



STRATEGIC OPERATING PLAN FY-09

ENGINEERING & PROPERTY MANAGEMENT



CHARLOTTESM

ENGINEERING & PROPERTY MANAGEMENT
2009 Strategic Operating Plan

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INTRODUCTION

Engineering & Property Management (E&PM) is committed to the City's vision of creating and preserving a "Community of Choice for Living, Working, and Leisure." With the experience and adaptability to provide a diverse set of services and to lead collaborative initiatives, E&PM supports Charlotte's plans for sustainable growth.

Services provided by E&PM staff:

- Professional contracting, planning, design, project management, survey services and construction inspection services to achieve the City's capital investment goals
- Environmental protection services, including water quality and erosion control oversight, and protection of our tree canopy
- Management and maintenance of public buildings and parking decks
- Beautification through landscaping of public areas and installation and maintenance of public trees
- Economic analysis of land values and uses in areas targeted for growth
- Real Estate acquisition for public purposes, land asset management, and surplus land sales
- Permitting and regulation of single-family subdivision and commercial development
- Maintenance and improvement of the City's storm drainage infrastructure
- Leadership, facilitation, and support for key collaborative initiatives in support of sustainable growth and citizen service

E&PM Leadership Team:

Jeb Blackwell, City Engineer
Gina Shell, Deputy Director
Tim Richards, Deputy City Engineer
David Meachum, Engineering Services Division Manager
Buildings & Landscaping Division Manager (Vacant)
Storm Water Services Division Manager (Vacant)
Business Services Division Manager (Vacant)
Dave Weekly, Land Development Division Manager
Eric Johnson, Real Estate Division Manager
Jim Banbury, Communication & Customer Service Manager
Mike Hoy, Project Process Manager
Tom Calhoun, Technology Services Manager.



City Arborist Don McSween and Council Member Nancy Carter demonstrate proper tree banding as part of the City's "Let's Band Together" campaign.



Construction is currently underway on I-277 ramps and surrounding streets as part of the I-277/Caldwell Interchange Project (NASCAR Hall of Fame Road Improvements).

STAFFING AND BUDGET SUMMARY

E&PM Staffing and Budgeting Summary		FY 2007	FY 2008 (request)	FY2009 (request)
Funded Staff Positions	General Fund	306	314	314
	Storm Water	85	80	80
	E&PM Total	391	394	394
Operating Budget	General Fund	\$31,998,000	\$34,910,000	\$35,799,000
	Storm Water	\$37,699,000	\$42,759,000	\$45,082,000
	E&PM Total	\$69,697,000	\$77,669,000	\$80,881,000

MISSION

E&PM's mission is:

Building Value for Charlotte -
Great employees
Great organization
Great community



Though we created our mission statement almost a decade ago, recent challenges and opportunities convince us that its message still applies:

Experienced and engaged **employees** are the essential ingredients of a strong **organization** that responds quickly, flexibly, and creatively to address **community** needs.

The guiding principles of Engineering & Property Management are:

- Provide courteous, accessible, seamless and responsive services.
- Find ways to apply our resources to achieve City Council's priorities.
- Build our competitive edge through learning, innovation and continuous improvement.
- Find the optimum balance of cost, schedule and quality that achieves the City's capital investment and operational goals that satisfy our citizens.
- Create an environment that expects and values the contributions of individuals, recognizes their diverse contributions and encourages them to develop to their full potential.



More than forty public meetings were held in 2007 and 2008 to obtain feedback from citizens about the 2006 Neighborhood Improvement Bond projects.



At E&PM's annual employee meeting, Chad Nussman (left) and Doug Lozner (right) heard new City Engineer Jeb Blackwell address departmental goals and challenges for 2008.

E&PM STRATEGY: COLLABORATION AND LEADERSHIP

E&PM is an organization on a mission. It is made up of almost 400 people who believe in building a better community. They provide a broad range of services, yet heed the City Manager's call for comprehensive citizen service and the presentation of one City organization to the community.

Over a long span of years and across a broad range of disciplines, E&PM has developed a reputation for performance. Building and enhancing our credibility as a diverse organization comes from being focused and aligned through communication, collaboration, learning and innovation.

For the past fiscal year, Engineering & Property Management has undergone a great deal of change, both internally and in relationship to the community and citizens we serve. The two-year plan remains intact with its themes of "great community," "great organization" and "great people," but in the second year emphasis shifts with evolution of strategy and significant change in senior department leadership. Three promotions have reshaped the organization: Jeb Blackwell to City Engineer in September, 2007; Gina Shell to Deputy Director in April; Tim Richards to Deputy City Engineer in June. At the same time, there are openings for managers of three divisions: Storm Water Services, Business Services, Buildings & Landscape. The filling of these three positions will further change E&PM's leadership dynamics.

The adding of a second Deputy to the leadership structure is a cultural shift for the department aimed at better aligning E&PM with City leadership's growing emphasis on driving integrated, collaborative solutions. The three senior leaders each will be primarily responsible for different strategic areas. The City Engineer will focus on economic development, growth strategy, values, operating areas and major projects. The Deputy City Engineer will handle transportation, CIP planning, citizen service and project management excellence. The Deputy Director will focus on neighborhoods, environment, technology, space planning and talent management. All three leaders will be equally responsible for collaboration.

For FY09, our strategic efforts are centered in five primary sectors. These provide the framework for our decision-making and setting of objectives and priorities:

- Citizen Service
- Environment
- Growth Management
- Project Management
- Collaboration

All are areas in which E&PM has established a track record for leadership and performance. After the new City Engineer was named, he added two inwardly-focused priorities:

- Strengthen operations/business/regulatory functions
- Ensure values alignment across the organization



Charlotte residents have safe, convenient access to the LYNX Blue Line with the successful completion of the South Corridor Infrastructure Program.



