 Improvements	unfunded	\$ 8,374,000	\$ 9,430,484	TBD	May-09	2.74	TP

Town Roadway Projects

International Drive 01 & East 01	unfunded	\$ 3,020,000	\$ 3,606,038	TBD	Apr-09	1.17	TP
Southport Drive Extension	unfunded	\$ 2,990,000	\$ 3,570,216	TBD	Mar-09	1.16	TP
International Drive 02	unfunded	\$ 3,620,000	\$ 4,322,469	TBD	Apr-09	1.40	TP
Morrisville East Connector	unfunded	\$ 2,520,000	\$ 3,009,012	TBD	Mar-09	1.63	TP
International Drive Widening	unfunded	\$ 5,040,000	\$ 6,018,024	TBD	Mar-09	1.75	TP
Town Hall Drive Medians/Bike Lanes	unfunded	\$ 1,015,000	\$ 1,211,963	TBD	Mar-09	0.70	TP
International Drive 03	unfunded	\$ 3,620,000	\$ 4,322,469	TBD	Apr-09	1.40	TP

Town Facilities Projects

Public Works Facility	unfunded	\$ 5,800,000	\$ 6,925,503	TBD	Mar-09	2.01	
Northwest Fire Station	unfunded	\$ 2,320,000	\$ 2,770,201	TBD	Mar-09	0.90	
Civil War Park	unfunded	\$ 3,470,000	\$ 4,143,361	TBD	Mar-09	1.34	MP/TC
MAFC Reconstruction	unfunded	\$ 9,400,000	\$ 11,224,092	TBD	Apr-09	3.26	
Cedar Fork Park (Community Center)	unfunded	\$ 710,000	\$ 847,777	TBD	Mar-09	0.27	MP
Northwest Park	unfunded	\$ 882,500	\$ 1,053,751	TBD	Mar-09	0.34	MP
Morrisville Community Park Phase II	unfunded	\$ 1,170,000	\$ 1,397,041	TBD	Mar-09	0.45	MP
Police/Fire Training Facility	unfunded	\$ 1,170,000	\$ 1,397,041	TBD	Mar-09	0.45	
Crabtree Nature Park	unfunded	\$ 2,895,000	\$ 3,456,781	TBD	Mar-09	1.12	MP

Town Center Projects

Cultural Arts Center Phase 1	unfunded	\$ 2,680,000	\$ 3,200,060	TBD	Mar-09	1.04	MP/TC
Cultural Arts Center Phase 2	unfunded	\$ 9,440,000	\$ 11,271,854	TBD	Mar-09	3.27	MP/TC
Cultural Arts Center Phase 3	unfunded	\$ 12,380,000	\$ 14,782,367	TBD	Mar-09	4.29	MP/TC
Train Depot (Railroad Town)	unfunded	\$ 3,470,000	\$ 4,143,361	TBD	Mar-09	1.34	TC
Main Street Properties	unfunded	\$ 1,070,000	\$ 1,277,636	TBD	Apr-09	0.41	TC
Carolina/Scoggins Properties	unfunded	\$ 1,070,000	\$ 1,277,636	TBD	Apr-09	0.41	TC
Scoggins Properties	unfunded	\$ 650,000	\$ 776,134	TBD	Apr-09	0.25	TC
Heritage Park Properties	unfunded	\$ 2,825,000	\$ 3,181,409	TBD	Apr-09	0.92	TC

Key: TC - Town Center Plan; MP - Master Parks Plan; TP - Transportation Plan; TBD - To Be Determined

Fire Station #1 Replacement

Project Description: Design and construct new fire station on Town Hall Drive to replace Fire Station #1 on Morrisville Carpenter Road.

Town Goals	G03.01	Provide a safe community.
	G03.02	Continually evaluate emergency response needs and capabilities.
	G07.01	Evaluate and implement changes to Town operations
	G08.02	Create a healthy work environment that promotes high morale.

Benefits of Project: 1. Provide adequate space for modern fire apparatus 2. Locate station at an appropriate deployment location 3. Maintain operational response time 4. Provide appropriate quarters for firefighters 5. Vacate a facility that has exceeded its useful life	Lead Department:	Fire Department
	Date Added to CIP:	2009
	Review Date:	6-Apr-06
	Design Start Year:	2009
	Construction Start Year:	2010
	Estimated Project Costs:	\$0
	Additional Staffing Required:	No
Number of New Positions:	0	

Operations and Maintenance Estimates	2011	2012	2013	2014	2015	O&M Remarks:
Equipment and Furniture						
Utilities						
Maintenance						
Supplies						
Personnel						

Other Funding Sources and Related Revenue Projections	Transfer from Public Safety Project	\$ 300,000				

Financing Plan			Installment 10			Tax on \$100k
Debt Service Schedule			Tax Base	c Tax		
1	2011	\$ 397,722	\$ 3,415,096,708	1.16	\$ 11.60	
2	2012	\$ 397,722	\$ 3,517,549,609	1.13	\$ 11.30	
3	2013	\$ 397,722	\$ 3,623,076,097	1.10	\$ 11.00	
4	2014	\$ 397,722	\$ 3,731,768,380	1.07	\$ 10.70	
5	2015	\$ 397,722	\$ 3,843,721,431	1.03	\$ 10.30	
6	2016	\$ 397,722	\$ 3,959,033,074	1.00	\$ 10.00	
7	2017	\$ 397,722	\$ 4,750,839,689	0.84	\$ 8.40	
8	2018	\$ 397,722	\$ 4,893,364,880	0.81	\$ 8.10	
9	2019	\$ 397,722	\$ 5,040,165,826	0.79	\$ 7.90	
10	2020	\$ 397,722	\$ 5,191,370,801	0.77	\$ 7.70	
11	2021	\$ -	\$ 5,347,111,925	0.00	\$ -	
12	2022	\$ -	\$ 5,507,525,283	0.00	\$ -	
13	2023	\$ -	\$ 5,672,751,041	0.00	\$ -	
14	2024	\$ -	\$ 5,842,933,572	0.00	\$ -	
15	2025	\$ -	\$ 6,719,373,608	0.00	\$ -	
16	2026	\$ -	\$ 6,920,954,817	0.00	\$ -	
17	2027	\$ -	\$ 7,128,583,461	0.00	\$ -	
18	2028	\$ -	\$ 7,342,440,965	0.00	\$ -	
19	2029	\$ -	\$ 7,562,714,194	0.00	\$ -	
20	2030	\$ -	\$ 7,789,595,620	0.00	\$ -	



Comments:	Notes:	
	ACTIVE Capital Improvement Projects	
	Group Priority	0
	Total Group Projects	2
	Total Projects	47
	Town Priority	0
	Project Number	1310

Ball Park at McCrimmon/Church

Project Description: Design and construct a community park with both active and passive recreation amenities. The site is near the intersection of McCrimmon Parkway and Church Street. The conceptual plan shows 4 full-size softball fields, parking areas, restroom/concession building, picnic areas, playground, and walking trails connected to the greenway system. The majority of the property was purchased from RTP with PARTF and Wake County Open Space grant funds.

Town Goals	G03.03	Provide and promote healthy community activities and programs.
	G03.04	Provide accessible and safe public parks, recreational programs, cultural resources and facilities.
	G03.05	Continue developing and implementing strategies to enhance customer service.
	G05.01	Develop and implement a strategy to promote the identity of the Town.

Benefits of Project: Central location in an area of rapid residential growth. Location has access to nearby roads and utilities. Design provides a mixture of recreation activities. The site will serve as a destination point along the greenway system.	Lead Department:	Public Works/Parks and Rec. Department
	Date Added to CIP:	2009
	Review Date:	15-Mar-09
	Design Start Year:	2011
	Construction Start Year:	2012
	Estimated Project Costs:	\$0
	Additional Staffing Required:	No
	Number of New Positions:	2

Operations and Maintenance Estimates	2013	2014	2015	2016	2017	O&M Remarks:	
Equipment and Furniture							One athletic specialist and one maintenance position to meet the growing demand for programs and maintenance related to this project.
Utilities		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		
Maintenance		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000		
Supplies		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000		
Personnel		\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000		

Other Funding Sources and Related Revenue Projections	Potential PARTF grant project	\$ 500,000				
	Revenue from expanded programs		\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
	Rental Revenue		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

Financing Plan			Bond 7.5/5/2.5		Tax on \$100k
Debt Service Schedule			Tax Base	c Tax	
1	2013	\$ 460,000	\$ 3,623,076,097	1.27	\$ 109.20
2	2014	\$ 448,000	\$ 3,731,768,380	1.20	\$ 12.00
3	2015	\$ 436,000	\$ 3,843,721,431	1.13	\$ 11.30
4	2016	\$ 424,000	\$ 3,959,033,074	1.07	\$ 10.70
5	2017	\$ 312,000	\$ 4,750,839,689	0.66	\$ 6.60
6	2018	\$ 304,000	\$ 4,893,364,880	0.62	\$ 6.20
7	2019	\$ 296,000	\$ 5,040,165,826	0.59	\$ 5.90
8	2020	\$ 288,000	\$ 5,191,370,801	0.55	\$ 5.50
9	2021	\$ 280,000	\$ 5,347,111,925	0.52	\$ 5.20
10	2022	\$ 272,000	\$ 5,507,525,283	0.49	\$ 4.90
11	2023	\$ 264,000	\$ 5,672,751,041	0.47	\$ 4.70
12	2024	\$ 256,000	\$ 5,842,933,572	0.44	\$ 4.40
13	2025	\$ 248,000	\$ 6,719,373,608	0.37	\$ 3.70
14	2026	\$ 240,000	\$ 6,920,954,817	0.35	\$ 3.50
15	2027	\$ 232,000	\$ 7,128,583,461	0.33	\$ 3.30
16	2028	\$ 224,000	\$ 7,342,440,965	0.31	\$ 3.10
17	2029	\$ 116,000	\$ 7,562,714,194	0.15	\$ 1.50
18	2030	\$ 112,000	\$ 7,789,595,620	0.14	\$ 1.40
19	2031	\$ 108,000	\$ 8,023,283,488	0.13	\$ 1.30
20	2032	\$ 104,000	\$ 8,263,981,993	0.13	\$ 1.30



Comments: Public Works and PRCR could work together on project design and construction.

