

# Benchmarking 2.0

## Framework

Established in 1995, the North Carolina Benchmarking Project allows municipalities to compare their service and performance trends with other participating units. Benchmarking 2.0, launched in 2022, streamlines data collection and analysis and expands opportunities for robust peer-to-peer conversations and best-practice development.

### **Current Partners**

Apex, Chapel Hill, Charlotte, Concord, Goldsboro, Greensboro, Hickory, Raleigh, Wilson, and Winston-Salem

### **Services**

Residential refuse collection, household recycling, yard waste/leaf collection, police service, emergency communications, asphalt maintenance and repair, fire service, building inspection, fleet maintenance, central human resources, water service, wastewater service, and core parks and recreation.

### **Benchmarking 2.0 helps the participating service departments:**

- Develop solutions and best practices for dealing with wicked problems
- Improve performance through evidence-informed decision making
- Celebrate and communicate success to stakeholders
- Gain a better understanding of their own organizational performance
- Engage in peer-to-peer learning and networking

See pages 3 through 24 for metric names and definitions for each service.

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# Residential Refuse Collection

Metric	DEFINITION
Total residential refuse in tons	Number of tons collected annually, including other bulky item collection (e.g., furniture) (Do not include white goods).
Total number of collection points	Number of active addresses serviced by residential refuse crews, including single-family, multifamily, and central business districts only for curbside rollout service.
Total number of routes (runs per week)	Number of routes, both city-run and contract. A route should be for only one day. Routes with multiple days count as multiple routes.
Total route mileage	Total aggregate of miles for all routes (miles assigned for collection from a routing station).
Number of requests for pickup outside of normal routing schedule	Number of times during the year that a truck was dispatched to pick up trash at a missed collection or retrieve refuse upon request.
Distance to landfill, incinerator, or transfer station	Distance to a landfill or transfer station from the dispatch center (one way).
Total number of complaints for Residential Refuse Collection	Number of complaints received, regardless of validity.
Total number of valid complaints for Residential Refuse Collection	Number of complaints that are categorized as valid.
Total number of approved Residential Refuse Collection FTEs	All approved full-time equivalents (FTEs), filled or unfilled, for the year. Includes all approved, regularly scheduled full-time positions and regular part-time positions that are eligible for full benefits (do not include seasonal or part-time positions that are not eligible for full benefits).
Total number of days Residential Refuse Collection FTEs remained vacant or unfilled in the past year	Sum of the number of days that each regularly scheduled position that is eligible for full benefits remained unfilled during the year. Includes all full-time positions, regular part-time positions that are eligible for full benefits, and positions that are always open year-round. Excludes seasonal and part-time positions that are ineligible for full benefits.
Total number of hours Residential Refuse Collection FTEs remained on leave in the past year	Sum of the number of hours that all regularly scheduled positions remained on leave during the year. Includes all full-time positions and regular part-time positions that are eligible for full benefits. Excludes seasonal and part-time positions that are not eligible for full benefits. Includes all leave (sick, annual, parental, "other," etc.).
Total personnel cost for Residential Refuse Collection	Includes gross earnings (all salaries and wages) of permanent and temporary employees subject to the Federal Insurance Contributions Act (FICA), the unit's share of all overtime and holiday pay, longevity paid, allowances, supplemental retirement income, Social Security taxes, retirement contributions, hospital and medical insurances, disability insurances, unemployment compensation, workers'-compensation contributions, deferred compensation, and other benefits.
Total operational cost for Residential Refuse Collection	All noncapital-outlay equipment, tools, and software. Cost of property or materials purchased for resale or cost of goods sold. All training, travel, property maintenance, repairs, fees, licenses, advertising, purchases, rentals, memberships, dues, utilities, data management/processing, MIS, GIS, contracted services, contract administration, fuel, fleet maintenance, special programs, sublet work, and other operating costs.

# Household Recycling

Metric	DEFINITION
Total residential recycling collection in tons	Includes tons of curbside recyclables collected by city crews, private haulers, and drop-off sites.
Total number of collection points receiving curbside recycling service	Both city-provided and contract service.
Total number of collection points participating in curbside recycling service	Number of collection points that choose to participate in curbside recycling service annually.
Number of requests for pickup outside of normal routing schedule	Number of times during the year that a truck was dispatched to pick up recycling at a missed collection or to retrieve recycling upon request.
Total number of complaints for Household Recycling	Number of complaints received, regardless of validity.
Total number of valid complaints for Household Recycling	Number of complaints that are categorized as valid.
Total number of approved Household Recycling FTEs	All approved full-time equivalents (FTEs), filled or unfilled, for the year. Includes all approved, regularly scheduled full-time positions and regular part-time positions that are eligible for full benefits (do not include seasonal or part-time positions that are not eligible for full benefits).
Total number of days Household Recycling FTEs remained vacant or unfilled in the past year	Sum of the number of days that each regularly scheduled position that is eligible for full benefits remained unfilled during the year. Includes all full-time positions, regular part-time positions that are eligible for full benefits, and positions that are always open year-round. Excludes seasonal and part-time positions that are ineligible for full benefits.
Total number of hours Household Recycling FTEs remained on leave in the past year	Sum of the number of hours that all regularly scheduled positions remained on leave during the year. Includes all full-time positions and regular part-time positions that are eligible for full benefits. Excludes seasonal and part-time positions that are not eligible for full benefits. Includes all leave (sick, annual, parental, "other," etc.).
Total personnel cost for Household Recycling	Includes gross earnings (all salaries and wages) of permanent and temporary employees subject to the Federal Insurance Contributions Act (FICA), the unit's share of all overtime and holiday pay, longevity paid, allowances, supplemental retirement income, Social Security taxes, retirement contributions, hospital and medical insurances, disability insurances, unemployment compensation, workers'-compensation contributions, deferred compensation, and other benefits.
Total operational cost for Household Recycling	All noncapital-outlay equipment, tools, and software. Cost of property or materials purchased for resale or cost of goods sold. All training, travel, property maintenance, repairs, fees, licenses, advertising, purchases, rentals, memberships, dues, utilities, data management/processing, MIS, GIS, contracted services, contract administration, fuel, fleet maintenance, special programs, sublet work, and other operating costs.