E&PM staff plant a tree in honor of Arbor Day and in support of the City's tree planting and preservation goals.

E&PM STRATEGY: COLLABORATION AND LEADERSHIP

Sustainable growth and a high-quality environment are the keys to Charlotte's future as a vibrant market and community. The ability of our City organization to deliver value and service to its citizens is accentuated when its business units work together with the citizen in mind. E&PM is recognized as a leader in collaborative projects, but we want to raise the bar another notch in strengthening our cross-department collaboration. We want to continue developing E&PM's ability to take on expanded roles in shaping our City, and are poised with vision, drive and talent to help make this a great urban environment.

What Is Citizen Service?

There has been a significant change in thinking about whom and how we serve. For years, customer service was thought of as how we responded to service requests, answered the phone or staffed the front desk. Over time, everybody became your customer – citizen, coworker, client, internal and external.

In the last year, the City Manager has emphasized that Citizen Service is an important priority for all of us. But employees generally think of customer service and citizen service as being synonymous, and don't see these two important distinctions.

First, coworkers in the department and across the City need to be seen as partners, not just customers, in the service of citizens. Each person contributes, but success is built on collaboration.

The other, more complex difference is we must take a broader view of what "service" means. In the past, when we put in a sidewalk or landscaped a median, the focus was on doing the job right. Now we must also ask if our actions go far enough in addressing citizen needs. That neighborhood may need the sidewalk, but if its real issues are flooding and crime, the question becomes how can we help the neighborhood solve those problems? The answers may lie outside our work groups, but we need to champion the cause and help the unified City organization make the best decisions in serving our citizens.



Tamy Stone, E&PM's 2007 Customer Service Champion, is congratulated by City Manager Curt Walton.



Ken Cook, Building Maintenance Supervisor, participates in a Public Works Expo for local eighth grade students.

Post Construction Controls Ordinance Improves Environment

Impervious surfaces and other land disturbing activity which occurs from new development can negatively impact the quality of storm water runoff. This storm water runoff, which carries with it pollutants and bacteria, increases the potential for flooding and threatens our ability to swim, fish and enjoy our streams and lakes.

In 2004, City and County staff partnered to form and conduct a stakeholder process to develop a local Post Construction Controls Ordinance. The purpose of the ordinance was to meet new federal requirements that reduce environmental impacts of development activity related to water quality, streams and flooding.

“Charlotte’s explosive growth has caused significant impacts to streams and lakes and State mandated minimum requirements have not gone far enough to prevent degradation in our waters, which affects Charlotte’s financial stability and the region,” said Daryl Hammock, Water Quality Program Manager with E&PM. “This ordinance dramatically slows the creation of new problems associated with that explosive growth and protects our quality of life and continued economic prosperity.”

The Post Construction Controls Ordinance requires developers to construct structural storm water controls that filter the storm water runoff prior to its slow release back into streams. It also requires the protection of vegetated stream buffers that hold in place and shade creek banks, as well as undisturbed natural areas.



Storm water runoff carries pollutants such as fertilizers, sediment and oil directly to our creeks and lakes.

E&PM Land Development and Storm Water Services staff implemented this ordinance throughout the City’s Extra Territorial Jurisdiction (ETJ) beginning July 1, 2008. In spring 2008, internal staff training began for Plan Reviewers. There were also two public training seminars scheduled to educate development industry professionals on plan submittal requirements and the rules of the new ordinance.

During summer of 2008, E&PM already has begun to encounter many questions related to the new ordinance. In anticipation of this surge, preparations included adding staff, creating and implementing an Administrative Manual, training internal and private industry professionals and establishing weekly and monthly staff coordination meetings. Although the transition will not be surprise-free, E&PM believes this strategy will minimize potential troubles during the first year of this comprehensive flood control and environmental protection ordinance.

LOOKING AT SOME OF THE KEY ISSUES

Over the next year E&PM will face a number of important challenges, both internally and in conjunction with others in the City. This snapshot looks at the breadth of these impending issues.

Accela Automation - After close collaboration with Planning, CDOT and BSSIT, this enterprise solution went live January 14, 2008. It stores, tracks and reports land development permitting and inspection activity and covers commercial and subdivision permitting and inspections, bond administration and rezoning. The success of this system in the next year will shorten review schedules and increase accountability during the development process.

311 - This is the City’s most forward-facing element of Citizen Service, and one of E&PM’s principal objectives for FY09 is to develop a seamless connection between 311 and the service elements of this department. We will develop standards around maximum service integration with 311, ease of citizen access to e-process data, employee response to citizen inquiries and accuracy and quality of information. Leadership at 311 has complimented E&PM on its efforts to align with the service and support it technologically. It is our goal this year to be a leader in integration with 311.

Web presence - E&PM is upgrading the functionality and quality of its content on charmeck.org, particularly regarding neighborhood and transportation bond projects, to provide more up-to-date project status and information. The initial improvements have been made, with more to come this year.

Project Landscape Design - The addition of a landscape designer to Landscape Management has already saved the City more than \$280,000 in design fees and resulted in superior presentation of plantings information for project managers in dealing with impacted citizens. Over the next year this needs further integration with CIP projects.

LOOKING AT SOME OF THE KEY ISSUES

Collaborative leadership – E&PM is recognized for its ability to provide this type of leadership. We see that expanding even more into collaboration areas such as growth management, construction, technology, environment and CIP planning and budgeting.

