MEMORANDUM

TO: Mayor and Town Council

FROM: Mark E. Biberdorf, Town Manager MEB

COPY TO: Heather Taylor, Assistant Town Manager

DATE: July 29, 2026

SUBJECT: Report on Progress with Performance Measures

This report will look at progress over a six-month reporting period of tracking performance measures (January-July, 2026). The following is a summary on activity by department for those measures.

Finance

Performance Measure: Bank reconciliation and trial balance report generated within 5 business days of close of month.

Performance Achieved: 100% compliance achieved for the six-month period of January through June of 2026.

Performance Measure: Maintain an unassigned fund balance reserve of at least 45% of general fund expenditures and report to Council when unassigned fund balance exceeds the 65% level.

Performance Achieved: In Fiscal Year 2024/2025 a fund balance of 75.37% was reported at the end of the auditing period. Staff presented a recommendation to pay down debt in the amount of $940,000 at the February 2026 Council meeting. Council tabled action at that time due to new activity on a joint library project with Henderson County.

Performance Measure: Finance complete a draft of annual financial statements by early October of each year and auditing firm complete audit by December 1 of each year. Financial statements to be submitted to the LGC no later than December 31 of each year.

Performance Achieved: The financial statements and audit were completed by October 13, 2025. The audit was submitted to the LGC on November 13, 2025. All three parts of this goal were met.

Town Clerk

Performance Measure:	Have agenda packets complete and sent to Council at least 4 days prior to Council meeting.
Performance Achieved:	Achieved a 100% compliance measure for this six-month reporting period ending in June 2026.
Performance Measure:	Minutes completed and a draft posted on the Town's website within 5 business days of the Council meeting being held.
Performance Achieved:	Achieved 100% compliance measure for the six-month reporting period ending in June 2026.

Public Works

Performance Measure:	Percentage of municipal solid waste diverted from the landfill to recycling.
Performance Achieved:	The monthly percentage of solid waste that was diverted from the landfill ranged from 15.54% to 19.97%. The average for this six-month period was 18.78%.
Performance Measure:	95% of brush and leaf collection complaints resolved within 5 business days.
Performance Achieved:	100% of the reported complaints were resolved within 5 business days for this reporting period.
Performance Measure:	Maintain an availability rate of 90% for all fleet serviced by the Department.
Performance Achieved:	Maintained an availability rate of 99.8% of the fleet for this reporting period.
Performance Measure:	90% of fleet repairs completed within 3 days of work order submitted.
Performance Achieved:	99% of fleet repairs were completed within 3 business days for this reporting period.
Performance Measure:	100% of garbage routes completed on schedule.
Performance Achieved:	100% of the garbage routes were completed on schedule during this reporting period.

Performance Measure:	Missed collections per 10,000 scheduled stops (goal of no more than 2.5 or 0.03%).
Performance Achieved:	Had 0 missed collections during this reporting period.

Police Department

Mission

The mission of the Fletcher Police Department is to increase public safety and enhance the quality of life for all citizens by engaging the community, providing quality services based upon progressive police practices, and empowering the department's personnel to perform at their highest capacity.

Values

Teamwork Professionalism Dedication

Goals

1. Engage the community
2. Provide quality progressive/professional police services
3. Empower the department's personnel to perform at their highest capacity

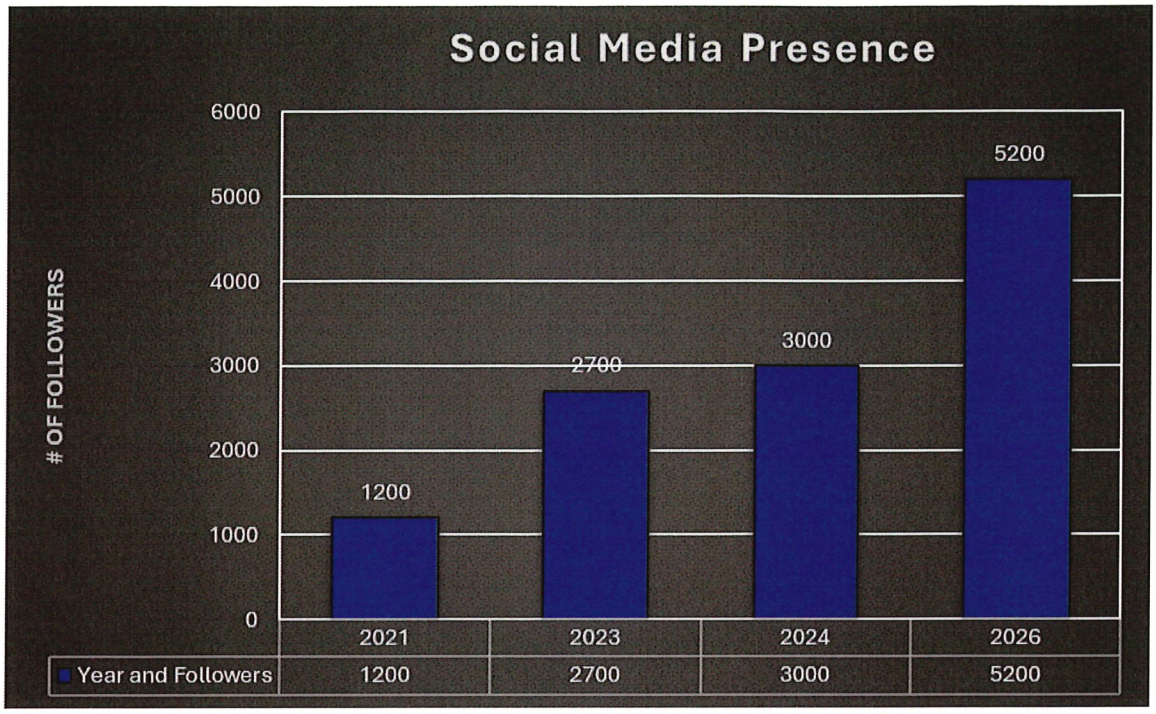
Note: all 2026 data is based upon the first 6 months of the calendar year.