Notes:

Ball Field Complex Area Properties								
PIN	Seller/Owner	Resolution	Acres	Date	Price	PARTF	Wake County	Morrisville
1	0746620689 RTP Foundation	2007-008	24.98	8/1/2007	\$ 1,200,000	\$ 500,000	\$ 436,080	\$ 263,920
2	0746615942 Baker	2008-110	1.01	12/3/2008	\$ 225,000			\$ 225,000
3	0746613826 Layton	2009-061	0.60	4/4/2009	\$ 182,000			\$ 182,000
4	0746623211 Carrington		2.19			\$ 500,000		
5	0746626262 Carrington		0.71					
6	0746613977 Mitchell		0.87					
7	0746623078 Town Hall Commons		0.73					
8	0746617964 Town Hall Commons		1.20					
					\$ 1,607,000	\$ 1,000,000	\$ 436,080	\$ 670,920

ACTIVE Capital Improvement Projects	
Group Priority	0
Total Group Projects	2
Total Projects	47
Town Priority	0
Project Number	1300

Capital Reserve Fund

INTRODUCTION

The Capital Reserve Fund is used to set aside money to pay for large expenditure items. This fund provides the means to provide consistent funding from the general fund without competition with other Capital Investment Projects. Or increasing debt issuance. The fund is utilized in conjunction with the Information Technology, Fire Apparatus, Vehicle, and Heavy Equipment replacement plans defined by the LRFM/CIP.



CAPITAL RESERVE FUND SUMMARY

Revenues	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Fund Balance	\$ -	\$ -	\$ -	\$ 606,486
Transfer fm General Fund	\$ -	\$ -	\$ 2,174,616	\$ 942,000
Transfer fm Parkland PIL Fund Balance	\$ -	\$ -	\$ 69,603	\$ -
Transfer fm Indian Creek Capital Project	\$ -	\$ -	\$ 245,240	\$ -
Surplus Property	\$ -	\$ -	\$ 19,818	\$ 30,278
Total Fund Revenues	\$ -	\$ -	\$ 2,509,277	\$ 1,578,764

Transfers In (Out)	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
Fleet Capital Revenue				
Beginning Balance	\$ -	\$ -	\$ -	\$ 34,157
Transfer fm General Fund	\$ -	\$ -	\$ 221,528	\$ 380,000
Transfer to General Fund Public Works Fleet	\$ -	\$ -	\$ (187,371)	\$ (413,590)
Ending Balance	\$ -	\$ -	\$ 34,157	\$ 567
Heavy Equipment Capital Revenue				
Beginning Balance	\$ -	\$ -	\$ -	\$ 12,407
Transfer fm General Fund	\$ -	\$ -	\$ 23,750	\$ 127,000
Transfer to General Fund Public Works	\$ -	\$ -	\$ (11,343)	\$ (107,614)
Ending Balance	\$ -	\$ -	\$ 12,407	\$ 31,793
Fire Apparatus Capital Revenue				
Beginning Balance	\$ -	\$ -	\$ 200,000	\$ 590,200
Transfer fm General Fund	\$ -	\$ -	\$ 390,200	\$ 150,000
Transfer to General Fund Fire	\$ -	\$ -	\$ -	\$ -
Ending Balance	\$ -	\$ -	\$ 590,200	\$ 740,200
Information Technology Capital Revenue				
Beginning Balance	\$ -	\$ -	\$ -	\$ -
Transfer fm General Fund	\$ -	\$ -	\$ -	\$ 285,000
Transfer to General Fund IT	\$ -	\$ -	\$ -	\$ (285,000)
Ending Balance	\$ -	\$ -	\$ -	\$ -
Capital Reserve Fund Beginning Fund Balance	\$ -	\$ -	\$ 200,000	\$ 636,764
Total Transfers In	\$ -	\$ -	\$ 445,278	\$ 1,578,764
Total Transfers Out	\$ -	\$ -	\$ (198,714)	\$ (806,204)
Capital Reserve Fund Ending Fund Balance	\$ -	\$ -	\$ 446,564	\$ 772,560

Fee Schedule

ADMINISTRATION DEPARTMENT

Ad Valorem Tax	36.65 ¢ per \$100
Vehicle Tag Fee	\$5.00 \$15.00

FINANCE DEPARTMENT

PRIVILEGE LICENSE FEES

Fee Schedule A			
<u>Gross Sales/Receipt</u>	<u>Fee</u>	<u>For receipts over \$100,000 the following formula is to be used:</u>	
\$ 0 - \$50,000	\$ 50.00	\$100 for the 1 st \$100,000 + \$ 70 .80 per additional \$1,000	
\$50,001 - \$75,000	\$ 75.00		
\$75,001 - \$100,000	\$100.00		
* Maximum Schedule "A" Fee is \$4,000.00 5,000.00.			
Fee Schedule B*			
<u>Description</u>	<u>Fee</u>	<u>Description</u>	<u>Fee</u>
Advertising-outdoor	\$ 35.00	Gas Company – Sub-Contractor	50.00
Advertising – Public Announcement	35.00	Heating/Mechanical Contractor	50.00
Advertising – Movie Screen	75.00	Heating/Illumination Oil Distributor	50.00
Amusement - (riding devices, etc.)	25.00	Hotel/Motel – per room (min. \$25)	1.00
Amusement –Admission is charged	25.00	Ice Cream – Retail Sales	2.50
Armored Car Service – per vehicle	15.00	Ice Cream MFG (gallons per hour)	
Automatic Sprinkler Installation	100.00	Itinerant Merchant	100.00
Auto Dealership	25.00	Knives, Daggers, Slingshots, etc.	200.00
Automotive Equipment (Retail)	12.50	Laundries & Linen Supplies	50.00
Automotive Equipment (Wholesale)	37.50	Loan Agency or Broker	100.00
Barber Shop - each operator	2.50	Motorcycles & Accessories	12.50
Beauty Shop – each operator	2.50	Movie Theaters – Per Screen	200.00
Bicycles – Sale/Accessories	25.00	Movie Video/Rental/Retail	25.00
Bowling Alley - per alley	10.00	Music Machines – per machine	5.00
Café, Cafeteria, Restaurant 0 – 4 Seats	25.00	Music Merchandise – Repair/Retail	5.00
Café, Cafeteria, Restaurant 5+ Seats	42.50	Packing House	100.00
Car Wash/Service Station	12.50	Peddlers – By vehicle	25.00
Chain/Branch Store (2+ Locations)	50.00	Peddlers – on foot	10.00
Check Cashing Business	100.00	Plumbing Contractor	50.00
Collections Agency	50.00	Pool Tables	25.00
Contractor - General	10.00	Radios/TV; Retail Repair	5.00
Directory Company	250.00	Service Station/Car Wash	12.50
Dry Cleaners	50.00	Sundries (soft drinks, tobacco, etc.)	4.00
Electrical Contractor	50.00	Telegraph Company	50.00
Electric Company – Sub-Contractor	50.00	Tourist Home – per room (\$25 min.)	1.00
Electronic Video Game – per machine	5.00	Trailer Camps	12.50
Elevator Installation	100.00	Vendor Produce	100.00
Employment Agency – Emigrant	300.00		
Employment Agency – Permanent	100.00		
Fire Arms Dealer	50.00	Miscellaneous – If your business does not fall under Category "A" or "B" use the pricing	

Effective July 1, 2010 – June 30, 2011

below:			
Fortune Tellers, Palmists	200.00	1 – 5 employees	650.00
Funeral Home, Coffin Dealers	50.00	6 – 10 employees	1200.00
Garage – Car Repair	12.50	11 or more employees	2000.00

* Businesses conducting the above activities are taxed under Schedule “B” in addition to Schedule “A” if applicable.

