

2008



# Balanced Scorecard Annual Report

Prepared by the Resource Management Department

City of Olathe, Kansas  
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## Executive Summary

I am pleased to present the 2008 Balanced Scorecard Annual Report. The report demonstrates the City's progress toward community and organizational priorities and objectives by highlighting key performance measures in each of the eight Key Result Areas.

The Balanced Scorecard Performance Measurement Program was developed in 2004 to help manage progress toward strategic targets, promote continuous improvement in efficiency, better service delivery and better value for tax dollars invested. The measures included in this report help align our business activities with our strategic priorities and allow managers to monitor program results from four perspectives:

- Financial
- Customer
- Operational
- Employee

First introduced in 2007, the 2008 report again includes a *Key Results Dashboard* of high priority indicators. The *Key Results Dashboard* is like the dashboard of a car. It focuses attention on a manageable group of indicators that when looked at together, provide a snapshot of the overall City government performance. A narrative of each Key Result Indicator and its alignment with City Council Priorities and Organizational Objectives follows the Dashboard.

For the first time, this year's report includes *visual* indicators that provide the reader with a general assessment of the performance of each measure. Indicators utilized in the report include:

**Green:** Meets target or shows a significant trend of improvement

**Yellow:** Not meeting target but showing stable or improving performance

**Red:** Not meeting target and showing little or no progress

As the results indicated in this report reflect, last year was another impressive year in terms of overall organizational performance. For the services provided by our employees, the Overall Satisfaction Index moved to a record high of 123. That was three points higher than in 2007. At the same time, the metro average took a three point drop to 96. Additionally, targets were met or exceeded for 8 of the 14 Key Result Indicators.

Continuing the unprecedented levels of improvement achieved over the last few years will be a challenge in the current economic climate. However, we have shown with our track record that when we work together as a team, great things can happen. I look forward to working with you as we continue to promote accountable government and further Olathe's reputation for setting the standard for excellence in public service.

Sincerely,

J. Michael Wilkes  
City Manager

## Key Results Dashboard

In early 2008, the City Leadership Team gathered to review over 200 new and existing indicators and selected a set of 14 indicators that when looked at together, provide the best snapshot of the health and well being of the City. The measures selected contain a mix of key indicators of citizen satisfaction from the annual ETC DirectionFinder® Survey and various department outcome measures. For these measures, trend information is presented for the 2006-2008 period, along with narrative comments in the following section. The measures appear in order of priority as determined through a prioritization exercise completed by the City Council last year.

Indicator	2006 Actual	2007 Actual	2008 Actual	2008 Target	Met or exceeded
1. Crime Rate (Part 1 Total)	28.1	26.8	24.58	26	√
2. Overall Satisfaction	117	120	123	≥120	√
3. Overall value received for City taxes/fees	65%	66%	67%	70%	
4. Bond Rating Index	8	8	8.5	9	
5. Percent of Time Water Meets Regulatory Standards	99.9%	100%	100%	100%	√
6. Fire Confined to Room of Origin	48.8%	49.2%	66.0%	53%	√
7. Percentage of Cardiac Arrest Patients Arriving to Hospital with a Pulse	25%	40%	40%	40%	√
8. Parks & Rec. Satisfaction	85%	82%	87%	85%	√
9. Solid Waste Diversion	23.91%	19.92%	26.81%	>25%	√
10. Actual Land Use Mix	NA	NA	NA	NA	Under development
11. Mobility Index	100	106	112	111	√
12. Private Investment in Downtown as a Percent of Total Dollars Invested (Public & Private)	27%	17%	7%	10%	
13. Neighborhood Health Index	NA	NA	NA	NA	Under development
14. Diversity Index	NA	NA	100	>100	2008 Baseline Year

## Key Results Narrative

### 1. Crime Rate (Part 1 Total)

**STRATEGIC ALIGNMENT:**

*City Council Priorities*

- 1) *Citizens feel safe in person and property*

*Organizational Objectives*

- 1) *Promote community health, safety and welfare*
- 2) *Deliver high quality, efficient and affordable City services*

Crime is a sociological phenomenon influenced by a variety of factors, such as community demographics, crime prevention/community oriented policing efforts and pro-active police strategies. Crime Rate is one indication as to how safe citizens are in person and property. This aligns with the City's customer focus of providing for the community's health, safety and welfare.

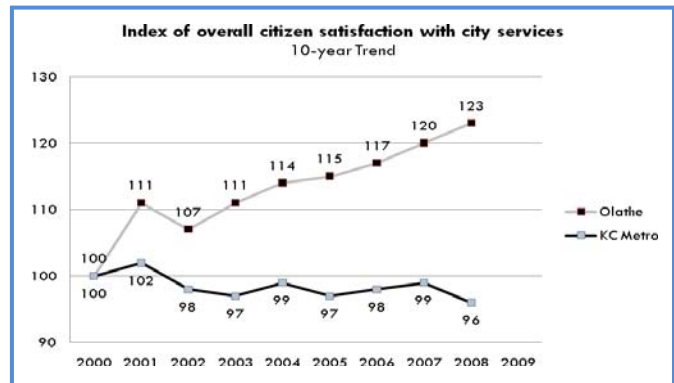
The City's Total Part 1 Crime Rate, which includes violent and property crime, fell 2.22 % in the recent year from a level of 26.8 in 2007 to 24.58 in 2008. Specifically, Olathe's violent and property crime rates decreased 0.45% and 1.78%, respectively. Preliminary 2008 national statistics, based on cities within the 100,000-249,999 population group, indicate violent crime is down 4.8% and property crime is down 2.0%.

### 2. Overall Satisfaction (ETC Institute's DirectionFinder® Survey)

**STRATEGIC ALIGNMENT:**

*Overall satisfaction is a perception indicator that directly or indirectly reflects citizens' satisfaction with their municipal governance and all City services.*

Overall satisfaction with City services rose 3 points or 2.6 percent in the recent year from a level of 120 in 2007 to 123 in 2008. Since 2000, the City's Overall Satisfaction Index has risen by 23 points. The Overall Satisfaction Index for the metropolitan Kansas City area decreased 3 points during the past year to 96. While there have been steady increases in many areas, driving overall performance are significant increases in traffic flow and congestion management, safety in City parks, and the quality of parks and recreation programs and facilities.



