



CHARLOTTESM

**BUSINESS SUPPORT
SERVICES**

**Strategic Operating Plan
Fiscal Year 2009**

**Charles Robinson, Interim Key Business Executive
July 30, 2008**

CONTENT

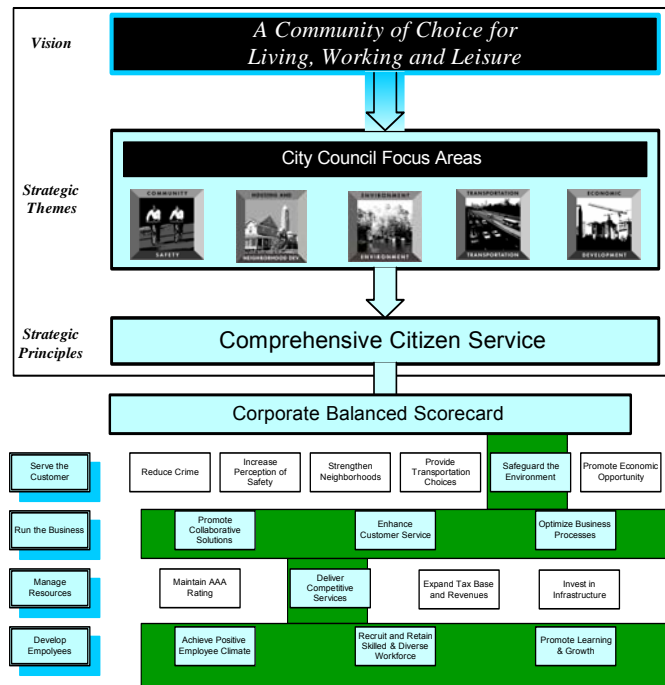
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I. EXECUTIVE SUMMARY

Introduction

Business Support Services (BSS) is one of four support business units in the City of Charlotte's organizational structure. As a support business unit, BSS is responsible for providing many of the *corporate shared services* and much of the service infrastructure necessary for the success of the City. Corporate shared services includes a variety of products and services supporting corporate and business unit level functions such as equipment and fleet management, corporate technology, general business and regulatory and governance services. BSS also provides most of the technology, radio, and network communications infrastructure used by the business units in meeting their business goals. These shared services and infrastructures are also used to provide services to other municipal, county, state, and federal government agencies.

Business Support Services Strategy Map Fiscal Year 2009



BSS currently has an authorized staff of 207 employees providing products and services in seven different functional areas. The organization is led by its key business executive (KBE), deputy KBE and four division managers (see the organization chart on page 10). These leaders come together with representatives from the Offices of Resource Management to form the BSS Leadership Team. The Leadership Team provides the strategic and tactical direction and decision support necessary for the organization's day-to-day operational success.

Resource Summary

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Budgeted
Positions	187.5	191.5	197.5	207
Personnel	12,769,177	13,530,730	14,738,686	16,947,502
Operating	13,394,617	12,356,902	13,005,061	12,912,247
Other (debt service, capitalized tools, etc)	1,636,967	1,573,228	2,651,524	2,744,338
Internal Chargebacks	(12,879,211)	(11,483,487)	(15,154,152)	(14,187,113)
Prior Year Obligations			2,024,773	902,170
subtotal	14,921,550	15,977,373	17,067,465	19,319,144
External Chargebacks	(1,970,904)	(1,778,764)	(2,232,033)	(5,595,980)
Enterprise Fund CAP	(1,456,639)	(5,074,848)	(5,404,626)	(6,357,809)
Revenues Co Shared Services	(437,150)	(421,422)	(354,503)	(437,835)
Revenues Other (Contracts, Salvage Sale & Fees)	(6,497,373)	(7,864,137)	(9,436,639)	(7,377,663)
subtotal	(10,362,066)	(15,139,171)	(17,427,801)	(19,769,287)
Total General Fund Burden	4,559,484	838,202	(360,336)	(450,143)
Capital Investment Projects	11,918,926	14,312,430	15,785,069	15,830,954
TOTAL	16,478,410	15,150,632	15,424,734	15,380,811

Vision and Mission

As the City's provider of corporate shared services, BSS serves the City in two roles; that of direct service provider to the operational and support business units, and as a facilitator for advancing corporate strategic plans and corporate governance. The focus of both organizational roles is on supporting the City's business units in delivering "comprehensive citizen services." This focus and the critical role BSS has in shaping a unified and simplified citizen view of City services is reflected in the BSS vision statement:

"Our KBU will be a model of excellence that puts citizens and customers first. Our skilled, diverse and motivated employees will be known for providing quality and value in all areas of service. An environment of mutualism will be the foundation for seamlessly delivering public service."

In support of this vision, BSS has established a mission statement that serves as a call to action, a tool employees can use to determine whether their activities support the purpose of our business, and a clear statement to corporate and business unit partners of BSS' commitment to their success in providing comprehensive citizen services. The BSS mission is:

"Enabling the Business of Public Service"

Key Issues and Challenges

The challenges the City will face in Fiscal Year (FY) 2009 are systemically different and fundamentally the same as in past years. Systemically different from the aspect of the changing leadership and emphasis on development of a One Business approach to City services, and fundamentally the same as the City strives to remain "*a model of excellence that puts citizens first.*" These challenges are being driven by both internal and external forces and include:

- Continuing to build and improve the credibility of our organization with City Council and the public;
- Continuing to build a corporate services model focused on "*comprehensive citizen service*" and the organizational culture, common business processes, and investment strategies essential to providing seamless services; and
- Overcoming the fiscal challenges facing the City while continuing to provide our citizens with high value services.

The opportunities, like the challenges, are driven by many forces and include:

- Implementation of the City's new Information Technology Governance Policy, which will increase both technology services and value at the corporate and business unit level.

- The continued regionalization and consolidation of appropriate local government internal and external services to maximize the effectiveness and efficiency of these services.

These challenges and opportunities have a direct and significant impact on the unique responsibilities of BSS in providing corporate shared services. These impacts generally fall into one of four categories, which are:

- Resourcing. The challenge in this category is common to shared services organizations throughout the public and private sector. Developing and communicating the value added business case for enterprise internal support activities is extremely difficult. This is compounded when BSS support requirements are not a component of business unit budget requests and by the fact that BSS must submit its budget request at the same time as the other KBUs, without the opportunity of analyzing their submissions to determine the impact on services provided by BSS. This leaves BSS in the position of trying to meet higher demand for services without the resources necessary to do so.
- Facilities. BSS provides services from nine different facilities (CMGC, Spratt Street Radio Shop, Myers Street Data and Network Center, 311 Call Center, Rotary Drive Auction site, Seigle Avenue Shop, Louise Avenue Shop, Tuckaseegee Road Shop and Sweden Road Shop) of which five are currently undersized and/or under equipped to meet current service demands. The space and/or equipment needs are particularly acute at the Network Technology Services radio shop and all three of the main vehicle maintenance facilities. The most significant challenge is in the continued delays in construction of a fully funded light vehicle maintenance facility. Not only will the two year delay in this new facility significantly increase the construction cost of the approved construction program, it will require unanticipated investment in the current facility (Seigle Avenue Shop) to ensure employee health and safety.
- Service Consolidation. Many of the service offerings in the BSS portfolio are being recognized regionally and nationally for the quality and efficiency. This has led to BSS becoming a regional provider of government support services, which provides both challenges and opportunities. The most significant of these are:
 - Being the UASI Lead Agency for Public Safety Radio Interoperability. The high quality and reliability of Charlotte's Public Safety radio network has made it the region's source for collaborative public safety communications. Over the next two years BSS anticipates reaching agreements to manage or integrate the public safety communications infrastructure in additional municipalities within the region. This will bring significant operational and financial benefits to the City, yet will require investment to ensure these benefits continue.
 - CharMeck.org Website – BSS is in the process of migrating the joint City-County website to a new infrastructure environment and assuming operational responsibility from the County. New governance procedures will have to be put in place to ensure a stable and reliable system is maintained for citizen access, while still allowing the content providers the flexibility to meet their business needs.

- Corporate Oversight. As reliance on BSS as a corporate service provider has grown, its corporate focus has increasingly made it the KBU responsible for policy development, implementation and oversight for corporate common business functions. These responsibilities challenge BSS to be successful as both a trusted provider of quality services to our operational KBUs and a guardian of corporate policies and standards within those same KBUs. Weaving a common thread within what on the surface would seem like divergent roles will challenge both the leadership and staff of BSS. An example of this dichotomy is the E-mail Consolidation project. BSS is in the process of incorporating the CMPD e-mail system into the existing corporate system. This will bring all of the City's e-mail under single management, and will allow for easier implementation of City-wide policies that are adopted relating to e-mail retention, discovery, and security. Correspondingly, e-mail service delivery expectations will need to be agreed upon between BSS and CMPD and then properly resourced.

While the business services within the BSS service portfolio are not expected to change significantly, their scope, focus and impact will be very different. While this change will be driven in part by changes in the BSS senior leadership, demands at the corporate, key business unit and regional level (as described above) will have the largest impact. Challenges caused by these changes will be reflected in each of our business functions and competency centers, the most significant of which are highlighted below.

General Business Services

As noted earlier, our role in performing corporate support and oversight responsibilities (e.g. Procurement Policy oversight, Portfolio Management, Common Data Management, etc.) is growing, yet without a commensurate increase in the resources to efficiently and effectively support these important programs. While these programs will reduce support costs for the City as a whole, realizing the full potential of these initiatives requires an investment in the infrastructure necessary for their implementation. Specific challenges in this service area include:

- The City's Internal Audit division has twice noted in audit reports the problem associated with capturing spending data in the City's current financial system as did an outside audit of the City's procurement processes. Long-standing and ingrained 'off system' or 'shadow system' business processes, coupled with an outdated and functionally deficient procurement module, continue to make it virtually impossible to properly leverage the City's spending patterns. As a result, the City experiences inefficiencies because it is unable to fully realize savings that could be achieved by taking advantage of economies of scale. The City needs a procurement system that will be user friendly and be able to capture the City's 'spend' data necessary to realize savings that accrue from these economies of scale. PSD is working closely with the Work and Asset Management (WAM) Project Team to ensure the business requirements for such a system are captured

in order to potentially be part of the WAM solution, but these requirements will add to the overall cost of the WAM solution.