Fee Schedule D (EXEMPT FROM FEE) but still must obtain a privilege license

Accountants	Dentists	Osteopaths
Alarm Dealers	Distributing Motor Fuel at Wholesale	Pest Control Applicators
Alarm Monitoring	Embalmers	Photographers
Appliance Retail	Engineers	Physicians
Appliance Rental	Flea Market Vendors	Private Detectives
Architects	Healers	Railway Companies
Attorneys	Insurance Companies	Real Estate Agents
Auctioneers	Land Surveyors	Real Estate Appraisers
Banks	Landscape Architects	Savings & Loan Associations
Bondsmen	Morticians	Surgeons
Breweries	Oculists	Telephone Companies
Bus Companies	Office Equipment Retail	Veterinarians
Chiropodists	Office Equipment Rental	
Chiropractors	Opticians	
Computer Hardware Retail & Rental	Optometrists	

POLICE DEPARTMENT

ALARM FEES

<u>Item</u>	<u>Description</u>	<u>Fee</u>
Residential and Commercial False Alarm Schedule	Three (3) false alarms in any quarter along with official notification from the Chief of Police	No Charge
	Fourth consecutive false alarm at same address during same quarter	\$ 55.00
	Fifth consecutive false alarm at same address during same quarter	\$ 80.00
	Sixth and each subsequent alarm occurrence at same address during same quarter	\$ 105.00
* Maximum penalty per day shall not exceed \$ 300.00		

FIRE DEPARTMENT

FIRE INSPECTION SERVICE FEES

<u>Categories</u>	<u>Inspection</u>	<u>First Re-inspection</u>	<u>Second Re-inspection</u>	<u>Third Re-Inspection</u>	<u>Subsequent</u>	<u>Civil Penalty (Imminent Danger/Hazard - Life Safety Code Violations)</u>	<u>Civil Penalty (Non-Life Safety Code Violations)</u>
	Fee	If violations still exist-issue another warning, assess fee included with initial fire inspection.	If Violations corrected- No Fee. If violations still exist-2 nd warning (time TBD by inspector) assess fee (below).	If Violations corrected - No Fee. If violations still exist - assess fee (below)	If violations corrected – No Fee. If violations still exist - issue notice to appear.	Example: Locked/Blocked Exits, Over capacity, etc	\$25.00 per day for each violation starting from date of 2 nd re-inspection
1 - 2,500 sq. ft	\$35.00	No Fee	\$75.00	\$100.00		First offense: \$100.00	
2,501 -5,000 sq. ft	\$50.00	No Fee	\$75.00	\$100.00		Second offense: \$200.00	
5,001 10,000 sq. ft	\$65.00	No Fee	\$75.00	\$100.00		Third offense \$500.00	
10,001 -25,000 sq. ft	\$80.00	No Fee	\$75.00	\$100.00			
25,001 -50,000 sq.ft.	\$100.00	No Fee	\$75.00	\$100.00			
50,001 - 100,000 sq.ft.	\$125.00	No Fee	\$75.00	\$100.00			
100,001 - 500,000 sq.ft.	\$165.00	No Fee	\$75.00	\$100.00			
500,001 sq. ft.+	\$250.00	No Fee	\$75.00	\$100.00			
Apartments, hotels/motels, condominiums Based on units:							
3-9 units	\$25.00	No Fee	\$50.00	\$100.00			
10-19 units	\$75.00	No Fee	\$50.00	\$100.00			
20-29 units	\$125.00	No Fee	\$50.00	\$100.00			
30-49 units	\$150.00	No Fee	\$50.00	\$100.00			
50-99 units	\$175.00	No Fee	\$50.00	\$100.00			
100 + units	\$200.00	No Fee	\$50.00	\$100.00			
After Hour Commercial fire inspections.	\$75.00 per hour. Monday thru Friday	\$125.00 per hour. Saturday & Sunday	2 hour min. if all ready at work, & 3 hour min. if the inspector has to leave from his residence.				
Water flow testing	\$150.00	Witness flow testing \$75.00					
Fire Hydrant & Fire Lane No parking violation	\$75.00						

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Pine Straw violation	\$500.00		
Private Fire Hydrant non-maintaining.	\$250.00 first non-compliance	\$500.00 non-compliance	2 nd \$1000.00 3 rd non-compliance
Miscellaneous Test:	\$50.00		
ABC License Application Inspection.	Minimum \$50.00 or based on square footage whichever is greater.		
Fire Alarm system Reset	1 st offence \$100.00	2 nd offence \$250.00	3 rd offence \$500.00

~~**This section above is being added from the Fire Prevention Code Chapter 22 to establish Inspections Fees on an annual basis. This section amended ORD 2009 201 October 27, 2009, effective January 1, 2010**~~

FIRE DEPARTMENT

FIRE PERMIT FEES

<u>Permit Name</u>	<u>Fee</u>	<u>Permit Name</u>	<u>Fee</u>
Aerosol Products	\$70.00	Liquefied & Compressed Gas	\$70.00
Airports, Heliports & Helistops	\$70.00	Lumber Storage	\$70.00
Bowling Pin and Bowling Alley Resurfacing & Refinishing	\$70.00	Magnesium	\$70.00
Burning	\$70.00	Mall Displays	\$70.00
Cellulose Nitrate Motion Picture Film	\$70.00	Mechanical Refrigeration	\$70.00
Cellulose Nitrate Plastic (Pyroxylin)	\$70.00	Motion Picture Projection	\$70.00
Combustible Fibers	\$70.00	Open Flame	\$70.00
Compressed Gas	\$70.00	Organic Coatings	\$70.00
Crude Oil Production	\$70.00	Ovens	\$70.00
Cryogenic Fluids	\$70.00	Pipelines for Flammable/ Combustible Liquids	\$70.00
Dry Cleaning Plants	\$70.00	Places of Assembly	\$70.00
Explosive Materials/Blasting	\$70.00	Pulverized Particles (Dust)	\$70.00
Flammable Finishes	\$70.00	Repair Garages	\$70.00
Flammable/Combustible Liquids	\$70.00	Tank Vehicles for Flammable/ Combustible Liquids	\$70.00
Fruit Ripening Processes	\$70.00	Tent	\$70.00
Fumigation & Thermal Insecticide	\$70.00	Tire Rebuilding Plant	\$70.00
Fogging Hazardous Chemicals	\$150.00		
Lead-Acid Battery Systems	\$70.00		\$150.00
	\$70.00		
High Piled Combustible Storage		Underground Tank Removal	per tank
Kiosk	\$70.00	Welding/Cutting	\$70.00
Public Fireworks Display	\$150.00	Wrecking Yard, Junk Yard, or Waste Handling Plant	\$70.00
		Other:	\$70.00

Fees are effective January 1 of the calendar year.

INSPECTIONS DEPARTMENT

BUILDING PERMIT FEES

<u>Item</u>	<u>Description</u>	<u>New Fee</u>
Residential (New Single Family & Duplex Dwellings)	Up to 1,200 Square Feet Over 1,200 Square Feet	\$450 per Dwelling* \$450 + 25¢ per sq ft for occupants use*
* Gross floor area served by either mechanical, plumbing or electrical systems and suitable for occupant's use within the inside perimeter of the exterior walls – to include garages, corridors, stairs, closets or other features such as decks, porches or bonus room.		
Residential Addition (ex. Bedrooms, bathrooms, sunrooms, etc.)	0 – 400 Square Feet Over 400 Square feet	\$240 Same as new Single Family
Multi-Family Dwelling	First Unit Each Additional Unit	\$425 per unit n/a
Manufactured Home, Construction Trailer, etc. (includes piers, tie-downs, steps, decks, electrical, plumbing & mechanical)		\$240
Modular Unit & Dwelling Moved on Lot		Each Trade \$60 + 25¢ per sq ft
Residential Accessory Structure	Attached: (deck, garage, open porch)	Each trade \$60 + 25¢ per sq ft
	Detached: (shed, garage of 144 sq ft or more)	Each trade \$60 + 25¢ per sq ft
Residential Alteration, Change Out or Individual Trade	Building, Electrical, Plumbing or Mechanical	Each Trade \$60
Electrical Service or Gas Utility	Conditional Power	\$60
	Conditional Mechanical	\$60
<u>NON-RESIDENTIAL</u>		
(Based on total construction cost of all trades including labor and materials, fire suppression and alarm systems, if applicable)	\$0 - \$5,000	\$120
	\$5,001 - \$10,000	\$180
	\$10,001 - \$15,000	\$240
	\$15,001 - \$25,000	\$360
	\$25,001 - \$50,000	\$600
	\$50,001 - \$100,000	\$1,200
	\$100,001 – \$200,000	\$2,400
	\$200,001 – \$350,000	\$3,700
	\$350,001 – \$500,000	\$4,890
	\$500,001 – \$750,000	\$6,530
\$750,001 – \$1,000,000	\$8,180	
over \$1,000,000	\$7,830 + .18% (.0018) of everything over \$1,000,000	
Irrigation Permits	Residential-permit only	\$60
	Commercial-permit only	\$120

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INSPECTIONS DEPARTMENT		BUILDING PERMIT FEES
Item	Description	New Fee
Application Submittal Fee (non-refundable)	Residential-New Single Family & Townhome	\$60
	Commercial-New	\$120
Re-Review/Plan Change		\$120
Re-inspection Fee	Each Trade	\$60
Homeowner Recovery Fee		\$10
Demolition Permit	If required for utilities	\$120
Temporary Electrical Power	Tree Sales, etc...	\$60
Work without a Permit		Up to Double Permit Fee
Record Retrieval	Pulling closed files, plans, etc.	\$60 per file/record
Replacement Permit Card		\$10
Replacement of Certificate of Occupancy		\$10
Plan Re-Stamp	Stamp previously approved plans	\$25
Permit Renewal	Renew expired permit if applicable	Up to 25% of Original Permit Fee
Permit Pick-up	Failure to pick up within 60 days	Forfeit Fees
Refund Policy	Non-expired	\$60
	Expired	Forfeit Fees
Weekend Inspection	Per approval of Building Codes Administrator	\$60 per hour (3 hour minimum)
Miscellaneous /Courtesy Inspection	By prior request	\$60 per trade

