

<INTENTIONALLY LEFT BLANK>

**Neighborhood & Business Services
FY10-11 Strategic Operating Plan
Table of Contents**

I. EXECUTIVE SUMMARY	1
Introduction	
Vision	
Mission	
Key Issues and Challenges	
Organization Chart (General)	
II. STRATEGY AND PLANNING.....	6
KBU Accomplishments	
Corporate Strategy Linkages	
KBU Strategy Map	
KBU Strategic & Business Initiatives	
Communication Plan	
III. SERVICE DELIVERY	12
Core Service Areas	
Service History and Trends	
IV. BALANCED SCORECARD AND PERFORMANCE MEASURES.....	15
V. REQUEST FOR RESOURCES.....	18
VI. CONCLUSION.....	19
VII. APPENDIX	20
Organizational Chart (Detailed)	21
Revenue Projections.....	23
Charges to Capital Investment Plan	24
Summary of Revenues	25
Balanced Scorecard Measures Validation	26

*“Charlotte’s neighborhoods and businesses are healthy
and vibrant.”*

(Neighborhood & Business Services Vision)

I. Executive Summary

Introduction

In January of 2009, City Manager Curt Walton announced the merger of the Neighborhood Development Key Business and the Economic Development Division of the City Manager’s Office. Consequently, this Strategic Operating Plan reflects the newly consolidated Neighborhood & Business Services Key Business.

The primary goals of the consolidations were to closely coordinate the business corridor programs and neighborhood services activities and to emphasize the compliance/risk management functions while at the same time maintaining the ongoing operations and providing courteous and seamless customer service.

The most apparent aspects of the consolidation are:

- *Community & Commerce Division* - The Neighborhood Services Division and Economic Development’s corridor revitalization function were combined to create the Community and Commerce Division. This division will focus on the integration of neighborhoods and businesses to create more vibrant communities.

- *Integrated Service Delivery*- Neighborhood & Business Services emphasizes the coordination of services across each division. This includes internal communications with employees and other Key Business Units and external communications with partners and elected officials. Increased collaboration will occur between the Housing Services and Code Enforcement divisions, particularly involving foreclosed properties and vacant residential structures. Housing Services will also contribute its expertise to Economic Development projects that include affordable or workforce housing components.
- *Program Compliance/Risk Management* – The Deputy Director will oversee the work of Program and Risk Management

Neighborhood & Business Services is the City’s key business unit (KBU) responsible for affordable housing, code enforcement, community commerce and economic development. The KBU provides a variety of public services to the City of Charlotte to help maintain and improve the quality of life in the city’s neighborhoods. The KBU services include:

Maintaining Community Standards

- Minimum housing code enforcement
- Nuisance codes enforcement
- Zoning ordinance enforcement

Providing Affordable Housing Opportunities

- Financing affordable housing
- Providing rehabilitation services
- Providing foreclosure assistance

Sustaining Neighborhoods & Businesses

- Neighborhood and business corridor revitalization
- Infrastructure investments

**NEIGHBORHOOD & BUSINESS SERVICES
FY10-11 STRATEGIC OPERATING PLAN**

- Leadership and organization training

Economic Development

- Business attraction & retention
- Small Business opportunity
- Workforce development
- Public/private partnerships
- Transit corridor development

- *Accountability,*
- *Productivity,*
- *Problem Solving,*
- *Collaboration,*
- *Employee Development and*
- *Employee Recruitment and Retention.*

In order to meet service delivery expectations for these activities, Neighborhood & Business Services has been approved for the following resources in FY10 and has requested the following operating resources for FY11:

	ACTUAL	APPROVED	REQUESTED
	FY2009	FY2010	FY2011
Operating Budget	\$14,232,170	\$14,058,679	\$14,020,132
Positions	163 <i>(includes 10 temporaries)</i>	155 <i>(includes 7 temporaries)</i>	155

Vision Statements

Neighborhood & Business Service’s vision is “*Charlotte’s neighborhoods are healthy and vibrant.*”

Mission Statements

The mission of the KBU is to “preserve strengthen and grow Charlotte’s *neighborhoods and businesses.*”

Guiding Principles

The KBU embraces the City’s ten Guiding Principles –

- *Customer Service,*
- *Ethics,*
- *Teamwork,*
- *Openness,*

Key Issues and Challenges

In FY10 and FY11, Neighborhood & Business Services anticipates a number of policy and service delivery issues and challenges.

Consolidation

In the April of 2009, The Neighborhood Development Key Business and the Economic Development Office were combined to form Neighborhood & Business Services. The consolidation was intended to coordinate the functions of the two organizations to provide a higher level of service to Charlotte citizens and businesses, particularly those located in and around the business corridors. The consolidation will include the combination of budgets (capital and operating), programmatic functions and physical office space. The consolidation is also intended to provide improvements in risk management and compliance functions for all divisions. Overall the new key business must develop a new corporate culture bringing together the strengths of the two groups.

The American Recovery and Reinvestment Act (ARRA)

The ARRA Stimulus Funding will provide a large amount of funds in several areas that will be administered by Neighborhood & Business Services. Programs that are receiving increased funding include Workforce Investment Act Dislocated Worker and Youth programs, Community Development Block Grant Program –Recovery, Homeless Prevention and Rapid Re-Housing Act, Lead Based Paint Hazard Reduction Program and Neighborhood Stabilization Program. The programs all come with their own sets of regulations and requirements. The Federal and State government are emphasizing reporting and program compliance. The challenge becomes greater as program regulations are evolving while the City plans program implementation.

Retaining Employees

In addition to the various challenges of administering an increased number of programs to promoting economic development in a sagging economy, the City workforce must deal in the short term with a pay freeze and reduction of educational and training opportunities. These challenges are the result of necessary budget reductions. Neighborhood & Business Services must ensure that it can retain its valuable employees when the economy begins to recover.

Eastland Mall Redevelopment

The City has been working on the Eastland Mall redevelopment problem over the past two years. At this time the City holds options on two of the larger properties in the mall in an effort to steer eventual land uses. The sagging economy has made the redevelopment more complicated.

Promote Economic Development in Corridors

Redevelopment efforts on the five priority corridors identified by Council will continue to be a focus. The current economy has slowed efforts to attract and place new businesses into these corridors. The corridors will be redefined to include neighborhoods that are adjacent to corridor boundaries. Determining which neighborhoods should be included in the new geographies and how programs can jointly benefit residents and businesses will be critical to the success of the corridor programs.

Business Retention & Expansion- Current economic conditions pose significant challenges in retaining & expanding business and employment. Charlotte's unemployment rate is among the highest of the nation's metro areas and is higher than the US average. This requires that an effective Business Retention strategy be implemented with our partners, including the Charlotte Regional Partnership and the Chamber.

NEIGHBORHOOD & BUSINESS SERVICES

FY10-11 STRATEGIC OPERATING PLAN

Availability of Capital for Infrastructure- Capital funds are needed for street and infrastructure development for future redevelopment of areas such as North Tryon Street and Independence Boulevard. Recent studies have highlighted these needs. North Tryon was approved for inclusion in bond financing, but funds will not be available until 2011. The Independence study will be completed in August, and shows the need for \$78M for land redevelopment and streets, which was not funded in the five-year Capital Improvement Plan (CIP).

Affordable Housing Policy

Since 2007, the City has supported a citizen coalition examining solutions to expand affordable housing in the community. The group has developed affordable housing recommendations to address outreach, education and advocacy; rental housing subsidies; land acquisition; dedicated funding sources; and inclusionary housing policies. Beginning in FY10, City Council will begin reviewing the City's housing policy and citizen recommendation to develop a comprehensive housing policy for Charlotte. This is expected to take considerable staff resources to assist Council in further developing and implementing these recommendations.

Non-Residential Code Enforcement

The development of a non-residential ordinance to address dilapidated commercial and industrial buildings is a new code enforcement initiative. The City Council will begin reviewing ordinance recommendations in the second half of FY09. If the ordinance is adopted, the equivalent of an additional Code Team and supporting equipment will be needed for enforcement.

City Foreclosure Initiatives

The number of foreclosure filings in Mecklenburg County has increased over 25 percent over the past four years from 6,345 to 7,962. One neighborhood has experienced

a 40 percent foreclosure rate. City Council has approved an "Initial Foreclosure Strategy" that funds a community education and outreach initiative and preservation of the Peachtree Hills neighborhood. The City has also received funding through the Federal Neighborhood Stabilization Program to address foreclosed properties in the areas of greatest need. The challenge is meeting federal and local expectations for performance regarding timely delivery and effective execution of these programs.

Risk Management

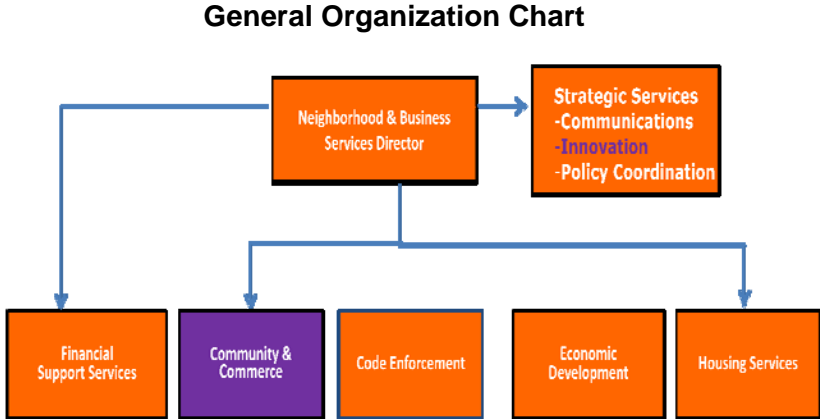
This area is a new emphasis for Neighborhood & Business Services. It includes the evaluation of programs and contracts for compliance risks and risks that would involve damage to the key business's reputation. Areas that include weaknesses will be improved or reengineered. Communications will be a key to informing the public that programs are well run. It is important that citizens have confidence that government programs are administered in an effective, efficient and fair manner

Update Economic Development Strategic Plan

The City's 2005 ED Strategic Framework calls for an update every five years, which is due in 2010. An analysis of ED strategic focus areas is needed in consideration of an emerging energy cluster, support for emerging/high growth industries, as well as job growth in green industries. The first step in this work is an update of the Advantage Carolina "cluster analysis." This will provide important information on emerging clusters for the energy/environment, healthcare and biotech sectors.

Organization Chart

Displayed below is a high-level organization chart for Neighborhood & Business Services. (See the appendix for the KBU's detailed organizational chart.)



II. Strategy and Planning

Strategy formulation and planning are essential for developing the KBU's Strategic Operations Plan. This section provides the context for the organization's activities and focuses on the following five components:

- Significant accomplishments over the past five years
- Linkages to the City's Corporate Strategy
- KBU's Strategic and Business Initiatives

KBU Accomplishments

Over the past several years, Neighborhood & Business Services has a number of accomplishments related to its strategy, products and services to the citizens of Charlotte. Some major accomplishments include:

- The City's *2008 Neighborhood Quality of Life Study* showed a decline in the number of Challenged neighborhoods. The number of Challenged neighborhoods has been reduced to 20 from a high of 32 earlier this decade. The study has been recognized as a model both nationally and internationally for measuring neighborhood conditions and change.
- The City completed over 7,600 affordable housing units in five years, far surpassing the goal of 4,500 affordable housing units, established by City Council in 2002. The Housing Trust Fund is cited as a national model for constructing affordable housing.
- Neighborhood & Business Services integrated its housing, nuisance and zoning enforcement activities over the past several years. The KBU opened a fifth code enforcement district office and developed an

award winning program for training code enforcement officials.