Technology Services

- Much has happened over the last two years to change the organization's view of technology. While these changes have had a significant positive affect on the City, FY2009 has the potential to deliver transformational change. The establishment of the Office of the Chief Information Officer and the implementation of the Technology Governance Policy will forever change the role of BSS and the City's approach to technology. These changes have both daunting challenges and great opportunities for both BSS and the City organization as a whole.
- As in previous years, the challenge for the BSS Information Technology Services Division (ITSD) will be to optimize its services to meet the enterprise's ever growing demand for technology. The ability of ITSD to provide the Information Technology Infrastructure necessary for the seamless movement of information, improved service delivery and a one business view of the citizen is at risk due to resource constraints. Over the last 10 years, ITSD has only grown by a net of 3 funded positions from 51 FTEs in FY98 to 54 in FY08. While this speaks to the designed efficiency of the ITSD infrastructure service model, it is a model that is not sustainable in the short or long term. An important task in FY2009 will be prioritizing services to maximize the impact of the scarce resources. This may result in the termination of some services to concentrate on those that bring a higher service value to customers.
- A growing corporate risk in FY2009 is the state of the City's technology infrastructure and lack of necessary support personnel, particularly as it relates to network availability. As the equipment continues to age, maintenance support continues to be unavailable, and there is limited staff to accomplish preventive maintenance, our risk of a significant network outage grows. The current lack of maintenance spares and support contracts leaves the City vulnerable to network outage that would impact a portion, possibly all, of the network for 24 hours to 3 days, depending on the availability of equipment from our suppliers. The impact of a network outage in terms of customer service, lost productivity and possible damage to the City's reputation is difficult to calculate. While it is difficult to predict what piece of equipment at what place in the network will fail, a failure of equipment is *inevitable*.

Equipment and Fleet Services

- Similar to the resourcing issue associated with the Annual Budget process noted earlier, is the visibility BSS has into projects planned by other KBUs that will require BSS resources. Frequently these projects require resources that have been committed to other priorities leaving inadequate resources to respond to these KBU level projects. The challenge for BSS is to create better, more comprehensive communication channels between its customers and staff to ensure we have the level of visibility into KBU level initiatives to judge their impact on our services.

- As noted earlier, the merger of the City and County fleet maintenance operations has the potential to produce significant savings for both organizations. The challenge will be effectively managing this change from both the business processes and cultural aspects, while ensuring there is no impact to the Equipment Management Division's current customer base. This will be critical to a successful transition and long term operational success.
- EMD implemented new processes around the management of parts inventory. Through these improvements EMD was able to achieve an annual inventory that was within \$1,000 (less than 0.02% discrepancy) of the Finance book value for the \$4,071,244 of parts issues.

Regulatory and Governance Services

- BSS/PSD worked collaboratively with Internal Audit and Matrix Consulting Group on a follow up review of the City's purchase order processing and procurement policy and compliance assessment. PSD provided interviews, background information of procurement functions, business processes and documentation associated with numerous commodities and service and technology contracts to assist Internal Audit and Matrix in their review to determine if the City has effective controls to maintain compliance with City policies, State and Federal regulations and overall good business practices. Internal Audit and Matrix provided a comprehensive analysis of their findings, including operational strengths and improvement opportunities to the City Manager and City Council. Both Internal Audit's report and the Matrix report and recommendations highlight the need for corporate oversight of procurement activities. Many of the twenty-four recommendations will require involvement by and leadership from PSD. The anticipated growth of this oversight responsibility, implementation of additional recommendations, and the increasing demand for service from City and County departments will go beyond the capacity of PSD within the next two years. Without the required resources, this will lead to additional outsourcing of services at higher rates or missed opportunities to provide procurement expertise and oversight that could positively impact procurements across the City.
- Perhaps the largest challenge in this service area will be the implementation of the new Technology Governance Policy. This policy expands the role of ITSD to include the development, implementation and oversight of policies, processes and guidelines associated with the design, development, implementation and maintenance of Corporate and business unit IT Infrastructure. While this is an appropriate role for ITSD, it will place even greater demands on the leadership and staff already challenged by the demands of delivering services in a resource deprived environment.

As you review these challenges it is important that you view them in the proper context. These are not just the challenges of a single KBU, but the challenges of corporate shared services that impact all KBUs. Responding to these challenges is often a matter of corporate level success or failure.

Organizational Structure

While the organization chart in Figure 2 below depicts a traditional hierarchical structure, BSS views its operational divisions more as “centers of expertise” than traditional “stove pipes.” Meeting the services expectations of our customers requires a matrix approach in developing and maintaining the corporate services infrastructure. This management approach enables BSS to demonstrate the corporate value of collaboration.

Business Support Services Key Business Unit

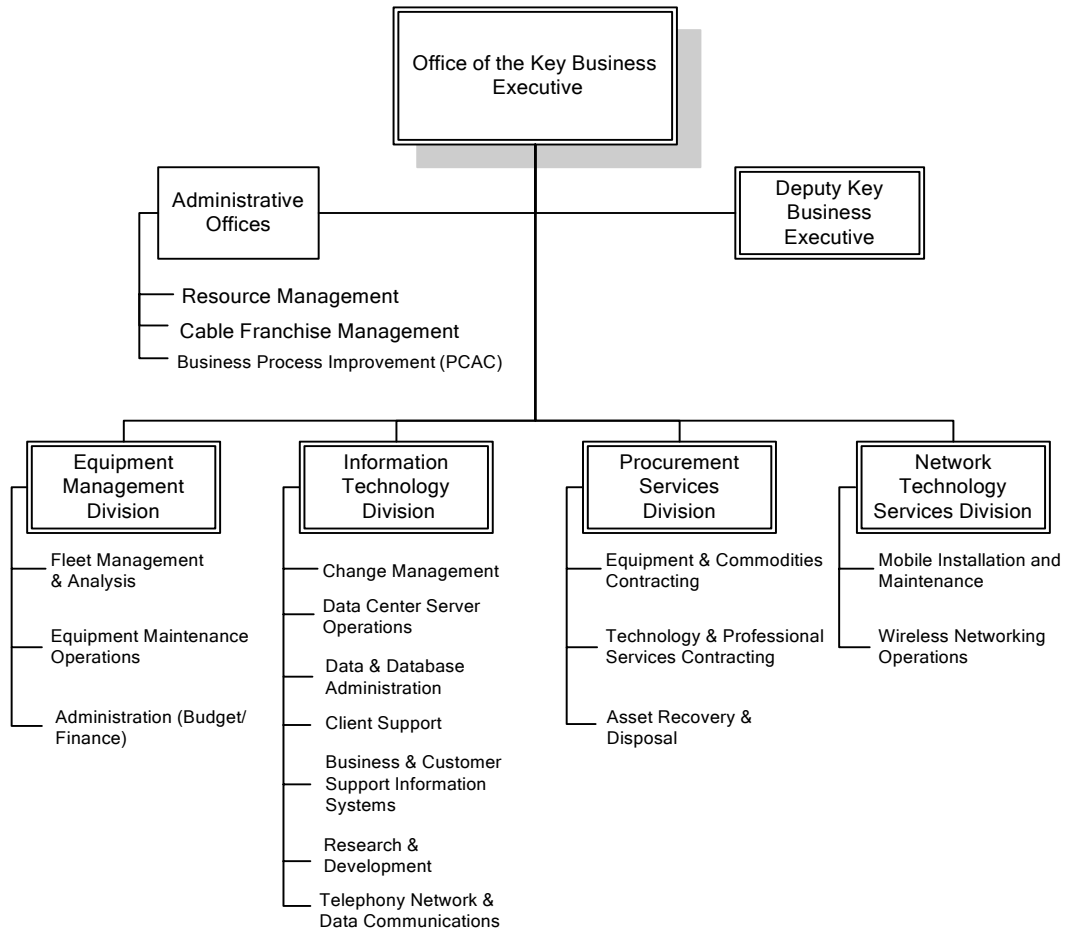


Figure 2

II. STRATEGY AND PLANNING

The BSS business strategy is designed to achieve our vision by accomplishing our mission as guided by the business priorities and measured by the BSS Balanced Scorecard. This relationship is demonstrated in the Strategy Map (Figure 3) below.

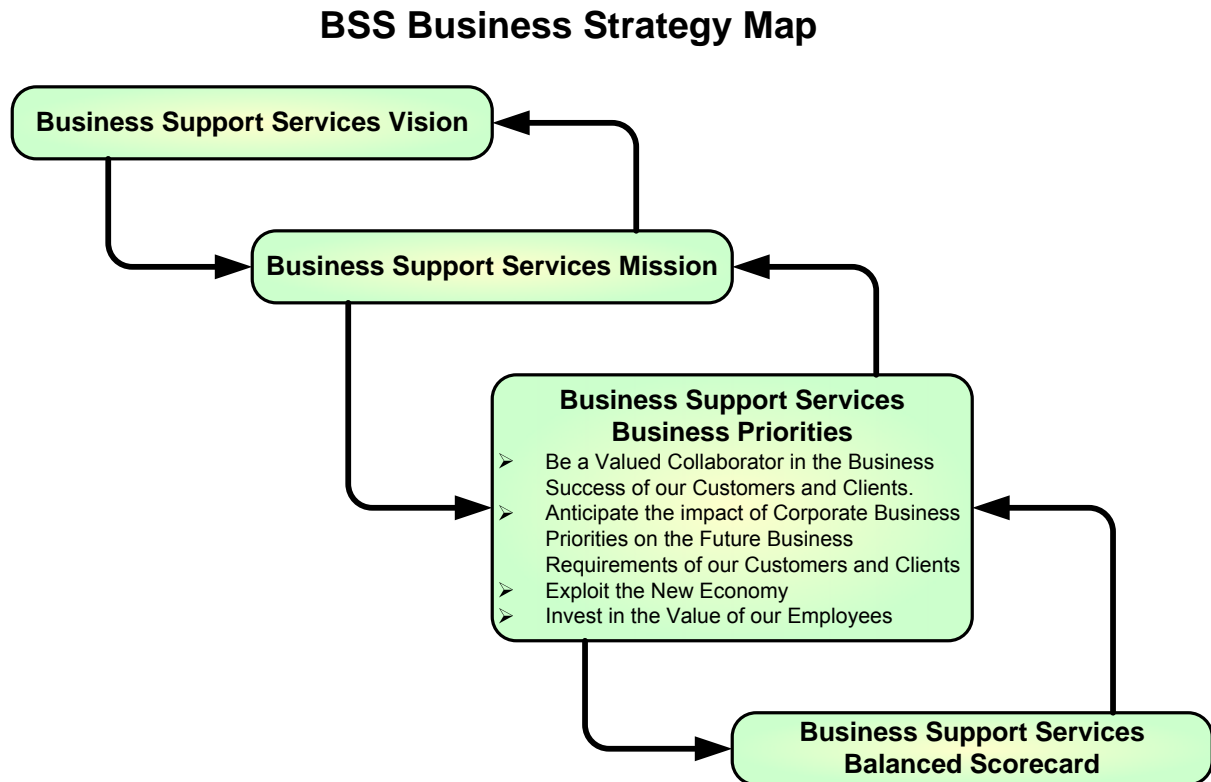


Figure 3

Key Accomplishments

Some would look at the challenges that face BSS and call them barriers, but we view them as demanding, we seek out ways to manage them, and in the end change them into accomplishments. A few examples are:

General Business Services

- During FY08, Network Technology Services Division (NTSD) completed negotiations and inter-local agreements with Union County, Gastonia, Belmont and Mount Holly to join the Charlotte - Mecklenburg radio system and form a truly regional 800 MHZ radio system. NTSD is entering into the early stages of negotiations with York, Cabarrus, Cleveland, Lincoln, and Rowan counties to join the network. These agreements allow for the entities to capitalize on reduced overhead, economies of scale and improved efficiencies while most importantly

promoting community safety by providing a more reliable and seamless radio system for use by public safety officials. Our Public Safety Radio Network in the Charlotte area is recognized as one of the very best in the country.