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ENGINEERING DEPARTMENT

ENGINEERING FEES

<u>Description</u>	<u>Fee</u>
CONSTRUCTION PLAN SUBMITTAL FEE	
Construction Plan Review (<i>includes three reviews</i>)	\$600.00 plus \$12.50 per acre
Construction Plan Re-submittal Fee (<i>includes two additional reviews</i>)	\$600.00
INFRASTRUCTURE FEES – To be paid at time of construction plan approval	
Roadway improvements w/in or adjacent to public right-of-way (<i>includes storm drainage, grading, curb and gutter, sidewalks, and paving</i>)	\$4.50 per linear foot
Driveway curb cut (<i>includes excavation, forming, and concrete placement</i>)	\$50.00 per driveway opening
Re-inspection of driveway curb cut	\$50.00 per driveway opening
Utility improvements w/in or adjacent to public right-of-way (<i>includes excavation, backfill and work relating to the installation, repair, replacement, and removal of utilities</i>)	\$1.85 per linear foot
Detached single-family dwelling unit (<i>includes one inspection and one re-inspection</i>)	\$130.00 per lot
Re-inspection of detached single-family dwelling unit (<i>includes two additional re-inspections</i>)	\$130.00 per lot
Irrigation improvements (<i>w/in public right-of-way</i>)	\$1.05 per linear foot
Sidewalk improvements (<i>outside of public right-of-way</i>)	\$0.35 per linear foot
INFRASTRUCTURE FEES (Continued)	
Roadway/fire lane improvements (<i>outside of public right-of-way</i>)	\$2.35 per linear foot
Storm drainage improvements (<i>outside of public right-of-way</i>)	\$1.05 per linear foot
Drainage swale/ditch improvements (<i>outside of public right-of-way</i>)	\$1.05 per linear foot

Attached town home dwelling unit (<i>includes one inspection and one re-inspection</i>)	\$65.00 per lot
Re-inspection of attached town home dwelling unit (<i>includes two additional re-inspections</i>)	\$65.00 per lot
Apartments, commercial, office, institutional, and industrial lots (<i>includes one inspection and one re-inspection</i>)	\$375.00 per lot
Re-inspection of apartments, commercial, office, institutional, and industrial lots (<i>includes two additional re-inspections</i>)	\$375.00 per lot
DOCUMENTS – PAPER COPIES	
Land Use Plan	\$40.00
Subdivision Ordinance	\$40.00
Transportation Plan	\$40.00
Zoning Ordinance	\$40.00
Other Plans Not Listed Above	\$40.00
PAPER COPIES (for color, double the fee)	
8 ½" x 11" # of copies: (one/two sided)	\$0.15
8 ½" x 14" # of copies: (one/two sided)	\$0.20
11" x 17" # of copies: (one/two sided)	\$0.25
Site Plans & Construction Drawings (Full Size)	\$6.00 first sheet, \$1.00 each add'l sheet
Site Plans & Construction Drawings (11" x 17")	\$4.00 first sheet, \$1.00 each add'l sheet
COPIES FROM PLOTTER	
17" x 22" (Size C) # of copies:	\$7.00
22" x 34" (Size D) # of copies:	\$9.00
34" x 44" (Size E) # of copies:	\$13.00
Custom Maps (includes a paper & digital copy)	
CUSTOM MAP	
Fee includes One digital version and one hard copy from plotter included in fee	Base map fee + \$130.00 per hour
FILES ON DISK/CD ROM	
CD Rom	\$6.00
DVD	\$12.00
DIGITAL COPIES	
All documents and maps, except custom, sent via email or placed on an FTP site are free.	

PLANNING DEPARTMENT

PLANNING FEES

<u>Description</u>	<u>Fee</u>
SITE PLANS	
Non-Residential (includes first 3 reviews)	\$650 + \$25/acre
Residential – Multi-Family & Townhome (includes first 3 reviews)	\$650 + \$25/acre
Planned Unit Development (includes first 3 reviews)	\$650 + \$25/acre
Minor Modification	\$675
4 th review and each review thereafter	\$375
SUBDIVISIONS	
Preliminary Plat (includes first 3 reviews)	\$650+ \$10/lot
Minor (includes first 3 reviews)	\$300
Exempt (includes first 3 reviews)	\$100
Minor Modification	\$675
4 th review and each review thereafter	\$375
PLATTING	
Final Plat (includes first 3 paper reviews & mylar review)	\$150 + \$10/lot
Exempt (See “Subdivisions” for fee)	-
Right-of-Way Dedication	\$80
Each additional review not included in final plat review	\$50
REZONING REQUEST	
General Use Map Amendment	\$650 + \$25/acre
Conditional Use Map Amendment	\$650 + \$25/acre
Mixed Use Rezoning	\$3000+\$75/acre
Minor Mixed Use Rezoning	\$650 + \$25/acre
LAND USE PLAN REQUEST	
Map Amendment	\$650
Text Amendment	\$650
OTHER PERMITS, FEES AND PROCEDURES	
Accessory Structure Petition	\$250
Appeal Petition (Board of Adjustment or Board of Commissioners)	\$575
Telecommunications Facility Application:	
Town Review Fee:	\$650
Consultant Peer Review Fee:	<u>\$3,500</u>
Total Fee:	<u>\$4,150</u>
Flexible Design Option (FDO) – New and Revision	\$675
Grave Removal Request	\$200
Ordinance Text Amendment	\$675
Parkland Payment-in-lieu	1/35 of an acre (predevelopment cost) times the number of dwelling units
Pit Burning Request, if not included as part of original plan approval	\$150
Planned Unit Development (PUD) Revision – Minor	\$650
Master Plan Revision - Minor	\$650
Road Closing	\$2000
Road Name Change	\$500
Special Event Permit	\$150
Special Use Permit	\$675 + \$25/acre
Traffic Impact Analysis (TIA) & Transportation Studies – Peer Review	\$650 + \$10/acre

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A) Town Review Fee	Actual Cost of Review
B) Consultant Peer Review Fee	
Traffic Signal – Peer Review	Actual Cost of Review
Variance Petition	\$350
Voluntary Annexation Petition	\$300
Zoning Compliance Letter	\$175
SIGN PERMITS	
Regular Permit (ground and fascia)	\$100 (Sign < 30 square feet) or \$4 (Sign > 30 square feet)
Temporary Sign Permit (max 30 days per calendar year)	\$60
Weekend Directional Signs	\$60 (1/1-12/31) or \$30 (7/1-12/31) per sign
DOCUMENTS – PAPER COPIES	
Land Use Plan	\$40
Subdivision Ordinance	\$40
Town Center	\$40
Transportation Plan	\$40
Zoning Ordinance	\$40
Other Plans Not Listed Above	\$40
PAPER COPIES (for color, double the fee)	
8 1/2" x 11" (one/two sided)	15¢
8 1/2" x 14" (one/two sided)	20¢
11" x 17" (one/two sided)	25¢
Site Plans & Construction Drawings (Full Size)	\$8 first sheet, \$1.50 each add'l sheet
COPIES FROM PLOTTER	
17" x 22" (Size C)	\$8
22" x 34" (Size D)	\$12
34" x 44" (Size E)	\$15
CUSTOM MAP	
Fee includes One digital version and one hard copy from plotter included in fee	Base map fee + \$150 per hour
FILES ON DISK/CD ROM	
CD Rom	\$7
DVD	\$13
DIGITAL COPIES	
All documents and maps, except custom, sent via email or placed on an FTP site are free.	

Note: The Planning Director is authorized to waive the processing fee if the minor site plan modification constitutes a "de minimus" change, such as switching from one tree species to another, shifting the location of several parking spaces, or changing from one brick color to another.

NOTE: The Parks and Recreational Fees no longer are included in this Fee Schedule as by approval of Town Council, the Parks, Recreation and Cultural Resources Fees and Charges Policy control the setting and establishment of fees.

Authorized Positions Profile

* - position grade and/or title reclassified result of pay & classification study ** - position eliminated/reclassified *** - positions frozen FY11

General Government			FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
			Positions	Positions	Positions	Positions
ADMINISTRATION						
	TM	Town Manager	1	1	1	1
	* 15	Public Information Officer	1	1	1	1
	11	Town Clerk	1	1	1	1
	* 2	Receptionist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		Full-Time Department Total	4	4	4	4
HUMAN RESOURCES						
	18	Human Resource Manager	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
		Full-Time Department Total	2	2	2	2
BUSINESS MANAGEMEN						
	* 23	Senior Director Business Management	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		Full-Time Department Total	1	1	1	1
FINANCE						
	* 18	Accounting Services Manager	1	1	1	1
	* 8	Payroll Administrator	1	1	1	1
	* 6	Accounts Payable Technician	1	1	1	1
	* 7	Accounts Receivable Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		Full-Time Department Total	4	4	4	4
BUDGET						
	* 16	Budget Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		Full-Time Department Total	1	1	1	1
CONTRACT AND PURCHASING						
	* 15	Purchasing & Contract Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		Full-Time Department Total	1	1	1	1
INTERNAL AUDITOR (IRAC) OFFICE						
	*,*** 15	Internal Auditor	<u>n/a</u>	<u>1</u>	<u>1</u>	<u>1</u>
		Full-Time Department Total	n/a	1	1	1
INFORMATION TECHNOLOGY						
	* 21	Information Technology Director	1	1	1	1
	17	AS400 Systems Analyst	1	1	1	1
	* 16	Senior IT Analyst	1	1	1	1
	* 14	IT Analyst	n/a	1	1	1
	* N/A	Permanent - Part Time Employee	<u>1</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
		Full-Time Department Total	3	4	4	4
		Part-Time Department Total	1			
TOTAL FULL-TIME GENERAL GOVERNMENT			16	18	18	18
TOTAL PART-TIME GENERAL GOVERNMENT			1	0		
GRAND TOTAL GENERAL GOVERNMENT			17	18	18	18