WAM – If the right vendor can be secured, implementation of a new Work and Asset Management system will provide the City with enhanced customer service, prioritized and optimized work management, effective business risk exposure modeling and long range forecasting for CIP and operations funding requirements. E&PM is a partner in Phase I of the project.

Post Construction Controls Ordinance – These substantial changes to the City's development regulations went into effect July 1 and will help insure our quality of environment over the next century. There is a strong need to further educate the community and the media about the benefits of the PCCO.

City trees – There continue to be concerns about our urban forest. The City Council funded \$1.2 million for aerial spray and tree banding programs throughout much of the city to counter the Fall Cankerworm. The continued loss of the tree canopy through development, and the health and replacement of large maturing trees make this a key issue to be addressed.

Energy conservation – Ongoing HVAC and lighting upgrades, along with review of demands and rate structures, will save the City more than \$750,000 annually. A renewable energy project at CMU wastewater facilities could potentially save 7.8 MWh and reduce CO2 emissions by 4,888 tons annually.

Environmental building design – As demands for “green” building design increase, the City will need to plan for increased cost for new municipal facilities to provide both operating and environmental benefits. E&PM will work with other KBUs on a policy approach that includes the sustainability dimension.

Smart Green Growth Plan - Phase III includes initiatives during 2008 for the tree canopy study and the tree ordinance revision.

Managing Growth - Issues include streamlining the permitting process, strategic leveraging of publicly-owned land, key CIP corridor projects and the collaborative role to be played by new Growth Manager George Berger.

Sustaining success - How we sustain our successes will be critical. An example is E&PM's intranet, The LOOP, which is now a functioning collaboration site for project administration. To fully take advantage of our success now means dedicating additional resources.



Two 18-foot-tall stainless steel lighting sculptures were installed at South Boulevard and Sharon Road West as part of the light rail public art project.



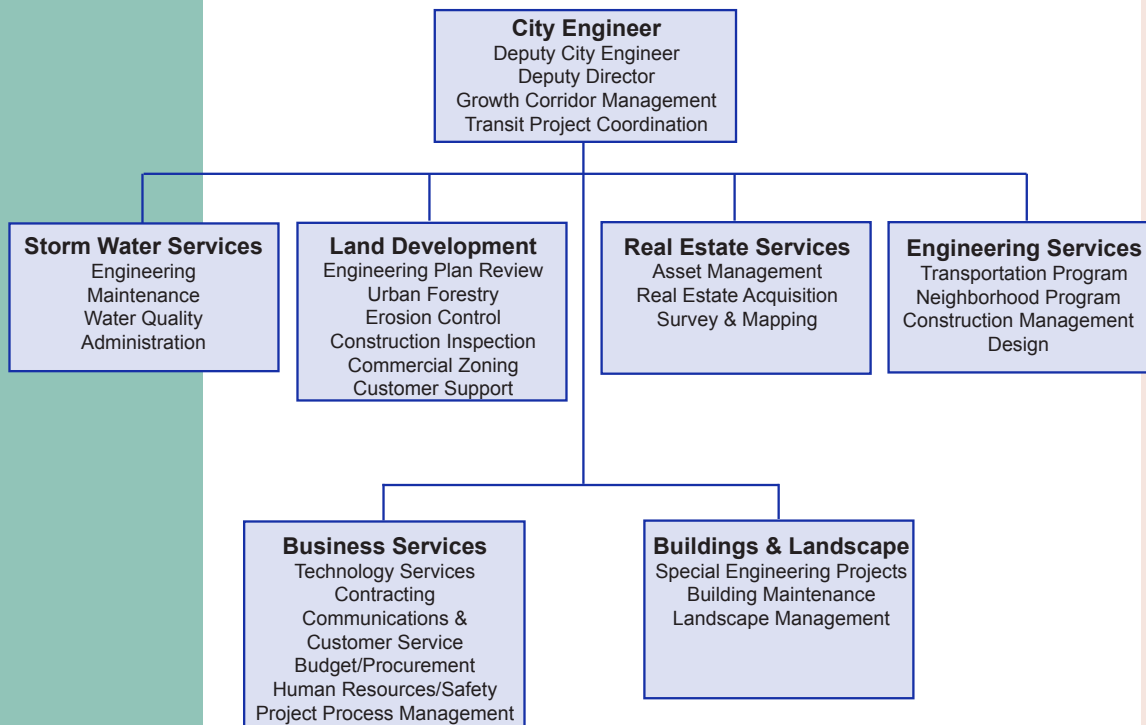
After close collaboration with Planning, CDOT and BSSIT, Accela went live on January 14, 2008.

Energy management top priority for E&PM

A GREAT ORGANIZATION ALIGNED TO TAKE ON COMMUNITY CHALLENGES

E&PM has six Divisions:

- Storm Water Services
- Land Development
- Real Estate Services
- Engineering Services
- Business Services
- Buildings & Landscape



E&PM’s Buildings & Landscape Division plays an integral role in energy conservation and efficiency in more than 200 City and cultural facilities.

“Following City Council’s recent adoption of a local environmental resolution, Building Maintenance staff is fully committed to environmentally sound practices in City facilities, as well as climate protection in our community,” said David Miller, E&PM Energy Manager.

Building Maintenance recently began conducting a greenhouse gas emissions inventory which will show the amount of carbon dioxide and other gases that contribute to the warming of the Earth’s atmosphere. When completed in June, this inventory will be a point of reference as the City moves towards implementing an emissions reduction program.