- The Procurement Services Division (PSD) has accomplished much in its support of corporate wide purchasing. This includes:
 - Soliciting, negotiating and advertising a wide variety of citywide contracts that are designed to increase cost savings, decrease administrative effort, and ensure a legal standard for the procurement such as office supplies, laser/ink cartridges, vehicles, heavy equipment, temporary staffing, multi function machines and IT professional services.
 - Procurement Services Division (PSD) in support of the FY2008 and FY2009 Strategic Focus Area Plan has led the efforts of the Environmental Purchasing Coordinators Team to develop environmentally preferable purchasing guidelines. These guidelines, in the form of green purchasing standards, are designed to assist City employees in making purchasing decisions with comparisons of environmental benefits and impacts among competing products or services. Implementation of these standards is intended to support the City's aim of reducing any environmental burdens from our business activities.
 - Developing and implementing the Charlotte Regional Group Purchasing Organization (CRGPO), a cooperative purchasing consortium program designed to competitively solicit and secure contracts for the purchase of goods and services that may be used by local and regional entities. The significance of this type organization is the collaboration of multiple entities with the outcome of reduced administrative costs, aggregate volume discounts for all entities, and increased vendor performance.
 - Continued growth of the Procurement Card Program and use of P-Cards as a cost effective alternative to the purchase order or direct pay purchases. In FY08, \$3,395,309 was spent using the P-Card Program. For FY08 the average of each transaction was \$243. Total monthly purchases in FY08 averaged \$282,942/month. Recent industry surveys suggest that cost avoidance can be estimated at \$40-\$60 per transaction by using the Procurement card instead of the traditional PO/invoice/check method. Procurement Services is using \$50 as our guideline and therefore, estimates the City experienced a \$698,550 cost avoidance in FY08 by utilizing the P-Card Program. PSD also implemented a similar P-Card program with Mecklenburg County in May 2006. County P-card spend in FY2008 was \$544,609, which is a 30% increase over FY2007.
 - Receiving our 7th consecutive Sustained Professional Purchasing Award from the Carolinas Association of Governmental Purchasing.
 - Attaining the National Institute of Governmental Purchasing (NIGP) Outstanding Agency Accreditation Achievement Award for the second time. While the NIGP membership represents 2,600 governmental agencies throughout the United States and Canada, only 99 agencies have attained this distinction. This elite group of purchasing organizations

represents the highest sustained standards of quality and efficiency in government purchasing.

- The Asset Recovery and Disposal section of PSD successfully managed a total of ten auctions resulting in gross sales of more than \$1.8 million dollars, an increase of 20% over FY2007 total sales. The total net return for all customers was \$1,626,751.00 with \$884,369.07 in net revenue returned to the City's General Fund.
- The Information Technology Division (ITSD) implemented a new taxonomy for the Service (Help) Desk that permits more meaningful root cause analysis of service calls.
- The Equipment Management Division (EMD) completed development of its new financial model and customer financial information reports. The model takes the EMD budget and breaks it out by customer using their vehicle allocation with VEUs to determine each customer's portion of our overall budget. Each portion is further broken down by parts, labor, sublet, and warranty (accident repair and credits). Each month as the customers' billing reports are prepared, the expenditures each has incurred will roll up to a monthly summary by these categories. The monthly summary will also provide overall year-to-date impact and trend analyses of the major cost drivers by repair type(s).

Technology Services

- NTSD has accomplished much in its support of corporate technology infrastructure. This includes:
 - The final Charlotte/Mecklenburg Rebanding Agreement was executed in early June 2008, followed by the signing of a contract with Motorola Inc to perform the work. The project is scheduled for completion in January 2010.
 - NTSD has accomplished much in its support of corporate technology infrastructure. This includes:
 - The new Midland Radio site was completed in September 2007. This site has greatly improved coverage and reliability for Public Safety Communications in eastern Mecklenburg County.
 - The new Gastonia and Cherryville remote Radio sites were completed in September 2007. These sites have greatly improved coverage and reliability to insure interoperable communications and better coverage for Public Safety/First Responders in emergency events between Charlotte Mecklenburg and Gaston County.
 - NTSD applied for and was awarded a \$3 million Public Safety Interoperable Communications Grant to support the regional expansion of the 800 MHz radio system.
 - The NTSD in collaboration with CFD has completed the deployment of a wireless solution to support CFD and City operations. The result is a cost effective solution that meets all of the City and CFD technical and security requirements. The

- solution consists of forty-four (44) 802.11 hotspots that will support all authorized City departments.
- Collaborated with CATS on the Light Rail project to successfully coordinate all cabling, network, telephony, and radio communication system installations, meeting CATS deadlines in a very dynamic project schedule.
- The ITSD has been able to deliver several service enhancements and completed several large projects in FY2008, while at the same time ensuring the high level of day-to-day availability of services its customers demand. The service enhancement and project include:
 - Deployed three (3) distinct records management solutions in SharePoint for:
 - Aviation managers and Transportation Security Administration to retrieve and review employee badge application and supporting documentation
 - Small Business Development Program Office to review applications, certifications, and supporting documentation
 - Neighborhood Development to facilitate retrieval of nuisance and zoning citations and civil penalty letters at all office locations. This will reduce the time required to respond to citizen inquiries and help inspectors accurately assign fines to repeat violators in accordance with the new sign ordinance.
 - Provided numerous enhancements to the Emerald system to improve service to citizens (primarily through 311), for example address verification and multi-family functionality (for Solid Waste Services), improved keyword searches, and enhanced 311 NSA Neighborhood and Maps reporting and data extraction for Council Reports for the 13 Focus Neighborhoods.
 - Information Technology Services Division (ITSD) Instituted VMotion, an advanced server virtualization program that allows for greatly increased hardware utilization. Through this, we have been able to meet increasing needs for computing power without procuring additional physical servers. By employing this and related “green” efforts, we achieved an estimated \$500,000 in cost avoidance for additional power and cooling.
 - Successfully migrated the City’s Intranet, CNet, to the latest version of SharePoint. Knowledge gained will be leveraged as we deploy a new Internet, Charneck.org, moving from its current outdated platform to the new SharePoint.
 - Developed the CDOT transportation roadway projects mapping application. This is a web mapping application built for CDOT transportation planners allows transportation planners to view and analyze future CDOT projects.
 - Developed a GDP (General Development Policy) Assessment application for Planning Department planner to automatically calculate and assign allowed development densities for given sites using the established methodology based on the General Development Policies that were

adopted by City Council in 2003. The scoring system was designed using GIS in order to make the analysis more objective.

- Developed an Economic Development Incentive Program Eligibility application for Economic Development Office. The Economic Development Office has many economic incentive programs. The eligibility of some of them is based on the location of the business. This application allows business owners to find out if their business is within certain program zone by typing in their business address or parcel number.
- Provided the following PeopleSoft enhancements:
 - Implemented the eRecruitment module which allows applicants to submit their job applications on-line. This application speeds up the process of screening and hiring employees while reducing the workload in the HR department. It also supports the City's green initiative by eliminating the need for paper copies.
 - Developed interfaces, pages, and reports for integration with the North Carolina ORBIT (Online Retirement Benefits through Integrated Technology) system. With this interface, the ORBIT system will provide person-specific data for retirement planning.
 - Employee self-service time entry was rolled out to BSS/Admin, 311, Finance, and the City Clerk's Office.
 - Implemented the BMS integration for Benefits Open Enrollment and New Hire Pilot for CATS KBU.

Equipment & Fleet Services

- The Equipment Management Division (EMD) has accomplished much despite the challenges associated with recruiting and retaining skilled personnel. This includes:
 - EMD has successfully merged fleet maintenance services for the County into their operations. By consolidating this service, both the City and County are capitalizing on increased efficiencies and economies of scale. This merger will result in over \$700,000 in cost avoidance over the next three fiscal years. This success is the result of extensive collaborations between several city KBUs (City Manager's Office, BSS, Budget, and HR) and the County.
 - EMD is currently conducting a Fuel Reduction Study in partnership with UNCC and our customers. This is an on-going initiative which is designed to help the City identify and review for potential implement options to reduce fuel consumption.
 - EMD of Business Support Services recently attained the Automotive Service Excellence (ASE) Blue Seal Award at all the four major shops; Louise Avenue, Seigle Avenue Sweden Road, as well as the 12th Street shop facility that was transitioned from Mecklenburg County during spring 2007. Achieving ASE status means that each EMD shop has met the requisite of ASE Certified employees. Achieving ASE certification requires training, review and keeping in step with changing technology.

The certification showcases the skill and commitment of the professionals working in EMD.

- Continuing to exceed the Federal Transit Authority PM Compliance requirement for CATS-STS of 85%. This marks over 24 consecutive months of successful collaboration with CATS.
- Exceeding performance expectations across all categories of fleet availability. While the incremental increases appear small, the effort to reach those higher levels is extremely difficult the closer any one category approaches 100%. Year-to-date our fleet availability exceeds 97% overall. Our target is 95%. The availability for some customers is slightly above 99%.
- Achieving a 100% compliance rating from the Federal Transit Authority during its evaluation of the Charlotte Area Transit Systems (CATS) Special Transportation Service.
- Achieving a “No Defects” rating by an outside Fire Maintenance consultant on Charlotte Fire Department aerial ladder equipment.

Regulatory & Governance Services

- PSD expanded the implementation of the first-ever Citywide Procurement Policy and the provision of training to all Key Business Units on understanding and application of the Policy. The Policy is designed to provide City employees with uniform methods for procurement of goods and services and to strengthen internal controls in the citywide procurement process. PSD is working closely with Internal Audit to develop and implement a monitoring plan to further improve procurement performance.

Links to Corporate Strategy

Unlike most of the business units we support, the vast majority of the services provided by BSS are provided to customers internal to the City organization. Our connection to the citizen is through the business units we support and that connection is described in our Mission Statement and Business Priorities.

Our unique organizational role has led to a slightly different view of corporate strategy and the corporate balanced scorecard. The Corporate Strategic Vision, Themes and Principles are the basis for the BSS Vision statement. Since our business is helping the other business units to deliver services to the citizen, our Mission Statement and Business Priorities focus on enabling those business units to Serve the Customer. With the exception of our governance role in the *Safeguard the Environment* objective, the BSS Balanced Scorecard establishes and measures the *Run the Business*, *Manage Resources* and *Develop Employees* objectives critical to enabling the other business units. This linkage to the Corporate Strategy is depicted in Figure 4.