Public Safety

FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
Positions	Positions	Positions	Positions

<u>Department</u>	<u>Salary Grade</u>	<u>Position Title</u>					
COMMUNITY SERVICE	*	23	Senior Director Community Services	1	1	1	1
	*	15	Risk Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
			Full-Time Department Total	2	2	2	2
POLICE	*	21	Police Chief	1	1	1	1
	*	17	Police Captain	2	2	2	2
	*	15	Police Sergeant	8	8	8	7
	*,***	11	Police Accreditation Manager	1	1	1	1
	*	12	Senior Police Officer	2	2	2	2
	*	10	Master Officer	7	2	2	3
	*	9	Police Officer I	14	19	19	19
	*	5	Sr. Admn. Support Assistant	1	1	1	1
	N/A		Police Auxiliary - Part Time	10	10	10	10
	N/A		Crossing Guard - Part Time	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
			Full-Time Department Total	36	36	36	36
			Part-Time Department Total	14	14	14	14
FIRE	*	21	Fire Chief	1	1	1	1
	*	17	Battalion Chief	3	3	3	3
		14	Fire Captain	3	9	9	9
	**	12	Fire Lieutenant	6	n/a	n/a	n/a
	*	17	Fire Marshal	1	1	1	1
	*	11	Deputy Fire Marshal	1	1	1	1
	*	11	Fire Engineer	9	9	9	9
	*	10	Master Firefighter	8	9	9	9
		8	Firefighter	10	9	9	9
	*	7	Administrative Support Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
			Full-Time Department Total	43	43	43	43
INSPECTIONS	*	21	Inspections Director	1	1	1	1
		15	Asst. Building Codes Administrator	1	1	1	1
	*	13	Senior Building Codes Inspector	1	1	1	1
	*	11	Building Codes Inspector II	1	1	1	1
	*	9	Building Codes Inspector I	2	2	2	2
	*	9	Permitting/Oper. Administrator	1	1	1	1
	*	5	Permit Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
			Full-Time Department Total	8	8	8	8
TOTAL FULL-TIME PUBLIC SAFETY				89	89	89	89
TOTAL PART-TIME PUBLIC SAFETY				14	14	14	14
GRAND TOTAL PUBLIC SAFETY				103	103	103	103

Economic and Physical Development

				FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
				Positions	Positions	Positions	Positions
<u>Department</u>	<u>Salary Grade</u>	<u>Position Title</u>					
DEVELOPMENT SERVIC	*	23 Senior Director Development Services		<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Full-Time Department Total				1	1	1	1
PLANNING	*	21 Planning Director		1	1	1	1
	*	16 Senior Planner		1	1	1	1
	*	14 Planner II		2	2	2	2
		12 Planner I		n/a	2	2	2
	*,***	5 Planning Assistant		1	<u>1</u>	1	1
	*	11 Code Enforcement Officer		<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Full-Time Department Total				6	8	8	8
TOTAL FULL-TIME DEVELOPMENT				7	9	9	9
GRAND TOTAL ECONOMIC & PHYSICAL DEVELOPMENT				7	9	9	9

Public Works

				FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
				Positions	Positions	Positions	Positions
<u>Department</u>	<u>Salary Grade</u>	<u>Position Title</u>					
PUBLIC WORKS	*	21 Public Works Director/Utilities Eng.		1	1	1	1
	*	11 Administrative Services Manager		1	1	1	1
		14 Parks & Grounds Superintendent		1	1	1	1
		14 General Services Superintendent		1	1	1	1
		14 Streets Superintendent		1	1	1	1
	*	10 Turf & Landscape Specialist		n/a	1	1	1
	*	10 Street Maintenance Specialist		n/a	n/a	1	1
	**	8 Administrative Operations Assistant		1	n/a	n/a	n/a
	**	8 Parks & Grounds Supervisor		1	n/a	n/a	n/a
	*	5 Senior Administrative Support Assistant		n/a	1	1	1
	*	5 Facilities Maintenance Technician		2	2	2	2
	*	10 Projects Coordinator		1	1	1	1
		5 Heavy Equipment Operator		1	1	1	1
		5 Parks & Grounds Maintenance Tech II		1	1	1	1
		3 Street Maintenance Tech I		2	2	2	2
		3 Parks & Grounds Maintenance Tech I		3	3	3	3
	**	3 Sanitation Tech I		1	n/a	n/a	n/a
	*	6 Mechanic		n/a	n/a	n/a	1
	*	8 Senior Mechanic		2	2	2	1
	N/A	Temporary - Part Time Employee		<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>
Full-Time Department Total				20	19	20	20
Part-Time Department Total				6	6	6	6
TOTAL FULL-TIME PUBLIC WORKS				20	19	20	20
TOTAL PART-TIME PUBLIC WORKS				6	6	6	6
GRAND TOTAL PUBLIC WORKS				26	25	26	26

Engineering

				FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
				Positions	Positions	Positions	Positions
<u>Department</u>	<u>Salary Grade</u>	<u>Position Title</u>					
ENGINEERING	*	21	Town Engineer	1	1	1	1
		17	Engineer	n/a	1	1	1
		13	Civil Engineer Technician	2	1	2	2
		10	Construction Inspector	2	2	1	1
	**	6	Administrative Support Assistant	<u>1</u>	<u>1</u>	<u>n/a</u>	<u>n/a</u>
Full-Time Department Total				6	6	5	5
Part-Time Department Total							
TOTAL FULL-TIME ENGINEERING				6	6	5	5
GRAND TOTAL ENGINEERING				6	6	5	5

Culture and Recreation

				FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
				Positions	Positions	Positions	Positions
<u>Department</u>	<u>Salary Grade</u>	<u>Position Title</u>					
PARKS & RECREATION	*	21	Parks & Recreation Director	1	1	1	1
	*	17	Recreation Superintendent	1	1	1	1
	**	14	Athletic Superintendent	1	1	n/a	n/a
	*	14	Parks & Greenway Planner	1	1	1	1
		11	Athletics Supervisor	1	1	1	1
	*	12	Community Center Supervisor	2	2	2	2
	*	9	Recreation Program Specialist	1	1	1	1
	*	9	Cultural Resource Specialist	1	1	1	1
	*	9	Aquatics Specialist	1	1	1	1
	*	9	Fitness Program Specialist	1	1	1	1
	*	9	Athletics Program Specialist	1	1	1	1
	*	7	Administrative Support Specialist	1	1	1	1
	*	3	Administrative Support Assistant	1	1	1	1
		N/A	Permanent - Part Time Employee	3	4	3	3
		N/A	Seasonal - Part Time Employee	<u>70</u>	<u>70</u>	<u>70</u>	<u>70</u>
Full-Time Department Total				14	14	13	13
Part-Time Department Total				73	74	73	73
TOTAL FULL-TIME CULTURE & RECREATION				14	14	13	13
TOTAL PART-TIME CULTURE & RECREATION				73	74	73	73
GRAND TOTAL CULTURE & RECREATION				87	88	86	86
TOTAL FULL-TIME GENERAL FUND				152	155	154	154
TOTAL PART-TIME GENERAL FUND				93	94	93	93
GRAND TOTAL GENERAL FUND				245	249	247	247
GRAND TOTAL ALL OPERATING FUNDS				245	249	247	247