### 3. Overall Value Received for City Taxes/Fees (ETC Institute's DirectionFinder® Survey)

**STRATEGIC ALIGNMENT:**

*City Council Priorities*

- 1) *Match revenue requirements with priority-based, preferred level of service*
- 2) *Pursue environmental and economic sustainability*

*Organizational Objectives*

- 1) *Deliver high quality, efficient and affordable City services*
- 2) *Maximize the efficiency and effectiveness of internal business processes*

The level of satisfaction among residents with the value received for city taxes and fees is one of ETC Institute's best indicators for assessing the effectiveness of service delivery by local governments. This question is designed to help local governments objectively assess whether or not increased levels of satisfaction are being obtained at a price that is reasonable to residents. If services improve, but the cost of improving services becomes too high, residents might rate the quality of individual services higher, but their overall perceptions of the value they receive for their taxes could decline.

During the past seven years, overall satisfaction with the value of City taxes and fees has increased significantly in Olathe. In 2000, 59% of Olathe residents indicated that they were "satisfied" or "very satisfied" with the overall value received for their City taxes and fees. In 2008, 67% of Olathe residents were "satisfied" or "very satisfied" with the overall value received for their City taxes and fees.

Olathe also ranks significantly above the national average on this issue. Based on the results of ETC Institute's DirectionFinder® survey, which was conducted during the summer of 2007, only 47% of U.S. residents were "satisfied" or "very satisfied" with the overall value received for their City taxes and fees. Olathe's rating of 67%, which was nearly 20% above the national average, ranked Olathe in the top 25% of all U.S. cities in this area.

### 4. Bond Rating Index

**STRATEGIC ALIGNMENT:**

*City Council Priorities*

- 1) *Match revenue requirements with priority-based, preferred level of service*
- 2) *Pursue environmental and economic sustainability*
- 3) *Meet the needs of changing populous in housing and land use patterns*

*Organizational Objectives*

- 1) *Maintain/Improve bond rating*

After upgrades in 2005 and 2006, the City's 2008 bond rating was upgraded by Standard & Poor's from AA to AA+, one rating below an AAA. Moody's rating remained unchanged in 2008. The combined rating is 8.5 on a scale of 1-10, with 10 being the best quality investment rating achievable. Bond ratings reflect a detailed analysis of a city's ability to repay debt and include an assessment of the local-regional economy, the city's overall administration, financial policies

and their track record in managing their financial position over the peaks and valleys of the economic cycle.

The City's high bond rating reflects a large property tax base of \$9.5 billion which at an 8.0 percent annual average growth rate from 2001-2006, grew 25.0 percent faster than the 6.0 percent growth rate experienced by all Kansas cities combined. Ongoing commercial and industrial development continues to diversify the economy, producing well above-average wealth and income levels including per capita and median family income levels of 120 percent and 138 percent of the state-wide level, respectively. The City's tax base is relatively diverse, with the top ten taxpayers comprising 8.7% of total assessed valuation. The City's largest taxpayer, GARMIN International, recently began a \$15 million expansion of its warehouse.

The City government has established policies and procedures to ensure it will address continued growth in a controlled fashion and has demonstrated sound financial performance. The City's General Fund balance has grown steadily in recent years, from \$14.5 million in fiscal 2002 to \$20.2 million at the end of fiscal 2008. Both Moody's and Standard & Poor's expect the City's financial health to remain satisfactory, supported by increasing reserve levels.

Partially offsetting these strong positives are an above-average debt level, reflecting that the City is in a period of heavy investment in growth-driven transportation infrastructure necessary for long-term economic sustainability. Nevertheless, both Moody's and Standard & Poor's anticipate that the City's debt levels will remain manageable given expectations for continued tax base growth. At 1.8% and 4.3%, respectively, the City's direct debt position and overall debt burden are above the median values for cities nationwide but are slightly below median values for Kansas cities. Favorably, approximately 27% of the City's general obligation debt is paid for through special assessments against benefited properties, mitigating the impact on the general tax levy, and the City pays down debt at an aggressive pace, with 85% of all general obligation debt retired in ten years.

The following table shows the comparable investment grade ratings of Moody's and Standard & Poor's.

	<b>Olathe Key Result Rating</b>	<b>Moody's</b>	<b>Standard &amp; Poor's</b>
Best Quality	10	Aaa	AAA
High Quality	9	Aa1	AA+
	8	Aa2	AA
	7	Aa3	AA-
Upper Medium Grade	6	A1	A+
	5	A2	A
	4	A3	A-
Medium Grade	3	Baa1	BBB+
	2	Baa2	BBB
	1	Baa3	BBB-

## 5. Percent of Time Water Quality Meets Regulatory Standards

**STRATEGIC ALIGNMENT:**

*City Council Priorities*

- 1) *Pursue environmental and economic sustainability*

*Organizational Objectives*

- 1) *Deliver high quality, efficient and affordable City services*
- 2) *Promote community health, safety and welfare*
- 3) *Improve/Protect the environment (air, water and land)*

A key result for citizens and businesses is the availability of a satisfactory quantity of potable water for consumption, irrigation and fire protection that meets all state and federal water quality standards. The City's two water plants produce, on average, 13.47 Million Gallons a Day (MGD). The City is required by federal regulations to monitor the water quality by obtaining frequent water samples and measuring, among many other parameters, the turbidity (cloudiness of water), using a nephelometer, and the chlorine levels, using chlorine analyzers throughout the distribution system. In 2008, Olathe's water met the chlorine and turbidity standards of the U.S. Environmental Protection Agency 100% of the time.

## 6. Fire Confined to Room of Origin

**STRATEGIC ALIGNMENT:**

*City Council Priorities*

- 1) *Citizens feel safe in person and property*

*Organizational Objectives*

- 1) *Promote community health, safety and welfare*
- 2) *Deliver high quality, efficient and affordable City services*

The percent of fires that were confined to the room of origin increased 17 percent from 49 percent to 66 percent. Of the 74 structure fires reported in 2008, half of those were residential homes. It should be noted that of the 37 residential fires reported, 22 or 59% of the residential homes had fires out upon arrival, thus showing the potential impact of the Fire Department's prevention programs, such as smoke alarms and education.