Corporate Strategy Linkage Diagram

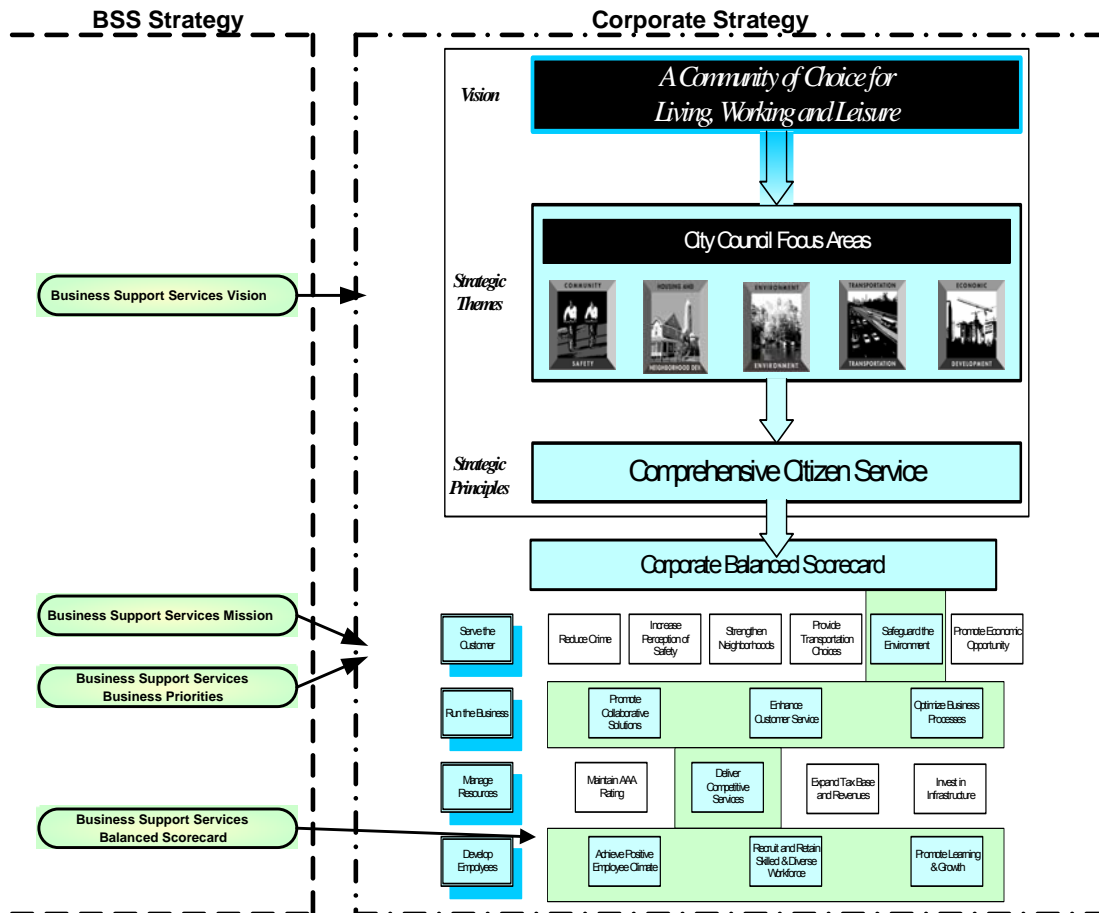


Figure 4

Strategic Initiatives

In addition to meeting performance objectives associated with our support of the corporate balanced scorecard, BSS is undertaking several initiatives that will be important to our strategic success. These include:

General Business Services

- In support of the *Develop Employees* perspective of the BSS Balanced Scorecard, BSS will implement several strategic initiatives in 2009 to demonstrate our commitment to our staff. Specific initiatives from FY 2008 that will be continued into FY 2009 include:
 - Implementing new job classifications as the result of the findings from Equipment Management Division job classification study.
 - Implementing a Leadership Team development program designed to improve the team's management performance and collaboration skills.

- Implementing the BSS Employee Wellness Program Awareness Plan developed from the BSS wellness awareness survey conducted in FY2008.
- In support of the *Run The Business* perspective of the BSS Balanced Scorecard, BSS will work on the following strategic initiatives in FY 2009:
 - Continuing to advance the Regional Communications Network and service model in order to maximize coverage and interoperability while developing sound service and cost structures to maximize cost effectiveness.
 - Working with the Work & Asset Management (WAM) project team to begin planning BSS' Phase I and II implementation of the WAM solution.
- In support of the *Manage Resources* perspective of the BSS Balanced Scorecard, BSS will work on the following strategic initiatives in FY 2009:
 - Continuing to provide leadership on the City's environmental initiative relative to benchmarking environmental purchasing and increasing green purchasing opportunities and benefits.
 - Providing regional procurement expertise and leadership through the PSD-developed Charlotte Regional Group Purchasing Organization (CRGPO). CRGPO is a cooperative purchasing program designed to offer local and regional entities (i.e. cities, counties, towns, schools) access to competitively bid contracts that provide discount pricing, volume savings, administrative ease, increased vendor performance and improved vendor relationships to and for all entities interested in participating.
 - Evaluating current Radio Services Cost Model against model based on radio air time to determine the most effective and efficient model for costing of radio services.
 - Implementing service costing tools within the Information Technology Division, with a focus on Data Center Services.

Technology Services

- In support of the *Run The Business* perspective of the BSS Balanced Scorecard, BSS will work on the following strategic initiatives in FY 2009:
 - Conversion of the City-County Internet presence, Charmeck.org, presently supported by the County to a new platform supported by the City. The current Charmeck.org is running on a non-supported platform. The new platform, SharePoint 2007, will also provide the benefit of leveraging the knowledge of contributors since it is the same platform currently in use by the City for its Intranet, CNet.
 - Collaboratively developing and implementing a Common or Corporate Data Management policy to standardize data and data management processes. This will help reduce duplication of data and programming efforts and support data integration from a variety of system to WAM and CRM.
 - Advancing the regional public safety radio communications strategy through strategic inter-local agreements and expansion of the City's public 800 MHz and digital radio systems.

- In support of the *Manage Resources* perspective of the BSS Balanced Scorecard, BSS will work on the following strategic initiatives in FY 2009:
 - Implementation of Portfolio Management for the FY10 and subsequent technology investment review processes. Portfolio Management will bring greater visibility to our investments and provide a way to better analyze the City's TCO (Total Cost of Ownership) of technology investments and how they relate to other systems and processes.
 - Implementation of the ITSM (Information Technology Service Management) model, starting with a comprehensive Service Catalog to continue to improve our service delivery to the City.

Equipment & Fleet Services

- In support of the *Run The Business* perspective of the BSS Balanced Scorecard, BSS will work on the following strategic initiatives in FY 2009:
 - Implementation of the City-County consolidation of fleet services for both organizations under EMD.
 - Collaborating with Engineering and Utilities on the planning and design of the new Light Vehicle Maintenance Facility.
 - Continuing the process of improving the fleet analysis function of the Equipment Management Division (EMD) to optimize their parts management activities, preventive maintenance scheduling, and shop operations.
 - Continuing to improve customer visibility into the fleet maintenance operation through expansion of the fleet performance dashboards.
- In support of the *Manage Resources* perspective of the BSS Balanced Scorecard, BSS will work on the following strategic initiatives in FY 2009:
 - Developing a competition strategy for installation and maintenance of communications and electronic equipment.

Regulatory & Governance Services

- In support of the *Run The Business* perspective of the BSS Balanced Scorecard, BSS will work on the following strategic initiatives in FY 2009:
 - Implementation of the City's Technology Governance Policy.
 - Collaborating with Internal Audit and the individual KBUs in developing and carrying out an appropriate Procurement Compliance plan for the Citywide Procurement Policy.
 - Collaborating with the City Manager's Office, Internal Audit and the individual KBUs in the implementation of recommendations resulting from the Citywide Procurement Audit.
 - Working with Mecklenburg County on the collaborative development, training and implementation of a Procurement Policy and Compliance Plan.

Commitment to the City of Charlotte's Guiding Principles

Along with supporting the City Council Priorities and the Corporate Scorecard, BSS is committed to conducting business in accordance with the City's Guiding Principles listed below:

- Value teamwork, openness, accountability, productivity and employee development
- Provide all customers with courteous, accessible, responsive and seamless quality services
- Take initiative to identify, analyze, and solve problems
- Attract and retain skilled, motivated employees, and
- Collaborate with stakeholders to solve problems and make decisions.

BSS Special Plans

Technology Plan

Through ITD and NTSD, Business Support Services supports the development and implementation of the Corporate Strategic Technology Plan. This plan serves as the primary document for guiding BSS activities associated with:

- Corporate technology infrastructure;
- Corporate technology architecture planning, development and implementation;
- Enterprise system planning, development, implementation and support; and
- Corporate technology governance.

Training and Development Plan

The BSS FY2009 Training and Development Plan will focus on Leadership Development and staff certifications:

- Implementation of Leadership Development Plans associated with the 360 Degree feedback by the Center for Creative Leadership provided to the members of the Leadership Team in FY2008.
- Continuing to support staff certification to ensure BSS has the skill sets necessary to keep pace with the changing demands of our customers and the growing complexity of our equipment, systems and business processes.

Customer Service Plan

BSS's Customer Service Plan is developed to support the citywide standards of Courteous, Accessible, Responsive and Seamless Customer Service. BSS conducts an annual survey of customer opinions to help assess its success in meeting these standards. Customer survey performance targets are established on

KBU Balanced Scorecard and on the work plans of the BSS leadership team. All of this is designed to create a focus from the top of the organization on customer service that drives standards, behaviors and outcomes that meet our customers' needs and expectations.

Services Competition and Contracting Plan

The Competition & Contracting Plan for BSS is focused on benchmarking our Network Technology Services and Equipment & Fleet Management Service. These key functional areas are formally benchmarked every three years with the results being presented to the City's Privatization and Competition Advisory Committee (PCAC). Fleet Services was originally due for benchmarking in FY2009, but because of the consolidation of City and County fleet maintenance operations this has been delayed until FY2010.

BSS will begin developing competition models in its Asset Recovery & Disposal and Radio Service operations in FY2009. BSS anticipates proposing competition of these services in FY2010.

BSS is also responsible for supporting the PCAC in its charge to monitor the progress of the City in implementing services contracting and asset management, to recommend services and assets to be considered for competition and privatization, and to advise on ways to improve current contracted services with service delivery problems.

Small Business Participation Goals

BSS Procurement Services Division works with the Small Business Opportunity Program on specific processes and procedures to facilitate goal setting and progress monitoring for small business participation initiatives. On a citywide basis, our goal is to ensure an inclusive, fair and open procurement process that allows Small Business Enterprises an opportunity to compete for City contracts. The BSS KBU specific goal for small business participation is currently 4% of all informal contracting and purchasing activities.

III. SERVICE DELIVERY

With emphasis on strategic planning, maintaining mobility, enabling technology and streamlining procurement, Business Support Services is focused on obtaining the best shared services value for our customers. The primary purpose for BSS is to support the City through providing all customers access to the tools and information necessary to serve the citizens.