Goal #1: Engage the Community

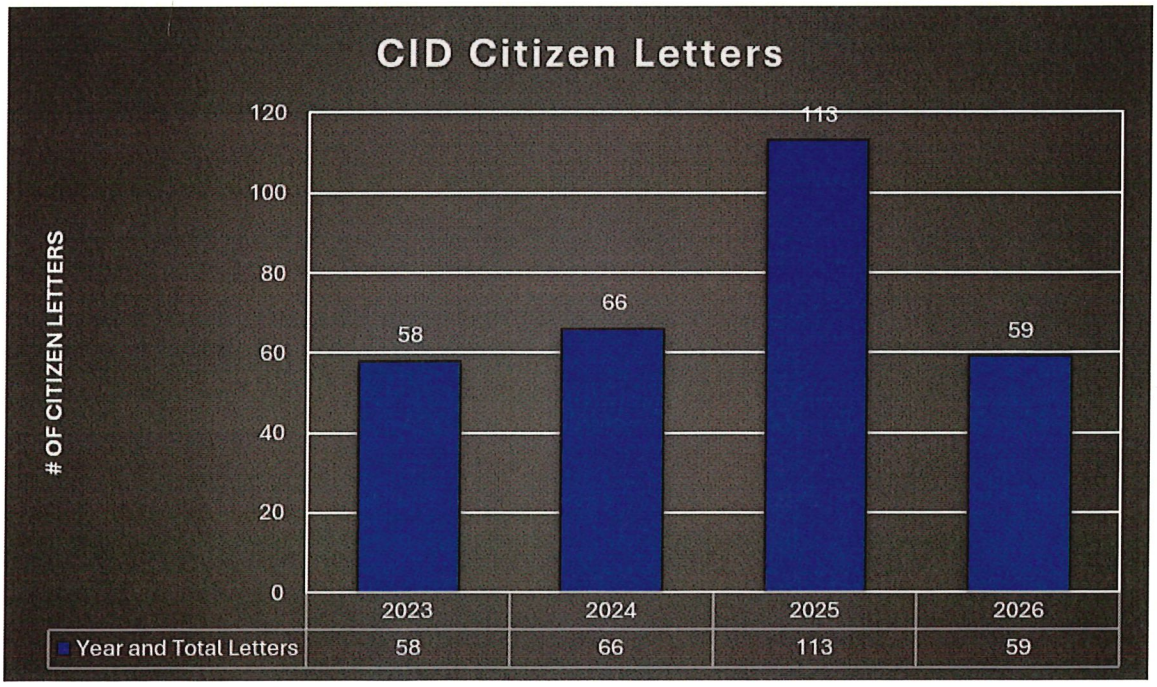
Objective: Increase citizen satisfaction with the police department

- **Baseline:** % of citizens very satisfied with police service/department via biennial survey
- **2023 National Community Survey Results**
  - 90% ranked safety as very important to the community
  - 83% said the overall feeling of safety in Fletcher was high in quality
  - 85% ranked police services as good or excellent
  - 96% report feeling safe in the neighborhood during the day
  - 88% report feeling safe in the downtown/commercial area during the day