Factors that influence this measure include: age of structures, population growth, sufficient numbers and locations of fire stations/units, on-duty staffing levels, timely reporting of fire, dispatch time, training & equipment, traffic, fire protection systems and community awareness through prevention programs. With a residential structural fire rate of .48 per thousand-served or 37.7 percent below the ICMA-reported 2007 national average of .77 per thousand served, the City enjoys a relatively low rate of structural fire when compared nationally.

## 7. Percentage of Cardiac Arrest Patients Arriving to Hospital with a Pulse

### **STRATEGIC ALIGNMENT:**

#### **City Council Priorities**

- 1) *Citizens feel safe in person and property*

#### **Organizational Objectives**

- 1) *Promote community health, safety and welfare*

The percentage of cardiac arrest patients arriving to the hospital with a pulse has remained constant over the last two years at 40 percent. A patient arriving to the hospital with a pulse is influenced by the following factors: patient's condition at the time of arrest, community awareness, rapid response times, highly trained fire personnel and rapid adaptation to new methods.

Innovative changes within the Olathe Fire Department's protocol aided in the rise in rates. In late 2005, the Olathe Fire Department implemented the use of Autopulse units, which is a non-invasive cardiac support pump that offers improved blood flow over standard manual CPR. By 2006, Autopulse units were equipped on every responding fire apparatus. In 2007, Olathe Fire Department set the standard by changing to a new and more effective cardiac arrest resuscitation strategy called modified Cardio Cerebral Resuscitation (CCR). The modified CCR involves continuous chest compressions with passive respirations for the first six minutes. By the fall of 2007, Johnson County adopted CCR as the standard for all EMS providers in the County.

## 8. Parks & Recreation Satisfaction (ETC Institute's DirectionFinder® Survey)

### **STRATEGIC ALIGNMENT:**

#### **Organizational Objectives**

- 1) *Promote community health, safety and welfare*
- 2) *Develop a sense of community*
- 3) *Promote & Preserve Cultural and Ethnic Diversity*
- 4) *Improve/Preserve Parks, Open Space, Historic Sites & Recreation Opportunities.*
- 5) *Improve/Protect the Environment (Air, Water & Land)*
- 6) *Deliver High Quality Efficient & Affordable City Services*
- 7) *Provide Needed Infrastructure Improvements and Maintain Existing Public Facilities*
- 8) *Maximize the Efficiency & Effectiveness of Internal Business Processes*
- 9) *Promote Community Engagement*
- 10) *Increase Employee Engagement & Satisfaction*

Satisfaction with Parks & Recreation programs/facilities increased from 82% in 2007 to 87% in 2008. There were a couple of areas that showed marked improvement in citizen satisfaction including: number of walking and biking trails, outdoor athletic fields, and special events. In contrast, there were several areas that saw a decrease in citizen satisfaction including: ease of registering for programs, youth athletic programs, and adult athletic programs.

## 9. Solid Waste Diversion

### *STRATEGIC ALIGNMENT:*

#### *City Council Priorities*

- 1) *Pursue environmental and economic sustainability*

#### *Organizational Objectives*

- 1) *Deliver high quality, efficient and affordable City services*
- 2) *Promote community health, safety and welfare*
- 3) *Improve/Protect the environment (air, water and land)*

The percentage of solid waste diverted increased 6.88 points or 34.5% in the recent year from a level of 19.93% in 2007 to 26.81% in 2008. There were 615.4 more tons of recycling in 2008. The City averaged 1,040 more curbside recycling customers per month in 2008 than in 2007, and the average pounds per month of curbside materials went up by 2.3% per household. The average curbside customer recycled 387 pounds in 2008. We collected 3,021 more tons of yard waste in 2008 than in 2007. The totals are slightly skewed because there were six times in 2007 when yard waste could not be fully collected on a Monday due to resource limitations, so some of the normal diversion went into the regular trash pickup on those weeks. This was corrected in 2008 with the new five-day-a-week "one day to remember" collection policy.

Key to assuring a sustainable environment for future generations is an efficient and responsible means for diverting waste from landfill disposal through waste reductions and reuse education efforts, drop-off and curbside collection of recyclables, yard waste composting operations and Household Hazardous Waste management, including e-waste. Waste reduction is the key to the new Johnson County Solid Waste Management Plan. Future waste reduction recommendations in the new plan include:

- Strive toward a recycling rate that exceeds the national average, currently at 32%
- Work towards county-wide volume-based waste collection rate structure
- Increase curbside recycling services, participation rates and quantities of materials collected possibly by having curbside recycling services as part of the basic solid waste service.
- Increase recycling in commercial and multi-family residential sectors
- Minimize disposal of yard waste in landfills
- Establish yard waste disposal alternatives like composting, mulching mowers, curbside segregation and pickup
- Implement county-wide ban on yard waste in landfill once alternatives are in place
- Promote better education about waste reduction

## 10. Actual Land Use Mix

### *STRATEGIC ALIGNMENT:*

#### *City Council Priorities*

- 1) *Pursue environmental and economic sustainability*
- 2) *Meet the needs of a changing populous in housing and land use patterns*
- 3) *Achieve informed (fact-based, data driven) decisions about growth*
- 4) *Match revenue requirements with priority-based, preferred level of service*

#### *Organizational Objectives*

- 1) *Pursue sustainable development*

Actual land use mix was chosen as a balanced scorecard measure due to the implications that mix has on both revenues derived and services demanded from any given combination. The City is currently undergoing two projects (Comprehensive Plan update and the build-out study) to enable us to determine, based on current trends in population, service delivery and full build-out timing, what the optimum land use mix might look like.

The ratio will need to be developed as the studies are finished. The first of which should be the build-out study. The ratio will essentially be the overall mix of residential to non-residential land use. The residential to non-residential land use mix will be at a dashboard level and supported by underlying data categories of each major use. Residential will consist of single family as well as multi-family while non-residential extends from various types of commercial to non-profit sector uses.

