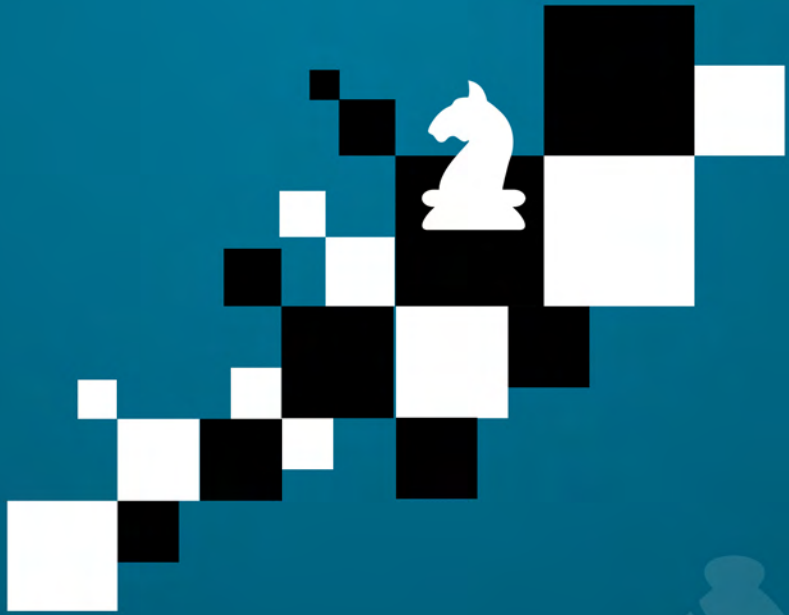


# Mecklenburg County

Business Support Services Agency



Fiscal Year 2014 Strategic Business Plan

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# Foreword

BSSA supports more than 5,000 employees who provide services to Mecklenburg County residents. These are our customers, and our mission is to enable their success. We contribute to the vitality of the community through the services and departments we support.

The BSSA Strategic Business Plan addresses a fundamental question: What are the things we must do to accomplish our mission? Research, analysis, and discussions conducted by staff teams over the past year identified five must-do's as keys to success:

- ▷ Recruit/develop/retain people who have the characteristics that will help us live and achieve our mission, vision, and values.
- ▷ Engage employees within the agency and across the enterprise.
- ▷ Make processes simple, efficient, and flexible enough to meet the changing needs of our customers.
- ▷ Meet or exceed customer expectations by providing consistent quality.
- ▷ Develop cross-divisional relationships that are effortless, automatic, and ingrained in our culture.

If we can do these things, and maintain our core values, BSSA will be the model business support services provider others emulate.

This plan was made possible through the teamwork of people who stepped away from the daily whirlwind of urgent tasks to consider high-priority goals. Our thanks go out to the members of the BSSA Management Group for their dedication to the process, the divisional staff comprising various teams, and numerous others who provided vital input along the way.

The BSSA Leadership Team



## Mecklenburg County Business Support Services Agency



July 2013



# Mission, Vision, and Values

## **Mission Statement**

To enable the success of our customers.

## **Vision Statement**

To become the model business support services provider.

We will accomplish this with staff whose knowledge and expertise are leveraged in the delivery of services vital to our customers.

## **Core Values**

**Integrity:** We are ethical, honest, dependable, and trustworthy.

**Transparency:** We openly share information without hidden agendas.

**Collaboration:** We proactively engage our customers and stakeholders.

**Teamwork:** We work together, leveraging our diversity to accomplish our goals.

**Responsiveness:** We meet customer expectations in a timely manner.

**Creativity/Innovation:** We use new solutions and ideas to improve services.

## **Statement of Desired Culture**

We seek and develop high performers.

We feel challenged, engaged, and empowered.

We are accountable to ourselves and our teams.

We acknowledge and learn from our mistakes.

We recognize and celebrate our successes.

We enjoy working together.

## **Must Do's**

To be successful, we must:

- I. Recruit/develop/retain people with the characteristics that will help us live and achieve our mission, vision, and values.
- II. Engage employees within the agency and across the enterprise.
- III. Make processes simple, efficient, and flexible enough to meet the changing needs of our customers.
- IV. Meet or exceed customer expectations by providing consistent quality.
- V. Develop cross-divisional relationships that are effortless, automatic, and ingrained in our culture.

# Strategies and Activities

## Must Do

### **I. Recruit/develop/retain people with the characteristics that will help us live and achieve our mission, vision, and values.**

**Strategy 1:** Engage talented people to work for Mecklenburg County by planning/collaborating with hiring managers, marketing the County as a great place to work, and using a standard hiring process that measures whether candidates fit our core values.