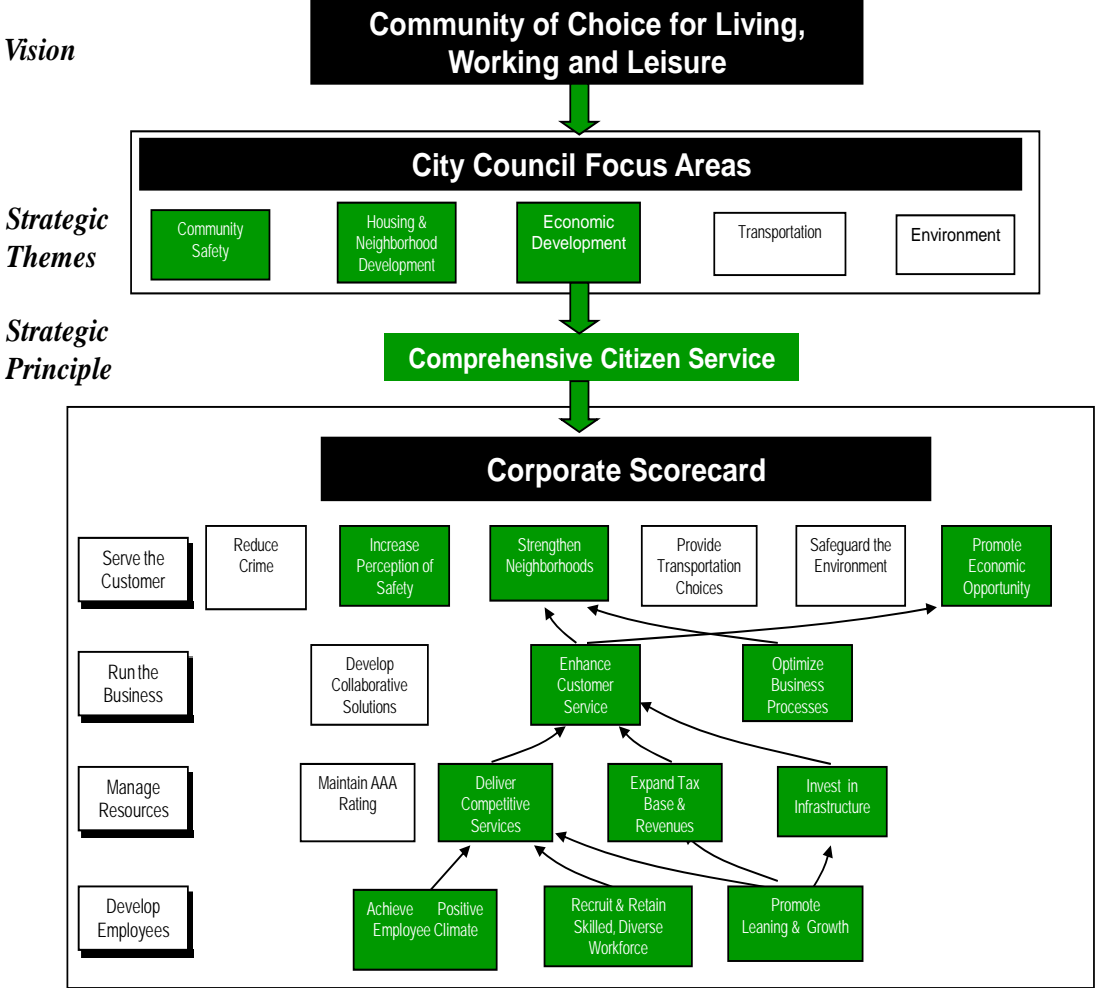
- Vision Charlotte, a public/non-profit collaborative that integrates social services delivery with physical revitalization efforts, was launched in the Wingate neighborhood.
- The City has leveraged more than \$697M in private investment through Business Corridor and Transit Corridor programs and public/private/non-profit partnerships
- The Mayor's Youth Employment Program has partnered with Goodwill Industries to train and place youth workers in the community. The program has doubled in the number of youth served for the past three years.
- The Small Business Opportunity Program has met or exceeded its informal contracting and city-wide contracting goals for the past three years.
- Economic Development's investment for Wilkinson Boulevard continues to show sustained redevelopment with the Bryant Park connector road and Wesley Village multi-family under construction.

Corporate Strategy Linkages

The diagram on the next page shows Neighborhood Development's contributions (shaded boxes) and linkages (small arrows) to the City's Corporate Strategy. The KBU supports 3 of the 5 focus areas and intersects 12 of the 16 City Corporate objectives.

To the right of the Corporate Strategy Map are the KBU's service area linkages to each corporate objective, organized by the KBU's major divisions. This chart highlights the accountabilities across the KBU.

City of Charlotte Corporate Strategy Map



Core Service Area	Strategy Map Linkages
Code Enforcement Services	<ul style="list-style-type: none"> Increase Perception of Safety Strengthen Neighborhoods
Housing Services	<ul style="list-style-type: none"> Strengthen Neighborhoods Expand Tax Base & Revenues Promote Economic Development
Community and Commerce	<ul style="list-style-type: none"> Strengthen Neighborhoods Invest in Infrastructure Expand Tax Base and Revenues
Economic Development	<ul style="list-style-type: none"> Promote Economic Opportunity Expand Tax Base and Revenues
Key Business Support/Financial Services	<ul style="list-style-type: none"> Enhance Customer Service Optimize Business Processes Deliver Competitive Services Achieve Positive Employee Climate Recruit and Retain Skilled, Diverse Workforce Promote Learning and Growth

Focus Area Plans, Strategic Initiatives and Measures

Neighborhood & Business Services is responsible for the achievement of a majority of goals in both the Housing and Neighborhood Development focus area plan and the Economic Development focus area plan. These goals are as follows:

Housing and Neighborhood Development

1. Improve the safety and appearance of neighborhoods by implementing comprehensive infrastructure improvements:
 - Number of neighborhood transportation, storm water, area plans and infrastructure projects completed
2. Conduct a pilot program to connect neighborhoods to jobs, goods & services and security along a business corridor:
 - Number of adjoining neighborhood residents gaining employment
3. Undertake a “Comprehensive Review of the City’s Housing Policy” incorporating all segments of the local affordable housing industry:
 - Update the City’s Affordable Housing Policy
4. Improve the quality of life trends in challenged, transitioning and stable Neighborhood Statistical Areas (NSAs):
 - Reduce the number of challenged neighborhoods from 20 to 18 in FY10
 - Graduate one neighborhood
 - Track number and percent of improvements in declining NSAs based on bi-annual QOL Study.

5. Increase the supply of affordable housing units and number of units serving households earning 80%, 60%, 30% or less of the area median income (AMI):
 - Number of affordable housing units completed and number of units serving targeted market
6. Address deteriorating and blighted non-residential structures:
 - City Council’s adoption of the non-residential enforcement ordinance
7. Address foreclosures in targeted revitalization areas:
 - Implementation of the Neighborhood Stabilization Program and number of units completed

Economic Development

1. Promote a healthy business climate by:
 - a. Implementing a strong business expansion and retention effort, exploring with the Chamber the effectiveness and metrics of BusinessFirst Charlotte;
 - b. Addressing the needs of Charlotte’s largest employers and developing strategies and growing employment in: renewable energy, green industry, healthcare, hospitality and tourism, emerging industries and high growth/high tech companies (including an update of the City’s Strategic Plan and a strategy for use of available industrial land); and
 - c. Working with internal and external partners to grow Charlotte’s hospitality industry, including quarterly tracking of hospitality revenue streams and exploring partnerships to expand amateur sports
 1. Job growth in new sectors

2. Number of existing businesses visited and serviced through BusinessFirst Charlotte, the City's business retention & expansion program
 3. Percentage increase in hospitality tax revenues and room nights generated by amateur sports
2. Ensure that small businesses have the opportunity to participate in informal City procurement and contracts through increasing SBE utilization and participation in SBE development programs:
 - a. Percentage of informal contracting dollars awarded to SBEs
 - b. Number of SBEs submitting bids on informal contracts
 3. Enhance Workforce Development:
 - a. Number of youth accessing skills assessment and training at JobLink Centers
 - b. Promote strategy and develop partnerships to retrain displaced workers
 4. Advance Business Corridor Revitalization and Redevelopment:
 - a. Advance/complete development of priority projects and corridors
 5. Promote infill development/redevelopment in the Center City, distressed business districts and adjacent neighborhoods, and transit stations:
 - a. Building permit value of construction in the Center City, Business Services Program Geography and within 1/2 mile of identified transit station locations.
 - b. Number of recommended new capital projects implemented in area plans

Strategic Initiatives

The KBU will engage in a number of Strategic Initiatives that are coordinated with Balanced Scorecard and Focus Area Plan goals. The following Initiatives are listed on the Balanced Scorecard.

1. *Create enforcement unit and implement enforcement process for Non-Residential Ordinance:*
 - City Council is in the process of reviewing proposed standards for Non-Residential Buildings. Once those standards have been approved, Code Enforcement will implement the new ordinance with the creation of new Code team.
2. *Develop five year Consolidated Plan:*
 - Every five years the City is required by the U.S. Department of Housing and Urban Development to develop a comprehensive plan that outlines the strategies for housing, community revitalization and economic development. The five-year plan is then supplemented by one-year Action plans that describe the specific programs that are intended to achieve the five-year goals. The five-year plan development process includes extensive participation from nonprofits, Charlotte citizenry and other partnering agencies.
3. *Develop strategic plan to grow employment in environmental/energy, healthcare, high growth/high tech, emerging industries and travel & tourism:*
 - The Economic Development division will be working with its partners to develop a strategic plan to define and target both green and high-growth job sectors
4. *Develop Baseline Information for different job sectors:*
 - The City must establish baseline information in order to evaluate the progress in growing employment in specialized job sectors. Those sectors are environmental/energy, healthcare, high growth/high tech, emerging industries and travel & tourism. This baseline information must include definitions of each sector including geographic and occupation parameters. Data

NEIGHBORHOOD & BUSINESS SERVICES FY10-11 STRATEGIC OPERATING PLAN

must also be evaluated for timeliness, availability and reliability.

5. *Collaborate with Revenue Collections to establish benchmarks for the more effective collection of Code Enforcement citation:*

- In recent years, Code Enforcement has increased the number of inspections for housing, nuisance and zoning issues. This has resulted in dramatic increase of citations issued. These citations include fines that are due to be paid to the City. At the same time, fines associated with sign violations have been raised significantly. These two factors make the collection of citation fines a significant part of the Code Enforcement operation.

6. *Research smart phone technology for Code Enforcement:*

- Citizens currently have two methods of reporting code violations. They can report violations by calling CharMeck 311 or by logging onto Neighborhood & Business Services' website. The smart phone application would provide citizens an additional method of reporting violations and another gateway for citizens to interact with Charlotte city government. The application would also take advantage of improved technology. As with current online code violation reporting, the smart phone application would interface with Emerald and CityView.

7. *Research online training programs for Community & Commerce:*

- Community University is a neighborhood capacity building program dedicated to providing high quality training to Charlotte residents to improve the strength and vitality of neighborhood organizations and the overall quality of life. The training is currently provided through a series of classroom workshops and is conducted at area community centers and government

facilities. Online training would provide an alternative to classroom instruction. Participants have also expressed interest in online.

8. *Implement Council approved changes to SBO program:*

- In July 2008 Council referred the SBOP to the Restructuring Government Committee for review due to questions about the Small Business Enterprise (SBE) goal setting commitments on major City projects. SBOP staff was charged with developing recommendations to increase the ability for contractors to meet established SBE goals, as well as restructuring the Good Faith Efforts (GFEs) that indicate a firm's willingness to negotiate with SBEs in good faith. Upon approval from City Council staff will implement changes to: Personal Net Worth, SBE Goal Setting Matrix and Good Faith Efforts, among others.

9. *Develop a methodology to capture the value of neighborhood partnerships:*

- Many neighborhoods benefit from contributions by businesses, in kind contributions of labor and materials and the matching requirement related to grant programs. These benefits may be substantial when properly accounted for. This initiative is intended to gather information and design a reliable objective method to measure contributions from the various partnerships that contribute to a higher quality of life.

10. *Create strategy for partner team to develop an intentional culture for Neighborhood & Business Services through teambuilding and communications.*

11. *Review Business Equity Loan Program:*

- The Business Equity Loan Program was created in 1992 and serves as an equity gap financing tool. In participation with primary project financing from banks, the program enables businesses to qualify for and obtain necessary financing for start-up or expansion projects within the business corridor revitalization geography. The program has not undergone any substantial review since its inception. A review is necessary to ensure that it continues to meet revitalization goals. The review process will include a review by an external stakeholder group, peer City review of comparable programs and opportunities for input from City leadership.