## 11. Mobility Index

### *STRATEGIC ALIGNMENT:*

#### *City Council Priorities*

- 1) *Ensure and sustain ridability of streets and visible traffic markings*
- 2) *Improve mobility and transportation*

#### *Organizational Objectives*

- 1) *Improve mobility*
- 2) *Provide needed infrastructure improvements and maintain existing public facilities*

The health of the City's transportation system is a critical vital sign for the City of Olathe. The challenge is how to provide a measure that gives an indication of the overall health of the transportation system. Staff has developed a Mobility Index that is a combination of a number of indicators. The Mobility Index links current progress to a base year (2006), much like the DirectionFinder® Survey.

There are three strategic areas under transportation:

- Modal Availability (How available each mode is in the city; roads, transit, bike facilities and sidewalks),
- System Maintenance (How well we are taking care of the transportation related facilities that are in place; streetlights, signs, pavement, signals...)

- System Operations (How well we are operating the system; travel times, and public perception)

The Mobility Index includes measures in each of these three strategic target areas. Within the strategic target area there are measures for each of the four modes of transportation which are streets (vehicles), transit, sidewalks (pedestrians) and bike facilities. Additionally, staff has combined both the results of the DirectionFinder® Survey and hard data related to that particular measure.

The individual measures that make up the Mobility Index have been weighted relative to the overall contribution to the transportation system, i.e. street measures will have a greater impact on the overall index than sidewalk measures. All the individual measures have been combined into one overall Mobility Index.

## 12. Private Investment in Downtown as a Percent of Total Dollars Invested

### *STRATEGIC ALIGNMENT:*

#### *City Council Priorities*

- 1) *Pursue environmental and economic sustainability*
- 2) *Improve mobility and transportation*

#### *Organizational Objectives*

- 1) *Revitalize the City's core and strengthen neighborhoods*
- 2) *Develop a sense of community*
- 3) *Improve/preserve parks, open space, historic sites and recreation opportunities*
- 4) *Pursue sustainable development*

The percent of private to public investment (actual dollars spent) in downtown redevelopment decreased in the recent years from 27% in 2006 to 7% in 2008. This recent decrease in private dollars is due to increased public improvement projects currently funded and underway in downtown. As more and more public projects are completed, we anticipate an increase in private investment dollars as the initial commitment is invested by the public sector in order to stimulate redevelopment and revitalization efforts in the area.

Major Public Improvement Projects planned and underway include:

- Santa Fe Streetscape and Downtown Wayfinding (\$210K)
- BNSF West Tracks Quiet Zone Improvements and Implementation (\$200K)

We anticipate that over the next few years, we will see a slight decrease in public investment, however stimulating redevelopment efforts will continue to be a priority as recommended in the Envision Olathe Downtown plan. However, as public investment reflects the City's commitment to downtown revitalization, we expect to observe an increase in private development and investment by 2010.

## 13. Neighborhood Health Index

### *STRATEGIC ALIGNMENT:*

#### *City Council Priorities*

- 1) *Citizens feel and are safe in person and property*
- 2) *Pursue environmental and economic sustainability*

#### *Organizational Objectives*

- 1) *Promote community health, safety and welfare*
- 2) *Revitalize the City's core and strengthen neighborhoods*
- 3) *Develop a sense of community*
- 4) *Promote community engagement*

The Neighborhood Health Index has recently been identified as being a key indicator to measure the overall wellbeing and health of the City. Healthy neighborhoods increase home values, establish high standards for property improvements, create marketable communities and forge strong connections among neighbors, which is essential to the economic health and social fabric of the City. The City works to sustain healthy neighborhoods by implementing revitalization and action plans, neighborhood outreach and problem solving, neighborhood leadership and organizational training and managing infrastructure investments.

The City's participation in the ICMA Benchmarking program will provide excellent data to serve as a baseline for the Neighborhood Health Index. More extensive use of the information will be available in 2009, and will serve to fully develop the Neighborhood Health Index. The Neighborhood Health Index will examine the satisfaction with safety, maintenance and quality throughout the neighborhoods in our community. This information is currently measured through the City's annual ETC DirectionFinder® citizen satisfaction survey.

## 14. Diversity Index

### *STRATEGIC ALIGNMENT:*

#### *City Council Priorities*

- 1) *Meet the needs of changing populous in housing and land use patterns*
- 2) *Citizens feel and are safe in person and property*

#### *Organizational Objectives*

- 1) *Promote community health, safety and welfare*
- 2) *Promote and preserve cultural and ethnic diversity*
- 3) *Deliver high quality, efficient and affordable City service*

Meeting the needs of our changing populous by encouraging equality, citizen engagement and promoting cultural and ethnic diversity is essential to the economic viability of our families and neighborhoods. The City has the task to protect and enhance its identity by working with the citizens to advance the viability of our families and neighborhoods by providing programs

and services that improve options for our disabled and low-income families and by sponsoring activities and events that promote diversity and encourage community partnerships.

Full implementation of the Diversity Index will examine citizen satisfaction in three key areas:

- Community Equality
- Citizen Engagement
- Promote and Preserve Cultural & Ethnic Diversity

A key indicator that is critical to long-term success has been more fully developed from last year through education and outreach efforts. Staff has developed a Diversity Index that links the success of programs, activities and events to our three human service programs: Human Relations Commission, Persons with Disability Advisory Board and the Diversity Committee.

## Performance Results by Key Result Area

### Transportation

Mission: The Transportation KRA consists of public and public/private programs managed by Public Works, Community Development and Johnson County in order to maintain, operate and plan for the transportation needs of all Olathe citizens.

#### Strategic Target: Work to Promote Effective Traffic Flow

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Customer</b>					
Traffic Flow & Congestions - % satisfactory or very satisfactory	29%	40%	49%	35%	
<b>Operational</b>					
Travel Speeds (as a % of 30 mph)					
• Major E/W corridor	94%	96%	96%	100%	
• Major N/S corridor	81%	82%	84%	100%	
Traffic Signal Operation - % of Plans reviewed twice per year	14%	0%	16%	15%	
<b>ATMS</b>					
• % of signals on system	50%	80%	82%	93%	93% attainable after Phase 3 completion
Arterial Streets - % improved to 4 lanes or more in fully developed areas	54%	54%	61%	54%	

#### Strategic Target: Support Mass Transit Efforts in the Community

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Customer</b>					
Public Transportation (Availability) - % Satisfactory & Very Satisfactory	22%	25%	23%	25%	ETC DirectionFinder® National average 38% Johnson County 24%
Sidewalks (Availability) - % Satisfactory & Very Satisfactory	55%	55%	58%	60%	ETC DirectionFinder®
Bike Lanes - % Satisfactory & Very Satisfactory	40%	38%	38%	50%	ETC DirectionFinder®
Taxi Coupon - % Satisfactory & Very Satisfactory	94%	NA	NA	95%	This survey was not conducted in 2008. Scheduled for 2009.