#### **FY 14**

- ▷ Purchase DDI training materials for hiring training supervisors & managers (HR/BFM)
- ▷ Conduct hiring training for supervisors and managers (hiring managers) (HR/OI)
- ▷ Purchase trade-show quality display/materials (HR/BFM)
- ▷ Redesign the County's recruitment website (HR/ WS)
- ▷ Have hiring managers network events (All BSSA, coordinated by HR)
- ▷ Produce an on-boarding and welcome video (PI)
- ▷ Create a mentoring program (OI)
- ▷ Improve communication with candidates by managing expectations about the hiring process (HR)
- ▷ Increase use of social media to actively recruit candidates leveraging LinkedIn and industry contacts (HR/PI)
- ▷ Identify and utilize industry specific publications (websites, journals, blogs) to advertise positions (HR)
- ▷ Create eLearning modules to explain BSSA culture and work expectations (HR/OI)

#### **FY 15**

- ▷ Add one HR consultant to increase capacity (HR)
- ▷ Review feasibility of eliminating MCSO background checks (HR)
- ▷ Review feasibility of online background checks (HR/IT)
- ▷ Promote County employment opportunities at County-sponsored events (HR)

- ▷ Conduct a hiring trend analysis (HR)
- ▷ Work with successful new hires to source additional candidates (HR)
- ▷ Emphasize employee benefits in recruiting, such as tuition reimbursement, volunteer time off, work-life balance, and insurance (HR)
- ▷ Conduct quarterly meet and greets to introduce new employees to peers, managers, and the leadership team (HR/PI)

#### **FY 16**

- ▷ Research technology that will allow applicants to monitor application status online (HR/IT)
- ▷ Design an internship program for County-wide consideration (HR)
- ▷ Create an employee referral/incentive program and market to employees (HR/BFM/PI)
- ▷ Develop “off cycle” hiring process (HR/IT)

**Strategy 2:** Use performance measurement and reviews to reward good performance and provide accountability for poor performance. BSSA will reward teamwork as well as individual efforts.

#### **FY 14**

- ▷ Research performance reward data and best practices (HR)
- ▷ Develop a plan, including a menu of individual and team-based award options (HR/OI/BFM)
- ▷ Develop a BSSA Reward & Accountability System recommendation for leadership team consideration (HR/OI/BFM)

#### **FY 14-15**

- ▷ Implement reward and accountability pilot program (HR/OI/BFM)
- ▷ Begin collection of employee data (HR/OI/BFM)

#### **FY 15-16**

- ▷ Evaluate data collected and make recommendation on continuation and/or expansion of pilot (HR/OI/BFM)

**Strategy 3:** Identify ways to invest, promote, and model learning and development to ensure we can deliver services our customers need.

#### **FY 14**

- ▷ Complete learning and development current state assessment (OI)
  - Classes delivered
  - Determine L&D cost
  - Catalogue core training programs by role: new hire, soft skills, continuing education, and leader programs
- ▷ Develop on-boarding map for new staff and supervisors (OI)
- ▷ Develop a marketing and communication plan for class offerings supporting certification credits (OI)
- ▷ Research necessary leadership behaviors to drive an organization of learning (OI)
- ▷ Research learning industry benchmarks (OI)
- ▷ Determine MyHR ability track to learning and development activities (OI & HR)
- ▷ Research BSSA job descriptions to identify learning opportunities (OI)
- ▷ Implement leader education newsletter (digital) (OI/PI)
- ▷ Implement Enterprise Knowledge Platform (EKP) (OI)

#### **FY 15**

- ▷ Develop standard Individual Development Plan (IDP) (OI)
- ▷ Develop leader tool kit, including management routines – daily, weekly, monthly (OI)
- ▷ Research behavior indicators of a learning-focused culture (OI)
- ▷ Sponsor an annual leadership conference (OI)
- ▷ Implement standard metrics/measures (OI)
  - Hours of learning per employee
  - Classes delivered
  - Percentage of IDPs in place

**FY 16**

- ▷ Identify opportunities to implement BSSA learning/development activities County-wide (OI)
- ▷ Research centralized L&D model ROI process evaluation (OI)
- ▷ Integrate employee and leadership competencies in performance reviews (HR)





# Strategies and Activities

## Must Do

### II. Engage employees within the agency and across the enterprise.

**Strategy 1:** Solicit employee and team feedback to determine communication needs.

#### FY 14

- ▷ Add BSSA internal communication questions to Employee Climate Survey (BFM/PI)
- ▷ Analyze Employee Climate Survey trend data from prior years (BFM/PI)
- ▷ Expand internal communications capacity (PI)
- ▷ Develop platform neutral information delivery methods such as weekly email newsletter, text messages, employee social media and blogs (IT/PI)
- ▷ Implement myOutlook, a personalized website for employees along with a companion printed myOutlook (PI/IT)

#### FY 15

- ▷ Continue to research options and best practices for using social media internally (PI/IT)

**Strategy 2:** Improve and expand existing channels of communication by leveraging technology (improved MeckWeb, integration of VOIP, project management software) and increasing quality of editorial content.