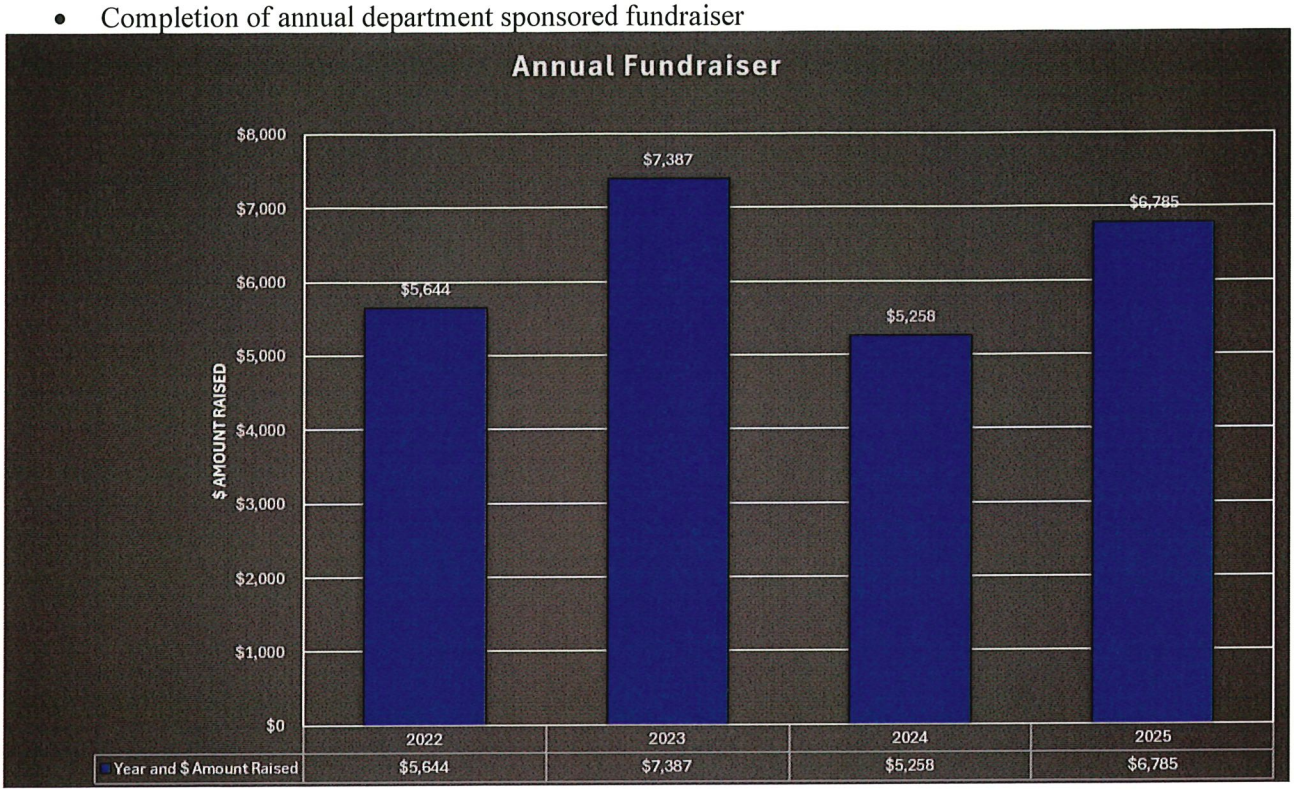
- **Increase Social Media Presence**



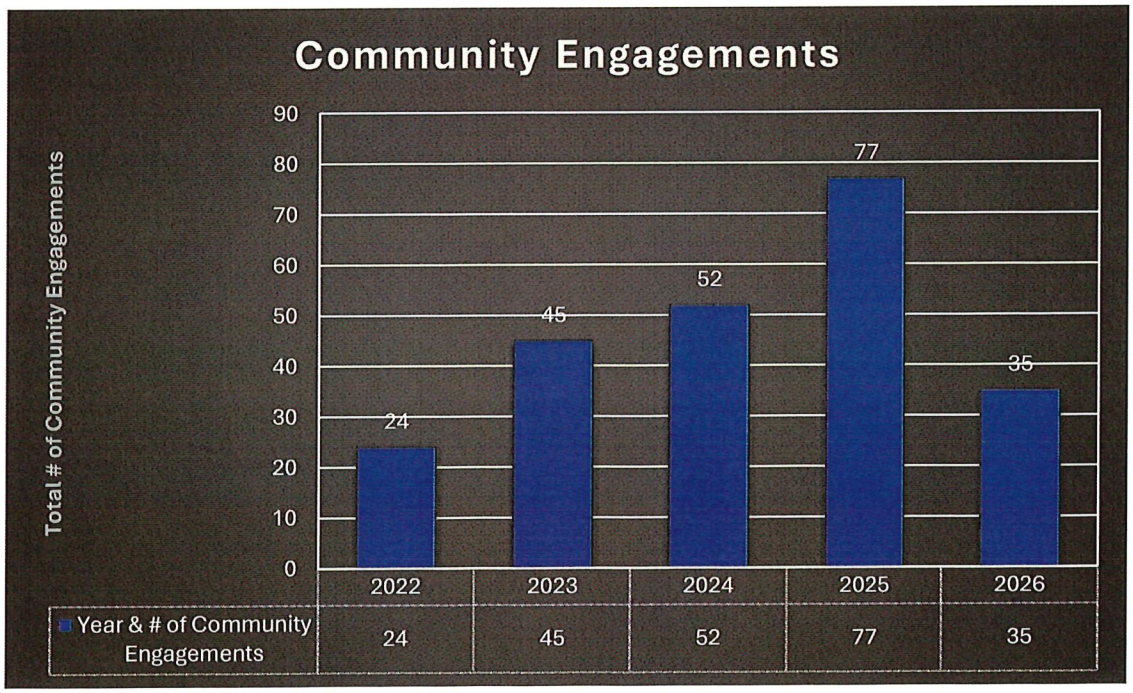
- **Introduce CID (Criminal Investigation Division) assignment letters**