In addition, the City has recently formed “Green Teams” with representation from each KBU. The “Green Teams” meet monthly to discuss environmental goals and targets as outlined in the FY08-09 Strategic Focus Area Plan.

Leading by example, Building Maintenance continues to adopt and implement sound environmental practices in all City facilities and operations:

- Recent HVAC and lighting upgrades along with annual review of electric contract demand and rate structures will save the City more than \$750,000 annually.

- The new gasification system at Animal Control has reduced the energy consumption by 57% with an environmental impact that saves 220 tons of CO₂ emissions annually.



Building Maintenance’s “Bulb Eater” not only crushes old fluorescent lamps into 100% recyclable material, but also captures over 99.9% of the toxic vapors released.

- Building Maintenance is also in the early stages of researching a large renewable energy project with Charlotte Mecklenburg Utilities and the NC State Energy Office that could potentially save 7.8 megawatt hours (MWh) annually. This would be equivalent to the energy that 58 fire stations consume in a year with an added benefit reducing 4,888 tons of CO₂ annually.

The examples above support E&PM’s commitment to Council’s local environmental resolution. Buildings & Landscape’s hard work and initiatives are helping create a healthy environment and community for the future.

OUR EMPLOYEES: THE TALENT NEEDED TO LEAD

For E&PM to continue being the collaborative leader and provider of choice, we must be able to recruit, retain and develop employees with proven expertise as administrators, technicians, professionals and managers. Our critical need is attracting and sustaining the talent needed to ensure our future ability to lead.

Quality professionals are the foundation of our success. We build on sound and creative human resources and professional development practices to retain key staff and ensure they are supported and motivated. E&PM's Workforce Planning process had these findings:

- Within five years, we will suffer significant organizational leadership and knowledge losses with retirements in Real Estate, Building Maintenance, Erosion Control, Contracts and Landscape Management. Steps must be taken now to fill these coming gaps.
- There is an increasing appetite from citizens and City Council for in-depth information -- via the internet, mailings, public meetings, and phone -- about projects and cost-effective public management.
- Two priorities from the City Manager, comprehensive citizen service and cross-KBU collaboration, both require a "go slow in order to go fast" approach to understanding the impact of process change and building relationships to maximize benefits of change.
- The growth of Charlotte's population and size impact many E&PM work groups who support more buildings and grounds spread across more square miles; additionally, our facilities house more City employees.
- Funding levels are uncertain, making it difficult to predict work volume and need for resources.

That planning process showed these strategies need to be implemented:

- Internship programs
- Targeted recruitment for key positions
- Cross-training in areas where technical skills can be combined
- Professional development programs to build competencies in communication, collaboration and leadership
- Talent management planning for leadership positions
- Reward mechanisms for high performers

We believe building these talent programs is essential to our continued success as an organization. Even so, the factors affecting staffing uncertainty have become more acute since the 2006 findings. We will be redoing key segments of the Workforce Planning process in FY08-09 to identify changes in areas of concern. But implementing these or other evolving strategies with current merit increase funding and departmental HR staffing levels will produce inconsistent results.



Signing the first ever construction partnership agreement related to a building project, N.C. Department of Labor Commissioner Cherie Berry joins senior staff from the City of Charlotte, and members of Turner Construction, BE&K Construction and Davis Construction, the joint venture building the NASCAR Hall of Fame Complex.



E&PM strives to create a working environment that promotes learning and growth. As part of its annual retreat in 2007, the Land Development Division toured Bank of America Stadium after an all-day educational session with local business leaders and developers.

ACCOMPLISHMENTS

The staff of E&PM is proud of their substantial contributions to this City over the last year. These achievements reflect innovation, collaboration and dedication to our mission of building value for the community and the City organization.

- Completed development of a citywide watershed ranking process in order to prioritize watersheds and CIP projects within those watersheds
- Completed development of a project tracking tool for both maintenance and CIP projects which helps manage customer service requests and tracks items such as materials, costs and properties serviced.
- Post Construction Controls Ordinance approved by City Council with implementation July 1, 2008.
- Partnership on water quality education with 24 other governments and Centralina Council of Governments
- Sold two Uptown Arena parcels generating \$10 million revenue
- RFQ selection process completed for Statesville Road landfill
- Three new fire station sites acquired
- Transferred 24 parcels to several community development corporations for affordable housing in Wingate, Reid Park and Belmont neighborhoods
- Leased two of three available retail spaces at the Bobcats Arena
- Currently reorganizing Real Estate Division to respond more agilely to workload cycles
- Accela Automation implemented
- Improved land development permitting and plan review processes; implemented unified review for all commercial projects
- Began collecting LD user fees upfront, which improved collection rate
- NASCAR Hall of Fame construction site was chosen as an OSHA safety pilot
- Contracts leadership group and Community of Practice established; taking lead on electronic bidding
- Success of technology staff and matrix organization; formalizing project management
- Provided leadership for technology Policy Management Team and related City IT efforts.
- I-277/Caldwell land parcel website and marketing campaign
- COMPASS first phase
- Redesign and restructuring of E&PM's charmeck.org web pages, including CIP bond projects updated information now posted on website
- Fire Station 40, featuring improved sustainable design

The screenshot shows a web page for the 'US 29 / NC 49 Improvement Project'. The page has a navigation bar at the top with links for 'Services', 'Projects', 'Resources', 'Notify Me', 'About E&PM', and 'Print this Page'. The main content area is titled 'A Transportation Bond Project' and contains several paragraphs of text describing the project's history, current design progress, and goals. A yellow 'Fast Facts' callout box is positioned on the right side of the page, providing a summary of the project's status and contact information. The 'Fast Facts' section includes the following text: 'US 29 / NC 49 This project will redesign the 29/49 intersection including work at I-85 Connector and University City Boulevard. What's happened? City staff is working with Gannett Fleming to plan and design the improvements. Design of Phase 1 is 50% complete. Design of Phase 2 is 30% complete. What's next? Design will continue. Real estate acquisition will begin in late 2007. Construction of Phase 1 should begin in 2008. Who to contact: Sonji Mosley, 704-336-3214'. Below the 'Fast Facts' section, there is a link to view the 'University City Area Plan Objectives' and a bulleted list of objectives: 'Eliminate weave where I-85 connector joins US 29/NC 49 to improve safety', 'Construct an at-grade intersection where US 29 and NC 49 split', 'Provide connectivity', and 'Minimize impact to the community'.