12. *Communications Plan*

The success of Neighborhood & Business Services often hinges on clear and effective communications with internal and external audiences. Efforts will be concentrated on branding Neighborhood & Business Services in the public as well as continually informing our employees and colleagues of our work. This will be accomplished through:

- Comprehensive employee communications plan
- New branding campaign and consistent usage of department name and marks
- Proactive outreach to partners and the media.

III. Service Delivery

Core Service Areas

Neighborhood & Business Services' core service areas are outlined in the chart below:

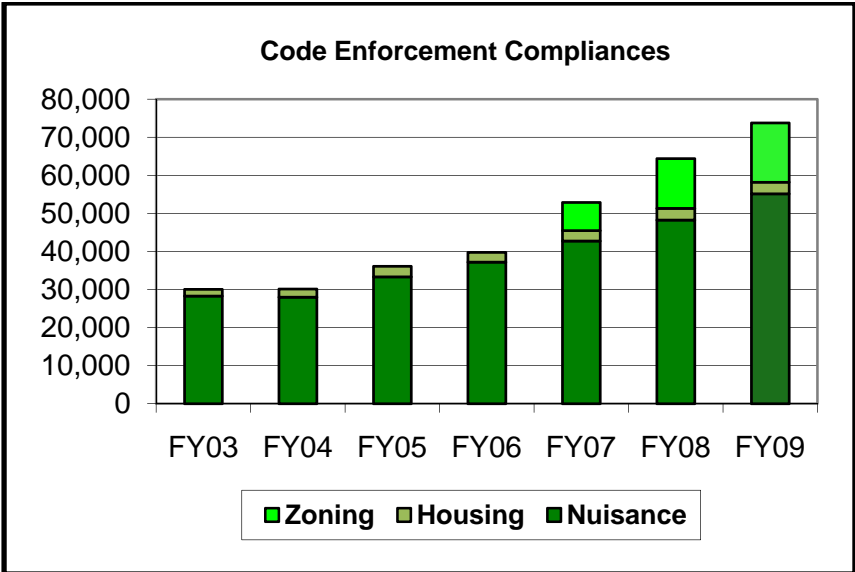
Core Service Area	Description
Code Enforcement Services	Conducts housing, property and zoning inspections to enforce City codes. <i>Examples of services are Housing Code, Weeds and Grass, Parking on Lawns, Junk/Abandoned Vehicles, Graffiti and Zoning Inspections.</i>
Housing Services	Provides loans and grants to finance affordable housing, provide rehabilitation services and funds housing support agencies. <i>Examples of services include Housing Trust Fund, HouseCharlotte Down Payment Assistance and Rehabilitation Services.</i>
Community & Commerce	Provides neighborhood plan implementation, outreach and problem solving, leadership and organization training and infrastructure to neighborhoods and businesses. <i>Examples of services include Neighborhood Matching Grants, Façade and Small Business Enterprise loan programs, Community University, Neighborhood Action Plans, Business Corridor Development, Neighborhood Improvement Program, Weed & Seed Initiative and Vision Charlotte Wingate Initiative.</i>
Key Business Office/Financial Support	Provides leadership, resources and support systems required for the organization to achieve its mission. <i>Examples of services include Business Planning, Policy</i>

Core Service Area	Description
	<i>Coordination, Financial Services, Compliance Monitoring, Technology/GIS Services and Communications.</i>
Economic Development	Provides public/private partnerships, business attraction & small business support for area businesses, workforce and transit corridor development. <i>Examples of services are Synthetic Tax Increment grants, BusinessFirst problem resolution, Small Business Enterprise program services, Smart Growth Fund, Workforce Investment Act grants/Workforce Development Board, including stimulus program funding, Business Investment and federal grants.</i>

Service History and Trends

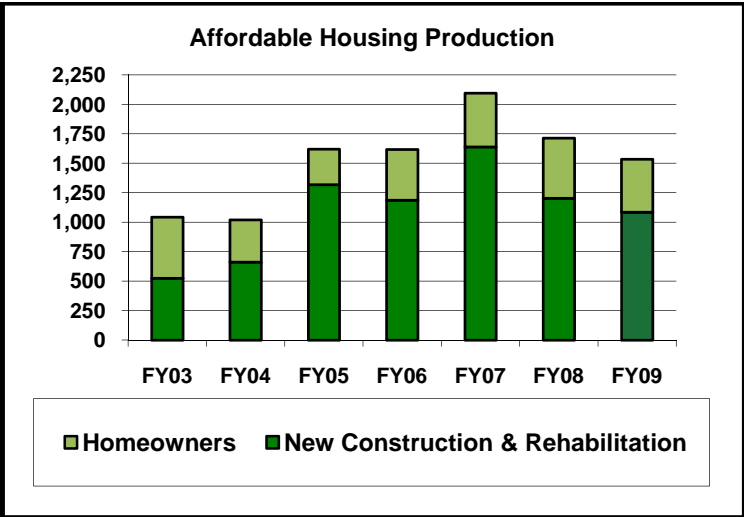
Neighborhood & Business Services' key service trends include housing, nuisance and zoning inspections, affordable housing production, neighborhood leadership and organization development training and business retention.

Code Enforcement – The number of enforcement compliances, which represents completed cases, has increased by 112 percent between FY03 and FY08. The combined number of housing and nuisance compliances increased from 30,349 in FY03 to 64,413 in FY08.



In FY09, there were 3,066 housing, 55,141 nuisance and 15,560 zoning compliances.

Housing Services - The KBU had a steady increase in housing production between FY03 and FY05, in which total new construction, rehabilitation and homeownership purchases increased from 1,043 to 1,621. In FY06, new construction and rehabilitation (housing production) fell back to 1,187 units.



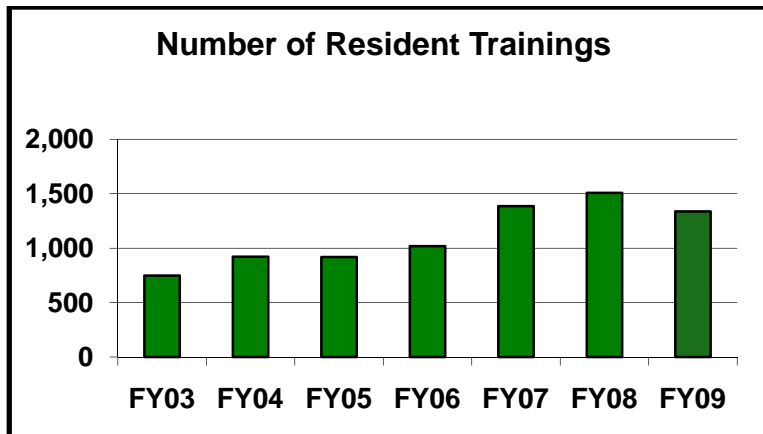
In FY07, housing production was 1,640 units. Housing production retreated to 1,204 units in FY08 and 1,085 in FY09. Lower production is due to Housing Trust Fund reductions.

Community and Commerce – Community & Commerce is currently mandated to provide services to 34 Neighborhood Statistical Areas (NSAs). This includes seven revitalization neighborhoods, 26 Neighborhood Liaison Program (NLP) areas and one citywide foreclosure program targeted community (Peachtree Hills). The current revitalization strategy has yielded tremendous success. Seversville, Greenville, Genesis Park, Grier Heights and Belmont have graduated from the NAP program and continued work is being accomplished in Druid Hills, Lakewood, Lincoln Heights, Reid Park, Thomasboro-Hoskins, Washington Heights and Wingate. In FY09 alone, the 3 NAP program specialists assigned to these neighborhoods organized 79 neighborhood trainings, spearheaded the completion of 47 neighborhood initiatives and led the resolution of 49 complex neighborhood problems. Additionally, since the NLP inception in FY2007, neighborhood liaison staff has served more than 358 neighborhood organizations, solved more than 136 complex problems,

**NEIGHBORHOOD & BUSINESS SERVICES
FY10-11 STRATEGIC OPERATING PLAN**

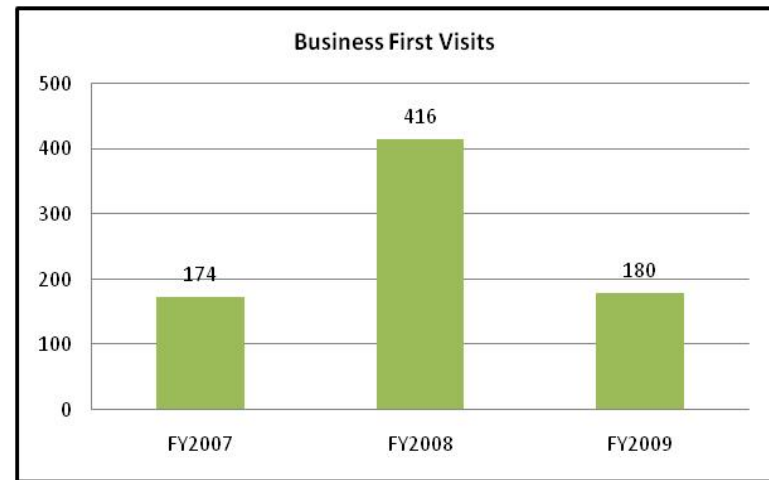
trained more than 617 citizens and undertaken more than 281 neighborhood initiatives. Of the 13 declining Neighborhood Statistical Areas targeted in FY07 only three showed declining in the 2008 Quality of Life Study. Two neighborhoods improved and eight stabilized.

This division continues to use capacity building as a neighborhood revitalization tool and had experienced a steady increase in demand by residents participating in training. Between FY03 and FY08, resident participation increased by 101 percent from 748 to 1,507. FY09 declined to 1,337 residents was due largely to decreased participation in the Neighborhood Symposium resulting from the short timeframe of the event and the reduced budget for advertising.



Economic Development--BusinessFirst Charlotte is a joint program between the City of Charlotte and the Charlotte Chamber focused on providing business retention and expansion services to the business community. Started in FY07, *BusinessFirst Charlotte* serves businesses through advocacy and customer service, assisting in growth and improving the overall business climate. The key components to the program are face-to-face visits with business owners conducted by City staff or Chamber volunteers, and

business-problem solving - helping existing companies solve problems and challenges that are hindering their growth and well-being. Management changes resulted in decrease in visits in FY09. Improved coordination of volunteer efforts by Neighborhood & Business Services' staff should produce an increase in visits for FY10.



IV. Balanced Scorecard and Performance Measures

Neighborhood & Business Services' Balanced Scorecard

Neighborhood & Business Services' Balanced Scorecard (BSC) measures the KBU's progress toward achieving the City's corporate objectives and the KBU's strategy map objectives (*see appendix*). The BSC shows the organization's strategic objectives, measures and performance targets for FY10 and FY11. The BSC also includes years of past performance history and incorporates the organization's strategic and business initiatives. The KBU incentive targets are shown as well. The BSC is highlighted on the next page.