- Completion of annual department sponsored fundraiser



- Increase # of community engagements
  - Crime prevention presentations
  - Church security/safety
  - Home/business security surveys
  - Coffee w/ a cop
  - HOA meetings
  - Presence, to include department booth at park events

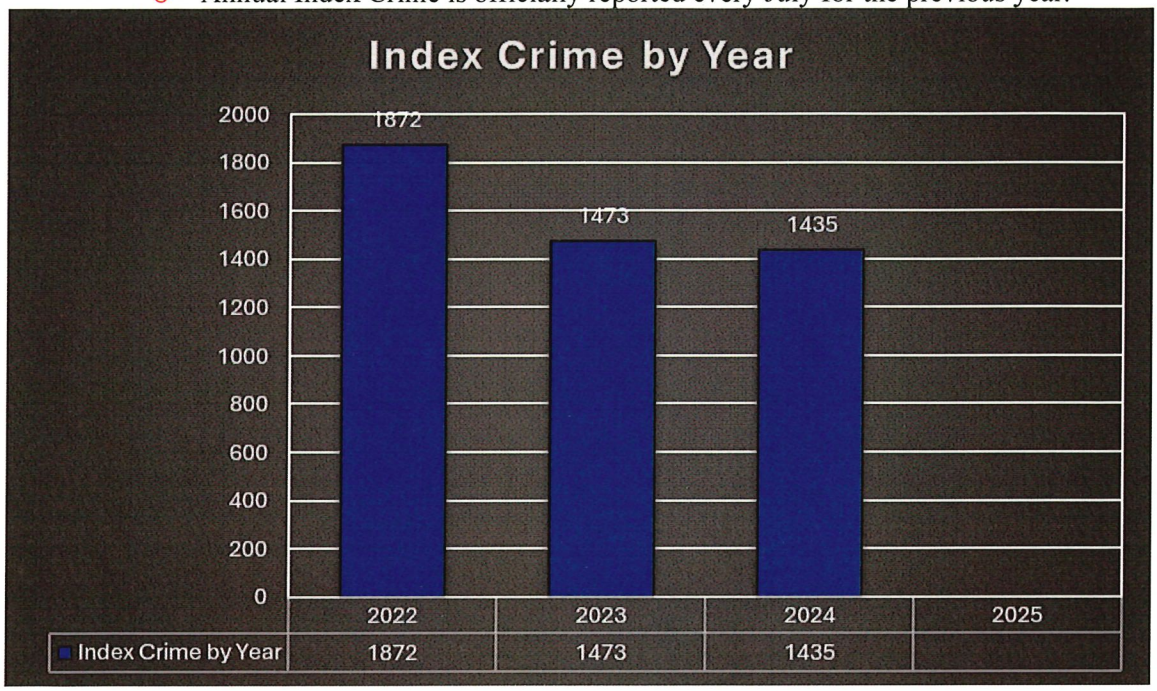


- **Success Indicator:** Increase in citizens satisfaction of police service/department via biennial survey

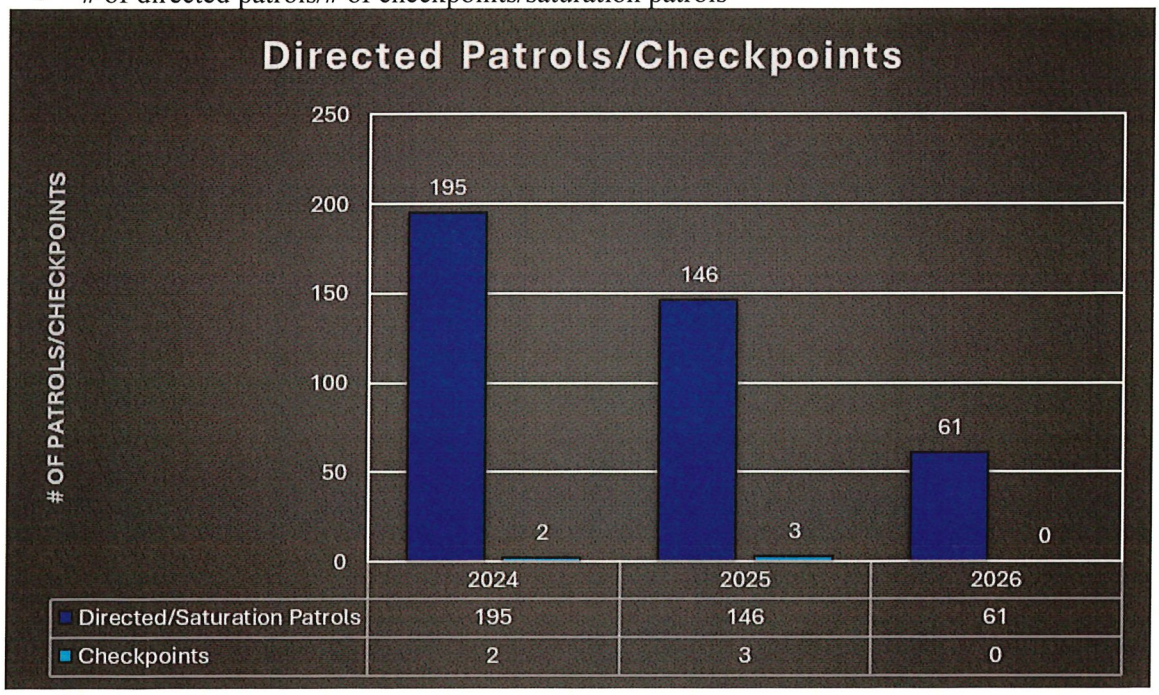
Goal #2: Provide quality progressive/professional police services