# Yard Waste/Leaf Collection

Metric	DEFINITION
Total residential yard waste in tons	Includes tons of yard waste collected by city crews, private haulers, and drop-off sites.
Total number of collection points	Both city-provided and contract service.
Total number of routes	Number of routes, both city-run and contract. For this count, a "route" runs for only one day. A route with multiple days counts as multiple routes, one route for each day.
Total route mileage	Total aggregate of miles for all routes (miles assigned for collection from a routing station).
Number of requests for pickup outside of normal routing schedule	Number of times for entire year where a truck was dispatched to pick up yard waste/leaf collection at a missed collection or retrieve yard waste/leaf collection upon request.
Total number of complaints for Yard Waste/Leaf Collection	Number of complaints received, regardless of validity
Total number of valid complaints for Yard Waste/Leaf Collection	Number of complaints that are categorized as valid.
Total number of approved Yard Waste/Leaf Collection FTEs	All approved full-time equivalents (FTEs), filled or unfilled, for the year. Includes all approved, regularly scheduled full-time positions and regular part-time positions that are eligible for full benefits (do not include seasonal or part-time positions that are not eligible for full benefits).
Total number of days Yard Waste/Leaf Collection FTEs remained vacant or unfilled in the past year	Sum of the number of days that each regularly scheduled position that is eligible for full benefits remained unfilled during the year. Includes all full-time positions, regular part-time positions that are eligible for full benefits, and positions that are always open year-round. Excludes seasonal and part-time positions that are ineligible for full benefits.
Total number of hours Yard Waste/Leaf Collection FTEs remained on leave in the past year	Sum of the number of hours that all regularly scheduled positions remained on leave during the year. Includes all full-time positions and regular part-time positions that are eligible for full benefits. Excludes seasonal and part-time positions that are not eligible for full benefits. Includes all leave (sick, annual, parental, "other," etc.).
Total personnel cost for Yard Waste/Leaf Collection	Includes gross earnings (all salaries and wages) of permanent and temporary employees subject to the Federal Insurance Contributions Act (FICA), the unit's share of all overtime and holiday pay, longevity paid, allowances, supplemental retirement income, Social Security taxes, retirement contributions, hospital and medical insurances, disability insurances, unemployment compensation, workers'-compensation contributions, deferred compensation, and other benefits.
Total operational cost for Yard Waste/Leaf Collection	All noncapital-outlay equipment, tools, and software. Cost of property or materials purchased for resale or cost of goods sold. All training, travel, property maintenance, repairs, fees, licenses, advertising, purchases, rentals, memberships, dues, utilities, data management/processing, MIS, GIS, contracted services, contract administration, fuel, fleet maintenance, special programs, sublet work, and other operating costs.

# Police Service

Metric	DEFINITION
Total number of reported aggravated assaults	Compiled by the Uniform Crime Reporting Program's Summary Reporting System (SRS) or the National Incident-Based Reporting System (NIBRS).
Total number of reported rapes	Compiled by the SRS or NIBRS.
Total number of reported murders	Compiled by the SRS or NIBRS.
Total number of reported robberies	Compiled by the SRS or NIBRS.
Total number of reported arsons	Compiled by the SRS or NIBRS.
Total number of reported burglaries	Compiled by the SRS or NIBRS.
Total number of reported larcenies	Compiled by the SRS or NIBRS.
Total number of reported motor vehicle thefts	Compiled by the SRS or NIBRS.
Total number of system calls dispatched	Total calls dispatched for the fiscal year, including 911, walk-ins, web portals, and telephone responses. If data are not available in this format, leave blank.
Total number of self-initiated dispatches	Self-initiated calls except for administrative events (e.g., court leave, off duty) or duplicate incidents.
Total number of high-priority police calls	High-priority calls generally involve crimes in progress or situations with a risk of injury or death (priority codes 0–4 for most departments). Includes emergency calls that require immediate response and give reason to believe that an immediate threat of injury or death exists; calls involving crimes in progress that require an immediate response but present no significant threat of serious physical injury or major property damage; calls concerning any active incident or activity that could be classified as a possible crime or potential threat to life or property (the need for suspect apprehension may be considered); emergency calls that require immediate response and involve an immediate and substantial risk of major property loss or damage (the victim has been removed, has been treated, or requires no medical attention); or requests for police response that do not require an immediate response but that provide suspect information or physical evidence suggesting that an officer's investigation will lead to the apprehension of a suspect (i.e., calls made after the fact to report crimes, such as burglary, breaking and entering a motor vehicle, or larceny, that entail evidence to be gathered and property to be collected or recovered, but present no potential for further injury or property damage, have not just occurred, and have no suspects at the scene).
Response time in minutes to high-priority police calls	Total time between a unit being assigned by dispatch and that unit's arrival at the scene. Add the total response time in minutes for all high-priority police calls to calculate this metric.
Number of high-priority police calls with response times of 10 minutes or more	Total number of high-priority calls with response times of 10 minutes or more.
Total number of approved sworn officer FTEs	Includes all approved sworn full-time-equivalent (FTE) officer positions (filled or unfilled, including administrative positions) for the year. Includes all full-time positions and regular part-time positions that are eligible for full benefits. Excludes seasonal and part-time positions that are ineligible for full benefits.
Total number of assaults on police officers	As entered in the FBI's LEOKA database.