**NEIGHBORHOOD & BUSINESS SERVICES
FY10-11 STRATEGIC OPERATING PLAN**

FY10-11 Neighborhood & Business Services Balanced Scorecard								
Objectives	Measures	Lead/ Outcome	FY08 Actual	FY09 Actual	FY10 Target	FY11 Target	Strategic Initiatives	
Serve the Customer	C1) Increase Perception of Safety	1. Number of Housing Code Compliances	Lead	3,066	3,066	3,000	3,000	<i>Create enforcement unit and implement enforcement process for Non-Residential Ordinance</i>
		2. Number of Nuisance Code Compliances	Lead	48,260	55,141	50,000	52,000	
		3. City Council adoption of Non-residential enforcement ordinance.*	Lead	N/A	N/A	Adoption	N/A	
		4. Reduction in crime in the corridor and adjoining neighborhoods*	Outcome	N/A	N/A	5%	5%	
	C2) Strengthen Neighborhoods	5. Number of Zoning Code Compliances	Lead	13,078	15,560	13,000	14,000	<i>Develop 5-year Consolidated Plan</i> <i>Develop a methodology to capture the value of neighborhood partnerships</i>
		6. Number of Residents Trained	Lead	N/A	N/A	1,400	1,400	
		7. Number of Neighborhood Matching Grants Awarded	Lead	N/A	N/A	25	25	
		8. Comprehensive review of the Housing Policy*	Lead	N/A	N/A	100%	N/A	
		9. Number of Revitalization Neighborhoods Graduated*	Outcome	1	0	1	1	
		10. Reduce number of Challenged neighborhoods*	Outcome	20	N/A	18	N/A	
		11. Number and percent of improvement of declining NSAs*	Outcome	10 of 13 77%	N/A	9 of 12 75%	N/A	
		12. Increase the supply and quality of affordable housing						
		a) <30% of median income	Lead	174		160	170	
		b) 60% to 31% of median income	Lead	445		440	430	
	c) 80% to 61% of median Income	Lead	405		400	400		
	d) Homeownership	Lead	510	492	450	450		
	13. Implement NSP program- Units completed*	Lead	N/A	N/A	25	40		
	Promote Economic Development	14. Pilot Program – Number of adjoining neighborhood residents gaining employment*	Outcome	N/A	N/A	10	15	<i>Develop strategic plan to grow employment in: environmental/energy, healthcare, high growth/high tech, emerging industries and travel & tourism</i>
		15.\$s leveraged through grants and loans in the City's business geography	Lead	\$700K	\$10M	\$1M	\$1M	
16.Number of Development Contacts initiated to promote business investment		Lead	N/A	N/A	Develop Baseline	50		
17.Number of Retail Projects Assisted		Lead	N/A	N/A	10	10		
18.Increase in access to retail opportunities*		Outcome	N/A	N/A	5%	5%		
19.\$ of BIP Grant per job created		Lead			1:1,200	1:1,200		

**NEIGHBORHOOD & BUSINESS SERVICES
FY10-11 STRATEGIC OPERATING PLAN**

		20. Job growth in new sectors*	Outcome	N/A	N/A	Establish Baseline	5%	<i>Develop Baseline Information for different job sectors</i>
		21. Businesses serviced through BusinessFirst*	Lead	416	180	400	400	
		22.% of Business First referrals closed	Lead	N/A	80%	80%	80%	
		23. Increase in hospitality tax revenues and Amateur sports room nights*	Outcome	9%	-19.8% -1.4%	3% 5%	3% 5%	
		24. Informal Contracting dollars awarded to SBEs*	Lead	12.1%	10%	12%	12%	
		25. SBEs participating in training and mentoring opportunities offered	Lead	N/A	N/A	TBD	TBD	
		26. Youth accessing skills assessment and training at Youth Job Connection - visited/placed*	Lead	945 train 273 placed	150 train 43 placed	1500 train 500 placed		
Manage Resources	Invest in Infrastructure	27. Infrastructure Projects Completed*	Lead	4	3	37	24	<i>Collaborate with Revenue Collections to establish benchmarks for the more effective collection of Code Enforcement citations</i>
	R2) Expand Tax Base & Revenues	28. Development of priority projects and corridors*	Outcome					
		a. Eastland Mall MOU by 12/2009		N/A	N/A			
		b. Independence Boulevard Phase II begin implementation Fall 2009		N/A	N/A			
		c. Rozelles Ferry (Greenway Business Park) completed by 12/2011		N/A	N/A			
		d. Beatties Ford (begin one redevelopment project)		N/A	N/A			
		e. Freedom/Wilkinson /Morehead leverage Bryant Park and Freedom Center		N/A	N/A			
		f. Conduct Urban Market Studies and Recruitment for Corridors		N/A	N/A			
		29. \$ City investment in target geography	Lead	N/A	N/A			
		30. Building Permit value of construction in target geography*	Outcome	\$819 million	\$564 million	\$500 million	\$500 million	
B2) Enhance Customer Service		31. Integrate Neighborhood Development and Economic Development websites	Lead	N/A	N/A	100%		<i>Research smart phone technology for Code Enforcement</i>
		32. Improve communications with external audiences through targeted email campaigns and weekly updates of website content	Lead	N/A	N/A			

**NEIGHBORHOOD & BUSINESS SERVICES
FY10-11 STRATEGIC OPERATING PLAN**

Develop Employees		33. Generate positive news stories (print or electronic per priority corridor)	Lead	N/A	N/A	5	5	<i>Loan Program Review</i>	
	B3) Optimize Business Processes	34. Fully implement Neighborhood & Business Services Consolidation	Lead	N/A	N/A	100%	N/A		
		35. Restructure Business First to improve volunteer involvement and establish baseline company a. # of volunteers involved b. # of companies in base data	Lead Lead	N/A	N/A	TBD	TBD		
		36. Inventory Evaluate Adjust workforce retraining efforts*	Lead	N/A	N/A	TBD	TBD		
		37. Achieve 90% of targets for Stimulus funds a. WDB b. Homeless Prevention c. CDBG- R d. Lead Based Paint Hazard Reduction	Lead	N/A	N/A	90%	90%		
		38. Percentage of policy items submitted in accordance to N&BS Internal Schedule • RCAs • Council Manger Memos	Lead	N/A	N/A	90%	95%		
	E2) Recruit & Retain Skilled Employees	39. Provide timely and relevant information to employees through - Monthly newsletter - Monthly updates to C-Net - Quarterly staff meetings Bi-monthly email communications	Lead	N/A	N/A	12 12 4 6	12 12 4 6		
		E3) Promote Learning & Growth	40. Percent of Employees Completing 75% of Training and Development Plan	Outcome	100%	100%	100%	100%	<i>Create strategy for partner team to develop an intentional culture for Neighborhood & Business Services through teambuilding and communications.</i>
			41. Increase departmental participation in Wellness Center activities	Lead	N/A	N/A	5%	5%	
	42. Percent of employees with OZONE action plans	Lead	N/A	N/A	80%	80%			

IV. Request for Resources

Summary of Requests

In order to implement this FY10 Strategic Operating Plan, Neighborhood & Business Services has an approved operating budget of \$14,058,679. The FY10 base budget was reduced by \$403,051 from the FY09 approved budget. The FY10 operating budget includes a base budget of \$13,558,679 and a service level change of \$500,000. In addition, offsetting revenues attributable to Code Enforcement are projected at \$427,554.

The budget plan for FY11 is \$14,020,102. This includes a base budget of \$13,520,132, current level increases of \$292,384 and service level changes of \$500,000. Below are details on the FY10 and FY11 budgets.

Base Budgets

The KBU's base budgets are reflective of the guidelines presented by the Budget Office. Below are the KBU's general fund and federal funds operating budgets for FY2010 and FY2011, along with the number of full time equivalent (FTE) positions including temporary positions:

Neighborhood & Business Services Base Budgets				
Source of Funds	FY10	FTE	FY11	FTE
General Fund	\$11,522,806	119	\$11,552,805	119
CDBG Fund	1,385,141	15	1,385,141	15
HOME Fund	263,969	3	263,969	3
Other	886,763	18	848,217	18
Total	\$14,058,679	155	14,020,132	155

Current Level Changes

No current level changes were approved for FY10 or FY11.

Service Level Changes

One service level change was tentatively approved for FY 10 for Neighborhood & Business Services. City Council is considering the adoption of a Non-Residential Building Code. If that Code is adopted, Code Enforcement will be authorized to use \$500,000 to implement the new standards. Implementation will include a new Code Enforcement Team with seven 7 full-time equivalent positions.

Revenues

Neighborhood & Business Services is forecasting General Fund Offsetting revenues of \$427,554 in FY2010. (See Page 21 for details.)

Departmental Charges

A number of divisions in Neighborhood & Business Services depend upon operating support outside of the General Fund. The forecasted departmental charges, which include contributions from the Capital Improvement Program, total \$2,535,862 in FY2010. (See Page 22 for details.)

V. Conclusion

Over the next two years, Neighborhood & Business Services will be responsible for addressing a number of community, neighborhood and organizational policy and operational issues. This Strategic Operating Plan addresses both external and internal challenges in response to budgetary changes and service delivery expectations of our customers and citizens. Demand for the KBU services - code enforcement, housing and neighborhood services - continues to grow. Without the necessary operating resources, the KBU cannot continue to meet service delivery demands.

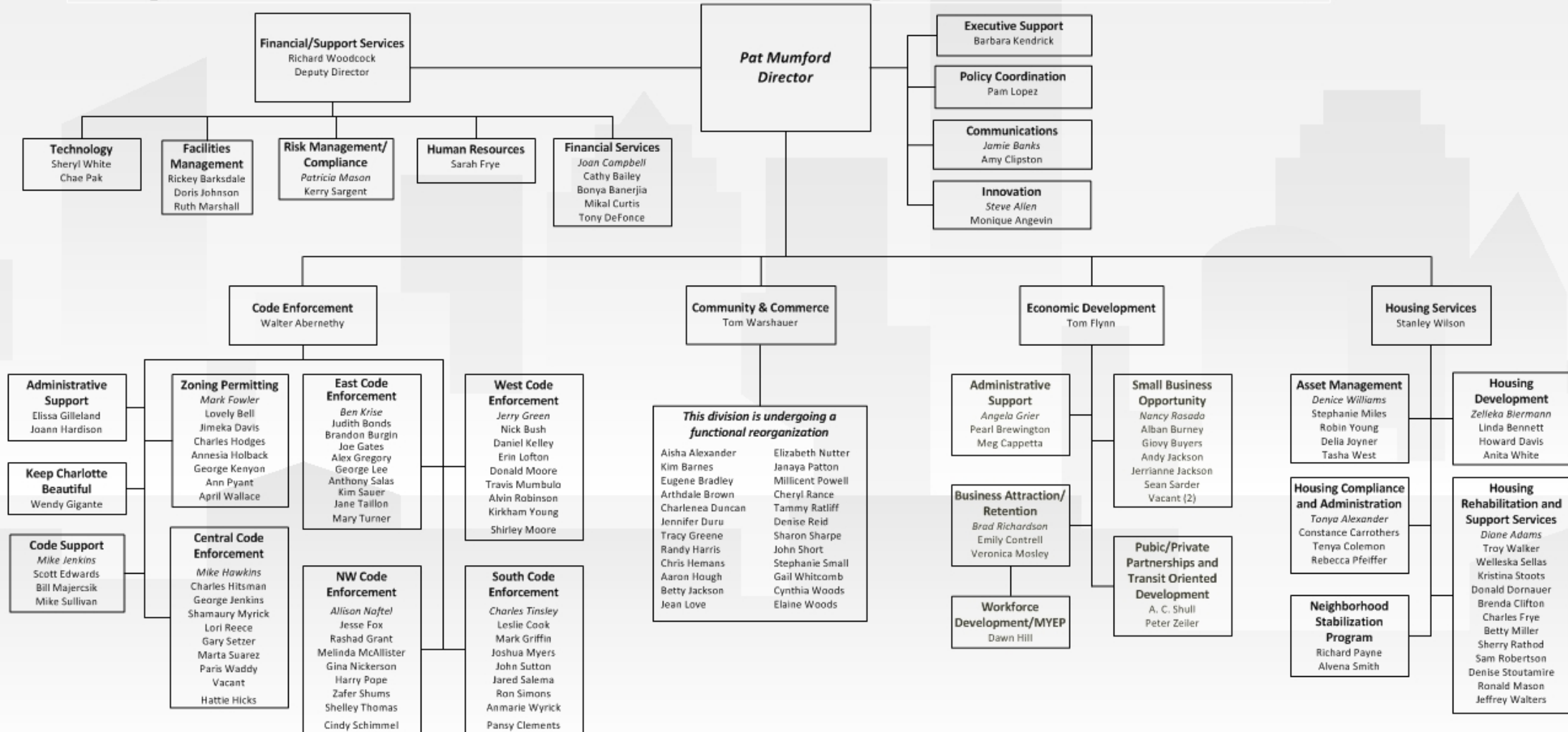
Given the current economy, Neighborhood & Business Services will need to maximize the City's resources and staff communications to revitalize the business corridors and coordinate investment within City neighborhoods. The merger of Economic Development and Neighborhood Development will provide greater collaboration in achieving the goals of both focus areas. Public input and open communication with the community are crucial factors in the implementation of the KBUs strategic framework.

