

North Carolina Local Government Performance Measurement Project:
FY 07-08 Summary

As a means of constantly evaluating and improving the efficiency and effectiveness of City service delivery, the City of Greensboro along with sixteen other North Carolina municipalities participates in the North Carolina Local Government Performance Measurement Project. The project is sponsored by the School of Government; UNC Chapel Hill.

Performance and costs data for the fiscal year that ended on June 30, 2008 are compiled for a variety of service areas from the seventeen participating municipalities, which are listed at the end of this summary. The services covered include:

- Residential refuse collection
- Household recycling
- Yard waste/leaf collection
- Police Services
- Emergency Communications
- Asphalt maintenance and repair
- Fire Services
- Building Inspections
- Fleet Maintenance
- Human Resources
- Water Services

This project allows participating departments at the City of Greensboro to compare their service costs and accomplishments to other municipalities across the state, identifying areas of excellence as well opportunities for improvements.

The *Final Report on City Services for the FY 2007-2008* was completed in February 2009. For the majority of services, Greensboro compares well to the averages for other municipalities providing the same or similar services. City services highlights from the FY 2007-2008 report for the City of Greensboro include:

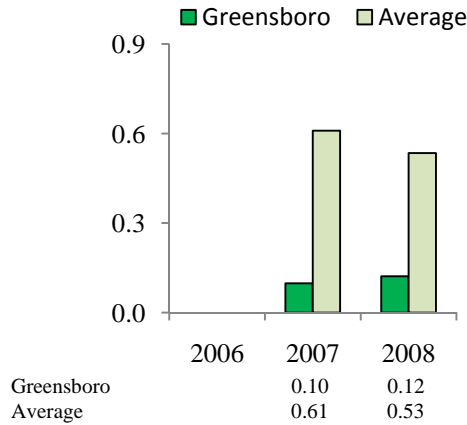
Water Services

The City of Greensboro's water system serves over 250,000 people in an area covering approximately 137 square miles and operates two treatment plants to provide this service to customers.

- Greensboro's cost per capita in 2007-2008, \$118, was below the average cost per capita, \$126, of other participating municipalities.
- Though only staffed at 81%, Water Resources was able to sustain the water system and provided this service with 6.9 FTEs per 10,000 population below the average of 8.5 FTEs per 10,000 population.
- Greensboro purchased more than ten percent of its water from other municipalities at retail price in FY 07-08. Therefore, the City's costs of \$3.04 per 1,000 gallons billed exceeded the survey average \$2.85.

- The number of breaks and leaks per mile of main line pipe in Greensboro, 0.12 compared to the average 0.53, demonstrates the City's long term commitment to maintenance of its lines, the benefits of proactive maintenance, and the importance of a rehab program.

Breaks and Leaks per Mile of Main Line Pipe



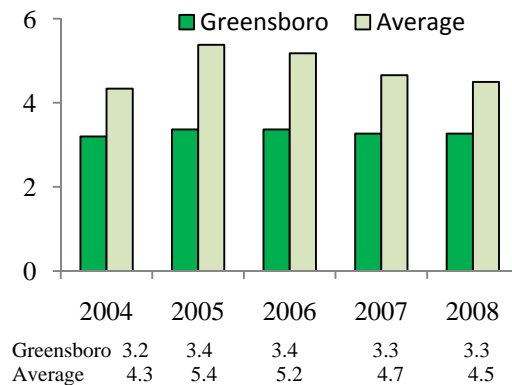
Water Services was added to the Benchmarking Project in 2007 and only has two years of prior data for all measures.

Fire Services

Greensboro's Fire Department has an ISO rating of 1, the highest rating possible. The City operates 22 fire stations with first-line fire apparatuses that include: 22 pumpers, 7 quints, and 1 rescue vehicle to serve its residents.

- Greensboro's cost per capita in 2007-2008, \$154, was in line with the average cost of \$153. In years past, Greensboro's costs per capita has been below the average costs of other cities.
- With a response time of 3.3 minutes, Greensboro's average time to priority one calls in minutes is below the survey average of 4.5 minutes.
- 97% of fire code violations issued by the Greensboro Fire department are cleared within 90 days. The average among other participating cities is 92%
- In FY 07-08, the average percentage of fires for which causes was determined among participating cities was 84%. Greensboro's Fire department exceeds this average by nearly ten percent with 92%.

Average Response Time to Priority One Calls In Minutes

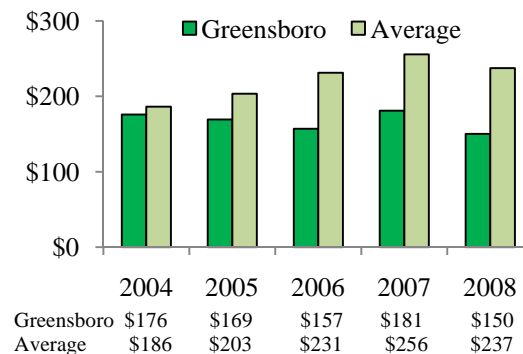


Household Recycling

The City's voluntary recycling services are provided on an every other week pick-up and collected by an automated collection crew or collectable at one of seventeen drop-off sites across the City. The commingled collection process in Greensboro accepts materials ranging from newspaper to plastic soda bottles. Recovery and sale of recyclable materials and disposal of residuals are handled by a private firm who in turn pays the City 50 percent of the net proceeds it receives from the sale of recyclable items. In FY 07-08 the City reported revenue of \$245,115 from the sale of recyclables collected by the voluntary program.

- Since 2004, Greensboro has been narrowing the gap between the cost of operating its recycling program and the survey average cost. In FY 07-08, Greensboro's cost per capita for recycling services dropped to \$10.45, below the average of \$11.34.
- In comparison to other municipalities, Greensboro's 70 tons of recyclables collected per 1,000 population exceeded the average tonnage of 53 tons.
- The cost per ton collected for recycling services in Greensboro has been on the decline since 2004 and at \$150 per ton collected, this cost is below the average \$237 across North Carolina.
- As a measure of effectiveness, the set-out rate is based on a manual count done on a weekly basis of cans put out for collection. Greensboro's FY 07-08 community set out rate was 39%, below the average of 49.7% of participating municipalities.

Recycling Services Cost per Ton Collected



The overall objective of the performance measurement project is to both develop and expand the use of performance measurement as a tool that drives local governments towards improving the delivery of the services provided. The City of Greensboro will continue to participate in the annual evaluation program in future years, looking to identify service delivery areas that should be considered for evaluation to improve efficiency and effectiveness. Further information about other services reviewed in the Final Report is available from the Budget and Evaluation Department.

Note: Participating jurisdictions included: Asheville, Burlington, Carrboro, Cary, Charlotte, Concord, Durham, Gastonia, Hickory, High Point, Matthews, Raleigh, Salisbury, Wilmington, Wilson, and Winston-Salem.

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