**Strategic Target: Support Mass Transit Efforts in the Community**

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Operational</b>					
Route K Average Daily Ridership	61	78	82	80	
Streets improved to City standards (%)	92%	89%	89%	95%	
Access to Public Transportation - % dwelling units within 1/4 mile of a route	11%	11%	10%	25%	Target may change as transit becomes more of an integral part of the transportation system

**Strategic Target: Maintenance**

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Customer</b>					
Maintenance of City Streets - % Satisfactory & Very Satisfactory	67%	73%	70%	70%	ETC DirectionFinder®
Major Street Snow Removal - % Satisfactory & Very Satisfactory	79%	82%	84%	80%	ETC DirectionFinder®
Residential Street Snow Removal - % Satisfactory & Very Satisfactory	58%	61%	60%	65%	ETC DirectionFinder®
Maintenance of Sidewalks - % Satisfactory & Very Satisfactory	57%	62%	60%	70%	ETC DirectionFinder®
<b>Operational</b>					
Pavement Condition Rating – Percent rated as acceptable or better					Acceptable = at least 10 years before major renovation is required.
• % of Arterials	87%	94%	85%	95%	
• % of Collectors	96%	97%	94%	95%	
• % of Residential	97%	93%	93%	95%	
Streetlight Repairs within 5 working days (%)					
• by City	89%	50%	90%	95%	
• by Contractor	25%	35%	50%	95%	
Pavement Markings					
• % of RR crossings meeting CI=100	85%	80%	75%	100%	
• % Intersections meeting CI>5	75%	75%	80%	75%	
• % Long Lines meeting CI>5	15%	20%	25%	50%	
Signs - % meeting standard	82%	80%	84%	90%	
Sidewalk Maintenance - % repaired within 3 months	87%	96%	88%	100%	

## Public Safety

Mission: The Public Safety KRA will offer public and private programs, activities and services that promote and provide for the general health, safety and welfare of the community and provide a sense of security and well being.

### Strategic Target: Ensure a Safe Community Through Multi-Dimensional Efforts

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Operational</b>					
Crime Rate (Part I) per 1,000 residents	National and regional crime statistics for 2008 will not be available until mid-year 2009				2008 results based on population of 123,289
• Violent	3.0	3.05	2.6	3.0	Part 1 (Violent): Murder, Rape, Robbery, Agg. Assault/Battery
• Property	25.1	23.76	21.98	23.0	Part I (Property): Burglary, Auto Burglary, Theft, Auto Theft, Arson
Clearance Rate (Part I)					% of crimes cleared
• Violent	51.0%	66.2%	66.98%	75.0%	
• Property	22.0%	26.0%	27.93%	27.5%	
Annual calls for service per sworn FTE					
• Police	NA	NA	408.05	500	2008 Police Results based on a total of 116 FTE first responders
• Fire	77.0	74.0	86.0	80.0	2008 Fire Results based on a total of 101 FTEs (emergency & non-emergency calls)
Percent of Code 1 Emergency Calls responded within 5 minutes from dispatch to arrival on scene of first FIRE unit	56%	60%	59%	59%	Code 1 call for emergency calls is any incident in which either is or could be life threatening in a short amount of time. On the fire side it is when property of value is being threatened by a fire or could be threatened such as a structure or car fire or reported visible smoke condition. The 4 minutes is the travel time for the initial arriving company of four on-duty personnel to the scene. ICMA reports mean average of 59% for population over 100,000. National Fire Protection Association 1710 states the objective to respond to an emergency incident within 5 minutes is 90% of time.
Percent of structure fires responded within 8 minutes from dispatch to arrival of remainder of first responding units	49%	68%	62%	65%	City of Olathe reported 74 structure fires in 2008. The 8 minutes is the amount of time for deployment of an initial full alarm assignment, which requires a minimum of 16 on-duty personnel to the scene. National Fire Protection Association 1710 states the objective to respond to a fire within 8 minutes is 90% of time.
Percent of Cases Successfully Prosecuted					
• DUI	91%	88%	88%	95%	
• Code Enforcement	100%	100%	100%	100%	
• Dangerous/Vicious Dogs	100%	100%	100%	100%	

**Strategic Target: Ensure a Safe Community Through Multi-Dimensional Efforts**

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Operational</b>					
Percent of Priority 1 police calls responded to in 5 minutes or less	67%	68%	72%	75%	
Percent of respondents rating prevention services conducted by the fire department as good or very good	77%	78%	79%	85%	
Percent of community mediations reaching successful agreements	93%	100%	100%	100%	
Number of stakeholders receiving annual CERT training	231	224	257	250	

**Strategic Target: Manage Resources to Achieve Results**

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Customer</b>					
Percent of respondents who rate the professionalism of police personnel with whom they had contact as good or excellent	89%	86%	82%	90%	Data collected from individual surveys of citizens who have had contact with uniformed police officers.
Percent of respondents satisfied or very satisfied with quality of building inspections	55%	54%	57%	60%	
Percent of respondents rating professionalism of building inspector as good or very good	96%	94%	98%	90%	
Percent of respondents satisfied or very satisfied with plan review turn-around times:					
• 3-day tenant finish	83%	93%	91%	90%	
• 10-day commercial	83%	93%	91%	90%	
Percent of respondents rating prosecution services as good or very good.	98%	96%	97%	98%	
Percent of victims notified of their rights and offered victim services prior to the defendant's arraignments	99%	99%	99%	100%	
Percent of respondents rating the overall enforcement of City codes and ordinances satisfied or very satisfied	58%	59%	63%	90%	
Percent of respondents who found the mediation process helpful and would choose to utilize mediation again to resolve a dispute	NA	100%	100%	90%	