Objective: Improve response to crime

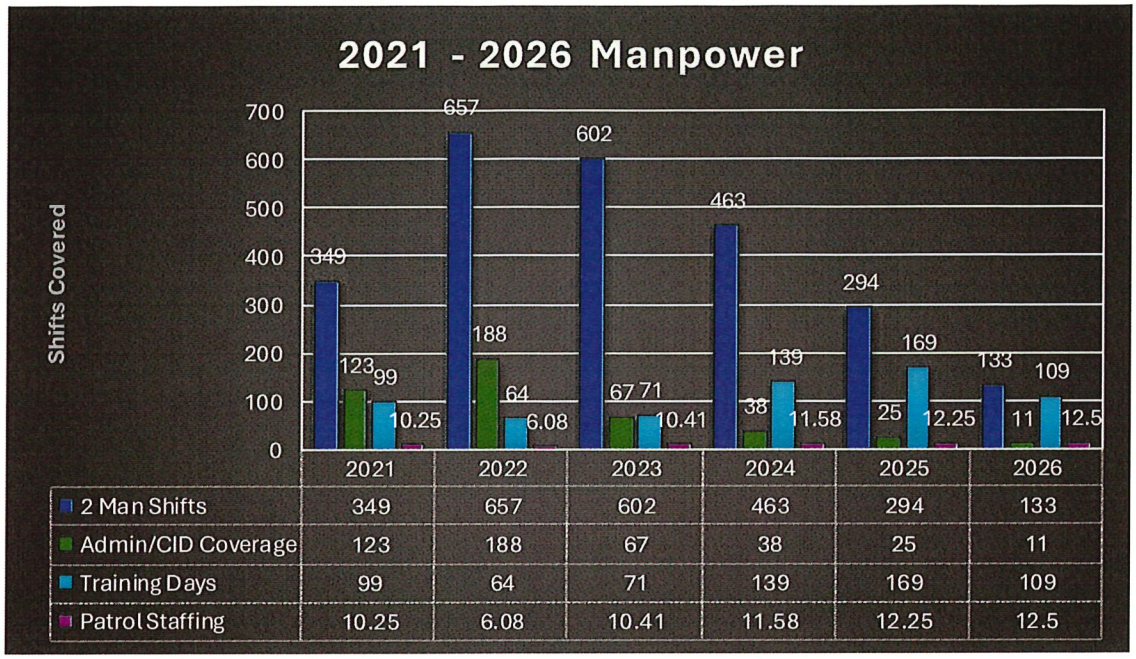
- **Baseline:** Annual Index Crime and Annual Clearance Rate on investigative assignments
  - Annual Index Crime is officially reported every July for the previous year.