Long Range Financial Model / CIP Summary Report - 5 Year Projections Post Audit

Revenues by type	actual 2006	actual 2007	actual 2008	actual 2009	Preliminary 2010	forecast 2011	forecast 2012	forecast 2013	forecast 2014	forecast 2015
Ad Valorem	\$ 8,872,646	\$ 9,380,731	\$ 10,377,472	\$ 11,234,550	\$ 11,805,781	\$ 12,341,503	\$ 12,700,558	\$ 13,079,577	\$ 13,469,967	\$ 13,872,069
Intergovernmental Revenues Total	\$ 3,708,719	\$ 4,014,757	\$ 4,256,343	\$ 4,198,473	\$ 4,281,224	\$ 4,324,746	\$ 4,571,409	\$ 4,972,112	\$ 5,166,511	\$ 5,406,300
Intergovernmental - Sales Tax	\$ 2,300,686	\$ 2,532,509	\$ 2,673,821	\$ 2,439,170	\$ 2,359,244	\$ 2,412,216	\$ 2,549,794	\$ 2,846,059	\$ 2,919,178	\$ 3,027,601
Intergovernmental - Beer & Wine	\$ 53,560	\$ 57,972	\$ 62,191	\$ 64,257	\$ 23,783	\$ 24,713	\$ 27,880	\$ 28,189	\$ 28,510	\$ 28,829
Intergovernmental - Utilities Franchise Fees	\$ 576,532	\$ 700,555	\$ 740,779	\$ 848,933	\$ 1,079,613	\$ 1,044,537	\$ 1,124,152	\$ 1,210,722	\$ 1,313,393	\$ 1,425,768
Intergovernmental - Rental Vehicle Tax	\$ 58,145	\$ 49,692	\$ 44,552	\$ 40,702	\$ 34,844	\$ 35,889	\$ 36,607	\$ 37,339	\$ 38,459	\$ 39,613
Intergovernmental - NC Solid Waste Tax	\$ -	\$ -	\$ -	\$ 4,307	\$ 10,579	\$ 11,035	\$ 12,728	\$ 13,149	\$ 13,585	\$ 14,034
Intergovernmental Other Revenue	\$ 719,796	\$ 674,029	\$ 734,999	\$ 801,104	\$ 773,162	\$ 796,357	\$ 820,248	\$ 836,653	\$ 853,386	\$ 870,454
Intergovernmental Restricted Revenues Total	\$ 936,071	\$ 411,041	\$ 434,807	\$ 577,551	\$ 344,336	\$ 335,314	\$ 384,542	\$ 400,271	\$ 416,611	\$ 433,313
Powell Bill	\$ 320,811	\$ 329,399	\$ 383,634	\$ 362,838	\$ 335,295	\$ 335,314	\$ 384,542	\$ 400,271	\$ 416,611	\$ 433,313
Grants & Reimbursements	\$ 615,260	\$ 81,642	\$ 51,173	\$ 214,713	\$ 9,041	\$ -	\$ -	\$ -	\$ -	\$ -
Other Taxes & Licenses Total	\$ 484,214	\$ 639,135	\$ 982,591	\$ 1,025,286	\$ 1,075,346	\$ 1,268,575	\$ 1,347,490	\$ 1,405,061	\$ 1,460,459	\$ 1,516,763
Other Tax & Licenses - Video Programming Fees	\$ -	\$ 63,364	\$ 457,183	\$ 427,550	\$ 446,234	\$ 468,546	\$ 491,973	\$ 511,592	\$ 533,304	\$ 554,636
Other Tax & Licenses - CATV	\$ 167,395	\$ 106,142	\$ 34,091	\$ 35,292	\$ 37,184	\$ 39,043	\$ 40,995	\$ 43,045	\$ 45,197	\$ 47,457
Other Tax & Licenses - Privilege License Fees	\$ 257,598	\$ 408,006	\$ 426,719	\$ 495,065	\$ 519,818	\$ 551,007	\$ 573,048	\$ 601,700	\$ 625,768	\$ 650,799
Other Tax & Licenses - Auto Tag Fees	\$ 59,221	\$ 61,622	\$ 64,598	\$ 67,379	\$ 72,110	\$ 209,979	\$ 241,475	\$ 248,724	\$ 256,190	\$ 263,871
Permits & Fees Total	\$ 819,359	\$ 1,004,638	\$ 1,069,959	\$ 718,595	\$ 430,590	\$ 549,441	\$ 573,576	\$ 721,189	\$ 852,650	\$ 946,742
Permits & Fees - Building Inspection Fees	\$ 546,474	\$ 642,530	\$ 728,696	\$ 550,895	\$ 343,800	\$ 358,800	\$ 394,680	\$ 514,041	\$ 626,660	\$ 699,461
Permits & Fees - Planning Fees	\$ 72,442	\$ 79,948	\$ 64,933	\$ 64,825	\$ 43,000	\$ 118,610	\$ 101,884	\$ 55,083	\$ 60,592	\$ 66,651
Permits & Fees - Engineering Fees	\$ 190,557	\$ 267,278	\$ 252,596	\$ 79,691	\$ 20,002	\$ 48,006	\$ 52,806	\$ 126,735	\$ 139,409	\$ 153,350
Permits & Fees - Fire Department Fees	\$ 4,280	\$ 8,828	\$ 14,995	\$ 11,636	\$ 12,008	\$ 12,128	\$ 12,189	\$ 12,250	\$ 12,311	\$ 12,373
Permits & Fees - Police Department Fees	\$ 5,606	\$ 6,054	\$ 8,738	\$ 11,548	\$ 11,779	\$ 11,897	\$ 12,016	\$ 13,080	\$ 13,678	\$ 14,907
Sales & Services Total	\$ 723,189	\$ 911,309	\$ 888,382	\$ 922,177	\$ 886,007	\$ 933,253	\$ 962,237	\$ 975,977	\$ 1,019,867	\$ 1,047,854
Rents	\$ 74,263	\$ 244,666	\$ 106,418	\$ 162,176	\$ 159,972	\$ 159,972	\$ 159,972	\$ 144,172	\$ 144,172	\$ 144,172
Recreation Fees	\$ 648,927	\$ 666,642	\$ 781,963	\$ 760,001	\$ 726,035	\$ 773,281	\$ 802,265	\$ 831,805	\$ 875,695	\$ 903,682
Investment Earnings	\$ 386,472	\$ 394,118	\$ 349,915	\$ 181,397	\$ 26,000	\$ 39,840	\$ 59,760	\$ 110,555	\$ 221,111	\$ 229,955
Miscellaneous	\$ 622,523	\$ 1,133,958	\$ 1,437,978	\$ 462,591	\$ 198,004	\$ 130,316	\$ 130,234	\$ 431,848	\$ 135,826	\$ 139,998
Transfers in from other sources	\$ 506,962	\$ -	\$ -	\$ -	\$ 2,164,576	\$ 1,406,203	\$ 1,530,568	\$ 1,082,121	\$ 1,803,872	\$ 604,603
Total Revenues	\$ 17,060,156	\$ 17,889,687	\$ 19,797,447	\$ 19,320,619	\$ 21,211,865	\$ 21,329,191	\$ 22,260,374	\$ 23,178,712	\$ 24,546,875	\$ 24,197,598

Expenditures by type	actual 2006	actual 2007	actual 2008	actual 2009	Preliminary 2010	forecast 2011	forecast 2012	forecast 2013	forecast 2014	forecast 2015
Salary and Overtime	\$ 6,431,585	\$ 7,347,205	\$ 7,979,193	\$ 8,525,416	\$ 8,471,628	\$ 9,025,276.96	\$ 9,607,391.05	\$ 9,937,131.55	\$ 10,303,637.88	\$ 10,801,202.54
Tuition Reimbursement	\$ 7,378	\$ 4,415	\$ 4,557	\$ 1,572	\$ -	\$ 7,000.00	\$ 7,350.00	\$ 7,717.50	\$ 8,103.38	\$ 8,508.54
Payroll Taxes	\$ 482,264	\$ 539,069	\$ 581,723	\$ 623,480	\$ 631,822	\$ 689,913.47	\$ 734,321.15	\$ 759,628.24	\$ 787,724.23	\$ 825,696.26
Retirement	\$ 825,399	\$ 971,515	\$ 1,277,042	\$ 1,512,558	\$ 1,542,360	\$ 1,753,189.66	\$ 1,972,261.54	\$ 2,108,619.74	\$ 2,231,990.97	\$ 2,369,380.04
Insurance	\$ 769,946	\$ 826,671	\$ 928,725	\$ 1,106,134	\$ 1,154,590	\$ 1,362,753.09	\$ 1,597,064.24	\$ 1,772,421.45	\$ 1,986,650.59	\$ 2,199,569.33
Total Salary and Benefits	\$ 8,516,571	\$ 9,688,875	\$ 10,771,240	\$ 11,769,160	\$ 11,800,400	\$ 12,838,133	\$ 13,918,388	\$ 14,585,518	\$ 15,318,107	\$ 16,204,357
Operations	\$ 4,086,658	\$ 4,288,015	\$ 4,254,695	\$ 3,616,875	\$ 4,153,711	\$ 4,566,360	\$ 4,708,806	\$ 4,671,197	\$ 4,838,389	\$ 5,164,584
Capital Outlay	\$ 478,835	\$ 1,294,481	\$ 451,080	\$ 931,120	\$ 601,445	\$ 846,012	\$ 507,654	\$ 1,244,894	\$ 1,742,198	\$ 385,505
Professional Services	\$ 267,735	\$ 393,174	\$ 577,136	\$ 479,592	\$ 370,330	\$ 350,525	\$ 373,610	\$ 316,160	\$ 317,490	\$ 321,619
Transfers out of General Fund	\$ 771,345	\$ 6,143,028	\$ 610,532	\$ 496,000	\$ 2,208,668	\$ 942,000	\$ 980,000	\$ 683,000	\$ 980,000	\$ 605,000
Total Non-Personnel	\$ 5,604,573	\$ 12,118,698	\$ 5,893,443	\$ 5,523,587	\$ 7,334,154	\$ 6,704,897	\$ 6,570,070	\$ 6,915,252	\$ 7,878,078	\$ 6,476,708
Total Salary and Benefits	\$ 8,516,571	\$ 9,688,875	\$ 10,771,240	\$ 11,769,160	\$ 11,800,400	\$ 12,838,133	\$ 13,918,388	\$ 14,585,518	\$ 15,318,107	\$ 16,204,357
Total Non-Personnel	\$ 5,604,573	\$ 12,118,698	\$ 5,893,443	\$ 5,523,587	\$ 7,334,154	\$ 6,704,897	\$ 6,570,070	\$ 6,915,252	\$ 7,878,078	\$ 6,476,708
Total Debt Service (Existing plus New)	\$ 2,069,120	\$ 1,334,433	\$ 1,875,774	\$ 1,912,565	\$ 1,799,667	\$ 1,786,161	\$ 1,753,116	\$ 2,185,302	\$ 2,032,656	\$ 1,911,866
Total Expenditures	\$ 16,190,264	\$ 23,142,006	\$ 18,540,457	\$ 19,205,312	\$ 20,934,221	\$ 21,329,191	\$ 22,241,574	\$ 23,686,072	\$ 25,228,840	\$ 24,592,930