#### FY 14

- ▷ Continue new MeckWeb Rollout (PI/Web)
- ▷ Improve Employee News Now using Gov Delivery (PI/Web)
- ▷ Launch and refine MeckConnect Citizen Ideas (PI/Web)
- ▷ Launch myOutlook bi-annual newsletter (PI/Web)

**FY 15**

- ▷ Reorganize MeckWeb Project Sites (PI/Web)
- ▷ Reorganize MeckWeb Team Sites (PI/Web)
- ▷ Continue myOutlook newsletter moving to quarterly publication (PI/Web) Launch new CharMeck.org (PI/Web)

**FY 16**

- ▷ Additional improvements to CharMeck.org (PI/Web)



# Strategies and Activities

## Must Do

### III. Make processes simple, efficient and flexible enough to meet the changing needs of our customers.

**Strategy 1:** Use an intentional and consistent business process planning approach in the design of products and services.

#### FY 14

- ▷ Launch work optimization projects for IT (OI)
- ▷ Establish a governance committee to evaluate new products and services (LT)
- ▷ Develop methodology on
  - Training
  - Communication
  - Education/Marketing
  - Strategic Business Plan alignment
- ▷ Define system to measure success of this initiative (OI/BFM)

#### FY 15

- ▷ Launch work optimization projects for HR/PI/AFM/BFM (OI)
- ▷ Expand methodology to include all BSSA divisions (OI)
- ▷ Review survey data related to this initiative (OI/BFM)

#### FY 16

- ▷ Continue work optimization projects for HR/PI/AFM/BFM (OI)
- ▷ Continue methodology expansion to include all BSSA divisions (OI)
- ▷ Review survey data related to this initiative (OI/BFM)

**Strategy 2:** Routinely conduct self-administered health-checks of the BSSA processes, people, and performance.

**FY 14**

- ▷ Develop and conduct the initial BSSA employee survey to measure progress on BSSA must-do's (BFM)
- ▷ Analyze survey data and develop improvement recommendations (BFM)
- ▷ Build OI capacity to conduct ongoing assessments of BSSA processes (BFM/OI)
- ▷ Document all BSSA processes: define, measure, analyze (OI)
- ▷ Review all BSSA metrics to ensure they are meaningful and timely (BFM)
- ▷ Work with service managers to refine metrics as needed (BFM)

**FY 15**

- ▷ Continue documenting all BSSA processes (OI)
- ▷ Implement recommended process improvements (OI)
- ▷ Continue administering BSSA employee survey (BFM)

**FY 16**

- ▷ Implement recommended process improvements (OI)
- ▷ Revisit previously implemented process improvements on a routine basis to ensure successful implementation and make needed modifications (OI)
- ▷ Continue to conduct and analyze the annual BSSA employee survey (BFM)
- ▷ Develop a performance dashboard to allow for routine monitoring (BFM/IT)

**Strategy 3:** Design alternative processes for “exception handling” to maintain flexibility for servicing customers.

**FY 14**

- ▷ Document existing exception handling processes: define, measure, analyze (OI)
- ▷ Propose process improvements to exception handling (OI)
- ▷ Develop internal communication plan to communicate baseline BSSA unit-specific current processes for exception handling and future state (OI/PI)
- ▷ Implement early achievable process improvements to exception handling (OI)
- ▷ Develop exception tracking log (OI)
- ▷ Define data points to measure success of this initiative (OI)

**FY 15**

- ▷ Develop deployment and communication plan (OI/PI)
- ▷ Develop marketing and change management/readiness plan (PI)
- ▷ Implement process improvements to exception handling (OI)

**FY 16**

- ▷ Report out trends, issues, and statistics (OI)
- ▷ Review survey data related to this initiative (OI)

# Strategies and Activities

Must Do

## IV. Meet or exceed customer expectations by providing consistent quality.

**Strategy 1:** Establish courteous and respectful relationships with our customers and ensure a consistent, predictable experience that meets or exceeds our customers' expectations.