Core services provided by Business Support Services are:

General Business Services:

City key businesses and County departments rely on Business Support Services for a variety of General Business Services. These include:

- The acquisition of goods and services through competitive bid processes. BSS also facilitates cost savings through identifying and pursuing opportunities for pooling resources in procurement activities. Support is available to all City KBUs and County Departments for consulting, contract development, and administration and monitoring. (Key service indicator: Cost avoidance via P-Card usage)
- Providing support for the City's Privatization and Competition Program, including the City Council's Privatization/Competition Advisory Committee, whose focus is on the appropriate use of private and public sectors in the delivery of government services. Internal customers are provided important guidance for development of competition plans, preparation of requests for proposals, and responding to competitive bids for services.
- Services provided through the BSS Asset Recovery & Disposal program, which support property disposal for the City, County, School System, Charlotte Housing Authority, and other entities. (Key service indicator: Revenue and units disposed)

Technology Services:

Our focus is on ensuring that the City receives the most reliable and best value technology infrastructure available to enable the effective delivery of city services. Services include planning, design and implementation of the City's information technology architecture; management of the corporate computing environment including office productivity environments; telecommunications technology including land-based and wireless; and application and database services. Our support for the desktop and mobility related applications allow our customers to focus on their missions. Support for corporate enterprise or KBU level technology initiatives is provided through project management, reengineering, software development and quality assurance services.

These services also support public safety and service delivery initiatives for the City and County through management of the 800 MHz radio communications systems. Through establishing an enterprise-focused technology planning effort,

Business Support Services will facilitate the City's collaborative approach to matching business needs with available technology advancements. (Key service indicators: number of Service Desk Work Orders, and Radio Network availability)

Equipment & Fleet Services:

Multiple services are offered to our internal and external customers to ensure that their equipment and fleet assets yield the highest return on investment. This is accomplished through providing equipment specification assistance to ensure acquisition of the right equipment, combined with an aggressive program of predictable and preventative equipment maintenance focused on achieving the peak operating efficiency at the lowest cost. (Key service indicator: equipment units maintained per technician, number of work orders (fleet and radio))

Regulatory & Governance Services:

These services include a variety of activities from monitoring compliance with Federal and State regulation, Right of Way Ordinances and Contract Compliance, to the development of City policies, processes and practices in support of corporate common business functions.

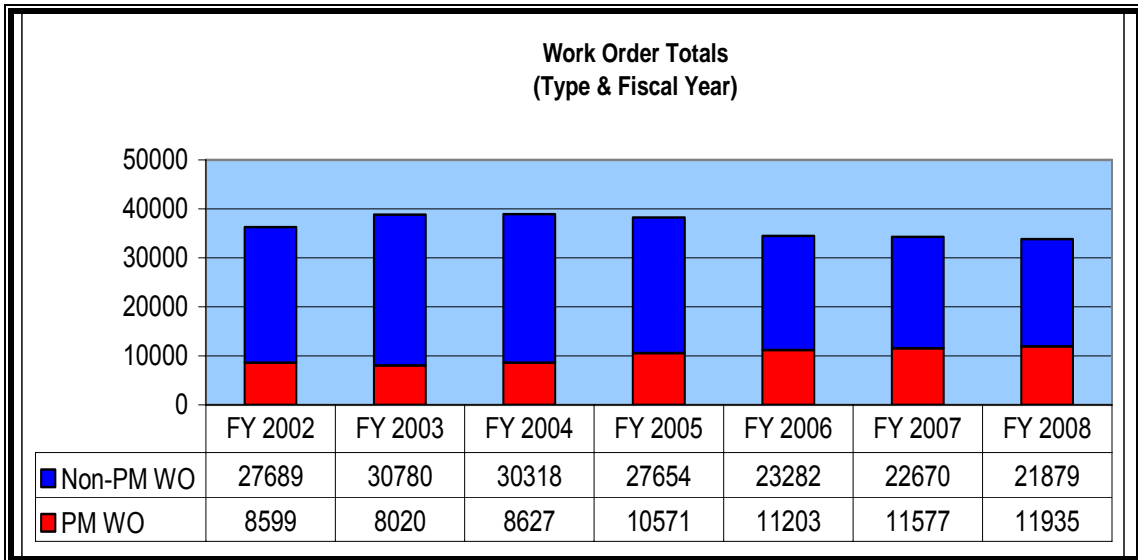
As the provider of corporate shared services to the City organization and beyond, the Operating Plan for Business Support Services Key Business is focused on tailoring services to most effectively meet the specific needs of our internal and external customers. All core service areas described above are actively involved in supporting the following Corporate Balanced Scorecard Objectives: *Safeguard the Environment, Develop Collaborative Solutions, Enhance Customer Service, Optimize Business Process, and Deliver Competitive Services.*

Service History and Trends

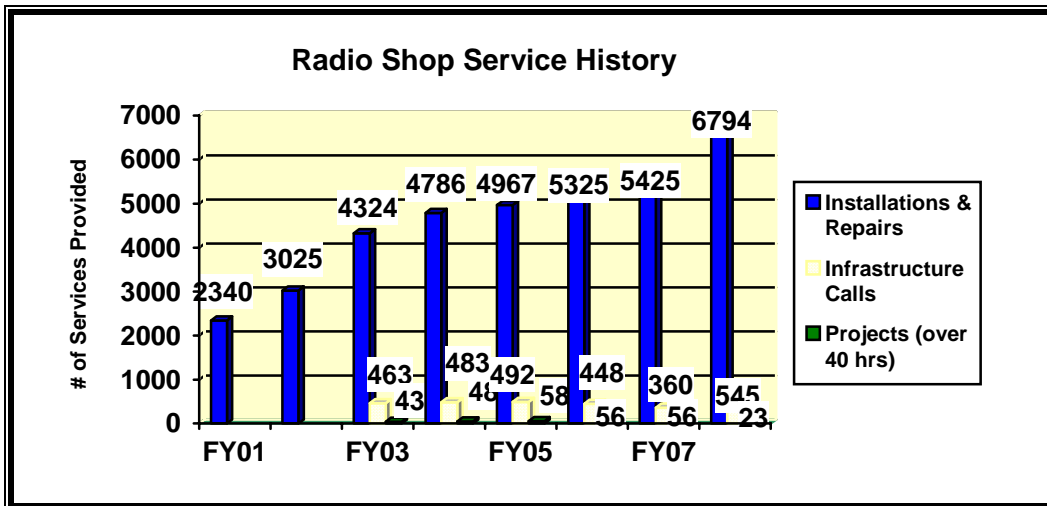
Equipment Management

Equipment Management. The EMD leadership and staff have again achieved outstanding results improving upon last year's performance. Indicators include 99.43% of preventive maintenance services performed on time and only 0.02% of work orders being for repeat repairs. Other key service indicators are:

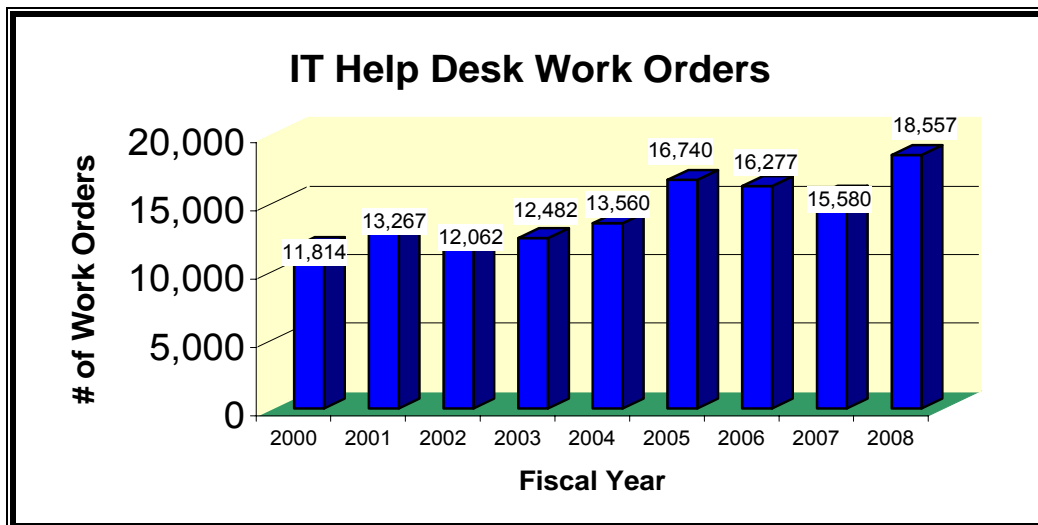
- The total number of equipment work orders opened by EMD in FY08 was down by 1.3% from the previous year. This is the third year in a row that total work orders decreased. Non-scheduled work orders decreased 2.3% and preventive maintenance work orders increased 3.1% for the year. This reflects our continued focus of preventive maintenance and its impact on fleet readiness.



Radio Communications. The Public Safety Radio Network in Charlotte is recognized as one of the very best in the country. One of the reasons, is the integrated nature of the network, which includes all the services (City, County, School Board, Police, Fire, Medical, etc.) that our citizens rely on day-to-day and in emergency situations. This does, however, place a high demand on the Network Technology Service Division. The growth in these services over the last year, as demonstrated by the workload indicators below, is a reflection of the demand, and the lack of capacity to take on additional workload requested by our customers.

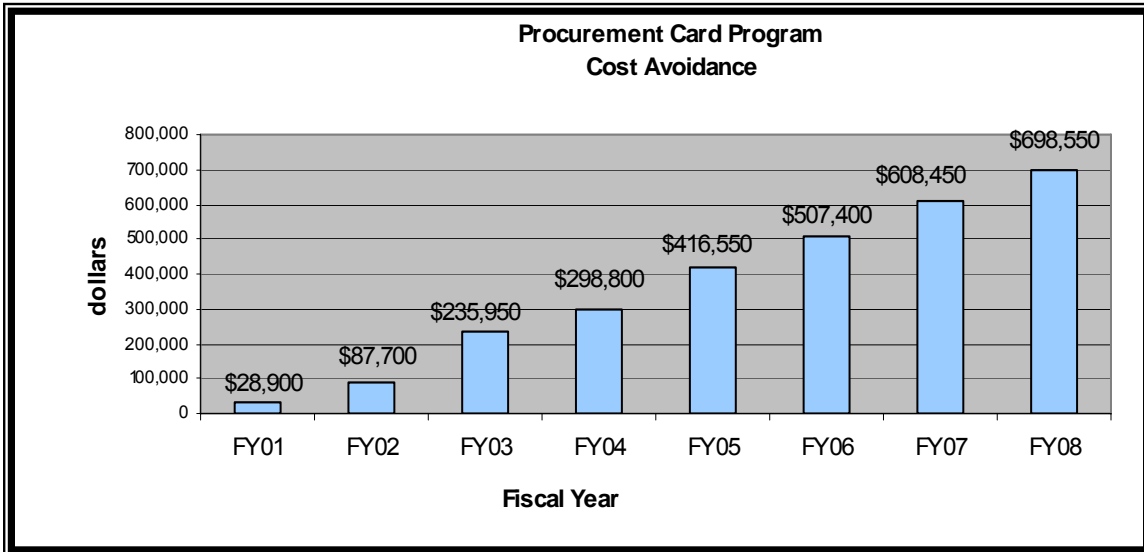


Information Technology. The demand for Service Desk services has significantly increased by approximately 20%. The Information Technology Division has revised its service processes, which is a first step move towards full implementation of Information Technology Infrastructure Library (ITIL) for Service Desks. ITIL implementation will help the City continue to improve services and reduce overall costs.