**Strategic Target: Manage Resources to Achieve Results**

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Customer</b>					
Percent of school officials rating overall satisfaction with Adopt-A-School Program as satisfied or very satisfied	93%	94%	95%	90%	
Percent of school officials rating the effectiveness of the School Resource Officers Program as good or excellent	100%	100%	95%	100%	
<b>Financial</b>					
Percent of forfeitures prosecuted resulting in an award of money or property to the City	100%	NA	100%	90%	
Cost of Services per capita					
• Police	\$176.74	\$179.77	\$175.38	\$178.89	Remain in the lower 1/3 of participants reporting in the Benchmark Cities annual survey. (2007 avg. \$208.64) ICMA reports mean average of \$104.98 for population over 100,000.
• Fire	\$98.38	\$105.27	\$108.15	\$98.22	
Property Loss per capita					
• Police	\$20.00	\$20.89	\$23.38	\$20.00	
• Fire	\$78.03	\$49.96	\$22.14	<\$50.60	Target is based on National Fire Protection Association's (NFPA) Survey of Fire Departments for 2007 North Central Fire Loss Rates

**Strategic Target: Develop Employees**

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Employees</b>					
Police Dept Voluntary Turnover Rate					
• Commissioned	3.00%	6.69%	6.71%	5.00%	Annual avg. of 164 employees with 11 resignations
• Civilian	9.20%	21.98%	31.33%	10.00%	Annual avg. of 41.5 employees with 13 resignations (7 Communications Operators, 2 Community Svc Officers, 1 Receptionist, 1 Admin. Asst, 1 Tech. Svc Mgr, 1 Alarm Coord.)
Total number of training education and development hours completed per fire fighter	522	181	140	200	
Percent of prosecutors exceeding Kansas Supreme Court mandatory continuing legal education	100%	100%	100%	100%	

**Strategic Target: Develop Employees**

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Employees</b>					
Total number of training, education and development hours completed per police department employee					
• Commissioned	88	93	120	100	2008 – 16,500 total training hours (164 commissioned), 2007 – 16,234 total training hours (175 commissioned), 2006 - 14,768 total training hours (167 commissioned)
• Civilian	16	15	18	24	2008 – 747 total training hours (41.5 civilians), 2006 - 728 total training hours (45 civilian), 2005 - 480 training hours (44 civilians)
Percent of public safety employees rating satisfaction with employment at the City of Olathe as satisfied or very satisfied	68%	NA	NA	75%	No employee survey completed in 2008

## Downtown

Mission: To actively pursue and coordinate the implementation of the Envision Olathe Downtown Plan and facilitate communication amongst involved entities, stakeholders and the neighboring community.

### Strategic Target: Promote a Vibrant Downtown Area

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Customer</b>					
Satisfaction for City's efforts towards the overall maintenance and preservation of Downtown	55%	55%	58%	65%	Goal to be in top 25% of ETC DirectionFinder® metro cities
<b>Financial</b>					
Percent of occupied commercial space in Downtown	89%	89%	87%	90%	

### Strategic Target: Pursue Innovative Economic Development Opportunities Downtown

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Financial</b>					
Growth in value of Downtown property improvements as a result of incentive programs available	0%	0%	0%	\$0 BASELINE	Goal to increase property values a minimum of 10% as required for NRA program eligibility; 2009 will be baseline year as 2008 NRA projects are re-assessed in 2009 to reveal the increase in assessed value.
<b>Operational</b>					
Growth in number of applications received for available incentive programs	(0 apps) 0%	(0 apps) 0%	(7 apps) BASELINE	(10 apps) 30%	Goal to obtain positive % increase; NRA applications eligible as of 6/2009. These applications apply to Original Town Area, including downtown, for both commercial and residential property improvements.

**Strategic Target: Continually Monitor Downtown Development Efforts**

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Financial</b>					
Growth in appraised value of Downtown (in millions)	NA	\$212 22%	\$228 7%	\$240 5%	Appraised value is a total of all land uses within the downtown defined boundaries (i.e. res, com, industrial, manufacturing, public, parks, ROW, etc.) Base: \$145 million (2004) *2007 numbers were revised to include all properties that have frontage onto Santa Fe from I-35 to K7, the CBD and transition area.
Value of new construction Downtown (in millions)	NA	\$2.2*	\$5.1*	\$2	Value in construction is calculated from annual building permits *2007 numbers were revised to include all properties that have frontage onto Santa Fe from I-35 to K7, the CBD and transition area.

## Economic Sustainability

Mission: The mission of the Economic Sustainability KRA is to balance economic development with prudent financial management, create the lowest possible tax rate while delivering the highest quality of service and continue to diversify City revenue sources by striving toward a 70% residential/30% commercial tax base.

### Strategic Target: Aggressively Promote Economic Development Efforts

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Customer</b>					
Satisfaction composite index for City's efforts to promote Economic Development (Base year 2003 = 100)	99	102	102	100	Total for all DirectionFinder® measures in this category
<b>Operational</b>					
Ratio of acres zoned for residential to non-residential development	73/27	69/31	73/27	70/30	Excludes agricultural acreage
Ratio of acres zoned for retail, industrial, office	8/11/3	8/11/5	8/10/4	8/9/5	
Ratio of acres zoned for multi-family to single family	6/64	6/64	10/60	10/60	
Ratio of market value: residential to commercial	82/18	82/18	81/19	70/30	State reduced M&E and Utilities in 2006 & 2007
Growth market value of residential property	10.78%	9.10%	3%	9.83%	Goal = average growth last 5 years
Growth market value of commercial property	11.49%	11.03%	6%	6.35%	Goal = average growth last 5 years

### Strategic Target: Moderate Debt Usage to the Greatest Extent Possible

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Financial</b>					
Debt service as a percent of General and Debt Service Fund expenditures	24%	24%	28%	<25%	Per debt mgmt policy
<b>Operational</b>					
General Fund Bond Rating Index	8	8	8.5	9	Scale 1 – 10 (10 highest)
Percent of CIP projects that are non-debt funded	57%	49%	53%	>50%	
General Fund Debt per Capita (Equalized for Inflation)	\$1,182	\$1,316	\$1,728	<\$2,800	Target is the upper level ratio for cities with similar bond ratings. Benchmark to 2005 dollars
Percent of net bonded debt to actual value	1.55%	1.68%	2.06	<5.00%	Goal = Avg debt per capita of AA+ or AAA communities)