This Strategic Operating Plan reaffirms Neighborhood & Business Services' commitment to the missions of the City and the KBU. The funding of this Strategic Operating Plan will assist in creating empowered and self-sustaining neighborhoods with vibrant business corridors, which will help improve Charlotte's overall quality of life.

VI. APPENDIX

As of July 30, 2009

Neighborhood & Business Services Organization Chart 2009



Italics Represent Supervisory Positions

**Service Level Change Summary Pages from Budget System
(See Separate Document)**

Revenue Projections

General Fund
Offsetting Revenues
FY2010

	<u>FY2010 Projections</u>
5305 Housing Code Violations	\$ 14,194
5514 Underbrush/Debris Removal	317,291
5542 Vehicle Towing and Storage	96,069
5668 Contribution from Other Sources	<u>0</u>
	<u>\$ 427,554</u>

Charges to Capital Investment Plan

**General Fund
Departmental Charges
FY10**

	<u>FY2010</u>
Community Development Block Grant	\$ 1,385,141
HOME Grant	\$ 263,969
Lead Based Paint Grant	\$ 174,037
Capital Projects Fund	\$ 676,490
Contribution to the Quality of Life Study	\$ 43,000
Contribution from CATS	\$ 39,236
	<hr/> \$ 2,535,873

Summary of Revenues

Neighborhood & Business Services										
Operating Budget										
Source of Funds - Final										
FY10										
Division	Cost Center	CDBG	CIP In Rem Remedy	CIP /Innovative Housing	Home	Lead Based Paint	General Funds	Contribution from CATS	Contribution to Quality of Life	Total
FY10:										
Small Business Development	10501						605,917			605,917
Economic Development	11600						1,913,958	39,236		1,953,194
Key Business Support	90050	264,693		135,654			1,154,923			1,555,270
Financial Services	90051	112,348		42,918			359,940			515,206
Code Enforcement	90056		60,000				4,679,058			4,739,058
Community & Commerce	90058						1,503,374		43,000	1,546,374
Belmont Center	90063						165,853			165,853
Wilmore Community Center	90069						34,267			34,267
Housing Services	90027	1,008,100		391,918	263,969	174,037	144,669			1,982,693
Total		1,385,141	60,000	570,490	263,969	174,037	10,561,959	39,236	43,000	13,097,832
Zoning	90074						960,847			960,847
		1,385,141	60,000	570,490	263,969	174,037	11,522,806	39,236	43,000	14,058,679

**NEIGHBORHOOD & BUSINESS SERVICES
FY10-11 STRATEGIC OPERATING PLAN**

Balanced Scorecard Measures Formulas

Measures	Formulas
1. Housing Code Compliances	Number of housing units brought into code compliance.
2. Nuisance Code Compliances	Number of health, sanitation and graffiti violations brought into compliance.
3. City Council adoption of non-residential enforcement ordinance.*	Adoption of the Non-Residential Enforcement Ordinance
4. Reduction in crime in the corridor and adjoining neighborhoods*	Reduction in crime in the corridor
5. Number of Zoning Code Compliances	Number of Zoning violations brought into compliance
6. Residents Trained	Number of residents participating in training
7. Neighborhood Matching Grants Awarded	Number of neighborhood matching grants awarded
8. Comprehensive review of the Housing Policy*	Comprehensive Review of the Housing Policy
9. Revitalization Neighborhoods Graduated*	One revitalization neighborhood graduated
10. Reduce number of Challenged neighborhoods*	Number of challenged neighborhoods as reported in the Quality of Life Study
11. Number and percent of improvement of declining NSAs*	Number and percent of improvement in declining neighborhoods
12. Increase the supply and quality of affordable housing a. <30% of median income b. 60% to 31% of median income c. 80% to 61%of median Income d. Homeownership	Increased supply of affordable housing
13. Implement NSP program- units completed*	Number of units completed
14. Pilot Program – number of adjoining neighborhood residents gaining employment*	Adults and youth gaining employment through City programs from neighborhoods adjacent to business corridors
15. \$s leveraged through grants and loans in the City's business geography	Private sector funds leveraged in projects receiving City funds
16. Number of development contacts initiated to promote business investment	Number of development contacts
17. Number of retail projects assisted	Number of retailers/business assisted
18. Increase in access to retail opportunities*	Track total commercial space and commercial vacancy rates
19. \$ of BIP Grant per job created	1 job per \$1,200 of BIG funds paid (City/County)
20. Job growth in new sectors*	Develop strategic plan to grow employment in: environmental/energy, healthcare, high growth/high tech, emerging industries and travel & tourism in a partnership with Charlotte Regional Partnership and the Charlotte Chamber

**NEIGHBORHOOD & BUSINESS SERVICES
FY10-11 STRATEGIC OPERATING PLAN**

21. Businesses serviced through BusinessFirst*	Number of visits completed
22. % of Business First referrals closed	Percent of referrals from the business community resolved
23. Increase in hospitality tax revenues and Amateur sports room nights*	Increase in hospitality revenues and room nights generated by amateur sports
24. Informal Contracting dollars awarded to SBEs*	Percentage of informal contracting dollars awarded to SBEs City-wide and in EDO
25. SBEs participating in training and mentoring opportunities offered	Total number of SBEs participating in training and mentoring opportunities
26. Youth accessing skills assessment and training at Youth Job Connection - visited/placed*	Total number of youth participating in the MYEP and Goodwill Job Connection
27. Infrastructure Projects Completed*	Number of infrastructure projects completed
28. Development of priority projects and corridors* a. Eastland Mall MOU by 12/2009 b. Independence Boulevard Phase II begin implementation Fall 2009 c. Rozelles Ferry (Greenway Business Park completed by 12/2011 d. Beatties Ford (begin one redevelopment project) e. Freedom/Wilkinson /Morehead leverage Bryant Park and Freedom Center f. Conduct Urban Market Studies and Recruitment for Corridors	Complete Development of priority projects
29. \$ City investment in target geography	\$ City Investment in targeted geography
30. Building Permit value of construction in target geography*	5% increase in building value
31. Integrate Neighborhood Development and Economic Development websites	Completion of integration
32. Improve communications with external audiences through targeted email campaigns and weekly updates of website content	Provide departmental information to targeted groups based on need; update website on weekly basis
33. Generate positive news stories (print or electronic per priority corridor)	Generate positive news stories per corridor
34. Fully implement Neighborhood & Business Services Consolidation	Fully integrate all Key Business functions, policies and facilities by year end
35. Restructure Business First to improve volunteer involvement and establish baseline company a. # of volunteers involved b. # of companies in base data	Restructure BusinessFirst Charlotte to improve volunteer productivity and establish a baseline target for business visits a. #of volunteers involved b. # of companies in baseline data
36. Inventory\Evaluate\Adjust workforce retraining efforts*	Complete evaluation
37. Achieve 90% of targets for Stimulus funds a. WDB b. Homeless Prevention c. CDBG- R	Achieve targets for Stimulus funds

**NEIGHBORHOOD & BUSINESS SERVICES
FY10-11 STRATEGIC OPERATING PLAN**

d. Lead Based Paint Hazard Reduction	
38. Percentage of policy items submitted in accordance to N&BS Internal Schedule a. RCAs b. Council Manger Memos	90 percent of policy items submitted in accordance to internal schedule
39. Provide timely and relevant information to employees through a. Monthly newsletter b. Monthly updates to C-Net c. Quarterly staff meetings d. Bi-monthly email communications	Provide timely and relevant information to employees
40. Percent of Employees Completing 75% of Training and Development Plan	100 percent of employees completing 75% if their continuing education plan
41. Increase departmental participation in Wellness Center activities by 5%	Increase departmental participation by 5%
42. Percent of employees with OZONE action plans	80 percent of employees submitting Ozone Action Plans

<i>Neighborhood & Business Services</i>		
1. Housing Code Compliances		
Corporate Objective: (C1) Increase Perception of Safety.		
KBU Initiative: None		
Measure: 3,000 housing code compliances		
Units of Measure: Monthly Production Report	Frequency of Update: Monthly	
Measurement Intent: Ensure safe and healthy housing conditions in neighborhoods		
Measurement Formula: Number of houses units brought into code compliance		
Data Elements and Sources: Tracked in Code Information Management System		
Source For and Approach to Setting Targets: Historical data regarding compliances; productivity improvements as a result of code consolidation		
Data Contact: Walter Abernethy		
Target Setting Responsibility: PatrickMumford/ Walter Abernethy	Accountability for Meeting Target: Code Enforcement Division	Tracking/Reporting Responsibility: Walter Abernethy
Notes/Assumptions: <ul style="list-style-type: none"> • Compliance numbers will be tracked monthly • Performance targets are tied to inspector PRD 		

<i>Neighborhood & Business Services</i>		
2. Nuisance Code Compliances		
Corporate Objective: (C1) Increase Perception of Safety		
KBU Initiative: None		
Measure: 50,000 property and appearance code compliances		
Units of Measure: Nuisance violations	Frequency of Update: Monthly	
Measurement Intent: Ensure safe and healthy living conditions in neighborhoods		
Measurement Formula: Number of property and appearance code violations brought into compliance		
Data Elements and Sources: Tracked in Code Information Management System (CityView)		
Source For and Approach to Setting Targets: Historical data regarding compliances; productivity improvements as a result of code consolidation		
Data Contact: Walter Abernethy		
Target Setting Responsibility: Patrick Mumford/ Walter Abernethy	Accountability for Meeting Target: Code Enforcement Division	Tracking/Reporting Responsibility: Walter Abernethy
Notes/Assumptions: <ul style="list-style-type: none"> • Compliance numbers will be tracked monthly • Performance targets are tied to inspector PRD 		

<i>Neighborhood & Business Services</i>		
3. City Council Adoption of Non-Residential Enforcement Ordinance*		
Corporate Objective: (C1) Increase Perception of Safety		
KBU Initiative: Create enforcement unit and implement enforcement process for Non-Residential Ordinance		
Measure: Council's Adoption of Ordinance		
Units of Measure:	Frequency of Update: Monthly	
Measurement Intent: Ensure safe conditions of non-residential buildings		
Measurement Formula:		
Data Elements and Sources:		
Source For and Approach to Setting Targets:		
Data Contact: Walter Abernethy		
Target Setting Responsibility: Patrick Mumford/ Walter Abernethy	Accountability for Meeting Target: Code Enforcement Division	Tracking/Reporting Responsibility: Walter Abernethy
Notes/Assumptions: •		

<i>Neighborhood and Business Services</i>		
4. Reduction in Crime in the Corridor*		
Corporate Objective: (C1) Increase Perception of Safety		
KBU Initiative:		
Measure: Reduction in crime in the corridor		
Units of Measure: Part 1 and Part 2 crime	Frequency of Update: Quarterly	
Measurement Intent: Track crime in corridors		
Measurement Formula: CMPD analysis of crime		
Data Elements and Sources: CMPD		
Source For and Approach to Setting Targets: Historic crime data within businesses zoned property along the corridors		
Data Contact: CMPD		
Target Setting Responsibility: Tom Warshauer	Accountability for Meeting Target: CMPD, Neighborhood & Business Services, Community & Commerce	Tracking/Reporting Responsibility: Chae Pak
Notes/Assumptions:		

<i>Neighborhood & Business Services</i>		
5. Zoning Code Compliances		
Corporate Objective: (C2) Strengthen Neighborhoods		
KBU Initiative: None		
Measure: 13,000 zoning violations compliance		
Units of Measure: Number of zoning violations	Frequency of Update: Monthly	
Measurement Intent: Ensure safe and healthy living conditions in neighborhoods		
Measurement Formula: Number of zoning compliances		
Data Elements and Sources: Tracked in Code Information Management System (CityView)		
Source For and Approach to Setting Targets: Historical data regarding zoning compliances		
Data Contact: Walter Abernethy		
Target Setting Responsibility: Patrick Mumford/ Walter Abernethy	Accountability for Meeting Target: Code Enforcement Division	Tracking/Reporting Responsibility: Walter Abernethy
Notes/Assumptions:		
<ul style="list-style-type: none"> Compliances will be tracked monthly 		

<i>Neighborhood and Business Services</i>		
6. Residents Trained		
Corporate Objective: (C2) Strengthen Neighborhoods		
KBU Initiative:		
Measure: 1400 residents trained		
Units of Measure: Residents participating in training	Frequency of Update: Monthly	
Measurement Intent: Demand for neighborhood organization development training		
Measurement Formula: Number of residents participating in organization capacity building training		
Data Elements and Sources: Data from attendance sheets for workshops and classes (Community University, Neighborhood Matching Grants, Neighborhood Symposium and Customized Training)		
Source For and Approach to Setting Targets: Historical Data on training demand		
Data Contact: Cynthia Woods		
Target Setting Responsibility: Tom Warshauer	Accountability for Meeting Target: Cynthia Woods	Tracking/Reporting Responsibility: Cynthia Woods
Notes/Assumptions: <ul style="list-style-type: none"> • All objectives are intended to achieve neighborhood stability as defined by the Quality of Life index • Will have Neighborhood Symposium with budget that allows advertising 		

<i>Neighborhood and Business Services</i>		
7. Number of Neighborhood Matching Grants Awarded		
Corporate Objective: (C2) Strengthen Neighborhoods KBU Initiative:		
Measure: 25 Neighborhood Matching Grants awarded		
Units of Measure: Number of grants awarded	Frequency of Update: 3 X/Year	
Measurement Intent: Assist neighborhoods in improving their quality of life		
Measurement Formula: Number of grants awarded		
Data Elements and Sources: Community & Commerce Grant Administration and Analysis Manager		
Source For and Approach to Setting Targets: Historical data		
Data Contact: Stephanie Small		
Target Setting Responsibility: Tom Warshauer	Accountability for Meeting Target: Community & Commerce	Tracking/Reporting Responsibility: Stephanie Small
Notes/Assumptions:		

<i>Neighborhood & Business Services</i>		
8. Comprehensive Review of the Housing Policy*		
Corporate Objective: (C2) Strengthen Neighborhoods		
KBU Initiative:		
Measure: Comprehensive Review of the Housing Policy		
Units of Measure: Completion of Review	Frequency of Update: Monthly	
Measurement Intent: Ensure adequate Housing Policies		
Measurement Formula: Completion of review		
Data Elements and Sources:		
Source For and Approach to Setting Targets: FY2010 Housing and Neighborhood Development Focus Area Plan/Request from the Housing and Neighborhood Development Committee		
Data Contact: Stan Wilson		
Target Setting Responsibility: Patrick Mumford/ Stan Wilson	Accountability for Meeting Target:	Tracking/Reporting Responsibility: Stan Wilson
Notes/Assumptions:		

Neighborhood and Business Services		
9. Revitalization Neighborhoods Graduated		
Corporate Objective: (C2) Strengthen Neighborhoods		
KBU Initiative: Graduate Revitalization Neighborhoods		
Measure: One revitalization neighborhoods graduated		
Units of Measure: Revitalization Neighborhoods	Frequency of Update: Upon completion of Quality of Life Study – Bi-Annually	
Measurement Intent: Measure success in completing neighborhood revitalization plans		
Measurement Formula: Number of Revitalization Neighborhoods that annually graduate and no longer need an action team for support		
Data Elements and Sources: Progress on Revitalization Plan Implementation as monitored by Neighborhood Services		
Source For and Approach to Setting Targets: Recommendation from the Neighborhood Cabinet		
Data Contact: Community & Commerce Team Leaders		
Target Setting Responsibility: Tom Warshauer /Community & Commerce Team Leaders	Accountability for Meeting Target: Community & Commerce Team Leaders	Tracking/Reporting Responsibility: Stephanie Small
Notes/Assumptions: <ul style="list-style-type: none"> In order for a Revitalization Neighborhood to graduate it must have: 1) 75 percent of the neighborhood plan completed, 2) ranked at least <i>Transitioning</i> in two consecutive Quality of Life Studies; and 3) have in place an effective neighborhood organization with a score of 80 percent. 		

<i>Neighborhood and Business Services</i>		
10. Reduce Number of Challenged Neighborhoods		
Corporate Objective: (C2) Strengthen Neighborhoods KBU Initiative:		
Measure: Reduce number of challenged neighborhoods		
Units of Measure: Challenged neighborhoods from Quality of Life Study	Frequency of Update: Every 2 years on Quality of Life	
Measurement Intent: Track success of neighborhood initiatives		
Measurement Formula: Quality of Life data		
Data Elements and Sources: Quality of Life Study		
Source For and Approach to Setting Targets:		
Data Contact: Stephanie Small		
Target Setting Responsibility: Tom Warshauer	Accountability for Meeting Target: Community & Commerce Team Leaders	Tracking/Reporting Responsibility: Stephanie Small
Notes/Assumptions:		

<i>Neighborhood and Business Services</i>		
11. Number and Percent of Improvement of Declining NSAs		
Corporate Objective: (C2) Strengthening Neighborhoods		
KBU Initiative:		
Measure: Number and percent of improvement of declining NSAs		
Units of Measure: Quality of Life Study	Frequency of Update: Bi-Annually	
Measurement Intent: Track improvement in declining NSAs		
Measurement Formula: Quality of Life		
Data Elements and Sources: Quality of Life		
Source For and Approach to Setting Targets:		
Data Contact: Contract Administration and Analysis Manager		
Target Setting Responsibility: Tom Warshauer	Accountability for Meeting Target: Community & Commerce Teal Leaders	Tracking/Reporting Responsibility: Stephanie Small
Notes/Assumptions:		

Neighborhood & Business Services

12. Increase the Supply of Affordable Housing Units*

Corporate Objective: (C2) Strengthen Neighborhoods

KBU Initiative:

Measure: Increase the supply of affordable housing

Percent of AMI	Goal
<30% of AMI	160
60% to 31% of AMI	440
80% to 61% of AMI	400
Homeownership	450

Units of Measure: Housing Units

Frequency of Update: Monthly

Measurement Intent: Increase in the number of affordable housing units

Measurement Formula: Total number of housing units receiving a Certificate of Occupancy, rehabilitated or provided with down payment assistance within the reporting period.

Data Elements and Sources: Housing Trust Fund, HouseCharlotte, Lead Based Paint, Charlotte Neighborhood Fund, etc.

Source For and Approach to Setting Targets: City Council Housing Objective

Data Contact: Stan Wilson

Target Setting Responsibility:
Patrick Mumford/ Stan Wilson

Accountability for Meeting Target:
Stan Wilson

Tracking/Reporting Responsibility:
Tonya Alexander

Notes/Assumptions:

<i>Neighborhood and Business Services</i>		
13. Implement NSP Program – Units Completed*		
Corporate Objective: (C2) Strengthen Neighborhoods		
KBU Initiative: None		
Measure: 25 Housing Units Completed (acquired and rehabilitated)		
Units of Measure: Housing Units	Frequency of Update: Monthly	
Measurement Intent: Track the number of acquired and rehabilitated housing units		
Measurement Formula: Total number of housing units (Non-Profit housing partner units acquired and rehabilitated)		
Data Elements and Sources: Habitat for Humanity, CMHP, Self Help CDC and the Charlotte Housing Authority		
Source For and Approach to Setting Targets: Based on available units within the market place (foreclosed, abandoned and vacant properties)		
Data Contact: Stan Wilson		
Target Setting Responsibility: Patrick Mumford/Stan Wilson	Accountability for Meeting Target: Stan Wilson	Tracking/Reporting Responsibility: Tonya Alexander
Notes/Assumptions:		
<ul style="list-style-type: none"> • There are enough available foreclosed, abandoned and vacant properties 		

<p><i>Neighborhood and Business Services</i></p> <p>14. Pilot – Number of Adjoining Neighborhood Residents Gaining Employment*</p>		
<p>Corporate Objective: Promote Economic Development KBU Initiative:</p>		
<p>Measure: Track adult and youth gaining employment through city programs from neighborhoods adjacent to business corridors</p>		
<p>Units of Measure: Establish baseline</p>	<p>Frequency of Update: Annual</p>	
<p>Measurement Intent: Increase employment in neighborhoods adjoining corridors</p>		
<p>Measurement Formula: Number of youth and adults participating in City funded employment programs</p>		
<p>Data Elements and Sources: WDB and City youth-funded programs</p>		
<p>Source For and Approach to Setting Targets: Establish baseline</p>		
<p>Data Contact: Brad Richardson</p>		
<p>Target Setting Responsibility: Tom Warshauer</p>	<p>Accountability for Meeting Target: Community & Commerce</p>	<p>Tracking/Reporting Responsibility: Chae Pak / Brad Richardson</p>
<p>Notes/Assumptions:</p>		

<i>Neighborhood and Business Services</i>		
15. Funds Leveraged Through Grants and Loans in City's Business Geography		
Corporate Objective: Promote Economic Development		
KBU Initiative:		
Measure: Private sector funds leveraged in projects receiving City funds		
Units of Measure:	Frequency of Update: Annual	
Measurement Intent:		
Measurement Formula: Includes Equity loan, Façade, Security, and BF programs		
Data Elements and Sources: Funds reported by recipients of grants and loans		
Source For and Approach to Setting Targets:		
Data Contact: Stephanie Small		
Target Setting Responsibility: Tom Warshauer	Accountability for Meeting Target: Community and Commerce Team Leaders	Tracking/Reporting Responsibility: Stephanie Small
Notes/Assumptions:		

<i>Neighborhood and Business Services</i>		
16. Number of Development Contacts Initiated to Promote Business Investment in Targeted Geography		
Corporate Objective: Promote Economic Development		
KBU Initiative: Recruit business to target revitalization geography		
Measure: Number of development contacts		
Units of Measure: Developers contacted	Frequency of Update: Monthly	
Measurement Intent: Track outreach to development and business community		
Measurement Formula: Numbers contacted		
Data Elements and Sources: Tracking of development contacts		
Source For and Approach to Setting Targets:		
Data Contact: Chris Hemans		
Target Setting Responsibility: Tom Warshauer	Accountability for Meeting Target: Chris Hemans	Tracking/Reporting Responsibility: Chris Hemans
Notes/Assumptions:		

<i>Neighborhood and Business Services</i>		
17. Number of Retail Projects Assisted		
Corporate Objective: Promote Economic Development		
KBU Initiative: Assist in recruiting commercial business to serve target neighborhoods		
Measure: Number of retailers/businesses assisted		
Units of Measure: Problems solved	Frequency of Update: Monthly	
Measurement Intent: Track assistance provided		
Measurement Formula: Number of problems solved		
Data Elements and Sources: Reported by Chris Hemans		
Source For and Approach to Setting Targets:		
Data Contact: Chris Hemans		
Target Setting Responsibility: Tom Warshauer	Accountability for Meeting Target: Chris Hemans	Tracking/Reporting Responsibility: Chris Hemans
Notes/Assumptions:		

<i>Neighborhood and Business Services</i>		
18. Increase in Access to Retail Opportunities*		
Corporate Objective: Promote Economic Development		
KBU Initiative:		
Measure: Track total commercial space and commercial vacancy rates		
Units of Measure: Develop measure baseline	Frequency of Update: Annual	
Measurement Intent: Track access to retail		
Measurement Formula: Total commercial space on corridors and vacancy rate for commercial space on corridors		
Data Elements and Sources: Tracked by Co-Star		
Source For and Approach to Setting Targets: Co-Star		
Data Contact: Chris Hemans		
Target Setting Responsibility: Tom Warshauer	Accountability for Meeting Target: Chris Hemans	Tracking/Reporting Responsibility: Chris Hemans
Notes/Assumptions:		