Procurement Card (P-Card) Program. Procurement cards are designed for routine or recurring purchases, and are a simplified and more efficient way to make small dollar purchases. A procurement card allows individual employees to buy goods and services necessary for doing their work much faster and with less paperwork than with a traditional purchase order. Similar to a credit card, purchases are made using an imprinted City of Charlotte procurement card and billing is consolidated into one billing statement. A debit for the total amount is made to the City's account at a predetermined date each month.

The Procurement Card Program has shown steady growth since its inception in August 2001. The program now includes four hundred and sixty one (461) cardholders, with all but one (1) of the City's Key Business Units taking part in the program. The recent inclusion of allowing transactions for travel expenses has greatly increased the usage of the P-Card.



In FY08, \$3,395,309 was spent using the P-Card Program. For FY08 the average of each transaction was \$243. Total monthly purchases in FY08 averaged \$282,942/month. Recent industry surveys suggest that cost avoidance can be estimated at \$40-\$60 per transactions by using the Procurement card instead of the traditional PO/invoice/check method. Procurement Services is using \$50 as our guideline and therefore, estimates the City experienced a \$698,550.00 cost avoidance in FY08 by utilizing the P-Card Program.

IV. BALANCED SCORECARD

Business Support Services uses performance measures to direct and monitor progress toward established goals and objectives in support of City's corporate strategy. To follow is the complete BSS FY09 Balanced Scorecard.

Balanced Scorecard FY09 – Business Support Services

Performance plan for July 1, 2007 – June 30, 2009

Perspective	Corporate Objective	KBU Initiative	Measure (Lead Division) <i>' * ' Indicates direct linkage to City of Charlotte FY09 Strategic Focus Area Plan</i>	Prior Fiscal Yr Actual	Lead / Lag	Target <i>'\$' Indicates incentive pay target</i>
Serve the Customer	Safe Guard the Environment	Monitor the use of alternative fuels and hybrid vehicles in the City's Fleet (less CATS fixed bus route fleet and Aviation)	Number of alternative Fuel or Hybrid vehicles in City Fleet (less CATS fixed bus route fleet and Aviation); Gallons of alternative fuel used in City Fleet (less CATS fixed bus route fleet and Aviation) EMD *	197 vehicles	Lag	Semi annual report on Percent of Total Fleet; Percent of total fuel purchases
		Promote use of environmentally friendly products	Percent increase spent on environmentally friendly products (Office, Cleaning, Printing and Floor Coverings) over previous fiscal year (PSD)*		Lead	Promote Green Spending Opportunities and Options Produce Annual Report on Green Spending for identified products with applicable vendors Office Supplies, Copy Paper, Furniture, Ink/Laser Cartridges, Hybrid Vehicles, Computers/monitors, Oils/lubricants, Carpet, Janitorial supplies, and Traffic control cones/barriers
Run the Business	Develop Collaborative Solutions	Develop partnerships to optimize service delivery methods	Meet or exceed service levels established in Service Level Agreements (SLA's) or Memorandums of Understanding (MOU's) between BSS and its customers.	100%	Lag	99%
			Number of contracts put in place and total dollar volume spent on a regional basis through the Charlotte Regional Group Purchasing Organization. (PSD)	3 regional contracts	Lag	Establish four (4) additional Regional contracts and Produce annual spend report for expenditures from the established regional contracts administered through CRGPO
	Enhance Customer Service	Provide reliable and timely services	Annual BSS Customer Survey Rating on 10pt scale	7.4	Lag	7.5 (Stretch Target)
		Enhance the effectiveness of City's business processes	Customer satisfaction with Service Desk work activities (IT)	4.725	Lag	Achieve a customer satisfaction rate of 92% or higher (>= 4.6 out of 5)
Optimize Business Processes	Provide high quality, high value fleet maintenance services	Index of the University of North Carolina's Institute of Government's Local Government Performance Measurement Project (Index using Cost Per Mile, Technician Utilization, Repairs Completed in 24 hours and Repeat Repairs) EMD	1 st Quartile 76%	Lag	Achieve a Quality Index Score in the 1 st Quartile	

Perspective	Corporate Objective	KBU Initiative	Measure (Lead Division) <i>' * ' Indicates direct linkage to City of Charlotte FY09 Strategic Focus Area Plan</i>	Prior Fiscal Yr Actual	Lead / Lag	Target <i>'\$' Indicates incentive pay target</i>
	Optimize Business Processes	Provide timely and reliable services	% of time the 800 MHz Public Safety Radio System is available (NTS)	99.993%	Lag	99.9% (\$)
			Percent of Contract award recommendations to City Council and Board of County Commissioners that are accepted as recommended (PSD)	100%	Ld	98%
		Improve Responsiveness of IT services	Days to complete or resolve third level support issues and problems (IT)	95.06%	Lg	90% of third tier support request Completed /closed within 7 days. (\$)
Manage Resources	Deliver Competitive Services	Provide the most reliable and cost effective services possible	Overall Fleet Availability (EMD)	97.59%	lag	95% (\$)
			Percent of internal contracts in compliance with the contracted amount in their respective MOUs (PCAC)	85.71% City MOUs complaint	Lead	Annual Report on Citywide Competition Plan
			Percent of competitions decided during the fiscal year where the City is determined to be the best service provider (PCAC)	100% of competition		
Develop Employees	Achieve Positive Employee Climate	Provide a productive and satisfying work environment	Employee perception Rating on BSS Employee Opinion Survey for 1) Management Practices of the KBU, 2) Employee Participation, and 3) Supervisor Communication and Performance & 4) Employee Evaluation & Recognition	FY08 7.5 7.6 8.1 8.0	Lag	Rating of 7 or greater for each of the categories listed (Stretch target)
			Percent of performance reviews completed within 30 days of the employee's merit/PRD date.	95.7%	Lag	90%
			Based on results of BSS FY08 Employee Wellness Awareness Assessment: Participation in Stress Mgt education sessions and Stress Reduction Activities		Lag	70% of BSS staff participate in at least one education session or stress reduction activity (\$)
			Participation in Corporate Sponsored Wellness Activities	BSS 10.7% higher	Lag	BSS Employee Participation higher than citywide average. (\$)
	Recruit & Retain a Skilled, Diverse Workforce	Retain skilled workforce	Voluntary employment separations (less retirements) rate compared to the City's average voluntary separations (less retirements).	BSS 2.2% higher	Lead	Less than the City's average

VII. CONCLUSION

Business Support Services has been able to meet and often surpass the expectations of our customers over the last four years. This is especially notable in light of the fact that BSS has been consistently struggling to find the resources required to keep pace with the operational growth of our customers. However, starting in FY2008, the need for BSS to focus more rigidly on essential services, the growth in queuing cycle times and greater outsourcing of services is causing concerns for BSS customers.

The FY2009 Strategic Operating Plan is being implemented to support essential functions and meet the service requirements of currently approved corporate strategic plans. This Strategic Operating Plan clearly illustrates our efforts to optimize current resources and provide the most competitive services possible to all customers, but also illustrates our significantly diminished ability to meet this challenge in the future. As always, BSS remains committed to its role as the provider of corporate shared services and will do everything it can to meet the needs of our customers in a proactive and collaborate way.

VI. APPENDICES

BSS FY09 Revenue Projections 30

Capital Improvement Projects..... 31

BSC Measure Validation 32

A. BSS FY07-FY09 Revenue Projections

Revenue Account Number	Description	FY07 Actual	FY08 Actual	FY09 Projections
5414	Radio Shop consolidated services w/Mecklenburg County & services to small towns	1,225,413	1,555,553	1,554,995
5662	Surplus Property Auctions	936,125	967,270	834,400 (669,000 to general fund)
5461	Telecommunication services provided to Mecklenburg County	762,643	676,480	626,102
5643	Telecommunications Commissions	49,557	41,965	48,000
5220	Cable Franchise Fees	6,410,853	8,289,157	6,500,000
5445	Procurement – County	430,475	354,503	474,795
5555	Procurement – Co. P-card Program Procurement – Cooperative Purchasing Programs/Lead Agency Administrative Fees P-Card rebates	33,629	86,440	160,663
5438	County Fleet Services			2,727,512
5439	Website Hosting			212,576
5550 & 5669	Miscellaneous Revenues	35,362	51,807	
5421-5429, & 5646	Cost Allocation Recovery from non general fund customers	5,074,847	5,404,626	6,357,809
Total		14,958,904	17,427,801	19,496,852

E. Capital Improvement Projects

PROJECT TITLE	FY09	FY10	FY11	FY12	FY13	TOTAL
<u>Equipment</u>						
Environmental Analyzers Scrubbers/Cleaners	300,000					200,000
Total Equipment	\$300,000	\$57,500		\$650,000		\$1,437,284
<u>Facility Investments</u>						
Public Safety Digital Communications	6,477,595	4,272,940				10,322,940
Northeast Equipment Maintenance Facility	2,500,000					835,000
Total Facility Investments	\$8,977,595	\$				\$835,000
Total	\$9,277,595	\$57,500		\$650,000		\$2,272,284
REVENUE SUMMARY						
	FY09	FY10	FY11	FY12	FY13	TOTAL
COPs	6,050,000	4,272,940				10,322,940
Revenue Total	\$6,050,000	\$4,272,940				\$10,322,940

F. BSC Measure Validation

Business Support Services		
Adoption of Alternative Fuels and Emission Efficient Technologies		
Measure Validation		
Corporate Objective: Safeguard the Environment		
KBU Initiative: Monitor the use of alternative fuels and hybrid vehicles in the City's Fleet (less CATS fixed bus route fleet and Aviation)		
Measure and Target: Number of alternative Fuel or Hybrid vehicles in City Fleet (less CATS fixed bus route fleet and Aviation); Gallons of alternative fuel used in City Fleet (less CATS fixed bus route fleet and Aviation)		
Units of Measure: Percent of Total Fleet; Percent of total fuel purchases	Frequency of Update: Semi-annually	
Measurement Intent: <ul style="list-style-type: none"> Monitoring the use of alternative fuel and hybrid vehicles to demonstrate the adoption of technologies and products to reduce City fleet emissions by the key business units within the City. Monitoring the purchase and use of alternative fuels (bio and low sulfur diesel, and F85 gasoline) to reduce City fleet emissions by the key business units. 		
Measurement Formula: <ul style="list-style-type: none"> Adoptions of alternative fuel and hybrid vehicles is calculated by dividing the total number of alternative fuel and hybrid vehicles in the City fleet (less CATS fixed bus route fleet and Aviation) by the total number of fleet non-construction rolling stock. Adoptions and use of alternative fuels is calculated by dividing the total number of gallons of alternative fuels purchased for the City fleet (less CATS fixed bus route fleet and STS, and Aviation) by the total number of gallons of fuel purchased by the key business units for rolling stock. 		
Data Elements and Sources: <ul style="list-style-type: none"> Vehicle type and classification data maintained in the BSS Equipment Management Division's (EMD) fleet asset management system will be used for calculating the alternative fuel and hybrid vehicle adoption percentage as described in the Measurement Formula. Fuel reports received from fuel vendors on the purchase of bio, low sulfur and F85 fuels purchased by the key business units will be used for calculating the alternative fuel and hybrid vehicle adoption percentage as described in the Measurement Formula. 		
Source For and Approach to Setting Targets: <ul style="list-style-type: none"> This information is not currently available through standard reports. The information will be captured in the EMD fleet asset management system. The point of contact for this information will be the Equipment Management Division Manager. 		
Data Contact: (Name the person responsible for this measure) The POC for the monitoring of this information is Rudy Payton 704-336-6831		
Target Setting Responsibility: Individual Key Business Units	Accountability for Meeting Target: Individual Key Business Units	Tracking/Reporting Responsibility: BSS Equipment Management Division
Notes/Assumptions: BSS/EMD guides the key business units in making decision on fleet and equipment, but the individual key business units have the final say in the type of vehicles and fuels purchased. For this reason, BSS/EMD can only monitor the "adoption" of these products and technologies.		