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# Police Service (continued)

Metric	DEFINITION
Total number of officer incidents on duty	As entered in the FBI's LEOKA database. Includes all types of incidents (officer injuries, assaults on officers, and officer deaths), including those from traffic accidents.
Total number of officer deaths on duty	As entered in the FBI's LEOKA database. Includes all types of deaths, including traffic accidents.
Total number of days sworn officer FTEs remained vacant or unfilled in the past year.	Sum of the number of days that each regularly scheduled sworn officer position that is eligible for full benefits remained unfilled during the year. Includes all full-time positions, regular part-time positions that are eligible for full benefits, and positions that are always open year-round. Excludes seasonal and part-time positions that are ineligible for full benefits.
Total number of hours sworn officer FTEs remained on leave in the past year.	Sum of the number of hours that all regularly scheduled positions remained on leave during the year. Includes all full-time positions and regular part-time positions that are eligible for full benefits. Excludes seasonal and part-time positions that are not eligible for full benefits. Includes all leave (sick, annual, parental, "other," etc.).
Total personnel cost for Police Service	Includes gross earnings (all salaries and wages) of permanent and temporary employees subject to the Federal Insurance Contributions Act (FICA), the unit's share of all overtime and holiday pay, longevity paid, allowances, supplemental retirement income, Social Security taxes, retirement contributions, hospital and medical insurances, disability insurances, unemployment compensation, workers'-compensation contributions, deferred compensation, and other benefits.
Total operational cost for Police Service	All noncapital-outlay equipment, tools, and software. Cost of property or materials purchased for resale or cost of goods sold. All training, travel, property maintenance, repairs, fees, licenses, advertising, purchases, rentals, memberships, dues, utilities, data management/processing, MIS, GIS, contracted services, contract administration, fuel, fleet maintenance, special programs, sublet work, and other operating costs.

# Emergency Communications

Metric	DEFINITION
Total number of 911 calls	Total phone calls that came through the 911 phone lines during the fiscal year.
Total number of 911 calls answered within 20 seconds	Include number of 911 incoming calls that were answered within twenty seconds. This corresponds to the National Emergency Number Association's standard.
Total number of outgoing calls	Count of outgoing calls made from the emergency-communications center, other than dispatches. Outgoing calls are those made on behalf of an agency, such as an officer's requests for information or a call placed to another city department after business hours.
Total number of high-priority 911 calls	Total number of calls requiring immediate response or dispatch. This includes all police, fire, and EMS calls involving situations with a risk of injury, death, and property loss. Includes emergency calls that require immediate response and give reason to believe that an immediate threat of injury or death exists; calls involving crimes in progress that require an immediate response; calls concerning any active incident or activity that could be classified as a possible crime or potential threat to life or property (the need for suspect apprehension may be considered); and fire and medical emergency calls that require immediate response and involve an immediate and substantial risk of injury or life or major property loss or damage (response codes Delta and Echo).
Total time from initial ring to answer	Total number of seconds from initial ring to answer on 911 calls. Add the total time in seconds from initial ring to answer for all 911 calls to calculate this metric.
Total time from answer to call sent for dispatch	The total number of seconds between the time a high-priority 911 call is answered and the time it is sent for dispatch for all high-priority 911 call. Add the total time in seconds from answer to sent for dispatch for all high-priority 911 calls to calculate this metric.
Total hold time	Total number of seconds between the time all high-priority 911 calls are sent for dispatch and the time of actual dispatch. Add the total hold time in seconds of all high-priority 911 calls to calculate this metric.
Total number of approved telecommunicator FTEs	All approved full-time equivalents (FTEs), filled or unfilled, for the year. Includes all approved, regularly scheduled full-time positions and regular part-time positions that are eligible for full benefits (do not include seasonal or part-time positions that are not eligible for full benefits).
Total number of days telecommunicator FTEs remained vacant or unfilled in the past year	Sum of the number of days that each regularly scheduled position that is eligible for full benefits remained unfilled during the year. Includes all full-time positions, regular part-time positions that are eligible for full benefits, and positions that are always open year-round. Excludes seasonal and part-time positions that are ineligible for full benefits.
Total number of hours telecommunicator FTEs remained on leave in the past year	Sum of the number of hours that all regularly scheduled positions remained on leave during the year. Includes all full-time positions and regular part-time positions that are eligible for full benefits. Excludes seasonal and part-time positions that are not eligible for full benefits. Includes all leave (sick, annual, parental, "other," etc.).

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# Emergency Communications (Continued)

Metric	DEFINITION
Total personnel cost for Emergency Communications	Includes gross earnings (all salaries and wages) of permanent and temporary employees subject to the Federal Insurance Contributions Act (FICA), the unit's share of all overtime and holiday pay, longevity paid, allowances, supplemental retirement income, Social Security taxes, retirement contributions, hospital and medical insurances, disability insurances, unemployment compensation, workers'-compensation contributions, deferred compensation, and other benefits.
Total operational cost for Emergency Communications	All noncapital-outlay equipment, tools, and software. Cost of property or materials purchased for resale or cost of goods sold. All training, travel, property maintenance, repairs, fees, licenses, advertising, purchases, rentals, memberships, dues, utilities, data management/processing, MIS, GIS, contracted services, contract administration, fuel, fleet maintenance, special programs, sublet work, and other operating costs.

# Asphalt Maintenance and Repair

Metric	DEFINITION
Total number of lane miles	Total aggregate of lane miles for the municipality.
Total number of lane miles rated 85 or better	Total number of lane miles rated 85 or better, as reported on the most recent street-pavement assessment.
Total number of potholes reported on municipal roads	Number of known potholes, reported by city citizens and employees, during the past fiscal year.
Total number of potholes addressed within 24 hours	Number of potholes addressed within twenty-four clock hours (not business hours) of being reported. Addressing a pothole can include repairing it or taking action toward repairing it (for example, moving a repair request to the Department of Transportation). If your organization does not track the number of potholes repaired or addressed within twenty-four hours, use a sample.
Total number of approved Asphalt Maintenance and Repair FTEs	All approved full-time equivalents (FTEs), filled or unfilled, for the year. Includes all approved, regularly scheduled full-time positions and regular part-time positions that are eligible for full benefits (do not include seasonal or part-time positions that are not eligible for full benefits).
Total number of days Asphalt Maintenance and Repair FTEs remained vacant or unfilled in the past year	Sum of the number of days that each regularly scheduled position that is eligible for full benefits remained unfilled during the year. Includes all full-time positions, regular part-time positions that are eligible for full benefits, and positions that are always open year-round. Excludes seasonal and part-time positions that are ineligible for full benefits.
Total number of hours Asphalt Maintenance and Repair FTEs remained on leave in the past year	Sum of the number of hours that all regularly scheduled positions remained on leave during the year. Includes all full-time positions and regular part-time positions that are eligible for full benefits. Excludes seasonal and part-time positions that are not eligible for full benefits. Includes all leave (sick, annual, parental, "other," etc.).
Total personnel cost for Asphalt Maintenance and Repair	Includes gross earnings (all salaries and wages) of permanent and temporary employees subject to the Federal Insurance Contributions Act (FICA), the unit's share of all overtime and holiday pay, longevity paid, allowances, supplemental retirement income, Social Security taxes, retirement contributions, hospital and medical insurances, disability insurances, unemployment compensation, workers'-compensation contributions, deferred compensation, and other benefits.
Total operational cost for Asphalt Maintenance and Repair	All noncapital-outlay equipment, tools, and software. Cost of property or materials purchased for resale or cost of goods sold. All training, travel, property maintenance, repairs, fees, licenses, advertising, purchases, rentals, memberships, dues, utilities, data management/processing, MIS, GIS, contracted services, contract administration, fuel, fleet maintenance, special programs, sublet work, and other operating costs.