- # of directed patrols/# of checkpoints/saturation patrols

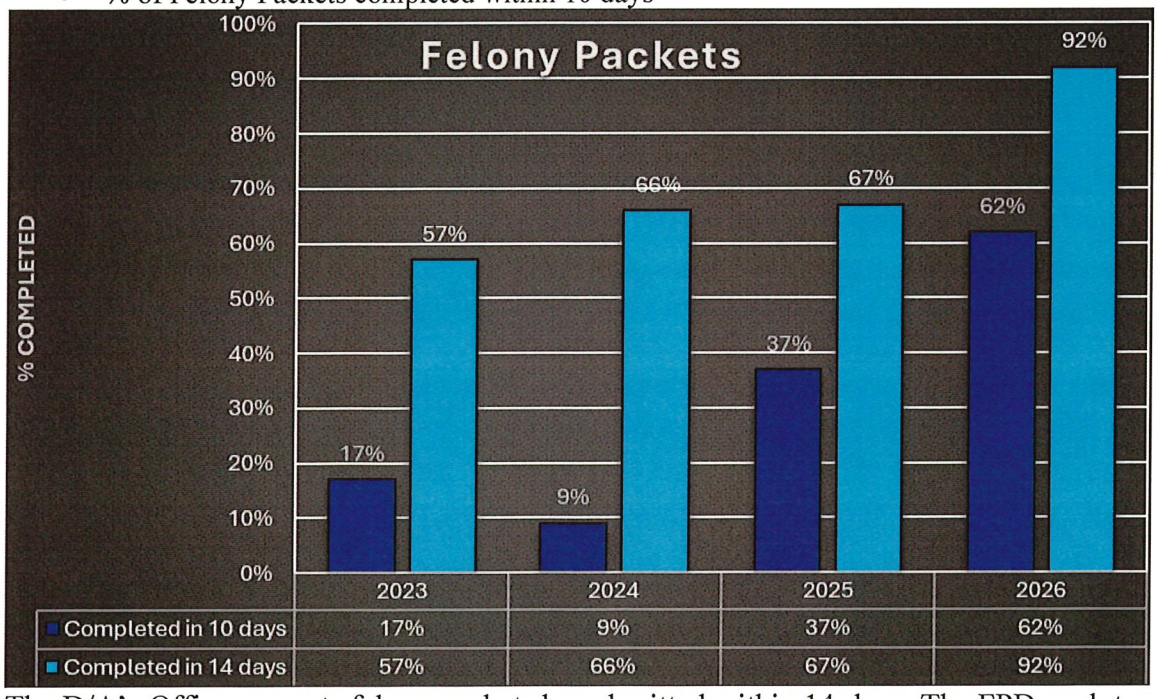


- actual staffing vs. authorized staffing, # or % of 3-man shifts, average # of officers per shift.
    - The goal is to increase the number of shifts with three or more officers working.



	2021	2022	2023	2024	2025	2026
2 Man Shifts	349	657	602	463	294	133
Admin/CID Coverage	123	188	67	38	25	11
Training Days	99	64	71	139	169	109
Patrol Staffing	10.25	6.08	10.41	11.58	12.25	12.5

- % of Felony Packets completed within 10 days



	2023	2024	2025	2026
Completed in 10 days	17%	9%	37%	62%
Completed in 14 days	57%	66%	67%	92%

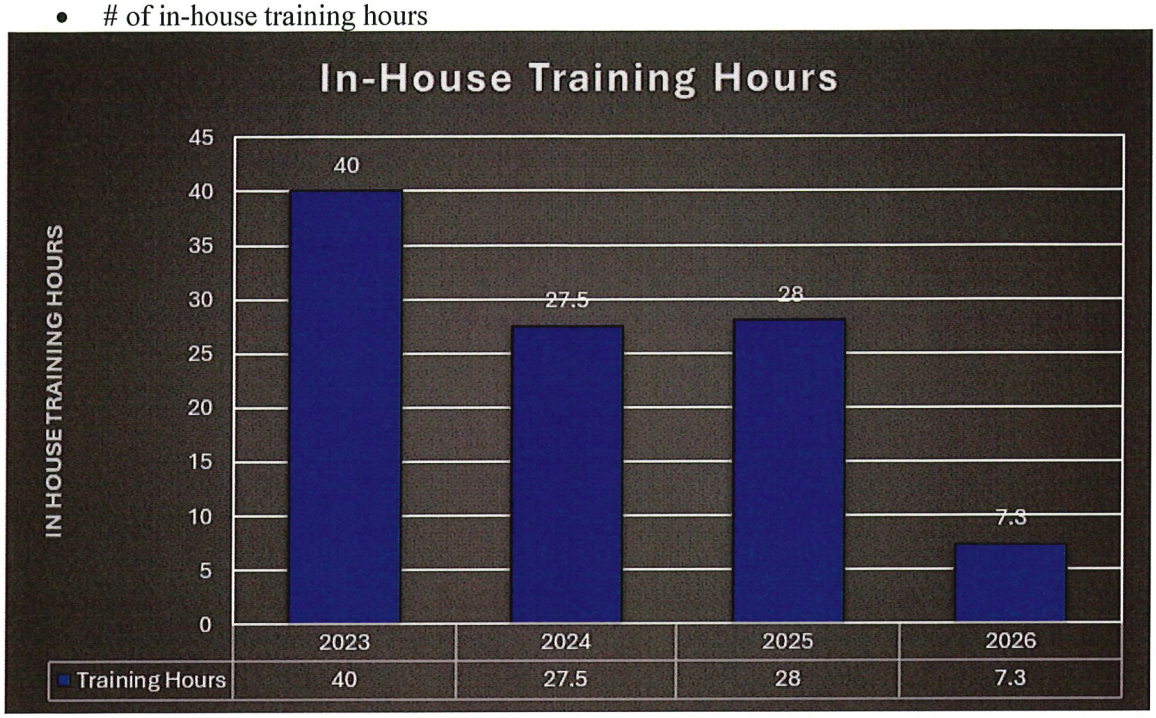
The D/A's Office requests felony packets be submitted within 14-days. The FPD goal, to ensure compliance, is 10 days.