### FY 14

- ▷ Develop predictable work management processes (OI/ IT)
- ▷ Select web portal vendor (IT/BFM)
- ▷ Begin web portal tool implementation (IT)
- ▷ Develop a BSSA Customer Service Plan (OI)

### FY 15

- ▷ Define core BSSA services (OI)
- ▷ Develop and implement predictable work management processes (OI)
- ▷ Fully implement web portal tool across BSSA (IT)
- ▷ Develop and manage SLAs for key services (BFM)
- ▷ Update performance and development SLAs (BFM)

# Strategies and Activities

## Must Do

### **V. Develop cross-divisional relationships that are effortless, automatic, and ingrained in our culture.**

**Strategy 1:** Create an environment conducive to building relationships within the organization.

#### **FY 14**

- ▷ Analyze Employee Climate Survey trend data from prior years (BFM/OI)
- ▷ Promote development of cross-divisional work teams (PI/OI)
- ▷ Explore options to update signs (PI/AFM)
- ▷ Update employee directory and photos (PI/BFM)
- ▷ Improve BSSA online news delivery (PI)

#### **FY 15**

- ▷ Create single or series of surveys within BSSA to gauge employee interest in new employee publication (PI/OI/BFM)
- ▷ Explore options and best practices for improved technology education (PI/OI/IT)
- ▷ Audit development of cross-divisional work teams (PI/OI)

#### **FY 16**

- ▷ Review FY13 and FY14 initiatives and reassess (OI/BFM/BSSA-LT)
- ▷ Launch new employee publication (PI)





# BSSA Community & Corporate Scorecard Measures

| Customer Stakeholder Accountability  |   |        |
|--|---|--------|
| Measure  | Description   | Target |
| Customer Satisfaction Rating Project Management  | % of County employees satisfied with the services provided to them by the County Construction Project Management personnel  | 84%    |
| Customer Satisfaction Rating Building & Grounds Maintenance  | % of County employees satisfied with the services provided to them by County employees and the TKC Building maintenance vendor  | 84%    |
| Customer Satisfaction Rating Fleet Maintenance   | % of County employees satisfied with the services provided to them by County fleet employees and City of Charlotte Vehicle Maintenance  | 84%    |
| Customer Satisfaction Rating County Security Services  | % of County employees satisfied with the services provided to them by the County Security Coordinator and G4S Security Services vendor  | 84%    |
| Environmental Leadership Index   | % of environmental action plan goals met  | 85%    |
| Customer Satisfaction Rating Average of all scores for HR services (Data from BSSA End of Year Survey) | % of County employees satisfied with the services provided to them by these HR service areas: Total Compensation, Employee Services Center, Workforce Planning and Diversity, Employee Learning Services, HR Consulting and Employee Relations, and HR Management Systems | 84%    |
| HR Satisfaction Index MyHR & Employee Services Center  | % of County employees satisfied with MyHR and Employee Services Center - Employee Climate Survey results  | 84%    |
| Customer Satisfaction Rating (Data from BSSA End of Year Survey)                                       | % of County employees satisfied with the services provided to them by IT  | 84%    |

**Customer Stakeholder Accountability continued**

| <b>Measure</b>  | <b>Description</b>   | <b>Target</b> |
|---|--|---------------|
| Satisfaction with County Communications<br>(Data from Community Survey)     | % of County residents who are satisfied with the County's efforts to communicate information to the public | 70%           |
| Internal Customer Satisfaction Index<br>(Data from BSSA End of Year survey) | % of County employees satisfied with the services provided to them by Public Information                   | 84%           |
| Public Awareness Index<br>(Data from Community Survey)                      | % of County residents who are aware of services provided by Mecklenburg County                             | 100%          |

**Internal Business Process Accountability**

| <b>Measure</b>  | <b>Description</b>   | <b>Target</b> |
|---|--|---------------|
| Accessibility to information to do job<br>(Data from Employee Climate Survey) | % of County employees who feel they have electronic access to information and good communication from supervisors                    | 84%           |
| Construction projects achieving fiscal year projected goals                   | % of construction projects achieving fiscal year projected goals for percent project completion (when under AFM control)             | 90%           |
| Construction projects completion rate   | % construction projects completed on schedule out of all construction projects completed, when under AFM control                     | 90%           |
| Work Order Call Back Rate   | # call backs for the same problem, in the same building or grounds location, within 30 days<br><br>Reverse measure - lower is better | 1%            |
| Corrective Work Order Completion Rate   | % of corrective work orders completed within 24 hours of receipt   | 89%           |
| Fleet Availability Rate   | % of vehicles available for use  | 95%           |
| Mail Delivery Rate  | % of mail delivered by couriers within 3 business days   | 84%           |
| Cash Pick Up Rate   | % of scheduled cash pickups completed successfully   | 95%           |