Total Unfunded Expenditures						\$ 2,577,486	\$ 1,567,080	\$ 1,551,191	\$ 1,018,834	\$ 1,359,450
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	actual 2006	actual 2007	actual 2008	actual 2009	Preliminary 2010	forecast 2011	forecast 2012	forecast 2013	forecast 2014	forecast 2015
Debt Outlay										
Maximum debt outlay annually within Policy ¹	\$ 2,118,172	\$ 3,271,136	\$ 2,499,702	\$ 2,593,912	\$ 2,870,183	\$ 2,931,455	\$ 3,073,269	\$ 3,225,116	\$ 3,479,428	\$ 3,402,160
Existing Long-term Debt	\$ 2,069,120	\$ 1,334,433	\$ 1,875,774	\$ 1,912,565	\$ 1,799,667	\$ 1,388,439	\$ 1,355,394	\$ 1,327,580	\$ 1,186,934	\$ 1,078,143
New CIP Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 397,722	\$ 397,722	\$ 857,722	\$ 845,722	\$ 833,722
Total Long-term Debt Service	\$ 2,069,120	\$ 1,334,433	\$ 1,875,774	\$ 1,912,565	\$ 1,799,667	\$ 1,786,161	\$ 1,753,116	\$ 2,185,302	\$ 2,032,656	\$ 1,911,866

	actual 2006	actual 2007	actual 2008	actual 2009	Preliminary 2010	forecast 2011	forecast 2012	forecast 2013	forecast 2014	forecast 2015
Tax Rate										
Current and Projected Tax Rate	0.4677	0.4677	0.4677	0.3665	0.3665	0.3665	0.3665	0.3665	0.3665	0.3665
Ad Valorem Revenue Collection Required to support projected service levels w/o CIP					\$ 11,528,137	\$ 11,943,781	\$ 12,284,037	\$ 12,729,216	\$ 13,306,211	\$ 13,433,680
Ad Valorem Tax Levy Required to support projected service levels w/o CIP					\$ 11,763,405	\$ 12,187,532	\$ 12,534,731	\$ 12,988,996	\$ 13,577,766	\$ 13,707,836
Ad Valorem Tax Rate needed to Levy without New CIP ⁵	0	0	0	0	0.3548	0.3569	0.3564	0.3586	0.3639	0.3567
Ad Valorem Revenue Collection Required to support projected Service levels with CIP					\$ 11,528,137	\$ 12,341,503	\$ 12,681,759	\$ 13,586,938	\$ 14,151,933	\$ 14,267,402
Ad Valorem Tax Levy required to support projected service levels with CIP					\$ 11,763,405	\$ 12,593,370	\$ 12,940,570	\$ 13,864,222	\$ 14,440,748	\$ 14,558,573
Ad Valorem Tax Rate needed to Levy with New CIP ^{4,5}	0	0	0	0	0.3548	0.3688	0.3679	0.3827	0.3870	0.3788
Ad Valorem Revenue Collection Required to support projected Service levels with CIP and Unfunded Items					\$ 11,528,137	\$ 14,918,989	\$ 14,248,839	\$ 15,138,129	\$ 15,170,767	\$ 15,626,852
Ad Valorem Tax Levy required to support projected service levels with CIP and Unfunded Items					\$ 11,763,405	\$ 15,223,459	\$ 14,539,631	\$ 15,447,070	\$ 15,480,374	\$ 15,945,767
Ad Valorem Tax Rate needed to Levy with New CIP and Unfunded Items ^{4,5}	0	0	0	0	0.3548	0.4458	0.4134	0.4264	0.4149	0.4149

Tax Base	\$ 1,875,069,362	\$ 2,000,287,960	\$ 2,203,278,816	\$ 3,242,112,960	\$ 3,315,627,871	\$ 3,415,096,708	\$ 3,517,549,609	\$ 3,623,076,097	\$ 3,731,768,380	\$ 3,843,721,431
Population	12,126	12,829	13,501	14,308	14,956	15,554	17,887	18,424	18,977	19,546
Per Penny	\$ 189,708	\$ 200,572	\$ 221,883	\$ 306,536	\$ 322,122	\$ 336,740	\$ 346,536	\$ 356,878	\$ 367,530	\$ 378,501
Expenditures Per Capita	\$ 1,335.17	\$ 1,499.88	\$ 1,373.27	\$ 1,342.28	\$ 1,399.72	\$ 1,371.30	\$ 1,243.45	\$ 1,285.61	\$ 1,329.44	\$ 1,258.21

Projected Fund Balance										
Beginning Fund Balance	\$ 9,233,123	\$ 10,110,890	\$ 4,858,571	\$ 9,993,063	\$ 7,447,240	\$ 7,724,884	\$ 7,724,884	\$ 7,743,683	\$ 7,236,323	\$ 6,554,357
Revenues based on Current Tax Rate	\$ 17,060,156	\$ 17,889,687	\$ 19,797,447	\$ 19,320,619	\$ 21,211,865	\$ 21,329,191	\$ 22,260,374	\$ 23,178,712	\$ 24,546,875	\$ 24,197,598
Expenditures with New CIP	\$ 16,190,264	\$ 23,142,006	\$ 18,540,457	\$ 19,205,312	\$ 20,934,221	\$ 21,329,191	\$ 22,241,574	\$ 23,686,072	\$ 25,228,840	\$ 24,592,930
Surplus/(deficit) ^{3,5}	\$ 877,767	\$ (5,252,319)	\$ 1,256,990	\$ 115,306	\$ 277,644	\$ (0)	\$ 18,799	\$ (507,360)	\$ (681,966)	\$ (395,332)
Reserved / Designated Fund Balance	\$ (2,275,211)	\$ (1,829,211)	\$ (2,857,925)	\$ (2,684,325)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated Fund Balance	\$ 7,835,679	\$ 4,858,571	\$ 6,115,561	\$ 7,447,240	\$ 7,724,884	\$ 7,724,884	\$ 7,743,683	\$ 7,236,323	\$ 6,554,357	\$ 6,159,025
Fund Balance High	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
Fund Balance Low	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%

Financial Condition Indicators

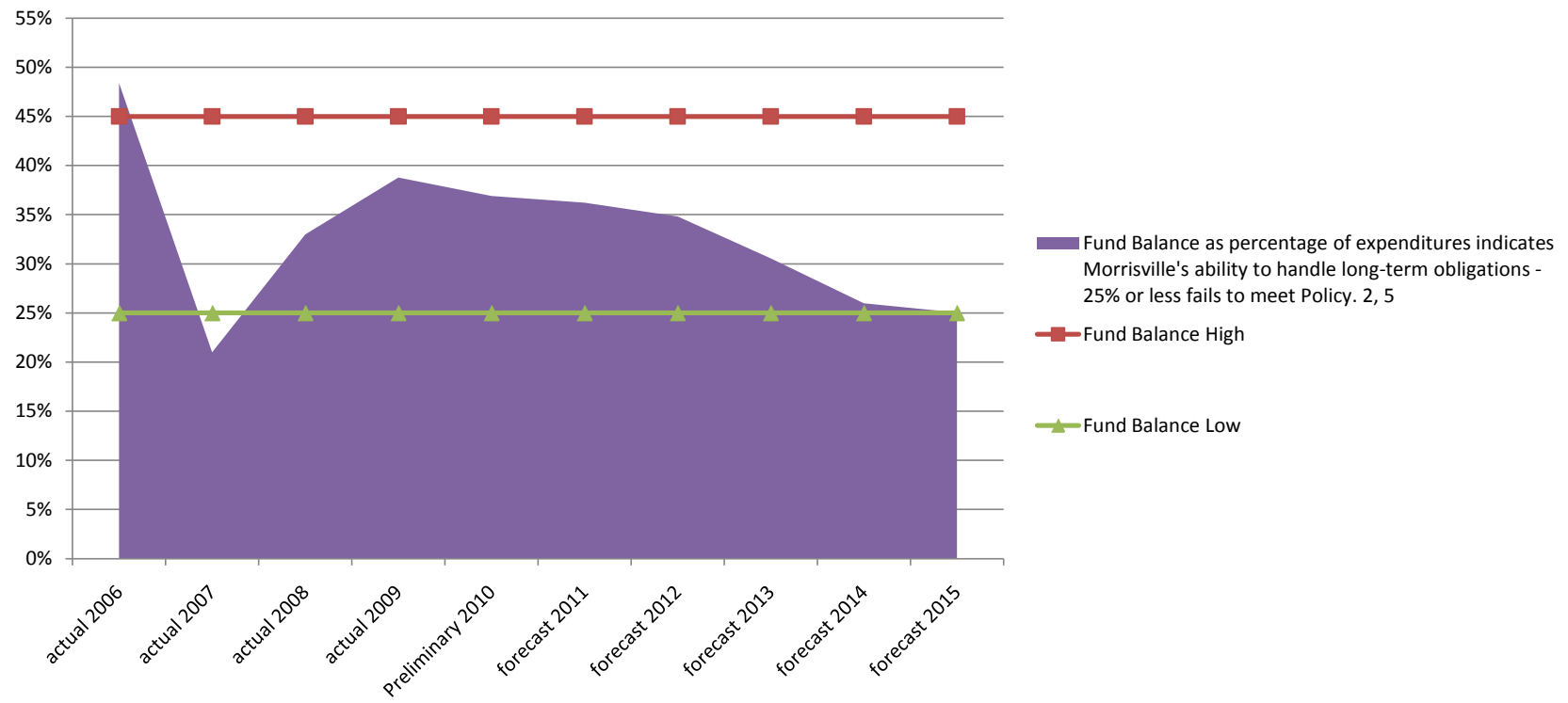
Operations Ratio of 1 or higher indicates Morrisville can live within projected revenue collections	1.05	0.77	1.07	1.01	1.01	1.00	1.00	0.98	0.97	0.98
Intergovernmental Revenue Ratio illustrates the extent to which Morrisville is reliant on other government resources	0.18	0.18	0.18	0.17	0.15	0.15	0.15	0.16	0.15	0.16
Debt Service Ratio is debt outlay as % of prior year expenditures indicates the service flexibility within the amount of expenditures committed to annual debt service. 15% or higher exceeds Town Policy.	14.65%	6.12%	11.26%	11.06%	9.41%	9.14%	8.56%	10.16%	8.76%	8.43%
Fund Balance as percentage of expenditures indicates Morrisville's ability to handle long-term obligations - 25% or less fails to meet Policy. ^{2,5}	48%	21%	33%	39%	36.90%	36.22%	34.82%	30.55%	25.98%	25.04%