**Strategic Target: Diversify City Revenue Sources**

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Customer</b>					
Percent of respondents satisfied or very satisfied with the City's effort to involve the public in financial decisions	39%	45%	47%	50%	ETC DirectionFinder®
Percent of respondents satisfied or very satisfied with the City's effort to involve the public in the budget process	36%	41%	38%	50%	ETC DirectionFinder®
<b>Operational</b>					
Percent of General Fund Revenues From Sales Tax	51%	49%	49%	<50%	
Ratio of taxable assessed value: residential to commercial	72/28	71/29	69/31	70/30	

## Public Services

Mission: The strategy for 2023 is for a full-service City that is recognized for customer service (responsiveness) and service delivery excellence. Residents receive and enjoy quality services in all areas of City service delivery. All basic service responsibilities such as water, wastewater, solid waste, storm water management, snow removal and environmental health are supported by a professional, customer-focused and efficient cadre of public servants. Infrastructure needed to support those services is consistent with and reflective of development and redevelopment demands by citizens. Costs of those services are borne by users and competitive with other regional service providers. These services are fully integrated with, supported by, and coordinated with other City services and other governmental service providers.

### Strategic Target: Focus on Core Services

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Customer</b>					
Percent of respondents satisfied or very satisfied with the maintenance of City buildings	78%	79%	77%	>75%	ETC DirectionFinder®
Percent of respondents satisfied or very satisfied with the cleanliness of City buildings	81%	81%	78%	>75%	
<b>Financial</b>					
CIP Management - % of CIP dollar value completed within CIP budget	100%	86%	100%	99%	Total project cost (\$) <u>completed projects</u> \$77.56 mil Total CIP budget \$80.82 mil for those projects
CIP Management - % of CIP Projects completed within CIP dollar value	87%	95%	93.55%	90%	# projects completed w/i CIP budget 29 of 31 Total # of projects completed
<b>Operational</b>					
CIP Management - % of CIP projects completed within the contract schedule	67%	96%	96.88%	90%	31 of 32 projects completed within scheduled timeframe
City Building Maintenance - Number based on Building Condition Index	NA	113 Good 9 Fair 1 Poor	110 Good 13 Fair 2 Poor	NA	

**Strategic Target: Utilize "Pay for Use" Service Whenever Possible**

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Customer</b>					
Satisfaction composite index for Municipal Services customer service (base year 2003 = 100)	104	105	104	>104	ETC Quarterly OMS Survey
Satisfaction composite index for Municipal Services water service (base year 2003 = 100)	106	108	106	>104	ETC Quarterly OMS Survey
Satisfaction composite index for Municipal Services wastewater service (base year 2003 = 100)	101	103	100	>102	ETC Quarterly OMS Survey
Percent of respondents satisfied or very satisfied with the stormwater runoff system	75%	75%	76%	>75%	ETC DirectionFinder®
Satisfaction composite index for Municipal Services residential solid waste (base year 2003 = 100)	104	104	104	>103	ETC Quarterly OMS Survey
Satisfaction composite index for Municipal Services recycling service (base year 2003 = 100)	100	101	103	>102	ETC Quarterly OMS Survey
Satisfaction composite index for Municipal Services yard waste (base year 2003 = 100)	104	105	106	>104	ETC Quarterly OMS Survey
<b>Financial</b>					
Revenue Bond Rating Index for Water & Sewer					Scale 1 – 10 (10 highest)
• Moody's	6	6	6	6	
• S&P	7	7	7	8	
Debt Ratio = total long term debt/total assets	0.19	.12	.1488	<.3	
Fund balance as a % of total expenditures					
• Water & Sewer fund	18.6	18.3	25%	16.6	
• Solid Waste fund	2.0	2.3	4%	16.6	
Debt service as a % of Water & Sewer Fund expenditures	25%	25%	19.56%	<25%	

**Strategic Target: Utilize "Pay for Use" Service Whenever Possible**

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Operational</b>					
Unaccounted for water (%)	11%	13%	12.2%	<15%	
Percent of time water meets regulatory standards	99%	100%	100%	100%	
Percent of time wastewater meets effluent limits	99.98%	99.98%	100%	100%	
Number of sewer backups reported annually	4	3	3	<5	
Solid waste tonnage diverted (%)	24%	20%	26.81%	>25%	Increased participation
Stormwater runoff system					
• % of inlets inspected per year	121%	116%	107.4%	100%	
• % of open channel inspected per year	31%	122%	90.4%	100%	
Stormwater runoff system - number of structures reporting a flooding event	10	12	11	0	Preliminary engineering study being conducted. Requesting funding in 2009 to alleviate.

## Active Lifestyles

Mission: Active Lifestyles in a community partnership dedicated to acquiring park land while preserving and maintaining Olathe's parks and history. Through dynamic recreation facilities and opportunities, Active Lifestyles cultivates a positive sense of community for all Olatheans.

### Strategic Target: Unify Community Parks & Recreation Activities

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Customer</b>					
Percent of respondents indicating their needs are completely met by existing outdoor parks and open space	74%	77%	78%	75%	ETC DirectionFinder®
Percent of respondents indicating their needs are completely met by existing outdoor athletic fields	71%	75%	78%	72%	ETC DirectionFinder®

### Strategic Target: Actively Market Signature Parks & Programs

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Customer</b>					
Percent of respondents indicating their needs are completely met by existing walking and biking trails	69%	72%	75%	76%	ETC DirectionFinder®
Percent of survey respondents satisfied with special events sponsored by the City	72%	75%	76%	76%	ETC DirectionFinder®
Percent of respondents rating the overall event as good or very good:					
• Summer Concert Series	93%	93%	98%	92%	ETC Assessment Survey
• 4th of July Celebration	93%	86%	87%	90%	ETC Assessment Survey
• Fishing Derby	93%	100%	95%	95%	ETC Assessment Survey
Percent of respondents rating their classroom experience at Mahaffie satisfied or very satisfied	98%	100%	97%	94%	ETC Assessment Survey