Internal Business Process Accountability continued

| Measure  | Description   | Target |
|--|---|--------|
| % MyHR system unavailability   | % of time myHR is unavailable for production excluding scheduled downtime<br>Reverse measure - lower is better  | 0.22%  |
| Aggregation of service level efficiency measures                         | % of HR services meeting target for various efficiency measures out of all service efficiency measures  | 84%    |
| Ratio of County employees per HR employee                                | How many County employees per HR employee   | 95%    |
| Employee access to HR information<br>(Data from Employee Climate Survey) | % of County employees who feel they have adequate electronic access to HR information   | 84%    |
| Days to fill vacancies   | Average number of days between posting the position and hiring.<br>Reverse measure - lower is better  | 67%    |
| Technology Index: uptime for important components                        | Average of uptime averages for network circuits, internet servers, voicemail, Centrex, and these applications: PeopleSoft, Posse, ISSI, CAMA, MAT     | 99.78% |
| Magic incidents resolved within SLA                                      | % teams meeting the Service Level Agreement for incidents closed in the incident management software system known as Magic                            | 90%    |
| Employee satisfaction with MeckWeb                                       | % of employees satisfied with the usability of MeckWeb (ease of use, not content)   | 84%    |
| Aggregation of service level efficiency measures                         | % of PI services meeting target for product and service on time completion rate and public meeting notification rate for timeliness (within 48 hours) | 84%    |

| Financial Accountability              |   |          |
|---------------------------------------|---|----------|
| Measure                               | Description   | Target   |
| BEST (Budget Evaluation Survey Tool)  | Evaluates how well budgeted funds were managed. Includes budgeted revenue collection, unplanned expenditure rates, budget transfers, budget enhancements, and efficiencies and cost savings | 2        |
| Project Completion rate for budget    | % projects completed within budget out of all projects completed  | 94%      |
| County's medical cost per employee    | Total cost of coverage/ number of covered employees<br>Reverse measure – lower is better  | \$10,208 |
| Total Revenue Generated               | Gross receipts generated by Community Engagement Coordinator  | \$21,750 |
| Total Revenue Generated for PI Budget | % PI revenue generated from non-tax resources   | 13%      |
| Total In-Kind Donations Generated     | In-kind receipts by Community Engagement Coordinator  | \$35,000 |

### Employee and Organizational Capacity Accountability

| Measure   | Description  | Target |
|---|--|--------|
| Employee Motivation and Satisfaction Index  | Average score from 12 questions on the Employee Climate Survey regarding supervisors, co-workers and working for the County                                | 84%    |
| Resignation Rate  | Total number of voluntary resignations/ average number of positions for the year<br>Reverse measure – lower is better                                      | 2%     |
| Diversity Perception Index  | Average score from three questions on the Employee Climate Survey dealing with diversity perceptions   | 84%    |
| Development Index   | Average score from five questions on the Employee Climate Survey dealing with Individual Development and performance                                       | 84%    |
| Safety Question Index   | Average score from ten questions on the Employee Climate Survey dealing with how safe employees feel as they navigate the workplace during and after hours | 84%    |
| HR effectively communicates benefits information during open enrollment.                | Question on the Employee Climate Survey  | 84%    |
| Number of employees receiving diversity management training                             | Number of employees in FY2012 who attended diversity management training.<br>(Tracking purposes only)  | N/A    |
| Average training days per employee  | Tracking purposes only   | 5 Days |
| Availability of technology resources County-wide for departments that IT fully supports | Average score from 4 questions on the Employee Climate Survey regarding technology   | 84%    |



# BSSA Division & Service Performance Measures

| Asset and Facility Management (BSSA-AFM)            |  |        |
|---|--|--------|
| SERVICE: County Security                            |  |        |
| Measure Name  | Description  | Target |
| Cash Pick-Ups                                       | Total number of cash pick-up by the armored car services vendor, Dunbar  | N/A    |
| Cash Pick-Up Rate                                   | % of scheduled cash pickups successfully picked up   | 95%    |
| <i>Efficiency Measure is under development</i>      |  |        |
| Customer Satisfaction Rating                        | Strongly Agree and Agree Responses / Total Responses<br><br>(Population = all County employees and business partners in serviced facilities AND all County employees interacting with cash pick-up services) | 84%    |
| SERVICE: Design and Construction Project Management |  |        |
| Measure Name  | Description  | Target |
| Projects Managed                                    | Number of construction projects being managed in the fiscal year   | N/A    |
| Projects Achieving Annual Goals                     | % of construction projects achieving fiscal year projected goals for percent project completion (when under AFM control)   | 84%    |
| Projects Completed within Budget                    | % of construction projects completed within budget as compared to the total number of completed construction projects  | 94%    |
| Projects Completed on Schedule                      | % construction projects completed on schedule out of all construction projects completed, when under AFM control   | 90%    |
| Customer Satisfaction Rating                        | Strongly Agree and Agree Responses / Total Responses<br><br>(Population = all County staff or business partners that interacted with PM's in the last 12 months)   | 84%    |
| SERVICE: Facility Management and Maintenance        |  |        |
| Measure Name  | Description  | Target |
| Work Orders Received                                | Number of work orders received through Archibus for TKC, the facility maintenance vendor   | N/A    |
| Capital Reserve Projects Managed                    | Number of capital reserve projects managed in the fiscal year  | N/A    |
| Capital Reserve Project Completion Rate             | % Capital Reserve projects achieving projected completion goals as compared to all capital reserve projects projected  | 90%    |
| Corrective Work Order Completion Rate               | % of corrective work orders completed within 24 hours of receipt   | 84%    |
| Capital Reserve Projects Completed on Schedule      | % capital reserve projects completed on schedule out of all capital reserve projects completed   | 90%    |
| Customer Satisfaction Rating                        | Strongly Agree and Agree Responses / Total Responses<br><br>(Population = all County employees and business partners)  | 84%    |