E&PM recently redesigned its project web pages to include a "Fast Facts" section for immediate project status and contact information.



E&PM staff is currently marketing the five surplus parcels adjacent to the I-277/Caldwell Interchange Project (NASCAR Hall of Fame Road Improvements).

ACCOMPLISHMENTS

- Metro police station now under design
- Cultural facilities design and construction underway; currently providing project management expertise
- NASCAR Hall of Fame Complex now underway. Speed of infrastructure work notable; unprecedented coordination with NCDOT
- Hiring a landscape designer for CIP projects; saved \$180,000 in first six months
- Cleaned 24.5 miles of sidewalk (on goal of 16 miles) at estimated cost savings of \$72,000 compared to contractors
- City Council approved the aerial cankerworm spraying, which was completed in April. As a result, the City's tree canopy is much healthier than the prior spring. More results will be known when the fall tree banding campaign begins.
- Discovery Place Green Roof replanting project was recognized with a Business Journal "Green Award" for Best Commercial Renovation.
- Reduced CMGC energy use index (EUI) an additional 3.5%, with total reduction from base year FY03 now 21.6%
- Operating expenses for CMGC were \$6.42/sf compared with BOMA 2007 average for Uptown Charlotte of \$7.47/sf.
- HVAC and lighting upgrades, along with review of demands and rate structure, will now save City \$750,000 annually
- Reduced Animal Control's system natural gas consumption 57%, saving \$43,000 and reducing CO2 emissions by 220 tons in the last year
- South Corridor infrastructure completed on time/on budget
- Elizabeth Avenue Business Corridor project begun, in collaboration with CATS, CPCC, private developer
- Sidewalk program accelerating to meet funding availability
- Completed two "3 year vote-to-drive" projects on time: Nevin Road and Cindy Lane (2004 bonds)
- RFQ, selection, negotiation and award of 15 new transportation projects
- Executed new Storm Debris Removal Contract
- Set up collaborative CIP Estimation Process with CDOT
- Developed new standards through utility stakeholder process for ROW Ordinance, approved by Council in fall, 2007
- Engineering Services benchmarking study of planning/design costs showed the cost of planning and design for city-designed projects was 60% less than the cost of consultant-designed projects



Completed in 2007, Fire Station 37 provides fire protection services for the south Steele Creek Area.



Storm Water Services works to protect and restore the water quality of our creeks and lakes.

LINKS TO CORPORATE STRATEGY

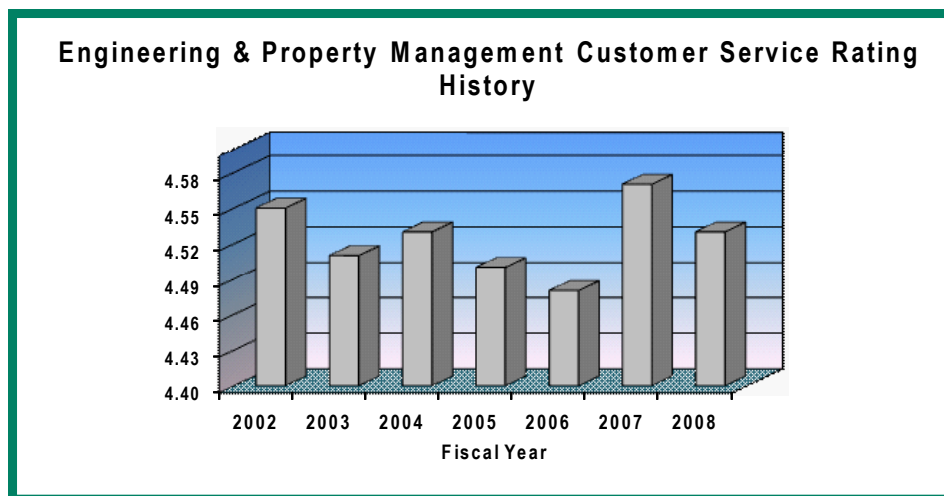
E&PM has reviewed and updated its Balanced Scorecard objectives to maintain alignment with City Council goals and to reflect the changing nature of our work.

The Customer Perspective, “Serve the Customer.” E&PM will take a leadership role in carrying out required changes to policy and practice. This will be reflected in the Post Construction Controls Ordinance and its coming enforcement, the revision of the Tree Ordinance, and the practice of energy efficiency and waste minimization at public facilities.

The Real Estate Division plays a vital role in City economic development decisions and strategies. To measure its success, a matrix is being developed to assist Real Estate in disposition of City land in support of City Council Focus Areas.

The Internal Process Perspective, “Run the Business.” An important addition to E&PM’s goals is improving service delivery to citizens through maximum service integration with 311. We also expect to provide leadership for the City’s growth management endeavors and manage collaboration among KBUs. Our first goal is to develop, document, and gain inter-KBU consensus for a collaborative approach to the work.

Another addition that is a key to meeting the development/business community needs is developing efficient permitting services by completing plan reviews and issuing approvals in a timely manner.



In an effort to encourage employee wellness, nineteen E&PM employees participated in a spring and fall ten day boot camp class led by Storm Water Services’ Sassy Lojko and Engineering Services’ Carl Jarrett.

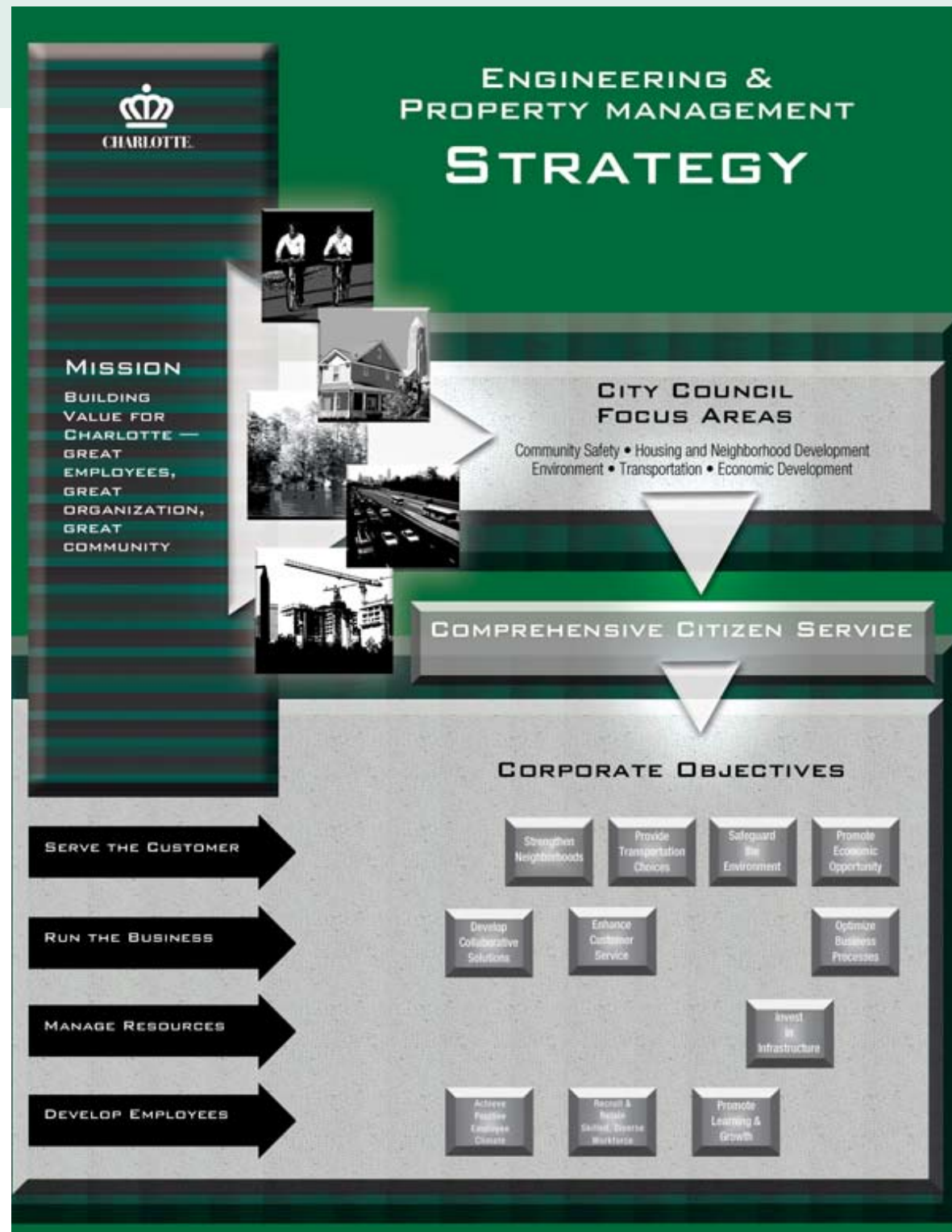
The Financial Perspective, “Manage Resources.” E&PM was one of the first KBUs to bid out public services and compete against the private sector, ensuring good stewardship of service dollars. We found that some activities can be performed with less skilled labor through private contractors. Several services are no longer provided by City forces and several are performed by City employees where that provides the best value to the community. We continue to test our service provision annually through benchmarking in numerous areas. In order to demonstrate our continued commitment to balancing cost, schedule and quality, we will measure and report the percentage of our total expenses contracted, outsourced and/or benchmarked annually.

LINKS TO CORPORATE STRATEGY

The Learning and Growth Perspective, “Develop Employees.” We believe enhancements to our internal human resources management role are necessary for continued success. E&PM is resolute on the importance of recruiting, retaining and developing employees. One of our first goals, if resources are forthcoming, is to create an internal leadership development program to cultivate the competencies we need to sustain our leadership.



Mayor Pat McCrory joined other City and County officials at the Charlottetowne Avenue ribbon cutting ceremony July 24, 2007.



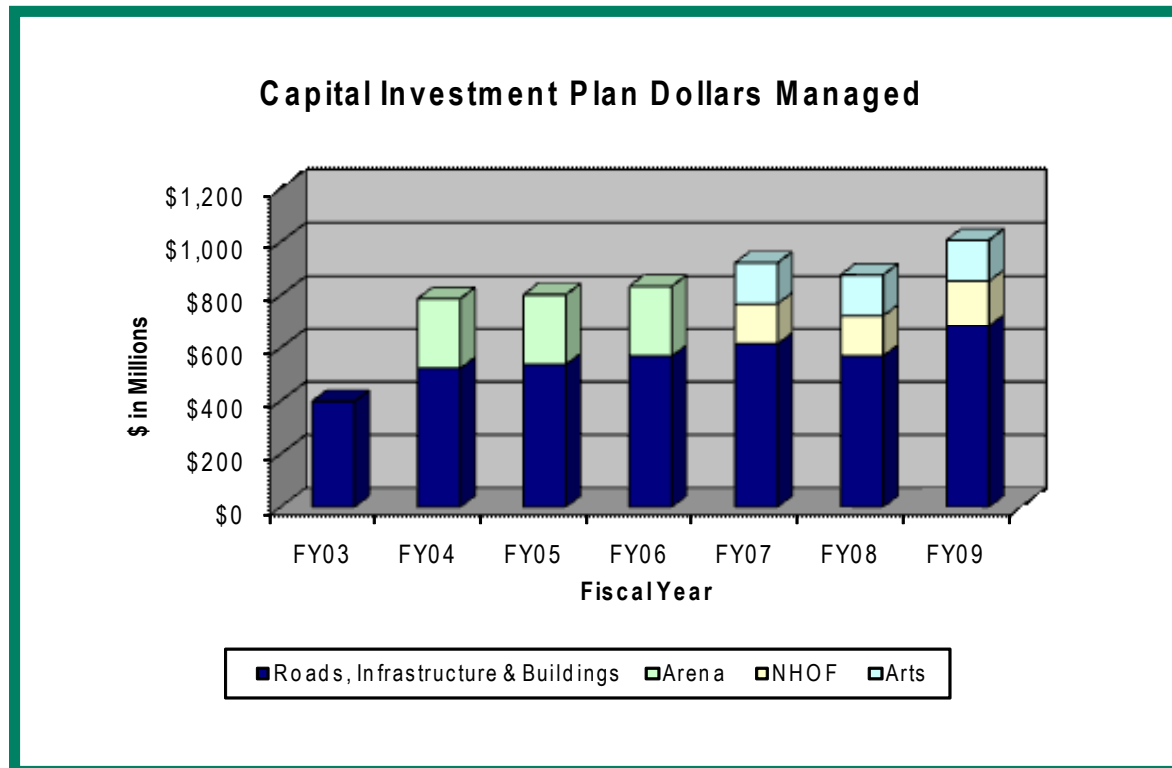
ATTENTION TO RESOURCES

With the growing demand for E&PM expertise, our ability to consistently deliver excellence will be predicated on keeping staff expertise. With our history of innovative and on-time/in-budget delivery, resources invested in E&PM will pay solid dividends for the City.

E&PM's record of collaborative success and reputation for reliability puts us in place to take on the City's toughest assignments. To keep us in position, we must sustain development of excellent people in numbers sufficient to take on those challenges. There exists in our team a readiness to contribute and lead, which with sustained resources will be translated into action.

For FY09, we will concentrate on making staffing decisions that broaden departmental skills and increase agility. In the long-term picture, the

department's HR needs are still strategic in nature, with our ability to recruit and retain being most critical. Having the right people in the right positions, then being attentive to their compensation and development is the key to building an even more dependable work team. The talent management issue boils down to getting, keeping and developing the people who perform, because these are the people most capable in the future of leading this department and the City.





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Engineering & Property Management Balanced Scorecard Fiscal Year 2009

Corporate Objective	KBU Initiative ***Focus Area Initiative	Measure	Prior Year Actual FY08	Lead and/or Lag	Performance Data			Comments/Explanation
					FY 2009 Target	YTD	Status	
Promote Economic Opportunity	Promote SBE participation in informal contracting.	Increase the utilization of Small Business Enterprises (SBEs) for contractual services in the \$100,000 - \$300,000 range.	46%	Lag	50%			
	Achieve excellent real estate management.	Using internally-developed land transaction matrix, measure transaction success against policy objectives and value received.	N/A	Lead	Apply matrix to 100% of land transactions.			The target is to examine how the developing matrix can be applied to previous real estate projects over the course of 2009. The goal is to determine its applicability as a decision making tool in the future.
Strengthen Neighborhoods	Maximize City resources to improve quality of life in neighborhoods.	Utilize seasonal mowing and maintenance crews to clear and clean sidewalks in transitioning and challenged neighborhoods.	21.59 miles of sidewalk	Lead	20 miles of sidewalk			Designed for safety and beautification in challenged neighborhoods. Sidewalk clearing is performed during December to March.
Provide Transportation Choices	Effectively manage transportation and neighborhood improvement projects that enhance the City's transportation network, ensure safety, and improve quality of life in neighborhoods.	Manage transportation and neighborhood improvement projects so that, for 85% of projects, the targeted duration is < 1.5 years for small to medium sized projects, and < 3 years for large projects.	1.4 years - 2.2 years	Lead	< 1.5 years / < 3 years			The targeted duration is measured from start of property acquisition to end of construction. Includes actual durations for completed projects and forecast durations for ongoing projects.
Safeguard the Environment	***Protect natural ecosystems and habitats, including the tree canopy.	Maintain a significant and healthy tree canopy:						
		Adopt revised tree ordinance.	N/A	Lag	June, 2009			
		Conduct baseline assessment of the City's tree canopy.	N/A	Lead	June, 2009			
		Collect data on land protected for environmental purposes.	N/A	Lag	June, 2009			No Environment Focus Area Plan target for 2009. Still need to produce an accounting of land protected in 2009 to help in setting protection goals in the future. Will probably be revisited by Environment Focus Area Plan in future.
	Manage municipal facilities efficiently.	Maintain CMGC Plaza Operation Cost below industry standard.	\$6.38	Lag	<\$6.55 per square foot			Industry standard is based on the Building Owners and Managers Association (BOMA) past 3-year average.
	***Support sustainability by making wise decisions regarding growth and development, recognizing the interrelationships between air quality, water resources, land preservation, and energy and resource conservation.	Implement deliverables determined from the first phase of the Environmental Inventory Strategy.	N/A	Lead	June, 2009			Environment Focus Area Plan target for 2009. The deliverable consists primarily of recommending and gaining approval of the scope of inventory work to be performed in the future (to be determined by Environment Cabinet and City Council).
		Collect attributes attained through Post Construction Controls Ordinance.	N/A	Lead	June, 2009			No Environment Focus Area Plan target for 2009. This year's goal will be to document various water quality attributes acquired through the PCCO in 2009. This will lead us to determining success of the ordinance in the future.
	Incorporate environmentally responsible elements in the design, construction and operations of City facilities:							
Implement waste minimization practices and recycling programs at the CMGC and City Hall. Provide two updates a year to educate employees on recycling.		N/A	Lead	Provide two updates in FY09				

Serve the Customer Perspective

***Adopt sound environmental practices in City facilities and operations.

Collaborate with Key Businesses to develop greenhouse gas reduction action plan.	N/A	Lead	By Dec. 2008			
Collaborate with Key Businesses to develop ongoing energy management plans.	N/A	Lead	By June, 2009			
Design and construct energy efficient facilities and retrofit existing facilities using sustainable design criteria, American Society of Heating Refrigerating and Air Conditioning Engineers (ASHRAE), EPA/Energy Star Standards and LEED Best Practices Inventory, as appropriate.	100%	Lead	100% of construction and retrofit projects			

Engineering & Property Management Balanced Scorecard Fiscal Year 2009

	Corporate Objective	KBU Initiative	Measure	Prior Year Actual FY08	Lead and/or Lag	Performance Data			Comments/Explanation
						FY 2009 Target	YTD	Status	
Run the Business Perspective	Develop Collaborative Solutions	Provide leadership for collaborative growth management.	Develop interdepartmental, unified Growth Strategy Communications Program, culminating with the relaunch of charlottefuture.com.	N/A	Lead	Dec. 2008			
			Develop "Growth Strategy Success Index" in partnership with UNCC Urban Institute and others.	N/A	Lead	Jun-09			
		***Meet the development/business community needs for efficient permitting services.	N/A	Lag	80%				
	Enhance Customer Service	Improve citizen service and 311 alignment.	Develop standards for excellent citizen service and 311 alignment/integration in our business operations, in at least the following areas:	N/A	Lag	Standards by June FY09			
			Timeliness and usefulness of employee response to citizen inquiries						
			Accuracy and usefulness of website information						
Ease of citizen access to e-process data (Accela) and usefulness of information									
Optimize Business Processes	Plan and implement technological solutions that support the business.	Complete one project management certification and one business analysis certification by June FY09.	N/A	Lead	By June, 2009				
		Support implementation of the enterprise Work and Asset Management solution including vendor selection and the initiation of Phase I of the project.	N/A	Lead	June, 2009			Vendor recommendation submitted to Executive Team.	
Maintain AAA Rating	Balance bond and pay-as-you-go funding of the Storm Water Capital Program.	Increase pay-as-you-go funding of the Storm Water Capital program.	Increased by \$3 million	Lead	Increase by \$1 M/ per year				
Manage Resources Perspective	Deliver Competitive Services	Maximize public resources through benchmarking, competition, privatization and optimization.	Ensure that 85% of total annual expenditure (operating and capital) is contracted, outsourced and/or benchmarked annually.	86%	Lead	85%			
	Invest in Infrastructure	Achieve excellent Capital Investment Program (CIP) outcomes through project management.	Manage projects so that 80% meet major milestone and completion dates.	85%	Lag	80%			Completion and milestone targets approved by the City Engineer. A project is considered off target if the most recent milestone was missed.
			Manage projects so that at least 80% are completed at a cost less than or equal to the approved target.	96%	Lag	80%			
	Manage City-owned assets for optimal benefit.	Maintain Charlotte's status of "Tree City USA."	Met criteria	Lead	Meet criteria				
Develop Employees Perspective	Achieve Positive Employee Climate	Obtain employee feedback and address employee concerns.	Using communication survey as baseline, implement refined and new communication methods, which may include web, print, events and branding elements. Measure employee opinion changes against baseline.	N/A	Lead	Measure change by June, 2009			
		Manage safety program that keeps employees and facilities safe.	Correct facility and operational safety hazards within 10 working days.	97%	Lead	85% of hazards			
		Encourage employee wellness.	Provide information to employees, via accessible media and update at least quarterly, offering education and motivation for healthy living.	N/A	Lag	Quarterly posters			
	Promote and track employee participation in physical activities so that 10% of employees choose to participate in new activities.		42%	Lead	10%				
	Recruit and Retain Skilled, Diverse Workforce	Develop and implement targeted recruitment strategies.	Document targeted recruitment plans for all positions advertised.	100%	Lead	85% of positions advertised			
Promote Learning & Growth	Plan and implement employee development and training.	Meet key training goals as identified in each Division's training plan.	100%	Lead	90% of key goals met				