<i>Neighborhood & Business Services</i>		
19. \$ of BIP Grants Per Job Created		
Corporate Objective: Promoting Economic Opportunity		
KBU Initiative: Create new jobs with Business Investment Grant funds paid		
Measure: 1 job per \$ 1200.00 of BIG funds paid (City/County)		
Units of Measure: Total paid/jobs created= grant cost per job	Frequency of Update: Mid-year and year end	
Measurement Intent: Maximize jobs leveraged		
Measurement Formula: N/A		
Data Elements and Sources: BIG Program Report		
Source For and Approach to Setting Targets: Current economic conditions/ market for grants		
Data Contact: Emily Westbrook		
Target Setting Responsibility: Brad Richardson	Accountability for Meeting Target: Brad Richardson	Tracking/Reporting Responsibility: Emily Westbrook
Notes/Assumptions: New target (based on City/County 2009 payments of \$2,350,114/1,984 jobs)		

Neighborhood & Business Services		
20. Job Growth in New Sectors*		
Corporate Objective: Promoting Economic Opportunity		
KBU Initiative: None		
Measure: Job growth in new sectors - Develop strategic plan to grow employment in: environmental/energy, healthcare, high growth/high tec, emerging industries, and travel & tourism in a partnership with Charlotte Regional Partnership and Charlotte Chamber		
Units of Measure: Complete strategic plan for job growth in targeted sectors	Frequency of Update: One time	
Measurement Intent: Develop baseline information on targeted industries		
Measurement Formula: N/A		
Data Elements and Sources: Charlotte Regional Partnership and Charlotte Chamber		
Source For and Approach to Setting Targets: Data results from strategic plan will determine future targets for job sectors		
Data Contact: Brad Richardson		
Target Setting Responsibility: Tom Flynn	Accountability for Meeting Target: Brad Richardson	Tracking/Reporting Responsibility: AC Shull
Notes/Assumptions:		

<i>Neighborhood & Business Services</i>		
21. Businesses Serviced through BusinessFirst		
Corporate Objective: Enhance Customer Service		
KBU Initiative: *Promote a healthy business climate by implementing a strong business expansion and retention effort.		
Measure: Number of visits completed		
Units of Measure: Number of visits	Frequency of Update: Mid-year and year-end	
Measurement Intent: <i>The intent is to measure the effectiveness of our staff and partners in conducting business retention interviews with Charlotte's existing businesses.</i>		
Measurement Formula: Number of visits complete		
Data Elements and Sources: City ED staff as well as a group of trained volunteers from the Charlotte Chamber conduct these outreach visits throughout the year.		
Source For and Approach to Setting Targets: Staff will use ExecutivePulse database owned by the Charlotte Chamber as the source for tracking results.		
Data Contact: Brad Richardson		
Target Setting Responsibility: Tom Flynn	Accountability for Meeting Target: Brad Richardson	Tracking/Reporting Responsibility: Emily Westbrook
Notes/Assumptions:		

Neighborhood & Business Services		
22. Percent of Business First Referrals Closed		
Corporate Objective: Enhance Customer Service		
KBU Initiative: Promote a healthy business climate by implementing a strong business expansion and retention effort		
Measure: Percent referrals from the business community resolved		
Units of Measure: Percentage	Frequency of Update: Mid-year and year-end	
Measurement Intent: <i>The intent is to measure the effectiveness of our staff and partners in resolving issues for local businesses. The percentage of issues resolved is an indicator of how successful our problem solving efforts are.</i>		
Measurement Formula: Closed referrals – referrals successfully resolved		
Data Elements and Sources: Once a business is identified from a company visit, a referral is sent from the BusinessFirst system to one of our partners. The ExecutivePulse database is the source for these referrals. Once a partner (City agency or otherwise) resolves the issue, the result is captured in the database.		
Source For and Approach to Setting Targets: Staff will use ExecutivePulse database owned by the Charlotte Chamber as the source for tracking results.		
Data Contact: Brad Richardson, Business Retention Manager		
Target Setting Responsibility: Tom Flynn	Accountability for Meeting Target: Brad Richardson	Tracking/Reporting Responsibility: Emily Westbrook
Notes/Assumptions:		

Neighborhood & Business Services

23. Increase in Hospitality Tax Revenues and Amateur Sports Room Nights

Corporate Objective: Develop Collaborative Solutions

KBU Initiative: *Work with internal and external partners to grow Charlotte’s hospitality industry

Measure: Increase in hospitality tax revenues and Room Nights Generated by Amateur Sports

Units of Measure:
 Percentage and Number of Room Nights

Frequency of Update:
 Mid-year and year end

Measurement Intent:

Tracking the increase in hospitality tax revenues is an indicator of how well we are working with our partners in the tourism industry to sell Charlotte as a convention and travel destination.

To measure the impact of the CRVA’s FY10 focus on attracting amateur sporting events to the region

Measurement Formula:

(\$ amount of new hospitality tax revenues generated/\$ amount of hospitality tax revenue (PF&B, NASCAR included) generated at end of FY10 minus FY 09 = increased %)

Data Elements and Sources:

6% Hotel/Motel Tax and the 1% prepared food & beverage tax; 2% NASCAR tax Mecklenburg County and City tax offices.

CRVA will work with local hotels and amateur sports governing bodies to track the number of room nights.

Source For and Approach to Setting Targets:

Historical trend of this revenue stream combined with a realistic look at this sector of our economy.

Data Contact:

Mike Applegate, CRVA Research Director

Target Setting Responsibility:
 Ron Kimble

Accountability for Meeting Target:
 Charlotte Regional Visitors Authority-
 Ron Kimble/Tim Newman

Tracking/Reporting Responsibility:
 AC Shull

Notes/Assumptions:

--

<p><i>Neighborhood & Business Services</i></p> <p>24. Informal Contracting Dollars Awarded to SBEs Citywide</p>

Corporate Objective: Promoting Economic Opportunity

KBU Initiative: *Ensure that small businesses have the opportunity to participate in informal City procurement and contracts

Measure: Percentage of informal contracting dollars awarded to SBEs Citywide and in EDO

Units of Measure: Informal contracts – target 12%	Frequency of Update: Semi-annually
---	--

Measurement Intent:
Measuring the dollar amount of informal (construction-less than \$200k/other- less than \$100k) contracts the City awards to certified small businesses is a helpful gauge of the City’s investment in the local and regional economy. Encouraging SBE utilization promotes economic opportunity.

Measurement Formula:
 (\$ amount of informal contracts awarded to SBEs/total \$ amount of informal contracts awarded) x 100%

Data Elements and Sources:
 SBE Utilization reports from SBO Liaisons in each KBU

Source For and Approach to Setting Targets:
 Based on historical performance of the SBO Program

Data Contact:
 Nancy Rosado SBO Manager

Target Setting Responsibility: City Council	Accountability for Meeting Target: Nancy Rosado	Tracking/Reporting Responsibility: Andrew Jackson
---	---	---

Notes/Assumptions:

Neighborhood & Business Services

25. SBE's Participating in Training and Mentoring Opportunities Offered

Corporate Objective: Promoting Economic Opportunity

KBU Initiative: *

Measure: SBEs participating in training and mentoring opportunities

Units of Measure:

Total number

Frequency of Update:

Six months/Year-end

Measurement Intent: Measuring the number of SBEs participating in training and mentoring opportunities

Measurement Formula:

Total number of SBEs participating in opportunities

Data Elements and Sources:

Class Attendance Records and number of SBEs with assigned mentor

Source For and Approach to Setting Targets:

Value added benefit for SBEs

Data Contact:

Nancy Rosado

Target Setting Responsibility:

Nancy Rosado

Accountability for Meeting Target:

Nancy Rosado

Tracking/Reporting Responsibility:

Jerrienne Jackson

Notes/Assumptions:

Neighborhood & Business Services		
26. Youth Accessing Skills Assessment and Training at Youth Job Connection (Visited/Placed*)		
Corporate Objective: Promoting Economic Opportunity		
KBU Initiative: Assist youth accessing skills assessment and training at Youth Job Connection and JobLink Centers (visited/placed)		
Measure: Total number of youth participating in the MYEP and Goodwill Job Connection		
Units of Measure: Total # trained & placed	Frequency of Update: Mid-year and year end	
Measurement Intent: <i>This measure is based on the number of students that participated in the MYEP and Goodwill Job Connection program in FY 10.</i>		
Measurement Formula: Total participants		
Data Elements and Sources: Annual participant lists reported by Goodwill and kept in MYEP database		
Source For and Approach to Setting Targets: The MYEP Manager is the main source of information for setting targets and providing information.		
Data Contact: Dawn Hill, MYEP Manager		
Target Setting Responsibility: Brad Richardson	Accountability for Meeting Target: Dawn Hill	Tracking/Reporting Responsibility: Dawn Hill
Notes/Assumptions:		

<i>Neighborhood & Business Services</i>		
27. Infrastructure Projects Completed		
Corporate Objective: (I1) Invest in Infrastructure		
KBU Initiative:		
Measure: Thirty-seven projects completed		
Units of Measure: Completed projects	Frequency of Update: Annual	
Measurement Intent: To monitor timeliness of project completion and scope of neighborhood physical improvements		
Measurement Formula: Projects completed		
Data Elements and Sources: Capital Improvement Program		
Source For and Approach to Setting Targets: Neighborhood Improvement Bonds Process; annual improvement plan monitoring process		
Data Contact: Carl Jarrett, Engineering		
Target Setting Responsibility: Engineering/Neighborhood Development	Accountability for Meeting Target: Engineering/ Neighborhood Development	Tracking/Reporting Responsibility: Tom Warshauer
Notes/Assumptions:		

Neighborhood & Business Services		
28. Development of Priority Projects and Corridors		
Corporate Objective: Expand the Tax Base & Revenues		
KBU Initiative: *Complete priority projects		
Measure: Complete development of priority projects including: <ul style="list-style-type: none"> a. Eastland Mall MOU by 12/2009 b. Independence Boulevard Phase II begin implementation by Fall 2009 c. Rozzelles Ferry (complete Greenway Business Park by 12/2011) d. Beatties Ford (begin one redevelopment project) e. Freedom/Wilkinson/Morehead (leverage Bryant Park and Freedom Center) f. Conduct urban market studies and recruitment for corridors 		
Units of Measure: Date completed	Frequency of Update: Mid-year & year-end	
Measurement Intent: <i>Measure progress toward developing priority projects</i>		
Measurement Formula: Completion % of projects		
Data Elements and Sources: Contract progress reports & staff evaluation		
Source For and Approach to Setting Targets: Scope of staff work, completed agreements & consultant contract progress		
Data Contact: AC Shull		
Target Setting Responsibility: Tom Flynn	Accountability for Meeting Target: Tom Flynn	Tracking/Reporting Responsibility: AC Shull
Notes/Assumptions:		

<i>Neighborhood & Business Services</i>		
29. (\$) City Investment in Targeted Geography		
Corporate Objective: Expand the Tax Base & Revenues		
KBU Initiative: None		
Measure: \$ City Investment in Targeted Geography		
Units of Measure: Dollars expended	Frequency of Update: Semi annual	
Measurement Intent: To determine the level of City capital investment in targeted geographies to compare with increases in building permit activity.		
Measurement Formula: All City capital expenditures in the targeted geographies including expenditures from N&BS programs, CDOT , Storm Water, Engineering& Property Management and Utilities		
Data Elements and Sources: Various GIS information and city expenditure information		
Source For and Approach to Setting Targets: First year target is to establish reliable methodology and baseline information		
Data Contact: Richard Woodcock		
Target Setting Responsibility: Patrick Mumford\Tom Flynn	Accountability for Meeting Target: Tom Flynn	Tracking/Reporting Responsibility: Richard Woodcock
Notes/Assumptions: This type of information will be very difficult to collect from the various sources and separate into the target geographies. It is scattered in different departments and encompasses a large number of programs.		