- **Success Indicator:** Decrease in Annual Index Crime and Increase in CID (Criminal Investigation Division) Clearance Rate

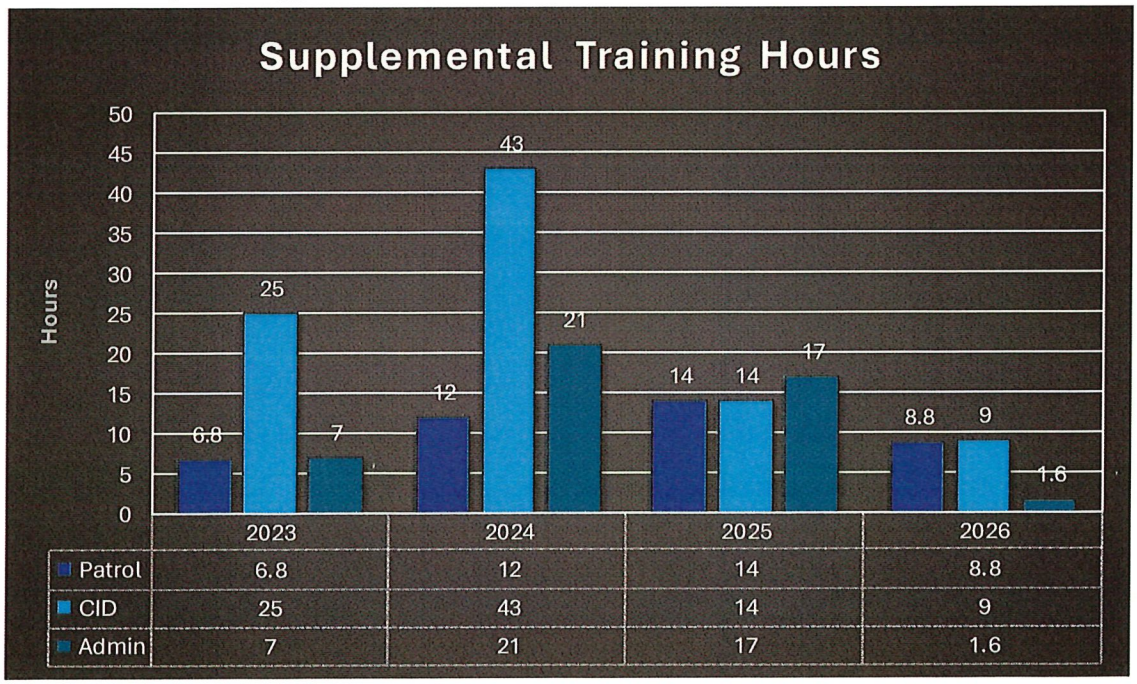
Goals #3: Empower the department's personnel to perform at their highest capacity