| SERVICE: Real Estate Management                |   |        |
|--|---|--------|
| Measure Name                                   | Description   | Target |
| Total Land Acquired (acres)                    | Total number of acres purchased in the fiscal year  | N/A    |
| Projects Achieving Annual Goals                | % of projects achieving projected goals as compared to the total number of projects projected.  | 84%    |
| <i>Efficiency Measure is under development</i> |   |        |
| Customer Satisfaction Rating                   | Strongly Agree and Agree Responses / Total Responses<br><br>(Population = all County employees and business partners receiving service in last 12 months) | 84%    |

| SERVICE: Spirit Square                         |  |  |
|--|--|--|
| <i>Efficiency Measure is under development</i> |  |  |

**Business and Financial Management Division (BSSA-BFM)**

| SERVICE: Administrative Support (BSA)          |   |        |
|--|---|--------|
| Measure Name                                   | Description   | Target |
| Customer Satisfaction Rating                   | Strongly Agree and Agree Responses / Total Responses<br><br>(Population = BSSA employees that received service in the last 12 months)   | 84%    |
| SERVICE: Business and Financial Management     |   |        |
| Measure Name                                   | Description   | Target |
| Invoices Processed                             | Total number of invoices processed for the fiscal year  | N/A    |
| Procurement Requests Received                  | Total number of procurement requests received by Asset & Procurement Management (APM)   | N/A    |
| Budget Evaluation Survey Tool (BEST) Rating    | Evaluates how well budgeted funds were managed. Includes budgeted revenue collection, unplanned expenditure rates, budget transfers, budget enhancements, and efficiencies and cost savings   | 2      |
| Incidents Resolved within SLA                  | % of APM incidents (in Magic, the incident management software tool) resolved and closed within the service level agreement   | 95%    |
| Financial Assessment Survey Tool (FAST) Rating | Evaluates how well departments adhere to the County's financial policies and procedures. Includes cash handling/accounts receivable, accounts payable (% outstanding encumbrances, Advantage error rate, and timely invoice approval rate), timely capital asset inventory reporting, % out of cycle payroll check requests and timely travel report submission | 2      |
| Customer Satisfaction Rating                   | Strongly Agree and Agree Responses / Total Responses to Fiscal and APM surveys<br><br>(Population = BSSA employees that received service from Fiscal Admin + County employees that received service from APM in the last 12 months)   | 84%    |



**Business and Financial Management Division (BSSA-BFM)**

**SERVICE: Senior Administration**

| <b>Measure Name</b>          | <b>Description</b>   | <b>Target</b> |
|------------------------------|--|---------------|
| Scorecard Green Lights       | # of green lights on scorecard / total measures                    | 80%           |
| Efficiency Rating            | % of department efficiency goals successfully achieved             | 80%           |
| Customer Satisfaction Rating | Average positive rating for all BSSA customer satisfaction surveys | 84%           |

**SERVICE: Courier Services**

| <b>Measure Name</b>          | <b>Description</b>   | <b>Target</b> |
|------------------------------|--|---------------|
| Mail Pieces Delivered        | Total number of mail pieces delivered  | N/A           |
| Returned Mail Rate           | % of pieces (of mail) returned as compared to all pieces mailed  | Baseline      |
| Mail Delivery Rate           | % of pieces of mail delivered within 5 days as compared to the total number of pieces of mail delivered                                      | 84%           |
| Customer Satisfaction Rating | Strongly Agree and Agree Responses / Total Responses<br><br>(Population = all County employees receiving courier services in last 12 months) | 84%           |

**SERVICE: Corporate Fleet Management**

| <b>Measure Name</b>                      | <b>Description</b>   | <b>Target</b> |
|--|--|---------------|
| Maintenance/Repair Services Received     | Total number of County maintenance and repair services received by the City of Charlotte vehicle maintenance   | N/A           |
| County Fleet Vehicles                    | Total number of vehicles in the County's fleet   | N/A           |
| Vehicles Replaced during Fiscal Year     | Total number of vehicles replaced County-wide  | N/A           |
| Fleet Availability Rate                  | % of vehicles available for use  | 98%           |
| Low Emission Vehicles (LEV) within Fleet | % of vehicles in the fleet meeting LEV standards   | 79%           |
| Utilization Rate                         | % of vehicles being utilized at less than 50% of the average miles driven per vehicle class  | Baseline      |
| Customer Satisfaction Rating             | Strongly Agree and Agree Responses / Total Responses<br><br>(Population = all County employees receiving services from fleet management in last 12 months) | 84%           |

**Human Resources - (BSSA-HR)**

**SERVICE: Employee and Organizational Development (Shared service with IT)**

| <b>Measure Name</b>                            | <b>Description</b> | <b>Target</b> |
|--|--------------------|---------------|
| <i>Efficiency Measure is under development</i> |                    |               |

| Human Resources Division (BSSA-HR) continued                |   |        |
|---|---|--------|
| SERVICE: Employee Services Center                           |   |        |
| Measure Name  | Description   | Target |
| Total Calls to ESC  | Total number of calls received  | N/A    |
| First Contact Resolution Rate                               | % of calls received that have been fulfilled on first contact   | 84%    |
| Average Answer Time (seconds)                               | Average phone call answer time  | 10.00  |
| Customer Satisfaction Rating                                | Strongly Agree and Agree Responses / Total Responses<br><br>(Population = all County employees receiving services from the ESC)               | 84%    |
| SERVICE: Human Resource Management                          |   |        |
| Measure Name  | Description   | Target |
| Position Reclassification Requests Finalized within 20 days | % of reclassification requests received that have been finalized within 20 business days  | 84%    |
| Increase in Employee Medical Costs                          | Increase in administrative medical fees paid by employees over prior year   | 2.89%  |
| EEOC Unsubstantiated Complaints                             | % of EEOC (Equal Employment Opportunity Commission) unsubstantiated complaints received   | 90%    |
| Appeal Panel Hearings Held in 20 days or less               | % of Appeal Panel hearings (for terminations) held within 20 days or less   | 99%    |
| Unemployment Claims Resolved within 60 days                 | % of unemployment claims resolved within 60 days  | 95%    |
| Prohibited Practice Grievances Resolved within 90 days      | % of prohibited practice grievances resolved within 90 days   | 99%    |
| County Positions Filled within 90 days of Posting           | % of posted County positions that were filled within 90 days of the posting   | 90%    |
| Customer Satisfaction Rating                                | Strongly Agree and Agree Responses / Total Responses<br><br>(Population = all County employees receiving services from HR, excluding the ESC) | 84%    |

## Information Technology Division (BSSA-IT)

### SERVICE: Applications and Databases

| Measure Name                        | Description   | Target |
|-------------------------------------|---|--------|
| Databases Administered              | Total # of databases administered by Data Administration staff. Includes production, development, test and training databases           | N/A    |
| Bug Fixes for Enterprise Systems    | Number of break fix requests handled for critical and/or high profile applications utilized by County customers**                       | N/A    |
| Enhancements for Enterprise Systems | Number of enhancement requests handled for critical and/or high profile applications utilized by County customers**                     | N/A    |
| Technology Availability Rate        | (potential uptime - total downtime / potential uptime)  | 100%   |
| Incidents Resolved within SLA       | % of incidents (in Magic, the incident management software tool) resolved and closed within the service level agreement                 | 90%    |
| Customer Satisfaction Rating        | Strongly Agree and Agree Responses / Total Responses<br><br>(Population = all County staff that received service in the last 12 months) | 84%    |

### SERVICE: IT Business Analysis

| Measure Name                        | Description   | Target |
|-------------------------------------|---|--------|
| Bug Fixes for Enterprise Systems    | Number of break fix requests handled for critical and/or high profile applications utilized by County customers**   | N/A    |
| Enhancements for Enterprise Systems | Number of enhancement requests handled for critical and/or high profile applications utilized by County customers** | N/A    |

*Efficiency Measure is under development*

| Measure Name                  | Description   | Target |
|-------------------------------|---|--------|
| Incidents Resolved within SLA | % of incidents (in Magic, the incident management software tool) resolved and closed within the service level agreement                 | 90%    |
| Customer Satisfaction Rating  | Strongly Agree and Agree Responses / Total Responses<br><br>(Population = all County staff that received service in the last 12 months) | 84%    |

### SERVICE: IT Customer Support Center

| Measure Name                  | Description  | Target |
|-------------------------------|--|--------|
| First Contact Resolution Rate | % of all calls received that have been fulfilled on first contact  | 70%    |
| Incidents Resolved within SLA | % of incidents (in Magic, the incident management software tool) resolved and closed within the service level agreement  | 95%    |
| Customer Satisfaction Rating  | Strongly Agree and Agree Responses / Total Responses<br><br>(Population = all County staff that received service from CRM, Desktop Support or Help Desk in the last 12 months) | 84%    |

\*\* Critical and/or high profile applications: AssessPro, Business Objects, DSS apps, Electronic Letters & Forms (ELF), Finance, InfoAdvantage, Jury Manager, LUESA apps (POSSE), MCSO, PALRM (RE Lookup), PeopleSoft, Budget, PreTrial, SEPWeb, SharePoint, TransWeb, NCPTS (Tax Department).

| Information Technology Division (BSSA-IT) continued |  |        |
|---|--|--------|
| SERVICE: IT Network, Servers and Telecommunications |  |        |
| Measure Name  | Description  | Target |
| Telecommunications Incidents and Requests           | Number of incidents and requests received in Magic   | N/A    |
| Servers Implemented into Environment                | Number of servers implemented.   | N/A    |
| Technology Availability Index                       | Average of uptime averages for Network circuits, Internet servers, voicemail and Centrex   | 100%   |
| Virtual Server Usage Rate                           | % of servers in environment that are “virtual”   | 55%    |
| Applications and Patches Distributed Successfully   | # of applications and patches distributed successfully / total number of applications and patches distributed  | 98%    |
| Incidents Resolved within SLA                       | % of incidents (in Magic, the incident management software tool) resolved and closed within the service level agreement  | 90%    |
| Network Efficiency Rate                             | # staff: # network ports   | 400    |
| Customer Satisfaction Rating                        | Strongly Agree and Agree Responses / Total Responses<br><br>(Population = all County staff that received service in the last 12 months)                          | 84%    |
| SERVICE: IT Project Management                      |  |        |
| Measure Name  | Description  | Target |
| Projects Managed                                    | Total number of projects managed   | N/A    |
| Projects Completed within Budget (w/in 20%)         | % of all projects that are completed within 20% of budget  | 88%    |
| Projects Completed within Scope                     | % of all projects that are completed within 96% of scope   | 96%    |
| Projects Completed within Schedule (w/in 20%)       | % of all projects that are completed within 96% of schedule  | 88%    |
| Customer Satisfaction Rating                        | Strongly Agree and Agree Responses / Total Responses<br><br>(Population = all County staff or business partners that interacted with PM's in the last 12 months) | 84%    |

| SERVICE: IT Security Services |  |          |
|-------------------------------|--|----------|
| Measure Name                  | Description  | Target   |
| Security Uptime               | % of time the security systems are up and running. Includes Phone Factor, Palo Alto (firewall) and Barracuda (web application firewall)                  | 100%     |
| Size of Attack Surface        | To be determined   | Baseline |
| Incidents Resolved within SLA | % of incidents (in Magic, the incident management software tool) resolved and closed within the service level agreement                                  | 90%      |
| Customer Satisfaction Rating  | Strongly Agree and Agree Responses / Total Responses<br><br>(Population = all County staff that interacted with IT Security staff in the last 12 months) | 84%      |

| Public Information (BSSA-PI)                             |  |        |
|--|--|--------|
| SERVICE: Public Information                              |  |        |
| Measure Name   | Description  | Target |
| Public Awareness Index                                   | % of Target Achieved on Community Survey   | 100%   |
| News Releases Resulting in Media Coverage                | # News Releases by the County as compared to the number of stories generated in newspapers, TV and radio. (Tracked using VOCUS)                                  | 90%    |
| Products/Services Completed within Agreed Upon Timeframe | Survey average (strongly agree/agree)  | 84%    |
| Customer Satisfaction Rating                             | Strongly Agree and Agree Responses / Total Responses<br><br>(Population = all County employees receiving services from PI, excluding the Video and Web Services) | 84%    |
| SERVICE: Video Services                                  |  |        |
| Measure Name   | Description  | Target |
| <i>Measures are under development</i>                    |  |        |
| Customer Satisfaction Rating                             | Strongly Agree and Agree Responses / Total Responses<br><br>(Population = all County employees receiving services from PI)                                       | 84%    |

| Public Information Division (BSSA-PI) continued |  |          |
|---|--|----------|
| SERVICE: Web Services (Shared Service with IT)  |  |          |
| Measure Name                                    | Description  | Target   |
| Unique Visitors to MeckWeb                      | Count  | N/A      |
| Total Visits to MeckWeb                         | County   | N/A      |
| MeckWeb Bounce Rate                             | (# of visitors leaving MeckWeb after main page / total visitors)   | Baseline |
| Social Media Reach                              | # of re-tweets, # of FB shares, # of YouTube share clicks  | Baseline |
| Mobile Web Visitors                             | # of visits from mobile devices / Total # of visits  | Baseline |
| Increased engagement with social media users    | (# of current engaging tactics - # of previous engaging tactics) / # of past engaging tactics  | Baseline |
| MeckWeb Accessibility Rate                      | # of accessibility related issues  | Baseline |
| Customer Satisfaction Rating                    | Strongly Agree and Agree Responses / Total Responses<br><br>(Population = all County employees receiving services from Web Services) | 84%      |