<i>Neighborhood & Business Services</i>		
30. Building Permit Value of Construction in Target Geography*		
Corporate Objective: Expand the Tax Base & Revenues: Promote infill development /redevelopment in the Center City, Business Corridors & geography and within ½ mile of transit stations along transit corridors		
KBU Initiative: Increase City \$ investment in targeted areas/building permit value growth		
Measure: 5% increase in building permit values in Target Geography		
Units of Measure: Building permit data (target \$500M)	Frequency of Update: Mid-year and year-end	
Measurement Intent: Determine health of business districts		
Measurement Formula: 5% increase compared to 2008 baseline values		
Data Elements and Sources: County GIS building permit files (filtered)		
Source For and Approach to Setting Targets: County GIS/Charlotte Chamber GIS		
Data Contact: Christi Floyd/Chae Pak		
Target Setting Responsibility: Tom Flynn	Accountability for Meeting Target: Tom Flynn	Tracking/Reporting Responsibility: AC Shull
Notes/Assumptions: Assumes Chae Pak will provide data from GIS for building permit analysis as needed to define trends.		

Neighborhood & Business Services

31. Integrate Neighborhood Development and Economic Development Websites

Corporate Objective: (B2) Enhance Customer Service

KBU Initiative: None

Measure: Completion of integration

Units of Measure: N/A

Frequency of Update: Monthly

Measurement Intent: Combine existing websites to reflect new departmental structure, a more strategic approach to content, and ease in navigation.

Measurement Formula: N/A

Data Elements and Sources: N/A

Source For and Approach to Setting Targets: Twelve months is a reasonable amount of time to integrate two websites.

Data Contact: Steve Allen

Target Setting Responsibility:
Steve Allen & Jamie Banks

Accountability for Meeting Target:
Innovation and Communications

Tracking/Reporting Responsibility:
Steve Allen

Notes/Assumptions:

- The actual start date for the integration is dependent upon the completion of the City's migration to the SharePoint platform.

<i>Neighborhood & Business Services</i>		
32. Improve Communications with External Audiences through Targeted e-mail Campaigns and Weekly Updates of Website Content		
Corporate Objective: (B2) Enhance Customer Service		
KBU Initiative: None		
Measure: Provide department information to targeted groups based upon need; update website on a weekly basis		
Units of Measure: Number of outreach efforts; timely updating	Frequency of Update: Year-end	
Measurement Intent: To improve communications with targeted groups around priority areas and initiatives		
Measurement Formula: Number of outreach efforts and website usage		
Data Elements and Sources: Communications		
Source For and Approach to Setting Targets: Goal to improve current communications and provide information in an efficient and effective manner.		
Data Contact: Jamie Banks		
Target Setting Responsibility: Patrick Mumford/Jamie Banks	Accountability for Meeting Target: Communications	Tracking/Reporting Responsibility: Jamie Banks
Notes/Assumptions:		

Neighborhood & Business Services

33. Generate Positive News Stories (Print or Electronic Per Priority Corridor)

Corporate Objective: (B2) Enhance Customer Service

KBU Initiative: None

Measure: Generate 5 positive news stories per priority corridor

Units of Measure: Number of stories placed

Frequency of Update: Annual

Measurement Intent: Promote positive activities and the City's involvement with the corridors

Measurement Formula: Number of stories placed in the media

Data Elements and Sources: Tracked by communications team and through media monitoring system

Source For and Approach to Setting Targets: Targeted and proactive media outreach in corridors

Data Contact: Jamie Banks

Target Setting Responsibility:
Patrick Mumford/Jamie Banks

Accountability for Meeting Target:
Communications

Tracking/Reporting Responsibility:
Jamie Banks

Notes/Assumptions:

<i>Neighborhood & Business Services</i>		
34. Fully implement Neighborhood & Business Services Consolidation		
Corporate Objective: (B3) Optimize Business Processes		
KBU Initiative:		
Measure: All Key Business functions, polices, facilities will be fully integrated by year end.		
Units of Measure: Physical location, standard policies, one set of databases, processes that run smoothly.	Frequency of Update: Semi Annually	
Measurement Intent: Ensure that all aspects of the former Neighborhood Development Key Business and Economic Development Office are seamlessly integrated in one KBU. Each Neighborhood & Business Services employee will identify himself/herself as an N&BS employee and will seek to collaborate with fellow department employees to the best of his or her ability.		
Measurement Formula: All divisions will identify with Neighborhood & Business Services		
Data Elements and Sources: Status of operations.		
Source For and Approach to Setting Targets: Consolidation instructions from the City Manager.		
Data Contact: Richard Woodcock		
Target Setting Responsibility: City Manager	Accountability for Meeting Target: Division Heads	Tracking/Reporting Responsibility: Richard Woodcock
Notes/Assumptions:		

<i>Neighborhood & Business Services</i>		
35. Restructure Business First to Improve Volunteer Involvement and Establish Baseline Company		
Corporate Objective: (B3) Optimize Business Processes		
KBU Initiative: None		
Measure: Restructure BusinessFirst Charlotte to improve volunteer productivity and establish a baseline target for business visits a) #of volunteers involved b)# of companies in baseline data		
Units of Measure: Agreement with Charlotte Chamber	Frequency of Update: Mid-year/Year-end	
Measurement Intent: The City partners with the Charlotte Chamber for 400 BusinessFirst visits per year with City staff and Chamber volunteers calling on targeted businesses. The Chamber participation has decreased significantly in the past year, and a restructuring of the City's agreement with the Chamber is needed to reestablish the expectation for volunteer participation and increase the number of visits to the target level of 400 per year.		
Measurement Formula: Restructured agreement based on increase in volunteer participation		
Data Elements and Sources: BusinessFirst Annual Report		
Source For and Approach to Setting Targets: Brad Richardson		
Data Contact: Brad Richardson		
Target Setting Responsibility: Tom Flynn	Accountability for Meeting Target: Brad Richardson	Tracking/Reporting Responsibility: Brad Richardson
Notes/Assumptions:		

--

<i>Neighborhood & Business Services</i>		
36. Inventory/Evaluate/Adjust Workforce Training Efforts*		
Corporate Objective: B3) Optimize Business Processes		
KBU Initiative: None		
Measure: : Complete evaluation		
Units of Measure: Completion of evaluation	Frequency of Update: One time	
Measurement Intent: Evaluate and improve focus of program to meet current needs.		
Measurement Formula: N/A		
Data Elements and Sources: WDB staff maintains tracking and reporting functions for objectives outlined in annual contract		
Source For and Approach to Setting Targets: Historical trend of the WDB's performance as well as a realistic look at needs for worker training and development in Mecklenburg County.		
Data Contact: Brad Richardson		
Target Setting Responsibility: Tom Flynn/WDB Board	Accountability for Meeting Target: WDB Executive Director/Deborah Gibson	Tracking/Reporting Responsibility: Brad Richardson
Notes/Assumptions:		

Neighborhood & Business Services		
37. Achieve 90% of targets for Stimulus funds		
Corporate Objective: (B2) Optimize Business Processes		
KBU Initiative:		
Measure: Achievement of America Recovery and reinvent Act program goals		
Units of Measure: The percent of program goals accomplished across all ARRA programs administered by Neighborhood & Business Services	Frequency of Update: Quarterly	
Measurement Intent: To evaluate ongoing progress on ARRA implementation		
Measurement Formula: Each program includes two sets of goals. 1) Expenditures compared to schedule and 2) Unit production compared to schedule.		
Data Elements and Sources: Stimulus 360 reporting system		
Source For and Approach to Setting Targets: Target is set on expectation of successful program implementation		
Data Contact: Richard Woodcock		
Target Setting Responsibility: Pat Mumford/Richard Woodcock	Accountability for Meeting Target: Division Manager s	Tracking/Reporting Responsibility: Pat Mason
Notes/Assumptions: Programs include Lead Based Paint Hazard Removal; CDBG-R- WDB Dislocated Workers and youth programs; Neighborhood Stabilization Program (if ARRA funded); Weatherization (if funded); Weed and Seed		

<i>Neighborhood & Business Services</i>		
38. Percentage of Policy Items submitted in accordance to N&BS Internal Schedule		
Corporate Objective: (B3) Optimize Business Processes		
KBU Initiative: None		
Measure: 90 percent of policy items submitted in accordance to N&BS' Internal Schedule: <ul style="list-style-type: none"> a. RCAs b. Council Manager Memos 		
Units of Measure: Percent of Policy Items	Frequency of Update: Monthly	
Measurement Intent: To ensure that policy items are well written and accurate		
Measurement Formula: Total number of policy items per month divided by number submitted by the internal deadline. Division Managers should submit a minimum of 90% of all RCAs and CM Memos by the established deadline.		
Data Elements and Sources: Division Managers		
Source For and Approach to Setting Targets: Goal of ensuring accurate and well written communication to City Council		
Data Contact: Pamela W. Lopez		
Target Setting Responsibility: Pamela W. Lopez	Accountability for Meeting Target: Division Managers	Tracking/Reporting Responsibility: Pamela W. Lopez
Notes/Assumptions:		

Neighborhood & Business Services		
39. Provide timely and relevant information to employees		
Corporate Objective: (E2) Recruit and Retain Skilled Employees		
KBU Initiative:		
Measure: Provide timely and relevant information to employees		
Units of Measure: Completed communications: a. Monthly newsletter b. Weekly C-Net updates c. Quarterly staff meetings; d. Bi-monthly email communications	Frequency of Update: Quarterly	
Measurement Intent: To proactively provide information to employees		
Measurement Formula: Number of updates and outreach		
Data Elements and Sources: Department-wide information to be included		
Source For and Approach to Setting Targets:		
Data Contact: Jamie Banks		
Target Setting Responsibility: Pat Mumford/Jamie Banks	Accountability for Meeting Target: Communications Manager	Tracking/Reporting Responsibility: Jamie Banks
Notes/Assumptions:		

Neighborhood & Business Services

40. Percent of Employees Completing Training Plans

Corporate Objective: (E3) Promote Learning and Growth

KBU Initiative:

Measure: 100 percent of employees completing 75 percent of their continuing education plan

Units of Measure: Percent of employees

Frequency of Update: Year-end

Measurement Intent: Ensure employees are pursuing career development

Measurement Formula: Each employee has a training plan with defined priorities. Those priorities equal 100 percent. Each employee must complete 75 percent of his/her plan priorities.

Data Elements and Sources: Divisions are responsible

Source For and Approach to Setting Targets: Goal of career development for all employees

Data Contact: Cynthia Woods

Target Setting Responsibility:
Patrick Mumford

Accountability for Meeting Target:
Each Division

Tracking/Reporting Responsibility:
Cynthia Woods

Notes/Assumptions:

- The plan may be amended during the year to recognize training opportunities or lack thereof.

<i>Neighborhood & Business Services</i>		
41. Increase Participation in Wellness Center Activities		
Corporate Objective: (E3) Promote Learning and Growth		
KBU Initiative: None		
Measure: Participation in Wellness Center Activities		
Units of Measure: Number of activities participated in	Frequency of Update: Quarterly	
Measurement Intent: Encourage employees to adopt healthier lifestyles		
Measurement Formula: Estimated number of activities reported at for FY09 compared to actual activities reported for FY10. 5% increase goal. Activities may include Wellness classes and challenges, boot camps etc.		
Data Elements and Sources: Self reporting		
Source For and Approach to Setting Targets: Goal of promoting wellness within the KBU		
Data Contact: Veronica Mosley		
Target Setting Responsibility: N&BS Partners	Accountability for Meeting Target: Each Division	Tracking/Reporting Responsibility: Veronica Mosley
Notes/Assumptions:		

<i>Neighborhood & Business Services</i>		
42. Percent of employees with OZONE action plans		
Corporate Objective: (E3) Promote Learning and Growth		
KBU Initiative:		
Measure: 80 percent of Employees submitting Ozone action Plans		
Units of Measure: Percent of Employees	Frequency of Update: Year-end	
Measurement Intent: Encourage employees to be aware of Ozone action days and take positive steps to reduce ozone.		
Measurement Formula: Each Neighborhood & Business Services employee will have an opportunity to submit an OZONE action plan. If the number of plans submitted equals or exceeds the number of department employees (counted on the first day of the fiscal year) then the goal will be met.		
Data Elements and Sources: The KBU support section will be responsible.		
Source For and Approach to Setting Targets: Goal making employees environmentally aware.		
Data Contact: Amy Clipston		
Target Setting Responsibility: Patrick Mumford	Accountability for Meeting Target: All employees	Tracking/Reporting Responsibility: Amy Clipston
Notes/Assumptions:		