Objective: Increase officer training

- # of in-house training hours

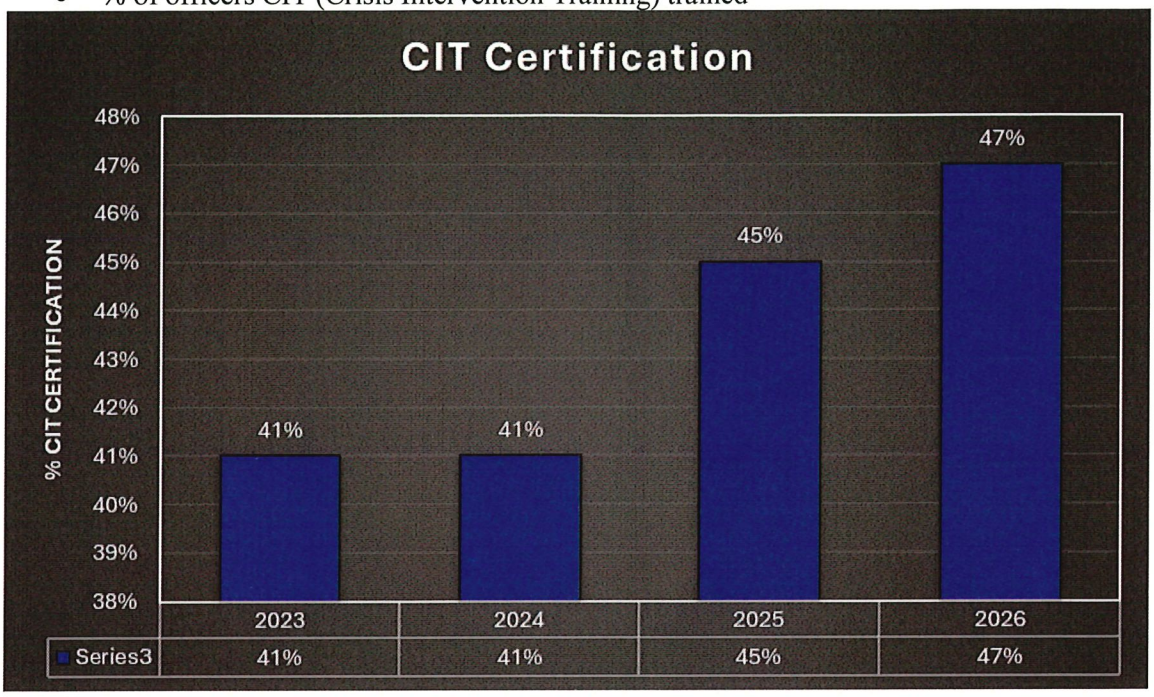


- Average # of supplemental (non-in-house) training hours per officer

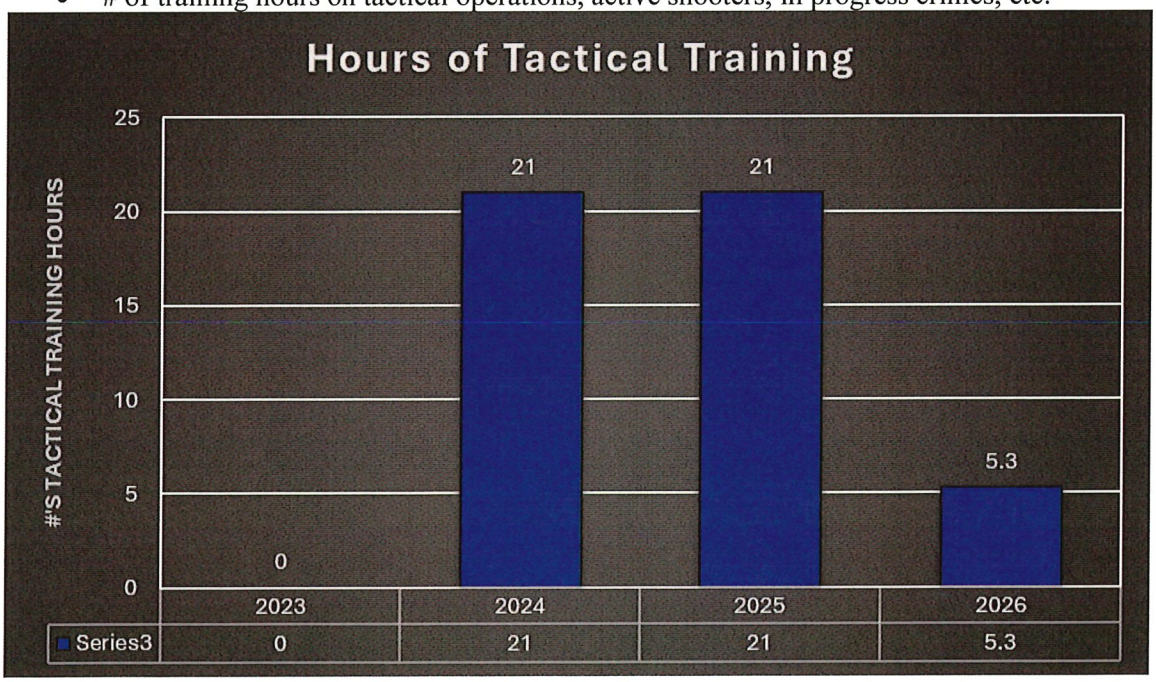


These numbers represent the average number of days for each individual within the given group, i.e., patrol, CID, Administration. The 2024 CID outlier is due to Sgt. Diaz's attendance at the 10-week National Forensic Academy.

- % of officers CIT (Crisis Intervention Training) trained



- # of training hours on tactical operations, active shooters, in progress crimes, etc.



- **Success Indicator:** Increased hours in training

**CID assignment letters are letters sent to victims of a reported crime, within a designated timeframe, informing victims, their case has been assigned to a detective and providing contact information for same.

Parks & Recreation

Performance Measurement by Parks and Rec advisory board 2026

Performance Measure	Excellent	Good	Fair	Poor
Turf Mowing	5	0	0	0
Line Trimming	4	1	0	0
Edging	5	0	0	0
Weed Eating	4	1	0	0
Flowers	4	1	0	0
Shrubs	5	0	0	0
Trees	5	0	0	0
Color	4	1	0	0
Litter	5	0	0	0
Overall Cleanliness	5	0	0	0
Structures	4	1	0	0
Bathrooms	3	2	0	0
Shelters	5	0	0	0
Dugouts	4	1	0	0
Dog Park	4	1	0	0
Fencing	5	0	0	0
Trails	4	1	0	0

Overall Results

- **Excellent:** (88.2%)
- **Good:** (11.8%)
- **Fair:** 0 responses
- **Poor:** 0 responses

Planning & Zoning

Report for Planning & Zoning on following page.

Planning & Zoning Performance Dashboard

2026 Summary Report (January 1st through July 15th)

PERMITTING

46	1.0	100%
Permits Issued	Avg. Review Days	Within 3-Day Goal

CODE ENFORCEMENT

5	8	23.8
Open Cases	Closed Cases	Avg. Days to Compliance (60-day Ordinance Standard)

DEVELOPMENT REVIEW

14	5.4	12
Major Reviews	Avg. Days Per Review	Our Review Day Goal (30-day Industry Standard)

FEES

Permit Fees	$1,615
Development Fees (including Fee in Lieu)	$28,805
Civil Penalties	$0

PERMITS BY TYPE



Planning & Zoning Performance Dashboard

2026 Summary Report (January 1st through July 15th)

CODE ENFORCEMENT CASES BY TYPE

Solid Waste	3
Junk Vehicle	2
No Zoning Permit	1
Nonconforming Sign	1
Nonconforming Use	2
Stormwater/IDDE	4

DEVELOPMENT REVIEW BY TYPE

Administrative (Staff Only)	6
Planning Board Only	4
Zoning Board of Adjustment	1
Planning Board & Town Council	3