**Strategic Target: Seek and Secure Long Term, Permanent Partners and Funding for Parks & Recreation Programs and Facilities**

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Financial</b>					
Percent of direct operating costs recovered for aquatics programs	94%	88%	86%	85%	
Percent of Special Populations programs direct cost recovered	110%*	67%	101%	83%	*Spec Pops takes a cruise every 3 years, which created the increase due to more participants than planned taking the trip. All chaperones are volunteers, with costs of their trip fares covered by participant fees.
Percent of direct costs recovered by fees and revenues by program type					
• Pre-school	100%	100%	100%	100%	
• Youth	100%	100%	100%	100%	
• Teens	100%	100%	100%	100%	
• Adults	100%	100%	100%	100%	
Percent of direct costs of Mahaffie Special Events recovered through fees and donations	73%	74%	59%	70%	
Value of sponsorship for special events					This amount includes donations for summer concerts and the fishing derby.
• In-kind	\$28,250	\$36,000	\$29,000	\$23,000	
• Cash	\$15,000	\$12,000	\$38,000	\$14,000	

**Strategic Target: Fund & Develop Community Centers**

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Customer</b>					
Percent of survey respondents satisfied with the quality of the City's indoor recreation facilities	50%	47%	49%	50%	ETC DirectionFinder®

## Diversity

Mission: Promote and preserve our diverse community by connecting neighbors through community programs, services and activities.

### Strategic Target: Work Continuously to Creatively Promote Understanding of Diversity

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Customer</b>					
Percent of respondents rating Olathe's service to specialized populations as good or excellent					ETC DirectionFinder®
<ul style="list-style-type: none"> <li>• Non-English speaking persons</li> </ul>	68%	71%	65%	75%	
<ul style="list-style-type: none"> <li>• Deaf/Hearing disabled persons</li> </ul>	85%	83%	78%	90%	
<ul style="list-style-type: none"> <li>• Persons with limited physical mobility</li> </ul>	64%	69%	64%	75%	
<ul style="list-style-type: none"> <li>• Seniors</li> </ul>	65%	70%	64%	75%	
<ul style="list-style-type: none"> <li>• Persons with disabilities</li> </ul>	NA	NA	62%	75%	
Percent of respondents who agree or strongly agree that racial discrimination is not a problem with the City of Olathe	NA	NA	60%	75%	ETC DirectionFinder®
Percent of respondents who agree or strongly agree that the City of Olathe does a good job of promoting diversity in the community	65%	66%	67%	75%	ETC DirectionFinder®

### Strategic Target: Capitalize on Existing Strength

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Customer</b>					
Percent rating taxi coupon program as good or very good	94%	Survey conducted every other year	NA	NA	From this point forward the survey will be conducted every other year. Next survey will be conducted in 2009
Percent of eligible residential properties benefiting from Housing Rehabilitation Programs Located within the Original Town area	73%	40%	65%	70%	35 out of the 55 rehab projects took place within the Original Town area. Reflects an aging community beyond the Original Town areas.
Average daily ridership – Taxi Coupon Program	110	145	131.81	150	

## Service Delivery Support

Mission: To Make Our Partners Successful.

### Strategic Target: Maximize the Effectiveness of Internal Business Processes

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Operational</b>					
Fleet Availability					
• Fire Trucks	95%	91%	91.44%	95%	
• Police Sedans (emergency)	97%	96%	95.35%	95%	
• Solid Waste Residential Collection Trucks	76%	83%	86.96%	85%	
System scheduled availability of network resources	99.78%	99.91%	99.96%	99.50%	
Percent of monetary transactions conducted electronically	NA	NA	NA	NA	Tracking system not yet implemented

### Strategic Target: Recruit, Develop and Retain Productive, Quality Staff

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Financial</b>					
Workers Compensation Claims as a percent of City payroll	1.60%	1.01%	.4%	<1.50%	
<b>Employee</b>					
Employee overall satisfaction with employment	NA	NA	89.3%	80.00%	
<b>Operational</b>					
Turnover rate (% authorized FTE)	9.98%	9.10%	9.5%	<10.00%	
Turnover rate excluding regular retirements	7.53%	7.70%	7.9%	<8.00%	

**Strategic Target: Provide Excellent Service That Meets Our Customer's Needs and Exceeds Their Expectations**

Focus Area	2006 Actual	2007 Actual	2008 Actual	2008 Target	Comment
<b>Financial</b>					
Percent variance actual to budget - General Fund Revenue					
• Property Tax	5.35%	2.97%	1.96%	±3.00%	
• Sales Tax	9.91%	.33%	-7.98%	±3.00%	
• Franchise Fee	-14.81%	4.15%	17.40%	±3.00%	
• Fine & Forfeitures	-3.40%	-17.43%	-15.25%	±3.00%	
Percent variance actual to budget - General Fund Expenditure					
• Personal Services	-3.85%	5.35%	4.83%	±3.00%	
• Contractual	1.04%	-2.21%	1.27%	±3.00%	
• Commodities	-16.47%	-5.08%	-1.20%	±3.00%	
• Capital Outlay	45.38%	-41.94%	22.88%	±3.00%	
<b>Customer</b>					
Achieve compliance with GFOA Certificate of Excellence in Financial Reporting	Yes	Yes	Yes	Yes	
Achieve compliance with GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	
Overall satisfaction with services provided by ITS	NA	60%	NA	75%	ETC internal survey done every other year
Overall satisfaction with services provided by Vehicle Maintenance	NA	90%	NA	80%	ETC internal survey done every other year
Overall satisfaction with services provided by Purchasing	NA	77%	NA	75%	ETC internal survey done every other year
Overall satisfaction with services provided by HR	NA	NA	NA	75%	ETC internal survey done every other year
Overall satisfaction with services provided by Legal	NA	72%	NA	75%	ETC internal survey done every other year
Overall satisfaction with services provided by City Clerk	NA	81%	NA	80%	ETC internal survey done every other year
Percentage of respondents satisfied or very satisfied with the quality of the City's web page.	62%	68%	65%	70%	ETC DirectionFinder®