<u>Business Support Services</u>		
Establish baseline for Citywide purchasing of environmentally-friendly products		
Measure Validation		
Corporate Objective: Safeguard the Environment		
KBU Initiative: Establish baseline for Citywide purchasing of environmentally-friendly products		
Measure and Target: Establish baseline for Citywide purchasing of environmentally-friendly products and make recommendations for incorporating environmentally responsible elements in the contracting and purchasing activities.		
Units of Measure: Establish contracting and purchasing trends by the City that provide opportunities for inclusion of environmentally friendly products methods, and outcomes	Frequency of Update: Annually	
Measurement Intent: Include environmental factors as part of the normal purchasing process by specifying products, methods and outcomes with environmental attributes, such as reduced packaging, reusability, energy efficiency, recycled content, and rebuilt or remanufactured products, in all solicitation documents, contracts and procurement policies.		
Measurement Formula: There is not a formula for this measure.		
Data Elements and Sources: Invitation to Bids, Request for Proposals, Contracts, Policy and Procurement Procedures Manual, KBU historical purchasing data from GEAC and any available reports indicating environmental spending data.		
Source For and Approach to Setting Targets: This measure (establish baseline) was established by the Environmental Work Team for the purpose of developing recommendations for future performance targets associated with environmentally friendly methods, outcomes and products through the City's procurement activities.		
Data Contact: Susan Johnson, Business Support Services / Kay Elmore, BSS/Procurement Services Division		
Target Setting Responsibility: Environmental Work Team	Accountability for Meeting Target: BSS KBE	Tracking/Reporting Responsibility: BSS Procurement Services Division
Notes/Assumptions: This measure establishes recommendations for the introduction and implementation of environmental purchasing. This initiative will be followed up with more specific performance targets to increase environmental awareness and implementation of environmentally friendly methods, outcomes and products through the contracting and purchasing activities of the City.		

Business Support Services
Customer SLA/MOU's
Measure Validation

Corporate Objective: Develop Collaborative Solutions

KBU Initiative: Partner with customers to optimize service delivery methods

Measure: Meet or exceed service levels established in Service Level Agreements (SLA's) or Memorandums of Understanding (MOU's) between BSS and its customers.

Target: 99%

Units of Measure: Percent of service levels achieved or exceeded.

Frequency of Update:
Quarterly

Measurement Intent: Gauge the level of success in achieving the stated service expectations of our customers

Measurement Formula: Total number of agreed upon service levels achieved divided by the total number of agreed upon service levels

Data Elements and Sources: Specific service level contained in SLAs or MOUs

Source For and Approach to Setting Targets:

Data Contact: Marie Harris

Target Setting Responsibility:
BSS Lead Team

Accountability for Meeting Target:
Division Directors

Tracking/Reporting Responsibility:
BSS Customer Communications Specialist

Notes/Assumptions:

Business Support Services

Charlotte Regional Group Purchasing Organization (CRGPO) Measure Validation

Corporate Objective: Develop collaborative solutions.

KBU Initiative: Provide services on a regional basis through the CRGPO.

Measure: Number of contracts put in place and total dollar volume spent on a regional basis.

Target: Establish a minimum of three (3) regional contracts administered through CRGPO.

Units of Measure:

Number of public entities that utilize regional contracts established by PSD for the CRGPO.

Frequency of Update:

Annually

Measurement Intent: To increase awareness and use of cooperative purchasing opportunities that increase savings, generate revenue and increase staff efficiency.

Measurement Formula: Total number of CRGPO contracts established and number of participating organizations. The total dollars spent by participating public agencies will also be tracked for baselining purposes.

Data Elements and Sources: Total number of CRGPO contracts established and number of participating organizations provided by the vendor or contractor.

Source For and Approach to Setting Targets: BSS will analyze data and reports from FY2008 to develop proposed increases for FY2009.

Data Contact: Kay Elmore (6-2524)

Target Setting Responsibility:
BSS Leadership

Accountability for Meeting Target:
BSS Procurement Services Division

Tracking/Reporting Responsibility:
BSS Procurement Services Division

Notes/Assumptions:

Business Support Services
BSS Customer Survey
Measure Validation

Corporate Objective: Enhance Customer Service

KBU Initiative: Promote Stakeholder satisfaction

Measure: BSS Customer Survey
Target: 7.5 out of 10 (stretch target)

Units of Measure: Average Rating on scale of 1-10

Frequency of Update: Annually

Measurement Intent: Rate customer satisfaction and identify areas for improvement focuses.

Measurement Formula: $\text{sum total of all (sum of number rating for each question on survey / (total \# of questions answered on the survey)) / total \# of returned surveys}$

Data Elements and Sources: Currently manual counting of survey results, working toward on-line computations.

Source For and Approach to Setting Targets: Targets, questions and survey population set by BSS Lead Team

Data Contact: BSS Customer Communications position

Target Setting Responsibility:
BSS Lead Team

Accountability for Meeting Target:
BSS Lead Team

Tracking/Reporting Responsibility:
BSS Customer Communications position

Notes/Assumptions:

Business Support Services

Promote Customer Satisfaction with the Service Desk Measure Validation

Corporate Objective: Optimize Business Processes

KBU Initiative: Enhance the effectiveness of City's business processes in order to better service the citizens

Measure: Customer satisfaction with Service Desk work activities

Target: Achieve a customer satisfaction rate of 92% (≥ 4.6 out of 5) or higher

Units of Measure: Overall satisfaction rating of Service Desk on 0 – 5 scale.

Frequency of Update:
Monthly

Measurement Intent: To improve Service Desk effectiveness by determining the customer's perception of the work performed.

Measurement Formula: Average percent satisfaction for the year

Data Elements and Sources: Unisys survey report of serviced customers

Source For and Approach to Setting Targets: Unisys monthly report of survey results will be extracted by Data Administration for reporting on monthly basis for the previous month. Composite Target set at 92% compliance annually in aggregate.

Data Contact: Denise Hampton(x66882); Philip Borneman (); Al Alonso (68090)

**Target Setting
Responsibility:**
BSS Leadership

**Accountability for Meeting
Target:**
BSS Leadership

**Tracking/Reporting
Responsibility:**
Denise Hampton

Notes/Assumptions: : BSS/IT Data Administration will publish results on CNET on a monthly basis with trending and cumulative year to date toward target.

Business Support Services

Provide Competitive Equipment Maintenance Services

Measure Validation

Corporate Objective: Optimize Business Process

KBU Initiative: Provide high quality, high value fleet maintenance services

Measure: Provide high quality fleet maintenance services based on the University of North Carolina's Institute of Government's Local Government Performance Measurement Project

Target: Achieve a quality index in the First Quartile when compared to other municipalities participating in the Performance Measurement Project.

Units of Measure:

An index score consisting of cost per vehicle mile; percent of work hours billed; work orders completed with 24 hours; percent of repeat repairs.

Frequency of Update:

Annually. The calculation is made after the IOG publishes (usually in February) the annual report.

Measurement Intent: To demonstrate the overall quality of fleet maintenance services provided by the Equipment Maintenance Division when compared to other fleet maintenance operations around the State.

Measurement Formula: Hours Billed Percentage (provide in IOG report) + Percent of work orders completed in 24 hrs (provided in IOG report) - Percent of Repeat Repairs (provide in IOG report) * 10 /2 + 0 - Cost per mile *.1 (Computed from IOG report data).

Data Elements and Sources: The data elements are described above and the source for all the data (direct or computed) is the IOG Local Government Performance Measurement Project annual report.

Source For and Approach to Setting Targets: The source of the target was a BSS analysis of the IOG Performance Report data. The approach to setting the target was an acknowledgement that while analysis showed the intense use of equipment by City of Charlotte would preclude a target of being #1 in the quality index, First Quartile performance should be achieved. EMD was in the 2nd Quartile in the FY2005 annual report.

Data Contact: Marie Harris (6-7885) or Chuck Robinson (2-3539)

Target Setting Responsibility:
BSS Leadership

Accountability for Meeting Target:
EMD

Tracking/Reporting Responsibility:
Marie Harris

Notes/Assumptions:

**Business Support Services
Radio System Availability
Measure Validation**

Corporate Objective: Enhance Customer Service

KBU Initiative: Provide timely and reliable response to customer requests for assistance

Measure: % of time the 800 MHz Public Safety Radio System is available

Target: 99.9%

Units of Measure: time

Frequency of Update:
Quarterly

Measurement Intent: Critical indicator of system reliability

Measurement Formula: 100.00% - (seconds system is down/total seconds in Quarter)

Data Elements and Sources: data provided by external contractor, Motorola

Source For and Approach to Setting Targets:

Data Contact: Dennis Baucom, Communications Services Director

Target Setting Responsibility:
Dennis Baucom,
Communications Services
Director

Accountability for Meeting Target:
Dennis Baucom,
Communications Services
Director

Tracking/Reporting Responsibility:
Motorola

Notes/Assumptions:

Business Support Services
City Council-Board of County Commissioners Approval
Measure Validation

Corporate Objective: Enhance Customer Service

KBU Initiative: Provide Timely and Reliable Response to Customer Requests for Assistance

Measure: City Council-Board of County Commissioners Approval

Target: 98% of contract award recommendations

Units of Measure: Percentage

Frequency of Update: Quarterly and Monthly

Measurement Intent: PSD targets a 98% acceptance of all contract award recommendations taken before the City Council and the Board of County Commissioners that are awarded as recommended by PSD. This measurement was chosen because it affords PSD the opportunity to both assist our customers with the contract award phase of their projects while also ensuring that the process, as well as all policies, statutes, guidelines and best business practices are carefully and ethically followed on all procurements.

Measurement Formula: The number of items approved as recommended by PSD divided by the total number of items taken before City Council and the Board of County Commissioners.

Data Elements and Sources: All PSD recommended items taken before the City Council and Board of County Commissioners and a verbal indication from each governing body at a scheduled meeting as to whether or not the items were approved or deferred. The City and County Clerk also provide e-mail notifications regarding all items and the City Clerk provides an approved copy of all Consent I or II items after approval by the Council. PSD further requests staff monitor all items taken before the two governing bodies and report monthly regarding the outcome.