# Fire Service

Metric	DEFINITION
Total number of incidents	Total number of all National Fire Incident Reporting System (NFIRS) 100s, 200s, 300s, 400s, 500s, 600s, 700s, 800s, and 900s.
Total number of fires reported	Number of NFIRS 100s.
Turnout time for the 90th percentile (in seconds)	Number of seconds elapsed from when a dispatcher alerts a fire unit of an emergency to when the unit leaves the fire station (as reported to NFIRS).
Dispatch time for the 90th percentile (in seconds)	Number of seconds elapsed from when a call is received to when a dispatcher alerts a fire unit. Includes "Call Pickup Time" and "Call Processing Time" (as reported to NFIRS).
Travel time for the 90th percentile (in seconds)	Number of seconds between the dispatcher alert (alarm) to the arrival of the first unit on the scene (as reported to NFIRS).
Response time for the 90th percentile (in seconds)	Time from call received to arrival of first unit on scene. Includes "Call Pickup Time" and "Call Processing Time" (as reported to NFIRS).
Time from arrival to first water on fire (in seconds) (optional)	Number of seconds between the arrival of the first apparatus with suppression capabilities to the time the primary attack line or incident commander announces "water on fire." (This is timestamped by the dispatch center and added to the CAD incident report.) This measure is not required by NFIRS.
Time from arrival to incident stabilization (in seconds) (optional)	Number of seconds between the first suppression unit's arrival and the point when the situation is reported to be under control or the event's process of loss has been stopped. This is timestamped by the dispatch center and added to the CAD incident report. On a structure fire, this is commonly accepted to be the stop loss or "control time." On a vehicle accident with entrapment, this is commonly accepted to be the extrication time. "Under control" is a tactical benchmark that is typically captured in the CAD notes that are kept during an emergency event. This measure is not required by NFIRS.
Total number of undetermined fire causes	Total number of fire investigations classified as undetermined (as reported to NFIRS).
Total number of fires confined to rooms or objects involved on arrival	All fires confined to a room or an object of origin.
Total number of full-time firefighter FTEs	FTE refers to a full-time equivalent position. An FTE involves 2080 hours of labor per year, or as counted in your department, allowing for differences caused by shift schedules.
Total number of firefighter injuries	As reported to the NFIRS.
Total number of firefighter deaths	As reported to the NFIRS.
Total number of civilian injuries due to fire incidents	As reported to the NFIRS.
Total number of civilian deaths due to fire incidents	As reported to the NFIRS.
Total number of code violations	Total number of code violations recorded by the department.
Total number of code violations cleared within 90 days	The number of code violations cleared within a three-month span.

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# Fire Service (continued)

Metric	DEFINITION
Total number of state-mandated 1-year inspections due	Assembly areas (restaurants, clubs, gyms, places of entertainment, etc.). Hazardous materials facilities (those containing hazardous materials, flammable liquids, explosives, etc.). High-rise buildings (all use types). Institutional facilities (hospitals, nursing homes, licensed care facilities, jails, etc.). Residential locations (apartments, hotels, motels, dormitories, etc.).
Total number of state-mandated 1-year inspections completed	Sum of all the 1-year inspections completed, as reported to the state.
Total number of state-mandated 2-year inspections due	Educational facilities (private schools, etc.). Public schools are inspected every six months. Industrial facilities, including factories (manufacturing plants, assembly plants, etc.).
Total number of state-mandated 2-year inspections completed	Sum of all the 2-year inspections completed, as reported to the state.
Total number of state-mandated 3-year inspections due	Assembly areas with an occupant load less than 100; business locations (banks, barber shops, beauty shops, gas stations, educational occupancies above the twelfth grade, print shops, professional-service offices – e.g., architects, attorneys, dentists, physicians, engineers, etc.); mercantile facilities (department stores, drug stores, markets, retail or wholesale stores, etc.); miscellaneous facilities (tanks, silos, greenhouses, etc.); religious facilities (churches, synagogues, etc.); storage facilities (warehouses, garages, hangers, etc.).
Total number of state-mandated 3-year inspections completed	Sum of all the 3-year inspections completed, as reported to the state.
Number of people reached through educational activities in person (optional)	Follow the Insurance Services Office (ISO) guideline, which includes all types of public education outreach. This includes audience count for in-person public education activities.
Number of people reached through educational activities online (optional)	Follow the Insurance Services Office (ISO) guideline, which includes all types of public education outreach. This includes analytics for social media posts for public education topics.
Total amount spent on preventative measures	Total dollars spent on fire-prevention staff, including code-enforcement officers, life-safety educators, and community-outreach personnel; risk-reduction supplies, such as handout literature, sprinkler installation, videos, and signage; and monies to provide for training and conference attendance.
Total number of days firefighter FTEs remained vacant or unfilled in the past year	Sum of the number of days that each regularly scheduled position that is eligible for full benefits remained unfilled during the year. Includes all full-time positions, regular part-time positions that are eligible for full benefits, and positions that are always open year-round. Excludes seasonal and part-time positions that are ineligible for full benefits.
Total number of hours firefighter FTEs remained on leave in the past year	Sum of the number of hours that all regularly scheduled positions remained on leave during the year. Includes all full-time positions and regular part-time positions that are eligible for full benefits. Excludes seasonal and part-time positions that are not eligible for full benefits. Includes all leave (sick, annual, parental, "other," etc.).

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# Fire Service (continued)

Metric	DEFINITION
Total personnel cost for Fire Service	Includes gross earnings (all salaries and wages) of permanent and temporary employees subject to the Federal Insurance Contributions Act (FICA), the unit's share of all overtime and holiday pay, longevity paid, allowances, supplemental retirement income, Social Security taxes, retirement contributions, hospital and medical insurances, disability insurances, unemployment compensation, workers'-compensation contributions, deferred compensation, and other benefits.
Total operational cost for Fire Service	All noncapital-outlay equipment, tools, and software. Cost of property or materials purchased for resale or cost of goods sold. All training, travel, property maintenance, repairs, fees, licenses, advertising, purchases, rentals, memberships, dues, utilities, data management/processing, MIS, GIS, contracted services, contract administration, fuel, fleet maintenance, special programs, sublet work, and other operating costs.

# Building Inspections

Metric	DEFINITION
Total number of building inspections performed	Number of inspections performed in the fiscal year, by category.
Total number of electrical inspections performed	Number of inspections performed in the fiscal year, by category.
Total number of mechanical inspections performed	Number of inspections performed in the fiscal year, by category.
Total number of plumbing inspections performed	Number of inspections performed in the fiscal year, by category.
Total number of responses within one working day	The number of inspections initiated before the end of the working day following the day on which the request was made.
Total number of residential inspections completed	Number of residential inspections marked as complete in the fiscal year.
Total number of commercial inspections completed	Number of commercial inspections marked as complete in the fiscal year.
Total number of multi-family inspections completed	Number of multi-family inspections marked as complete in the fiscal year.
Total number of permits issued	Number of permits issued in the fiscal year.
Total number of reinspections	Total number of times a building inspector inspected work that had been inspected before.
Total number of approved inspector FTEs	All approved full-time-equivalent (FTE) inspector positions, filled or unfilled, for the year. Includes all approved, regularly scheduled full-time positions and regular part-time positions that are eligible for full benefits (do not include seasonal or part-time positions that are not eligible for full benefits).
Total number of approved supervisor FTEs	All approved FTE supervisor positions, filled or unfilled, for the year. Includes all approved, regularly scheduled full-time positions and regular part-time positions that are eligible for full benefits (do not include seasonal or part-time positions that are not eligible for full benefits).
Total number of approved support-staff FTEs	All approved FTE support-staff positions, filled or unfilled, for the year. Includes all approved, regularly scheduled full-time positions and regular part-time positions that are eligible for full benefits (do not include seasonal or part-time positions that are not eligible for full benefits).
Total number of days inspector FTEs remained vacant or unfilled in the past year	Sum of the number of days that each regularly scheduled inspector position that is eligible for full benefits remained unfilled during the year. Includes all full-time positions, regular part-time positions that are eligible for full benefits, and positions that are always open year-round. Excludes seasonal and part-time positions that are ineligible for full benefits.
Total number of hours inspector FTEs remained on leave in the past year	Sum of the number of hours that all regularly scheduled inspector positions remained on leave during the year. Includes all full-time positions and regular part-time positions that are eligible for full benefits. Excludes seasonal and part-time positions that are not eligible for full benefits. Includes all leave (sick, annual, parental, "other," etc.).

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# Building Inspections (continued)

Metric	DEFINITION
Total number of days supervisor FTEs remained vacant or unfilled in the past year	Sum of the number of days that each regularly scheduled supervisor position that is eligible for full benefits remained unfilled during the year. Includes all full-time positions, regular part-time positions that are eligible for full benefits, and positions that are always open year-round. Excludes seasonal and part-time positions that are ineligible for full benefits.
Total number of hours supervisor FTEs remained on leave in the past year	Sum of the number of hours that all regularly scheduled supervisor positions remained on leave during the year. Includes all full-time positions and regular part-time positions that are eligible for full benefits. Excludes seasonal and part-time positions that are not eligible for full benefits. Includes all leave (sick, annual, parental, "other," etc.).
Total number of days support-staff FTEs remained vacant or unfilled in the past year	Sum of the number of days that each regularly scheduled support position that is eligible for full benefits remained unfilled during the year. Includes all full-time positions, regular part-time positions that are eligible for full benefits, and positions that are always open year-round. Excludes seasonal and part-time positions that are ineligible for full benefits.
Total number of hours support-staff FTEs remained on leave in the past year	Sum of the number of hours that all regularly scheduled support positions remained on leave during the year. Includes all full-time positions and regular part-time positions that are eligible for full benefits. Excludes seasonal and part-time positions that are not eligible for full benefits. Includes all leave (sick, annual, parental, "other," etc.).
Total personnel cost for Building Inspections	Includes gross earnings (all salaries and wages) of permanent and temporary employees subject to the Federal Insurance Contributions Act (FICA), the unit's share of all overtime and holiday pay, longevity paid, allowances, supplemental retirement income, Social Security taxes, retirement contributions, hospital and medical insurances, disability insurances, unemployment compensation, workers'-compensation contributions, deferred compensation, and other benefits.
Total operational cost for Building Inspections	All noncapital-outlay equipment, tools, and software. Cost of property or materials purchased for resale or cost of goods sold. All training, travel, property maintenance, repairs, fees, licenses, advertising, purchases, rentals, memberships, dues, utilities, data management/processing, MIS, GIS, contracted services, contract administration, fuel, fleet maintenance, special programs, sublet work, and other operating costs.

# Fleet Maintenance

Metric	DEFINITION
Total number of passenger cars maintained	Includes all administrative, pursuit, and patrol sedans.
Total number of light and medium vehicles maintained	Includes Gators, ATVs, GEM vehicles, and the like. Also includes utility vehicles with a gross vehicle weight (GVW) of less than 2,000 lbs. and vehicles with a GVW of 2,000 to 32,000 lbs (includes all SUVs). Excludes sedans.
Total number of heavy vehicles maintained	Number of vehicles over 32,000 lbs. GVW, including sewer vehicles, sanitation vehicles, fire vehicles, and street sweepers.
Total number of construction vehicles, off-road vehicles, and tractors	Includes bulldozers, backhoes, and related vehicles.
Total number of buses maintained	Total number of buses maintained.
Total number of all other rolling stock maintained	Includes all other rolling stock not captured in the above categories (e.g., trailers).
Total Vehicle Equivalent Units maintained	Total number of sedan equivalencies maintained. Add all maintenance repair units (MRUs) or vehicle management units (VMUs) for all vehicles to calculate this metric.
Total number of days cars were available	Sum of all days each administrative and pursuit/patrol sedan was available during the fiscal year (FY). (For example, Vehicle A was available for 240 days, Vehicle B was available for 200 days, and Vehicle C was available for 160 days in FY 2022. The total number of days cars were available in FY 2022 would be 600 days).
Total number of days light and medium vehicles were available	Sum of all days that each light and medium vehicle was available during the fiscal year (FY), including Gators, ATVs, GEM vehicles, utility vehicles with GVW of less than 2,000 lbs., and vehicles with a GVW of 2,000 to 32,000 lbs. Excludes sedans. (For example, Vehicle A was available for 240 days, Vehicle B was available for 200 days, and Vehicle C was available for 160 days in FY 2022. The total number of days cars were available in FY 2022 would be 600 days).
Total number of days heavy vehicles were available	Sum of all days that each vehicle with a GVW over 32,000 lbs. was available during the fiscal year (FY), including sewer vehicles, sanitation vehicles, fire vehicles, and street sweepers. (For example, Vehicle A was available for 240 days, Vehicle B was available for 200 days, and Vehicle C was available for 160 days in FY 2022. The total number of days cars were available in FY 2022 would be 600 days).
Total number of days construction vehicles, off-road vehicles, and tractors were available	Sum of all days that each bulldozer, backhoe, and related vehicle was available during the fiscal year (FY). (For example, Vehicle A was available for 240 days, Vehicle B was available for 200 days, and Vehicle C was available for 160 days in FY 2022. The total number of days cars were available in FY 2022 would be 600 days).
Total number of days buses were available	Sum of all days that each bus was available during the fiscal year (FY). (For example, Vehicle A was available for 240 days, Vehicle B was available for 200 days, and Vehicle C was available for 160 days in FY 2022. The total number of days cars were available in FY 2022 would be 600 days).
Total number of days rolling stock was available	Sum of all days that each rolling-stock unit was available during the fiscal year (FY). (For example, Vehicle A was available for 240 days, Vehicle B was available for 200 days, and Vehicle C was available for 160 days in FY 2022. The total number of days cars were available in FY 2022 would be 600 days).

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# Fleet Maintenance (continued)

Metric	DEFINITION
Total billable hours for maintenance activities	Billable hours includes all hours for technicians except for any time a position was vacant. To calculate billable hours, multiply 2,080 (hours) by the number of technician full-time equivalents (FTEs). If a position was vacant for a portion of the year, deduct the vacant hours from the 2,080 for that position.
Total number of hours billed for maintenance activities	Number of hours actually billed for maintenance activities.
Total number of work orders	Number of work orders entered during the fiscal year, including those related to contract work.
Total number of work orders completed within twenty-four hours	Number of work orders completed within twenty-four hours.
Total number of work orders requiring repeat repairs within 30 days	Number of repeat repairs (failures) of the same component occurring within thirty days of the work order.
Total number of preventative maintenances	Number of preventative maintenances (PMs) completed in each category during the fiscal year, including state inspections.
Total number of preventative maintenances completed as scheduled	Number of PMs that were completed on schedule.
Total number of approved Fleet Maintenance FTEs	All approved FTEs, filled or unfilled, for the year. Includes all approved, regularly scheduled full-time positions and regular part-time positions that are eligible for full benefits (do not include seasonal or part-time positions that are not eligible for full benefits).
Total number of days Fleet Maintenance FTEs remained vacant or unfilled in the past year	Sum of the number of days that each regularly scheduled position that is eligible for full benefits remained unfilled during the year. Includes all full-time positions, regular part-time positions that are eligible for full benefits, and positions that are always open year-round. Excludes seasonal and part-time positions that are ineligible for full benefits.
Total number of hours Fleet Maintenance FTEs remained on leave in the past year	Sum of the number of hours that all regularly scheduled positions remained on leave during the year. Includes all full-time positions and regular part-time positions that are eligible for full benefits. Excludes seasonal and part-time positions that are not eligible for full benefits. Includes all leave (sick, annual, parental, "other," etc.).
Total personnel cost for Fleet Maintenance	Includes gross earnings (all salaries and wages) of permanent and temporary employees subject to the Federal Insurance Contributions Act (FICA), the unit's share of all overtime and holiday pay, longevity paid, allowances, supplemental retirement income, Social Security taxes, retirement contributions, hospital and medical insurances, disability insurances, unemployment compensation, workers'-compensation contributions, deferred compensation, and other benefits.
Total operational cost for Fleet Maintenance	All noncapital-outlay equipment, tools, and software. Cost of property or materials purchased for resale or cost of goods sold. All training, travel, property maintenance, repairs, fees, licenses, advertising, purchases, rentals, memberships, dues, utilities, data management/processing, MIS, GIS, contracted services, contract administration, fuel, fleet maintenance, special programs, sublet work, and other operating costs.

# Central Human Resources

Metric	DEFINITION
Average length of service in city government	Average length of service for all authorized full- and part-time employees from date of initial employment, in months. Excludes temporary workers.
Total number of employees that left the city government during the fiscal year (total separations)	Number of employees that left during the fiscal year. Includes turnover statistics only for authorized permanent full- and part-time employees. Excludes temporary workers.
Total number of voluntary separations in the city government	Number of employees that left voluntarily during the fiscal year. Includes turnover statistics only for authorized permanent full- and part-time employees. Also includes retirements. Excludes temporary workers.
Total number of positions authorized in the city government (new recruits)	All requisitioned positions processed by the human resources office (HR) during the fiscal year (i.e., the number of recruitments each year). Multiple positions can be included in a single requisition, and each individual position is counted for this total.
Total number of grievances received	Number of formal, written grievances filed by employees during the fiscal year
Total number of approved FTEs in city government	All approved full-time equivalents (FTEs), filled or unfilled, for the year. Includes all approved, regularly scheduled full-time positions and regular part-time positions that are eligible for full benefits (do not include seasonal or part-time positions that are not eligible for full benefits).
Total number of days FTEs remained vacant or unfilled in the past year in city government	Sum of the number of days that each regularly scheduled position in city government that is eligible for full benefits remained unfilled during the year. Includes all full-time positions, regular part-time positions that are eligible for full benefits, and positions that are always open year-round. Excludes seasonal and part-time positions that are ineligible for full benefits.
Total number of hours FTEs remained on leave in the past year in city government	Sum of the number of hours that all regularly scheduled positions in city government remained on leave during the year. Includes all full-time positions and regular part-time positions that are eligible for full benefits. Excludes seasonal and part-time positions that are not eligible for full benefits. Includes all leave (sick, annual, parental, "other," etc.).
Total number of approved FTEs for HR	All approved FTEs for the year, filled or unfilled, in HR. Includes all approved, regularly scheduled full-time positions and regular part-time positions that are eligible for full benefits (do not include seasonal or part-time positions that are not eligible for full benefits).
Total number of days HR FTEs remained vacant or unfilled in the past year	Sum of the number of days that each regularly scheduled HR position that is eligible for full benefits remained unfilled during the year. Includes all full-time positions, regular part-time positions that are eligible for full benefits, and positions that are always open year-round. Excludes seasonal and part-time positions that are ineligible for full benefits.
Total number of hours HR FTEs remained on leave in the past year	Sum of the number of hours that all regularly scheduled HR positions remained on leave during the year. Includes all full-time positions and regular part-time positions that are eligible for full benefits. Excludes seasonal and part-time positions that are not eligible for full benefits. Includes all leave (sick, annual, parental, "other," etc.).

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# Central Human Resources (continued)

Metric	DEFINITION
Total personnel cost for HR	Includes gross earnings (all salaries and wages) of permanent and temporary employees subject to the Federal Insurance Contributions Act (FICA), the unit's share of all overtime and holiday pay, longevity paid, allowances, supplemental retirement income, Social Security taxes, retirement contributions, hospital and medical insurances, disability insurances, unemployment compensation, workers'-compensation contributions, deferred compensation, and other benefits.
Total operational cost for HR	All noncapital-outlay equipment, tools, and software. Cost of property or materials purchased for resale or cost of goods sold. All training, travel, property maintenance, repairs, fees, licenses, advertising, purchases, rentals, memberships, dues, utilities, data management/processing, MIS, GIS, contracted services, contract administration, fuel, fleet maintenance, special programs, sublet work, and other operating costs.

# Water Services

Metric	DEFINITION
Total gallons of finished water	Total finished water at treatment plants for the fiscal year, in millions of gallons (MG).
Total gallons of billed water	Billed water for the fiscal year, in MG.
Capacity in millions of gallons per day	Permitted water capacity, in MG per day.
Total miles of pipe	Miles of water-main lines in the water system at the end of the fiscal year.
Total number of breaks and leaks in the water system	Includes all incidents for which crews were dispatched to repair.
Total number of residential meters at end of year	Best estimate of number of residential meters.
Total number of other meters at end of year	Includes commercial, institutional, industrial, and other meters.
Number of regulatory violations incurred during fiscal year	Number of violations of state or federal drinking-water or treatment regulations.
Average turbidity of finished water at treatment plant (NTU)	Average NTU (Nephelometric Turbidity Units) for finished water at the treatment plant.
Total number of approved Water Services FTEs	All approved full-time equivalents (FTEs), filled or unfilled, for the year. Includes all approved, regularly scheduled full-time positions and regular part-time positions that are eligible for full benefits (do not include seasonal or part-time positions that are not eligible for full benefits).
Total number of days Water Services FTEs remained vacant or unfilled in the past year	Sum of the number of days that each regularly scheduled position that is eligible for full benefits remained unfilled during the year. Includes all full-time positions, regular part-time positions that are eligible for full benefits, and positions that are always open year-round. Excludes seasonal and part-time positions that are ineligible for full benefits.
Total number of hours Water Services FTEs remained on leave in the past year	Sum of the number of hours that all regularly scheduled positions remained on leave during the year. Includes all full-time positions and regular part-time positions that are eligible for full benefits. Excludes seasonal and part-time positions that are not eligible for full benefits. Includes all leave (sick, annual, parental, "other," etc.).
Total personnel cost for Water Services	Includes gross earnings (all salaries and wages) of permanent and temporary employees subject to the Federal Insurance Contributions Act (FICA), the unit's share of all overtime and holiday pay, longevity paid, allowances, supplemental retirement income, Social Security taxes, retirement contributions, hospital and medical insurances, disability insurances, unemployment compensation, workers'-compensation contributions, deferred compensation, and other benefits.
Total operational cost for Water Services	All noncapital-outlay equipment, tools, and software. Cost of property or materials purchased for resale or cost of goods sold. All training, travel, property maintenance, repairs, fees, licenses, advertising, purchases, rentals, memberships, dues, utilities, data management/processing, MIS, GIS, contracted services, contract administration, fuel, fleet maintenance, special programs, sublet work, and other operating costs.

# Wastewater Services

Metric	DEFINITION
Total treatment capacity in millions of gallons (MG)	Total treatment capacity for wastewater.
Volume of treated wastewater discharged for year in millions of gallons (MG)	Volume of discharged water from all system treatment plants.
Total number of residential customer accounts	Number of unique customer accounts that are residential.
Total number of other accounts	Total number of unique customer accounts that are not residential, including commercial, industrial, and wholesale accounts.
Total miles of sewer gravity main line	Aggregate number of sewer-line miles functioning on gravity.
Total miles of sewer forced main line	Aggregate number of sewer-line miles functioning with mechanical equipment.
Total number of overflows	Number of spills or discharges escaping from the sewer system to the external environment.
Total dry weight of biosolids produced	Dry weight of biosolids produced as a result of treatment.
Total dry weight of biosolids reused	Dry weight of biosolids reused. Reuse includes composting, pellets, land application, and other methods. Do not include incineration or landfill.
Regulatory violations for the treatment system during the fiscal year	Number of violations of state or federal regulations for only the treatment portion of the system.
Regulatory violations for the collection system during the fiscal year	Number of violations of state or federal regulations for only the collection portion of the system.
Total number of approved Wastewater Services FTEs	All approved full-time equivalents (FTEs), filled or unfilled, for the year. Includes all approved, regularly scheduled full-time positions and regular part-time positions that are eligible for full benefits (do not include seasonal or part-time positions that are not eligible for full benefits).
Total number of days Wastewater Services FTEs remained vacant or unfilled in the past year	Sum of the number of days that each regularly scheduled position that is eligible for full benefits remained unfilled during the year. Includes all full-time positions, regular part-time positions that are eligible for full benefits, and positions that are always open year-round. Excludes seasonal and part-time positions that are ineligible for full benefits.
Total number of hours Wastewater Services FTEs remained on leave in the past year	Sum of the number of hours that all regularly scheduled positions remained on leave during the year. Includes all full-time positions and regular part-time positions that are eligible for full benefits. Excludes seasonal and part-time positions that are not eligible for full benefits. Includes all leave (sick, annual, parental, "other," etc.).

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# Wastewater Services (continued)

Metric	DEFINITION
Total personnel cost for Wastewater Services	Includes gross earnings (all salaries and wages) of permanent and temporary employees subject to the Federal Insurance Contributions Act (FICA), the unit's share of all overtime and holiday pay, longevity paid, allowances, supplemental retirement income, Social Security taxes, retirement contributions, hospital and medical insurances, disability insurances, unemployment compensation, workers'-compensation contributions, deferred compensation, and other benefits.
Total operational cost for Wastewater Services	All noncapital-outlay equipment, tools, and software. Cost of property or materials purchased for resale or cost of goods sold. All training, travel, property maintenance, repairs, fees, licenses, advertising, purchases, rentals, memberships, dues, utilities, data management/processing, MIS, GIS, contracted services, contract administration, fuel, fleet maintenance, special programs, sublet work, and other operating costs.

# Core Parks and Recreation

Metric	DEFINITION
Total revenue	All user-fee revenue for facility use, rentals, concessions, and program participation.
Number of work orders for repairs of facilities and park structures (optional)	New work orders for repair work.
Number of work orders completed within 48 hours (optional)	Meant to capture timeliness of repair work.
Total number of visitors to public parks (optional)	Includes visitors to playgrounds, lakefronts, hiking trails, and similar facilities that do not require registration.
Total number of participants in recreational facilities	Total number of entries in recreational facilities such as swimming pools, gyms, indoor sports, youth or adult leagues, and so on.
Total number of participants in athletic programs	Includes participants in refereed sports competitions, like soccer, tennis, volleyball, or running club. Enter participation numbers separately for each competition, even if multiple competitions are a part of an overall program. Include contracted-provider programs as well as those provided directly by the city.
Total number of participants in nonathletic programs	Nonathletic programs are registration-required programs that do not involve competition between participants. They do not keep scores, involve referees, or have teams. These programs may include robotics, card making, Zumba, exercise classes, senior programming, fitness, pottery, cooking, ballet, art, photography, youth engagement, and special-populations programming. Enter participation numbers separately for each nonathletic program, even if multiple programs are part of a larger program. (For example, a summer camp that included activities in robotics and in pottery should yield two participation counts, one for robotics and one for pottery). Include contracted-provider programs as well as those provided directly by the city.
Total number of participants in community events	Examples of community events include movie nights and festivals. Community events do not necessarily require registration. Enter participation numbers separately for each event, even if multiple events are a part of an overall program. Include contracted-provider programs as well as those provided directly by the city.
Land acres of all municipal parks	Total amount of available park land, in acres.
Number of playgrounds	Total number of playgrounds in the city.
Miles of greenway	Total mileage of greenway in the city.
Number of recreation centers	Total number of recreation centers providing a variety of indoor recreation activities.
Number of swimming pools	Total number of municipal swimming pools provided.
Number of athletic fields	Total number of rectangular fields (e.g., for soccer and football), diamond fields (baseball), and undesignated fields that can be used for multiple activities. Includes both natural-grass and artificial-surface fields.

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# Core Parks and Recreation (continued)

Metric	DEFINITION
Total number of approved Parks and Recreation FTEs	All approved full-time equivalents (FTEs), filled or unfilled, for the year. Includes all approved, regularly scheduled full-time positions and regular part-time positions that are eligible for full benefits (do not include seasonal or part-time positions that are not eligible for full benefits).
Total number of days Parks and Recreation FTEs remained vacant or unfilled in the past year	Sum of the number of days that each regularly scheduled position that is eligible for full benefits remained unfilled during the year. Includes all full-time positions, regular part-time positions that are eligible for full benefits, and positions that are always open year-round. Excludes seasonal and part-time positions that are ineligible for full benefits.
Total number of hours Parks and Recreation FTEs remained on leave in the past year	Sum of the number of hours that all regularly scheduled positions remained on leave during the year. Includes all full-time positions and regular part-time positions that are eligible for full benefits. Excludes seasonal and part-time positions that are not eligible for full benefits. Includes all leave (sick, annual, parental, "other," etc.).
Total personnel cost for Parks and Recreation	Includes gross earnings (all salaries and wages) of permanent and temporary employees subject to the Federal Insurance Contributions Act (FICA), the unit's share of all overtime and holiday pay, longevity paid, allowances, supplemental retirement income, Social Security taxes, retirement contributions, hospital and medical insurances, disability insurances, unemployment compensation, workers'-compensation contributions, deferred compensation, and other benefits.
Total operational cost for Parks and Recreation	All noncapital-outlay equipment, tools, and software. Cost of property or materials purchased for resale or cost of goods sold. All training, travel, property maintenance, repairs, fees, licenses, advertising, purchases, rentals, memberships, dues, utilities, data management/processing, MIS, GIS, contracted services, contract administration, fuel, fleet maintenance, special programs, sublet work, and other operating costs.

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