This Projection Report captures a 5 Year Budget window derived from Morrisville's Comprehensive Long Range Financial/Capital Improvements Plan/Department Business Plans.

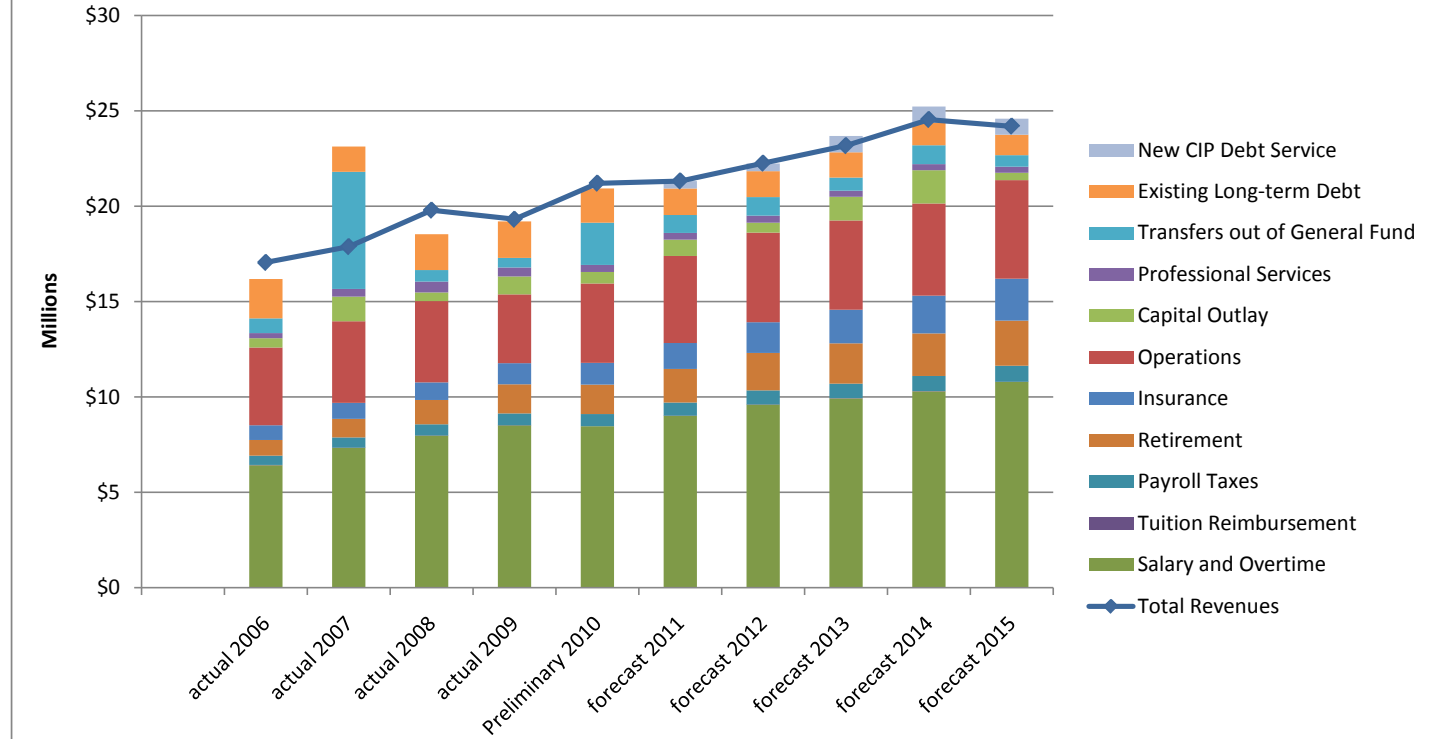
Footnotes:

- 1 - Debt Management Policy - Debt service cost will be no greater than 15% of general fund expenditures including installment purchase debt.
- 2 - Fund Balance Policy - At close out of each fiscal year should be no less than 25% of total expenditures. If this percentage drops below 25% then Council shall adopt a plan to return Fund Balance to policy level within 36 months.
- 3 - Deficit indicates the need to use Fund Balance to balance revenues to expenditures / Surplus indicates revenues in excess of expenditures should current tax rate be held the same.
- 4 - The property tax rates presented in this row represent the rates necessary to balance the budget and to amortize the additional debt contained in the capital improvements plan. This would eliminate the need to use fund balance to balance the budget.
- 5 - After all revenues and other financing sources are projected, total revenues and total expenditures could be balanced by changing the tax rate to produce the necessary tax rate to deliver projected service levels. If the tax rate is not used to offset any deficit in revenues then an appropriation of Fund Balance would be necessary to balance the budget.

Unreserved Fund Balance



Expenditures vs Revenue





**RESOLUTION 2008-033 OF THE MORRISVILLE TOWN BOARD OF
COMMISSIONERS PERTAINING TO THE PRIVILEGE LICENSE FEE
ADJUSTMENT FOR THE TOWN OF MORRISVILLE**

WHEREAS, the Town of Morrisville administers a Business Privilege License program in accordance with North Carolina General Statute § 105-33 and the Morrisville Town Code updated by ordinance adopted April 22, 2002; and

WHEREAS, the April 22, 2002 ordinance states that the town shall, from time to time, amend and update the Business Privilege License fee schedule; and

WHEREAS, North Carolina General Statute § 150-109 states that, "the provisions of this section for the collection of delinquent license taxes apply to license taxes levied by the cities and towns of this State under authority of this Article, or any other provision of law, in the same manner and to the same extent as they apply to taxes levied by the State;" and

WHEREAS, North Carolina General Statute § 150-109 also states that, "The penalties in G.S. 105-236 apply to this Article. The Secretary may collect a tax due under this Article in any manner allowed under Article 9 of this Chapter;" and

WHEREAS, the attached "new" schedule of business Privilege License Fee tier increases the maximum license fee from \$2,000 to \$3,000 with \$100 for the first \$100,000 and \$.60 per \$1,000 thereafter effective July 01, 2008, and on July 01, 2009 the maximum fee be \$4,000 with \$100 for the first \$100,000 and \$.70 per \$1,000, and on July 01, 2010 the maximum fee be \$5,000 with \$100 for the first \$100,000 and \$.80 per \$1,000, and effective July 1, 2008 tier one under Fee Schedule A is \$1-\$50,000; and

WHEREAS, the staff has reviewed current license fees accounts and proposed license fees accounts and determined that the new schedule will provide an estimated \$56,000 additional Business Privilege License fee revenue for Fiscal Year 2009 and \$46,000 in Fiscal Year 2010 and \$30,000 in Fiscal Year 2011; and

WHEREAS, Business Privilege License fees are due to be paid annually on July 1 and become delinquent and subject to penalties beginning 30 days after due date; and

WHEREAS, the delinquency penalty is five percent each 30 days delinquent with a maximum penalty of 25 percent; and

WHEREAS, timely payment of fees is beneficial to the Town:

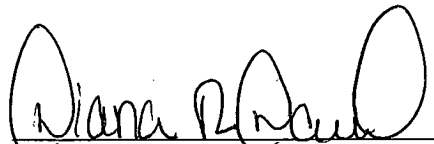
NOW, THEREFORE, BE IT RESOLVED THAT THE MORRISVILLE TOWN BOARD OF COMMISSIONERS hereby approve the proposed privilege license fee schedule gross sales/ receipts tier one change from \$0-\$50,000 to \$1-\$50,000 and increases the maximum license fee from \$2,000 to \$3,000 with \$100 for the first \$100,000 and \$.60 per \$1,000 thereafter effective July 01, 2008, and the maximum fee be \$4,000 with \$100 for the first \$100,000 and \$.70 per \$1,000 thereafter effective July 1, 2009 and the maximum fee be \$5,000 with \$100 for the first \$100,000 and \$0.80 per thereafter effective July 1, 2010

Adopted this 22nd day of April 2008.



Jan Faulkner, Mayor

ATTEST:



Diana R. Davis, Town Clerk