Source For and Approach to Setting Targets: The sources for obtaining target data include information gathered from all City/County meetings where award decisions are made, the approved copy of all PSD submitted agenda items returned from the Clerks' Office, and the PSD monthly report on Council and Commission items.

Data Contact: Kay Elmore

Target Setting Responsibility:
BSS/Procurement Services

Accountability for Meeting Target:
BSS/Procurement Services

Tracking/Reporting Responsibility:
BSS/Procurement Services

Notes/Assumptions:

<u>Business Support Services</u>		
Improve Service Delivery Timing for Third Level Support		
Measure Validation		
Corporate Objective: Optimize Business Processes		
KBU Initiative: Provide timely and reliable services		
Measure: Improve responsiveness of IT services by reducing the time to complete or resolve third level support issues and problems		
Target: Establish a level (90%) of completion / closure within 7 days to be met or exceeded		
Units of Measure: Percentage of third level break-fix incidents completed and closed within 7 calendar days (weekly basis) by Corp IT third level support of the Service Desk	Frequency of Update: Captured daily, aggregated and measured weekly, reported to BSS Leadership Team on monthly basis.	
Measurement Intent: To improve response, resolution, and closure of third level support break-fix incidents escalated by the Service Desk.		
Measurement Formula: Ticket closed in 0 – 7 days = 1, ticket open after 7 days = 0. $100 * (\sum \text{break-fix incidents closed within 7 days} / \text{total break-fix incidents opened})$		
Data Elements and Sources: Initiative ID, Metric ID, Metric Value, Reported Year, Reported Month. Data captured automatically on daily basis within data vault, reported on weekly basis to IT and monthly to BSS.		
Source For and Approach to Setting Targets: Data Administration will collect and report on monthly basis for the previous month using tickets in the data vault as source. Composite Target set at 90% compliance annually in aggregate. This is a stretch goal, exceeding the level if responsiveness achieved in previous years.		
Data Contact: Denise Hampton (x66882); Philip Borneman (x65363); Al Alonso (x68090)		
Target Setting Responsibility: BSS Leadership	Accountability for Meeting Target: BSS Leadership	Tracking/Reporting Responsibility: Denise Hampton / Corp IT Staff
Notes/Assumptions: Data and statistics captured daily based on Service Desk nightly download from Unisys. BSS/IT Data Administration will publish results on CNET on a monthly basis with trending and cumulative year to date toward target.		

Business Support Services
Fleet Availability
Measure Validation

Corporate Objective: Deliver Competitive Services

KBU Initiative: Provide the most reliable and cost effective services as possible.

Measure: Fleet Availability
Target: 95%

Units of Measure: Overall Number of units available per day for service delivery

Frequency of Update: Measured daily, Monday thru Friday and reported monthly.

Measurement Intent:

To achieve or exceed the minimum percent of fleet availability necessary to provide uninterrupted service to City customers.

Measurement Formula:

(Total number of units minus number of units out of service = number of units available for service) / (total number of units) = percent available

Data Elements and Sources: Number of units in the fleet grouped into 6 categories determined by equipment class and/or specified usage; number of units out of service by category as identified by FASTER's work order system.

Source For and Approach to Setting Targets: Primary data source is FASTER (Equipment Management's fleet management system). Targets established by fleet management contract team with customer input.

Data Contact:

Jerry Coates and Marcus Stewart

Target Setting

Responsibility:

Equipment Management Director

Accountability for Meeting

Target:

Operations Supervisor, Shop managers and Team Leaders

Tracking/Reporting

Responsibility:

EMD Fleet Management and Analysis Division

Notes/Assumptions: Equipment availability is measured by an automated report that runs at 9:00 am daily Monday thru Friday.

Business Support Services
Competition Plan Status
Measure Validation

Corporate Objective: Deliver Competitive Services

KBU Initiative: Provide the most reliable and cost effective services possible

Measure: Percentage of internal contracts in compliance with the contracted amount in their respective MOUs
 Percentage of competitions during the year where the City is determined to be the best service provider

Target: Report assessing of success of the city competition initiatives

Units of Measure: report

Frequency of Update: fiscal year end

Measurement Intent: To see if the competition plan is being completed as expected

Measurement Formula: Value of projects on the competition plan

Data Elements and Sources: PCAC liaison

Source For and Approach to Setting Targets: David Elmore – PCAC liaison

Data Contact: David Elmore – 704-336-8694

Target Setting Responsibility:

Restructuring Govt Subcommittee

Accountability for Meeting Target:

Effectuated KBU's

Tracking/Reporting Responsibility:

David Elmore – PCAC liaison

Notes/Assumptions: The competition plan is a flexible document that is intended to be able to change throughout the year.

Business Support Services
Measure Validation

Corporate Objective: Achieve Positive Employee Climate

KBU Initiative: Provide a productive and satisfying work environment

Measure: Annual performance review sessions held with employees within 30 days of merit date.

Target: 7 out of 10

Units of Measure: days

Frequency of Update:
Quarterly

Measurement Intent: Gauge timely feedback to employees on meeting personal performance expectations.

Measurement Formula: Number of performance sessions held within 30 days of merit due date/total number of merits due within 30 days of the quarter

Data Elements and Sources: Date employee signs PRD or if not signed day of session, date of session as reported by supervisor. People Soft data and Internal spreadsheets tracking PRD dates.

Source For and Approach to Setting Targets: Internal spreadsheets tracking PRD dates.

Data Contact: BSS Human Resource Officer

**Target Setting
Responsibility:**
BSS Lead Team

**Accountability for Meeting
Target:**
BSS Lead Team

**Tracking/Reporting
Responsibility:**
BSS Human Resource Officer

Notes/Assumptions:

Business Support Services
PRD Timeliness
Measure Validation

Corporate Objective: Achieve Positive Employee Climate

KBU Initiative: Provide a productive and satisfying work environment

Measure: Annual performance review sessions held with employees within 30 days of merit date.

Target: 90% of PRDs within 30 days of annual merit date

Units of Measure: days

Frequency of Update:
Quarterly

Measurement Intent: Gauge timely feedback to employees on meeting personal performance expectations.

Measurement Formula: Number of performance sessions held within 30 days of merit due date/total number of merits due within 30 days of the quarter

Data Elements and Sources: Date employee signs PRD or if not signed day of session, date of session as reported by supervisor. People Soft data and Internal spreadsheets tracking PRD dates.

Source For and Approach to Setting Targets: Internal spreadsheets tracking PRD dates.

Data Contact: BSS Human Resource Officer

Target Setting Responsibility:
BSS Lead Team

Accountability for Meeting Target:
BSS Lead Team

Tracking/Reporting Responsibility:
BSS Human Resource Officer

Notes/Assumptions:

Business Support Services

Promote Wellness in the Worksite Environment Measure Validation

Corporate Objective: Achieve Positive Employee Climate		
KBU Initiative: Promote Wellness in the Worksite Environment -		
Measure: Participation in Stress Mgt education sessions or Stress Reduction Activities		
Target: 70% of BSS staff participate in at least one education session or participate in activity		
Units of Measure: Percentage of total BSS employees participating in at least one session.	Frequency of Update: FY2009 End of Year	
Measurement Intent: Improve employee awareness of stress related issues and healthy practices		
Measurement Formula: Number of employees attending at least one session divided by the total number of BSS employees during the assessment period.		
Data Elements and Sources: Names of employees attending sessions/participating in activity; Number of BSS employees.		
Source For and Approach to Setting Targets: In FY2008 BSS conducted a wellness awareness survey to establish an awareness baseline of current wellness initiatives, preferred/most effective communications for reaching BSS staff, and obtain input as to potential future wellness initiatives based on staff preferences,. Based on the survey data, BSS is targeting stress management and stress reduction techniques for FY09.		
Data Contact: Marie Harris (6-7885); Melia James (2-1551)		
Target Setting Responsibility: BSS Leadership	Accountability for Meeting Target: BSS Leadership	Tracking/Reporting Responsibility: Marie Harris
Notes/Assumptions:		

Business Support Services

Promote Wellness in the Worksite Environment Measure Validation

Corporate Objective: Achieve Positive Employee Climate

KBU Initiative: Promote Wellness in the Worksite Environment

Measure: Improve employee awareness of Wellness Works activities and events

Target: BSS Employee Participation in Corporate Sponsored Wellness Activities higher than the citywide average.

Units of Measure:

Percentage of average number of BSS employees participating in City HR sponsored Wellness activities compared to percentage of average number of all city employees participating in City HR sponsored Wellness activities.

Frequency of Update:

Annually

Measurement Intent: To improve employee awareness and participation in the City's Wellness Program.

Measurement Formula: Number of BSS employees participating in City HR sponsored Wellness activities divided by the average annual number of BSS employees and compared to the total number of city employees participating in City HR sponsored Wellness activities divided by the average annual number of City employees.

Data Elements and Sources: Number of BSS and City employees participating in Wellness activities as recorded by City HR; Average of the number of filled positions (BSS & citywide) at the beginning of the FY and the number of filled positions (BSS & citywide) at the ending of the FY from People Soft.

Source For and Approach to Setting Targets: Since this is the first fiscal year Wellness Initiatives will be included as Incentive Targets goals citywide, the FY08 goal will be to exceed the City average once more baseline data is collected target will be reviewed for FY09.

Data Contact: Marie Harris (6-7885); Melia James (2-1551)

Target Setting

Responsibility:

BSS Leadership

Accountability for Meeting

Target:

BSS Leadership

Tracking/Reporting

Responsibility:

Marie Harris

Notes/Assumptions:

Wellness activities focused on small sub-populations of employees (e.g. Tobacco Cessation) will not be included in this calculation since there is no way to determine the total target population. Since this is the first year for this target and there is anticipation that participation will increase in all KBUs, there is not enough data to support establishing a specific performance level above the citywide average. Trend data will be analyzed for establishing specific performance targets above the citywide average in future years.

Business Support Services

Employee Retention Measure Validation

Corporate Objective: Recruit and Retain a Skilled, Diverse Workforce

KBU Initiative: Retain Skilled Workforce

Measure: Voluntary employment separations (less retirements) rate compared to the City's average voluntary separations (less retirements).

Target: 25% or more below city average

Units of Measure:
Staff

Frequency of Update:
Annually

Measurement Intent: To assess achievement in retaining skilled staff

Measurement Formula: (Number of City employees voluntarily leaving the city minus retirements divided by total number of city staff) Minus (number of BSS employees voluntarily leaving the city minus retirements divided by total number of BSS staff) divided by (number of BSS employees voluntarily leaving the city minus retirements divided by total number of BSS staff).

Data Elements and Sources: Number of BSS and City employees Voluntarily leaving the city as recorded by City HR; Average of the number of filled positions (BSS & citywide) at the beginning of the FY and the number of filled positions (BSS & citywide) at the ending of the FY from People Soft.

Source For and Approach to Setting Targets: Benchmark against Citywide average.

Data Contact: Marie Harris (6-7885); Chuck Robinson (2-3539)

**Target Setting
Responsibility:**
BSS Leadership

**Accountability for Meeting
Target:**
BSS Leadership

**Tracking/Reporting
Responsibility:**
Marie Harris

Notes/Assumptions: