




MEMORANDUM

TO: Ruffin L. Hall Director
Budget & Evaluation

FROM: Patrick T. Mumford, Director 

DATE: July 29, 2010

RE: FY11 Strategic Operating Plan (SOP)

Attached you will find the FY11 Strategic Operating Plan for Neighborhood & Business Services. This SOP describes the goals and challenges for the department as a truly consolidated entity. Certain aspects of the KBU consolidation were finalized in FY10, such as the reorganization of the Community & Commerce division and the physical relocation of Economic Development into Old City Hall. Neighborhood & Business Services is committed to provide the highest level of service to the citizenry even as we continue to establish new relationships and re-engineer processes.

Neighborhood & Business Services faces many challenges in FY11. These challenges include:

- Providing employees opportunities for career growth with very limited resources,
- Continuing redevelopment efforts in the five priority business corridors and supporting small business development during the downturn of the economy,
- Developing a new comprehensive affordable housing strategy integrated into the Ten Year Plan to Prevent and End Homelessness,
- Operating with fewer resources due to the budget reductions,
- Integration of the Business Corridor programs with surrounding neighborhood revitalization efforts and,
- Implementing the new Energy Efficiency and Conservation Block Grant programs: Commercial Building Retrofit, Apartment Building Retrofit, and the Neighborhood Energy Challenge.

The FY11 Strategic Operating Plan presents a seamless collaborative effort to make Charlotte neighborhoods and businesses healthy and vibrant. If you have any questions please contact Richard Woodcock at 704.336.8572.

Attachments



Neighborhood & Business Services



FY 2011 SOP

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**Neighborhood & Business Services
FY11 Strategic Operating Plan
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“Charlotte’s neighborhoods and businesses are healthy and vibrant.”

(Neighborhood & Business Services Vision)

I. Executive Summary

Introduction

FY11 is the first year that Neighborhood & Business Services (N&BS) developed a business strategy as one entity. The FY10 Strategic Operating Plan (SOP) was effectively a merger of the strategies of the individual Strategic Operating Plans for the Neighborhood Development Key Business and the Economic Development Division of the City Manager’s Office. Consequently, this Strategic Operating Plan more accurately reflects the consolidated department.

In FY10, the consolidation goals of physical relocation, reorganization of management and many basic business processes were accomplished. The further integration of division activities and changes in overall culture will continue to be a focus of effort for FY11.

N&BS is responsible for affordable housing, code enforcement, community and commerce and economic development. N&BS provides a variety of public services to the citizens of Charlotte to help maintain and improve the quality of life in the city’s neighborhoods. These services implemented by Housing Services, Code Enforcement, Community & Commerce and Economic Development include:

Maintaining Community Standards

- Minimum housing code enforcement
- Nuisance codes enforcement
- Zoning ordinance enforcement
- Non-residential building code enforcement

Providing Affordable Housing Opportunities

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

Sustaining Neighborhoods & Businesses

- Neighborhood and business corridor revitalization
- Infrastructure investments
- Leadership and organization training

Providing Economic Development Opportunities

- Business attraction and growth
- Small Business Development
- Workforce development
- Public/private development partnerships
- Transit corridor development

In order to meet service delivery expectations for these activities, N&BS was approved for the following operating resources in FY10 and FY11:

	FY10	FY11
Operating Budget	\$14,124,285	\$14,209,320
Positions	159 <i>(includes 7 temporaries)</i>	153 <i>(includes 7 temporaries)</i>

Vision Statement

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

Mission Statement

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

Guiding Principles

N&BS embraces the City's 10 Guiding Principles –

- *Customer Service*
- *Ethics*
- *Teamwork*
- *Openness*
- *Accountability*
- *Productivity*
- *Problem Solving*
- *Collaboration*
- *Employee Development*
- *Employee Recruitment and Retention*

Key Issues and Challenges

In FY2011, N&BS anticipates a number of internal and external policy issues and service delivery challenges.

Internal Focus

Operational Consolidation

In April 2009, the Neighborhood Development Key Business and the Economic Development Office were combined to form Neighborhood & Business Services (N&BS). In FY10, emphasis was placed on physically consolidating the two groups and developing a new corporate culture. In FY11, continued emphasis will be placed on operational consolidation. This includes emphasis on internal and external customer service and communications, and continued efforts toward developing an integrated and collaborative culture.

An additional component of the operational consolidation will include an analysis and evaluation of our business processes and programs to increase effectiveness and efficiency. We will continue to manage departmental resources by addressing ongoing departmental budget challenges through innovative solutions.

While operational consolidation may not be a key issue or challenge beyond FY11, N&BS will continue to focus on improving operations by automating processes, continuing efforts to break down internal silos, and integrating neighborhood and business activities with Mecklenburg County and Charlotte-Mecklenburg Schools as well as other external partners.

Employee Development

N&BS is striving to improve its service to Charlotte's citizens to create healthy and vibrant neighborhoods and business. In order to accomplish this goal, N&BS must encourage collaboration and have creative, energetic, knowledgeable, motivated and skilled employees who are capable of working across divisions.

In FY11, N&BS will emphasize employee development by ensuring each employee maintains necessary technical certifications and takes advantage of training opportunities offered through the City's Human Resources - Organizational Development and Learning Division. N&BS will also pursue external training opportunities but will be challenged due to a limited budget. N&BS must ensure that it has a quality workforce.

Risk Management

Managing risks is critical to N&BS. This includes the evaluation of programs and contracts for compliance as well as risks that could damage the City's reputation. Identified weaknesses will be improved or reengineered. Additionally, transparent communications will be key to informing the City Council, other city departments and the public about N&BS programs. It is important that citizens have confidence that Charlotte's programs are administered in an effective, efficient and fair manner. When our programs are being reviewed or revised transparent communications enables N&BS to effectively notify citizens and our partners.

In the long-term, internal and external partners must meet all contract compliance standards and be well informed about N&BS programs and services.

External Focus

Environmental Sustainability

The long-term viability of the City's neighborhoods and businesses is dependent on integrating sound environmental practices and solutions into individual practices and business plans. Additionally, the City's long-term health is dependent on each citizen's ability to adhere to housing regulations and zoning and nuisance codes.

In order to accomplish this goal, N&BS will continue its Zoning, Nuisance, Housing and Lead Base Paint

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abatement efforts. Additionally, the Community & Commerce Division will begin implementing three new environmental programs in FY11: Commercial Building Retrofit, Apartment Building Retrofit, and the Neighborhood Energy Challenge. These programs are intended to move neighborhoods and businesses toward local environmental sustainability. These programs are funded through the American Recovery and Reinvestment Act (ARRA) and have specific reporting regulations and requirements. In addition, the Economic Development division will focus on growing the “clean energy” sector of Charlotte’s economy. Persuading residents to embrace new environmental practices and implementing the new programs within existing staff resources will be a significant challenge. However, it is N&BS’ long-term goal to help educate neighborhoods and businesses on the importance of properly managing environmental resources.

Community Revitalization

Redevelopment efforts on the five priority business corridors identified by Council will continue to be a focus. N&BS is responsible for the City’s Community Cabinet, which oversees the implementation of City Council’s Housing and Neighborhood Development and Community Safety Focus Area Plans. Additionally, each N&BS division is charged with certain aspects of community revitalization. The Code Enforcement division is responsible for Zoning, Housing, Nuisance and Non-Residential Code Enforcement. Neighborhood and Business Corridor Revitalization is achieved through various programs administered by the Community & Commerce division. Housing Services is charged with providing safe, decent and affordable housing. Increased educational efforts will focus on creating and maintaining sustainable neighborhoods and businesses.

Although the current economy has slowed efforts to place new businesses into our primary corridors, the newly

approved Non-Residential Building Code may assist in improving the safety and appearance of these areas by removing or repairing dilapidated commercial and industrial buildings. These improvements could encourage potential businesses to locate in these areas as economic conditions improve. N&BS will be challenged to manage increasing community expectations as enforcement of the Non-Residential Building Code Ordinance begins, including prioritizing enforcement efforts.

The availability of capital for infrastructure will continue to be a challenge in FY11. Recent studies have highlighted the need for capital funds for street and infrastructure development for the future redevelopment of areas such as North Tryon Street and Independence Boulevard. North Tryon was approved for inclusion in bond financing, but funds will not be available until 2011. The Independence study, to be completed in August, shows the need for \$78M for land redevelopment and streets, which was not funded in the five-year Capital Investment Plan (CIP).

Jobs and Investment

The slow economic recovery projected for FY11 makes implementation of the new Economic Development Strategic Plan a key issue. The Plan, currently being developed, will focus on Small Business Development, Business Retention and Growth and Technology/Innovation to grow Charlotte’s economy.

Small Business Development – The challenge is to build, market and brand a web portal in partnership with small business resource partners. The web portal will improve service delivery and resources provided to the 24,000 small businesses (businesses with less than 50 employees) in Charlotte-Mecklenburg. Innovation will be critical to this effort given limited resources. This effort will also improve development opportunities for the City’s

Small Business Enterprises (SBE). Small Business Development may also be impacted by the recommendations of the Mayor’s Task Force on the Small Business Opportunity Program.

Business Retention & Growth - Current economic conditions pose significant challenges in retaining and expanding businesses and employment. The FY11 work program targets high growth industries and clusters identified by the Charlotte Regional Partnership’s cluster study. In addition, staff will implement strategies to grow and attract “clean energy” companies. N&BS will also work to implement the recommendations of the Mayor’s Job Creation Summit. This requires partnerships with a wide variety of organizations, including the Charlotte Regional Partnership, Charlotte Chamber, Central Piedmont Community College, Charlotte Research Institute, and the Workforce Development Board.

Comprehensive Housing Strategy

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 that address outreach, education, advocacy, rental housing subsidies, land acquisition, dedicated funding sources and inclusionary housing policies.

In FY10, City Council reviewed the City’s existing housing policies and programs. In FY11, N&BS will develop a “comprehensive housing strategy,” which will likely include a significant change to the current Locational Housing Policy, based on the FY10 review and citizen recommendations. This is expected to take considerable staff resources to assist Council in further developing and implementing these recommendations. N&BS’ staff is hopeful that the housing strategy and the work of the newly created Charlotte-Mecklenburg Coalition for Housing will increase affordable housing and help prevent and end

homelessness. These efforts will be coupled with those of other housing partners and will eventually lead to adequate levels of safe and affordable housing for all Charlotte citizens.

The American Recovery and Reinvestment Act (ARRA) – Federal programs support overall N&BS’ efforts. N&BS will continue implementing stimulus programs, such as the Community Development Block Grant Recovery, Homeless Prevention and Rapid Re-Housing, Lead Based Paint Hazard Reduction Program and the Neighborhood Stabilization Programs.

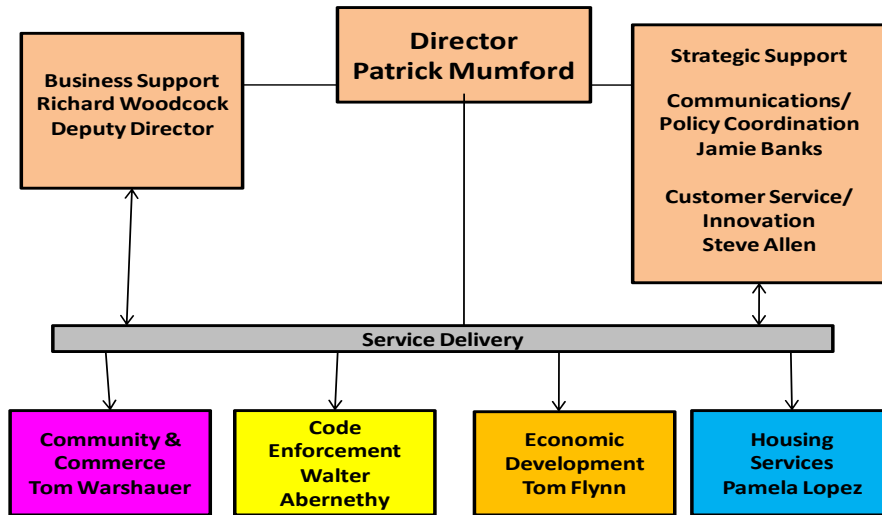
Foreclosure Initiatives - The City has also received Federal and State Neighborhood Stabilization Program (NSP) funding to address foreclosed properties in the areas of greatest need. The challenge is meeting federal and local expectations for performance regarding timely delivery and effective execution of these programs and demonstrating program results and the return on investment.

Additionally, the foreclosure crisis has resulted in properties being left without regular maintenance and upkeep for extended periods of time. The continuing deterioration of these properties requires increasing attention by Code Enforcement staff, additional nuisance inspections, clean-up contracts and housing repair cases. The absence of a private means of correction results in higher nuisance abatement costs.

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Organization Chart

Displayed below is a high-level organization chart for Neighborhood & Business Services.



II. Strategy and Planning

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

- Significant accomplishments over the past 18 months
- Linkages to the City’s Corporate Strategy
- Focus Area Plan Goals
- KBU’s Strategic and Business Initiatives

KBU Accomplishments

Over the past 18 months, N&BS has achieved a number of accomplishments related to its strategy, products and services for the citizens of Charlotte. Major accomplishments include:

- N&BS completed the physical consolidation of the Economic Development Division and the old Neighborhood Development KBU. The physical consolidation was achieved through departmental savings and limited budget resources. Completion on the physical consolidation will create greater synergy in the newly formed department.
- In FY10, Council approved the Non-Residential Building Code Ordinance, which should assist in improving the safety and appearance of commercial buildings by removing or repairing dilapidated commercial and industrial buildings. Code Enforcement Staff began implementation of the Ordinance on April 1, 2010.
- Vision Charlotte, a public/non-profit collaborative that integrates social services delivery with physical

revitalization efforts, was launched in the Wingate neighborhood. N&BS was able to secure additional grant funding for the program in FY10.

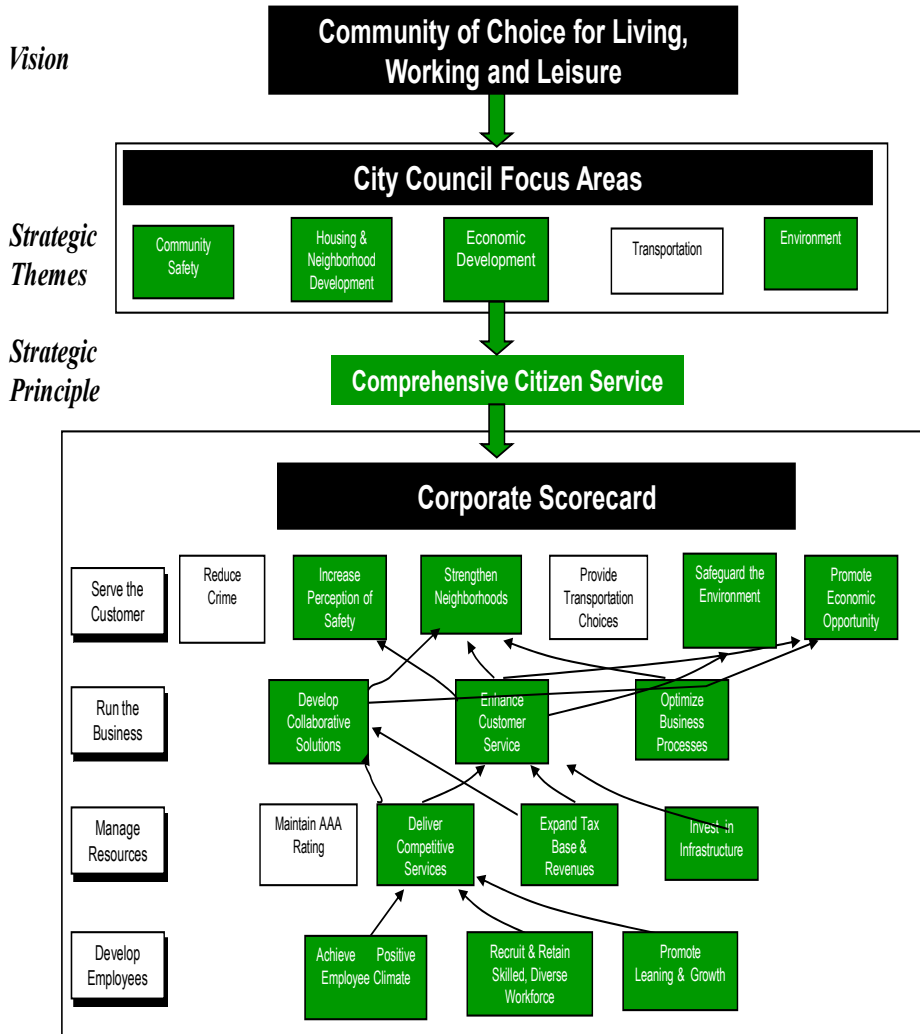
- The City has leveraged more than \$697M in private investment through Business Corridor and Transit Corridor programs and public/private/non-profit partnerships.
- The Mayor's Youth Employment Program has partnered with Goodwill Industries to train and place youth workers in the community. The program has doubled in the number of youth served for the past three years.
- Economic Development's investment for Wilkinson Boulevard continues to show sustained redevelopment with the newly-opened Wesley Village multi-family housing.
- Partnered with Charlotte Chamber and Regional Partnership to attract 2,100 new jobs and \$197m investment to Charlotte, including: Siemens, Electrolux and Husquerna.

Corporate Strategy Linkages

The diagram on the next page shows N&BS' contributions (shaded boxes) and linkages (small arrows) to the City's Corporate Strategy. The KBU supports four of the five focus areas and intersects 12 of the 16 City Corporate objectives.

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

City of Charlotte Corporate Strategy Map



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

Focus Area Plans and Strategic Initiatives

N&BS is responsible for the achievement of a majority of goals in both the Housing and Neighborhood Development and the Economic Development focus area plans. 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. Determine the number of adjoining neighborhood residents gaining access to jobs, goods and services along the business corridors through City funded programs:
 - Number of Neighborhood Residents Adjacent to Priority Corridors Participating in Employment Programs* Note: This measure has been modified as it was not possible to develop reliable data on residents actually gaining employment.

3. Develop a “Comprehensive Affordable Housing Strategy:”
 - Update the City’s Affordable Housing Policies including Council action, if necessary

4. Improve the quality of life trends in challenged, transitioning and stable Neighborhood Statistical Areas (NSAs):
 - Reduce the number of challenged neighborhood statistical areas as measured by the bi-annual Neighborhood Quality of Life (QoL) Study

- Graduate one neighborhood from the City’s revitalization program
 - Track the number and percent of improvements in declining NSAs based on bi-annual QoL Study.
 - Note: As the QoL is a biannual study, new data will not be available until 2012. These goals cannot be measured in FY11.
-
5. Increase the supply of affordable housing units, number of units serving households earning 80%, 60%, 30% or less of the area median income (AMI) and number of homeownership units:
 - Number of affordable housing units completed and number of units serving targeted market

 6. Address deteriorating and blighted non-residential structures:
 - Number of commercial structures inspected and brought into compliance

 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 growth 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

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- 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 strategies and develop partnerships to retrain displaced workers
- 4. Advance Business Corridor Revitalization and Redevelopment:
 - a. Advance/complete development of priority projects and corridors
 - b. Review Business Corridor Strategic Plan
- 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

6. Advocate Business Facilitation/Business Process Improvements:

- a. Average number of reviews on all land development permitting submissions
- b. Percentage of permitting report initiatives implemented
- c. Conduct "competitive advantage" analysis of permitting systems and processes

Strategic Initiatives

N&BS 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. *Develop Environmental Programs*

- The new Energy Efficiency and Conservation Block Grant will include neighborhood and business programs that will be administered in the Community & Commerce and Housing Services divisions. The program is still under development and may produce a model that can be used in other cities.

Community & Commerce will lead the effort to develop strategies to reduce the energy footprint of targeted neighborhoods and businesses, which includes developing and staffing three new programs.

2. *Implement Ten-Year Plan Homelessness Plan*

- The Ten-Year Plan to Prevent and End Homelessness will become a focal point for the community's overall affordable housing programs.

3. *Implement new Small Business Strategies:*

- Two plans were completed in FY10 that will be implemented in FY11 to provide expanded support to the Small Business community. Implementation of the Small Business Strategic Plan will focus on developing, branding and marketing a web portal to provide better information to small businesses about services and resources available to them. The primary work focus from the Small Business Opportunity Task Force will be contracting for and conducting a “disparity study”.

4. *Create strategy for Partner Team to develop an intentional culture for Neighborhood & Business Services through teambuilding and communications*

- Before consolidating, the Neighborhood Development Key Business and the Economic Development office had two distinct cultures. N&BS will undertake a collaborative approach to recognize these philosophy’s and create one, new intentional culture for N&BS.

5. *Develop Departmental Communications Policy*

- The success of N&BS hinges on clear and effective communications with internal and external audiences. Efforts will be concentrated on branding N&BS in the public as well as continually informing our employees and colleagues of our work. This will be accomplished through the following efforts:
 - Comprehensive employee communications plan
 - New branding campaign and consistent usage of the department name and marks
 - Proactive outreach to partners and the media.

III. Service Delivery

Core Service Areas

N&BS' core service areas are outlined in the chart below:

Core Service Area	Description
Code Enforcement	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 Zoning Inspections and Non-Residential Code Enforcement.</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, Rehabilitation Services and Asset Management.</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, Facade and Small Business Equity loan Programs, Community University, Neighborhood Action Plans, Business Corridor Development, Neighborhood Improvement Program, Weed & Seed Initiative and Vision Charlotte Wingate Initiative.</i>

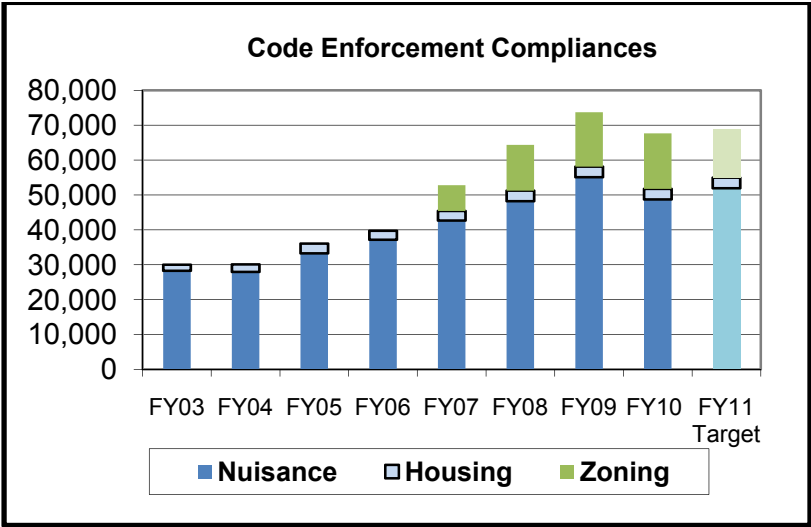
Core Service Area	Description
Key Business Office/ Strategic Support and Business Support	Provides leadership, resources and support systems required for the organization to achieve its mission. <i>Examples of services include Strategic Planning, Policy Coordination, Financial Services, Innovation, Compliance Monitoring, Technology/GIS Services and Communications.</i>
Economic Development	Supports public/private partnerships and provides business attraction & small business support for local businesses, workforce and transit corridor development. <i>Examples of services are Synthetic Tax Increment Grants, BusinessFirst problem resolution, Small Business Enterprise program services, Workforce Investment Act grants/Workforce Development Board, including stimulus program funding, Business Investment and Federal Grants.</i>

Service History and Trends

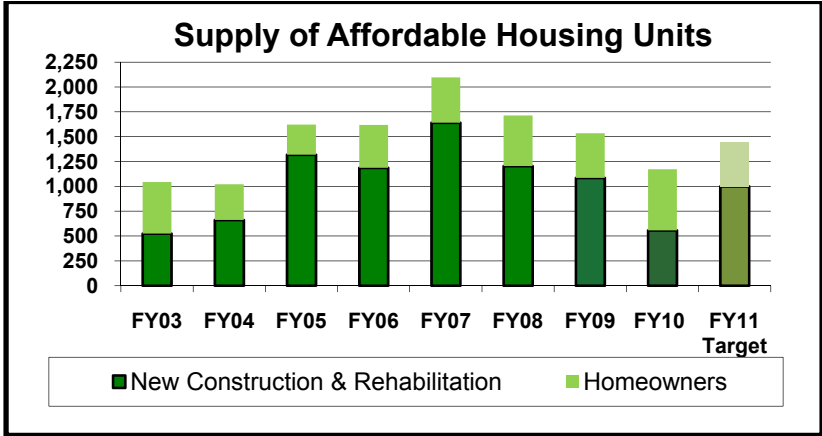
N&BS' key service trends include housing, nuisance and zoning inspections, affordable housing production, neighborhood leadership & organization development training and business retention.

Code Enforcement – The number of combined housing and nuisance compliances increased steadily over the years. However in FY10, Code Enforcement experienced a slight decline in both housing code compliances and nuisance compliances. This past year, 3,005 houses were brought into code compliance and 48,782 properties into nuisance code compliance. In FY09, housing compliances came in at 3,066 and nuisance compliances were 55,141.

However, the number of zoning compliances increased to 15,949 in FY10 compared to 15,560 for FY09. Citizens can track the status of code cases by accessing web-based database reports. Neighborhood & Business Services has a goal of promoting greater citizen compliance with nuisance regulations. This increased citizen compliance would reduce overall violations and the need to issue citations. The appearance of neighborhoods would improve through the actions of their own residents

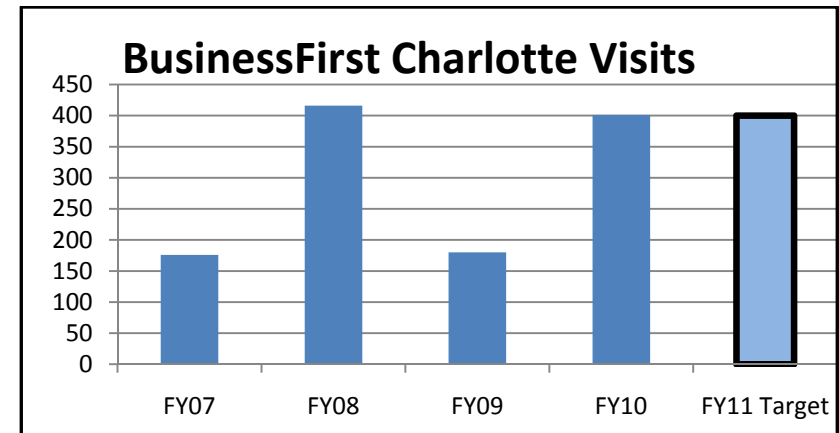
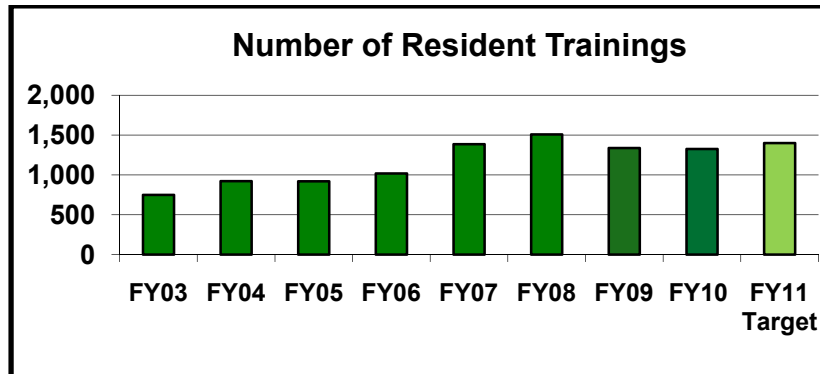


Housing Services – The supply of affordable housing units increased by total of 1,172 in FY10 which was an increase of 79 units from the 1,093 housing units in FY09. This increase was due to a large number of HouseCharlotte homeowner assistance units. City Council’s FY10 goal of 1,000 housing units produced was exceeded by 172 units.



Community & Commerce – Community & Commerce has been realigned to better provide services to all Charlotte neighborhoods. Community & Commerce continues to provide enhanced services to 34 Neighborhood Statistical Areas (NSAs) and has expanded that effort to provide enhanced services to NSAs surrounding the priority business corridors. The revitalization strategy has yielded tremendous success. C&C plans to move two neighborhoods toward graduation in FY11.

Although budget constraints hampered training efforts in FY10, the demand for training from our neighborhoods continues to increase particularly with a number of residents requesting more customized and advanced training. During FY10, 1,324 residents from 267 neighborhoods participated in capacity building training. This represents a slight decrease in the number of residents trained from the FY09 total of 1,337; however, this number does not account for the more than 2,000 residents who receive “How to from CU”, an online bi-monthly community training/informational e-mail.



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: (1) face-to-face visits with business owners conducted by City staff or Chamber volunteers, and (2) business/problem solving, which includes helping existing companies solve problems and challenges that are hindering their growth and well-being. After a decline in production in FY09 to 180 businesses serviced, the program rebounded in FY10 to 401 which achieved the goal of 400. This improvement is due to increased volunteer engagement from the Chamber of Commerce and a survey on the business climate that generated contacts for the program staff.

IV. Balanced Scorecard and Performance Measures

Neighborhood & Business Services' Balanced Scorecard

N&BS' Balanced Scorecard (BSC) measures the KBU's progress toward achieving the City's corporate objectives and the KBU's strategic objectives. The BSC shows the organization's strategic objectives, measures and performance targets for FY10 and FY11. The BSC also includes two 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 four pages.

**NEIGHBORHOOD & BUSINESS SERVICES
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FY10-11 Neighborhood & Business Services Balanced Scorecard

	Objectives	Measures	Lead/ Outcome	FY08 Actual	FY09 Actual	FY10 Target	FY10 Actual	FY11 Target	Strategic Initiatives
Serve the Customer	C1) Increase Perception of Safety <i>Community Revitalization</i> <i>Comprehensive Housing Strategy</i>	1. Number of Housing Code Compliances	Lead	3,066	3,066	3,000	3,005	3,000	
		2. Number of Nuisance Code Compliances	Lead	48,260	55,141	50,000	48,782	52,000	
		3. Number of Commercial Structures Inspected	Lead	N/A	N/A	Adoption	100%	750	
		4. Number of Commercial Structure Compliances	Lead	N/A	N/A	N/A	N/A	TBD	
	C2)Strengthen Neighborhoods <i>Environmental Sustainability</i> <i>Community Revitalization</i> <i>Comprehensive Housing Strategy</i>	5. Number of Zoning Code Compliances	Lead	13,078	15,560	13,000	15,949	14,000	<i>Develop Environmental Programs with the new Energy Efficiency and Conservation Block Grant</i>
		6. Value of Dollars and Volunteer Hours Leveraged through Neighborhood Matching Grants, Neighborhood Energy Challenge and District Teams	Outcome	N/A	N/A	N/A	N/A	\$TBD	
		7. Update the City's Affordable Housing Policies \$\$\$	Lead	N/A	N/A	100%	100%	Update if Necessary	<i>Implement Ten-Year Homelessness Plan</i>
		8. Number of Revitalization Neighborhoods Graduated	Outcome	1	0	1	1	0	
		9. Number of Challenged Neighborhoods	Outcome	20	N/A	18	27	N/A	
		10. Number and Percent of Improvement of Declining NSAs (NLP Neighborhoods)	Outcome	10 of 13 77%	N/A	9 of 12 75%	3 of 12 25%	N/A	
		11. 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 (Units are included as a part of goals a, b and c).	Lead	174	164	160	291	170	
			Lead	445	644	440	544	430	
			Lead	405	277	400	337	400	
			Lead	510	492	450	615	450	
		12. Implement NSP Program- Units Completed	Lead	N/A	N/A	25	42	8	
13. Number of Residents Trained through Community & Commerce including Community University and Other Training	Lead	1,507	1,337	1,400	1,324	1,000			
14. Number of youth served through Mayor's Mentoring Program, After School Enrichment, and Truancy Intervention Program	Lead	N/A	N/A	N/A	N/A	Establish Baseline			
15. Value of Dollars and Volunteer Hours Leveraged from Neighborhoods that Attended Training	Outcome	N/A	N/A	N/A	N/A	Establish Baseline			

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FY10-11 Neighborhood & Business Services Balanced Scorecard

	Objectives	Measures	Lead/ Outcome	FY08 Actual	FY09 Actual	FY10 Target	FY10 Actual	FY11 Target	Strategic Initiatives
	C3 Promote Economic Development <i>Community Revitalization</i> <i>Jobs and Investment</i>	16. Number of Neighborhood Residents Adjacent to Priority Corridors Participating in Employment Programs	Outcome	N/A	N/A	10	735	700	<i>Implement New Small Business Strategies</i>
		17. Dollars Leveraged in the City's Business Geography through Grants and Loans, including the Commercial and Apartment Energy Retrofit Programs	Outcome	\$700K	\$10M	\$1M	\$1,713,866	\$1M	
		18. Number of Development Contacts established to Promote Business Investment in Targeted Geography	Lead	N/A	N/A	Establish Baseline	50	50	
		19. Number of commercial businesses or projects assisted	Outcome	N/A	N/A	10	66	50	
		20. Increase in Access to Commercial Opportunities	Outcome	N/A	N/A	5%	6%	N/A	
		21. \$'s of BIP Grant Per Job Created	Lead			1:1,200	1:128	1:1,200	
		22. Job Growth in New Sectors	Outcome	N/A	N/A	Establish Baseline	80%	5%	
		23. Business Serviced Through BusinessFirst	Lead	416	180	400	401	400	
		24. Percent of BusinessFirst Referrals Closed	Lead	N/A	80%	80%	84%	80%	
		25. Increase in Hospitality Tax Revenues and Amateur Sports Room Nights	Outcome	9%	-19.8%	3%	<2%>	3%	
		26. Informal Contracting dollars Awarded to SBEs	Lead	12.1%	10%	12%	8% (mid-year data)	12%	
		27. SBEs Participating in Training and Mentoring Opportunities	Lead	N/A	N/A	10	42	30	
		28. Youth Accessing Skills Assessment and Training at Job Link Centers – Trained/Placed	Lead	945 Train 273 Placed	150 Train 43 Placed	1500 Train 500 Placed	1297 Train 451 Placed	1500 Train 500 Placed	
29. Promote Strategy and Develop Partnership to Retrain Displaced Workers	Lead	N/A	N/A	N/A	N/A	Complete Inventory			
Manage Resources	I1) Invest in Infrastructure <i>Community Revitalization</i>	30. Infrastructure Projects Completed NOTE: The FY10 # reflects Sidewalk, NIP and storm water projects. For FY12 we are proposing to track infrastructure dollars invested in NIP neighborhoods and priority corridors (instead of "projects completed").	Lead	4	3	24	41	36	

**NEIGHBORHOOD & BUSINESS SERVICES
FY11 STRATEGIC OPERATING PLAN**

FY10-11 Neighborhood & Business Services Balanced Scorecard									
	Objectives	Measures	Lead/ Outcome	FY08 Actual	FY09 Actual	FY10 Target	FY10 Actual	FY11 Target	Strategic Initiatives
	R2) Expand Tax Base & Revenues <i>Community Revitalization</i> <i>Jobs and Investment</i>	31. Advance/Complete Development of Priority Projects and Corridors	Outcome						
		a. North Tryon (Construction Phase I – Infrastructure Improvements)		N/A	N/A	N/A	N/A	25%	
		b. Eastland Area (<i>Complete Central Avenue Streetscape</i>)		N/A	N/A	N/A		25%	
		c. Rozelles Ferry (Greenway Business Park <i>50% Occupied by 12/11</i>)		N/A	N/A	50%	25%	50%	
		d. Beatties Ford (Begin One Redevelopment Project)		N/A	N/A	1	5	1	
		e. Freedom/Wilkinson /Morehead Leverage Bryant Park and Freedom Center		N/A	N/A	100%	50%	75%	
		f. First Ward Park, Parking Decks & Mixed Use		N/A	N/A	N/A	N/A	15%	
		g. Mulberry Church Business Park		N/A	N/A	N/A	N/A	25%	
		h. Oakhurst Mixed Use		N/A	N/A	N/A	N/A	25%	
		Conduct Urban Market Studies and Recruitment for Corridors		N/A	N/A	100%	0%	100%	
		Independence Boulevard Phase II (Begin Implementation Fall 2009)		N/A	N/A	100%	50%	75%	
		32. Building Permit Value of Construction in Target Geography	Outcome		\$819M	\$564M	\$500M	\$334,484,481	\$500M
Develop Finance	B2) Enhance Customer Service <i>Operational Consolidation</i> <i>Jobs and Investment</i>	33. Implement the New NB&S Branding	Lead	N/A	N/A	N/A	N/A	100%	<i>Develop Departmental Communications Policy</i>
		34. Develop and Implement N&BS Departmental Communications Policy	Lead	N/A	N/A	N/A	N/A	100%	

**NEIGHBORHOOD & BUSINESS SERVICES
FY11 STRATEGIC OPERATING PLAN**

FY10-11 Neighborhood & Business Services Balanced Scorecard

Objectives	Measures	Lead/ Outcome	FY08 Actual	FY09 Actual	FY10 Target	FY10 Actual	FY11 Target	Strategic Initiatives
B3) Optimize Business Processes <i>Jobs and Investment</i>	35. Innovation Initiatives	Lead	N/A	N/A	N/A	N/A	12	
	a. Number of Innovation Initiatives Submitted						4	
	b. Number of Innovation Initiatives Taken through Business Analysis Process						8	
	c. Number of innovation initiatives Implemented \$\$\$		N/A	N/A	N/A	N/A		
E3) Promote Learning & Growth <i>Employee Development</i>	36. Increase Departmental Participation in Wellness Center and/or Personal Fitness Activities \$\$\$	Lead	N/A	N/A	5%	6%	5%	<i>Create Strategy to Develop an Intentional Culture</i>

\$ = Incentive Target

Focus Area Plan Goals

IV. Request for Resources

Summary of Requests

In order to implement this FY11 Strategic Operating Plan, N&BS has requested an operating budget of \$14,209,320. The FY11 operating budget includes a base budget of \$14,179,169, a change to current level of \$30,151 and no service level changes to total \$14,209,320. In addition, offsetting revenues attributable to Code Enforcement are projected at \$554,574. Below are details on the approved FY10 and FY11 budgets.

Base Budgets

The KBU's base budgets are reflective of the guidelines presented by the Budget Office. The KBU's general fund and federal funds operating budget for FY11, along with the number of full time equivalent (FTE) positions including temporary positions is illustrated below:

Neighborhood & Business Services Base Budgets				
Source of Funds	FY10	FTE	FY11	FTE
General Fund	\$11,409,800	123.5	\$11,460,327	115
CDBG Fund	1,387,227	18	\$1,166,305	16
HOME Fund	215,855	3	\$137,229	2
Other	\$1,111,403	14.5	\$1,445,459	20
Total	\$14,124,285	159	\$14,209,320	153

Current Level Changes

The reorganization of N&BS has resulted in the reshuffling of number of cost centers to accurately reflect the new organization. These changes were not made in FY10 as the new KBU could not be finalized in time to make changes to the FY10 budget. Consequently, changes that move resources from one center to another are not changes to current level.

The following changes to current level were adopted for FY11:

Priority	Description	Increase (Decrease)
1	Increase in funding for an ED Program Manager created by trading a Small Business Specialist	\$30,151
2	Increase in Insurance Premiums and Workers Compensation	28,960
3	Increase in funding for a Part-Time OAIV in Zoning. This position was approved in a prior year and not funded in FY10.	17,392
5	Decrease in funding for after hours overtime in Code Enforcement.	(88,000)
6	Increase in funding for signage associated with the consolidated department and costs to print service brochures for the operating divisions.	16,111
7	Increase in funding for travel and training in the Community & Commerce division for conferences, employee training and community event sponsorships.	25,537
Net Changes to Current Level		\$30,151

Service Level Changes

While no Service Level Changes were requested in the FY11 operating budget, City Council authorized \$310,000 in the Capital budget to fund a Disparity Study.

Revenues

N&BS is forecasting General Fund Offsetting revenues of \$554,574 in FY11. (See Page 24 for details.)

Departmental Charges

A number of divisions in N&BS depend upon operating support outside of the General Fund. The forecasted departmental charges, which include contributions from the Capital Improvement Program, total \$2,413,602 in FY11. (See Page 25 for details.)

VI. Conclusion

In FY11, Neighborhood & Business Services will be responsible for addressing a number of community, neighborhood, 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 citizens. Demand for the KBU's services - code enforcement, housing, community & commerce and economic development - continues to grow. Without the necessary operating resources, the KBU cannot continue to meet service delivery demands.

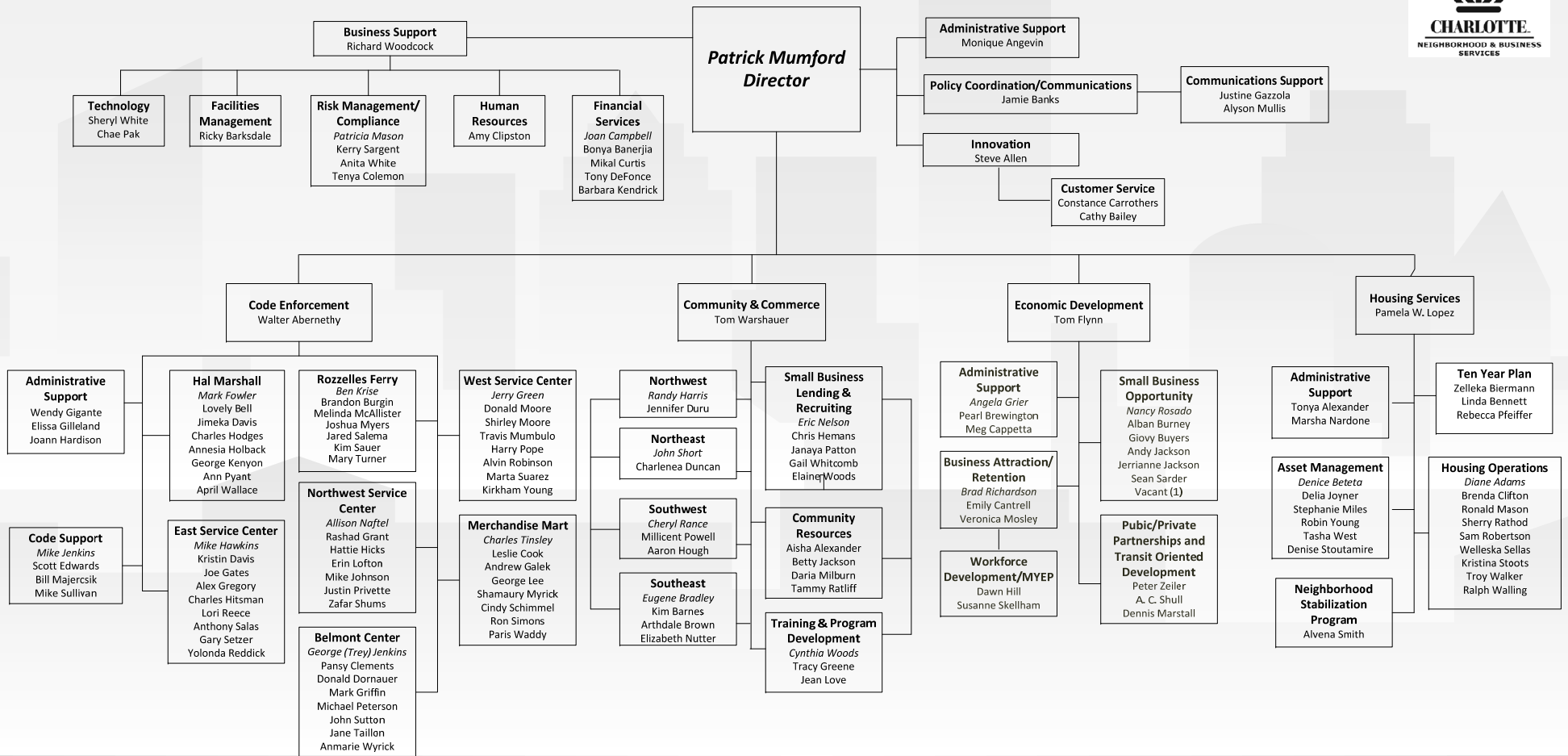
Given the current economy, Neighborhood & Business Services must maximize the City's resources and staff communications to revitalize the business corridors and coordinate investment within City neighborhoods. Public input and open communication with the community are crucial factors in the implementation of the KBUs strategic framework.

This Strategic Operating Plan reaffirms N&BS' 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.

VII. APPENDIX



Neighborhood & Business Services Organization Chart FY11



Italics Represent Supervisory Positions

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

No Service Level Changes are requested in FY11

Revenue Projections

General Fund
Offsetting Revenues
FY11

	<u>FY11 Projections</u>	
5305 Housing Code Violations	\$	23,400
5514 Underbrush/Debris Removal		357,889
5515 Demolition Clearing		69,819
5542 Vehicle Towing and Storage		103,466
Total	\$	554,574

Charges to Capital Investment Plan

**General Fund
Departmental Charges
FY2011**

	<u>FY11</u>
Community Development Block Grant	\$ 1,166,305
HOME Grant	\$ 137,229
Lead Based Paint Grant	\$ 271,286
Capital Projects Fund	\$ 798,358
Contribution from CATS	\$ 40,424
Total	\$ \$2,413,602

**NEIGHBORHOOD & BUSINESS SERVICES
FY11 STRATEGIC OPERATING PLAN**

Summary of Revenues

Neighborhood & Business Services Operating Budget
Source of Funds - After Housing Reorganization
FY11

<u>Division</u>	<u>Total</u>	<u>CDBG</u>	<u>CIP</u>	<u>Home</u>	<u>Lead Based Paint</u>	<u>General Funds</u>	<u>CATS</u>	<u>User Fees</u>	<u>Unexpendable</u>	<u>Online Learning System</u>	<u>Total</u>
FY11:											
Small Business Development	548,263					548,263					548,263
Business Services	1,566,214					1,525,790	40,424				1,566,214
Key Business Executive	1,389,203	116,614	145,164			1,127,425					1,389,203
Business Support	939,112	98,045	121,268			719,799					939,112
Code Enforcement	4,544,521		60,000			4,484,521					4,544,521
Community & Commerce	2,095,901					2,057,901				38,000	2,095,901
Belmont Center	164,704					164,704					164,704
Wilmore Community Center	33,566					33,566					33,566
Housing Services	1,944,125	951,646	471,926	137,229	271,286	-			112,038		1,944,125
Zoning	983,711							833,718	149,993		983,711
Subtotal	14,209,320	1,166,305	798,358	137,229	271,286	10,661,969	40,424	833,718	262,031	38,000	14,209,320

Balanced Scorecard Measure Validations

Balanced Scorecard Measures Formulas

Measures	Formulas
1. Number of Housing Code Compliances	Number of housing units brought into code compliance
2. Number of Nuisance Code Compliances	Number of property and appearance code violations brought into compliance
3. Number of Commercial Structures Inspected.	Number of commercial structures inspected
4. Number of Commercial Structure Compliances	Number of commercial structures brought into compliance
5. Number of Zoning Code Compliances	Number of zoning compliances
6. Value of dollars and volunteer hours leveraged through Neighborhood Matching Grants, Neighborhood Energy Challenge and District Teams	Calculation of monthly dollars and hours leveraged through Neighborhood Matching Grants, Neighborhood Energy Challenge and Community & Commerce district teams
7. Update the City's Affordable Housing Policies	Update the City's Housing Policies, if necessary
8. Revitalization Neighborhoods Graduated	Number of revitalization neighborhoods that annually graduate and no longer need an action team for support
9. Number of challenged neighborhoods	Number of challenged neighborhoods as reported in the Quality of Life Study
10. Number and percent of improvement of declining NSAs* (NLP Neighborhoods)	Number and percent of improvement in declining neighborhoods that are served by the Neighborhood Liaison Program as reported in the Quality of Life Study
11. 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	Total number of housing units receiving a Certificate of Occupancy, rehabilitated or provided with down payment assistance within the reporting period
12. Implement NSP program- units completed	Total number of housing units (non-profit housing partner units acquired and rehabilitated)
13. Number of residents trained through Community & Commerce including Community University and other training	Number of residents participating in training conducted or facilitated by Community & Commerce
14. Number of youth served through Mayor's Mentoring Program, After School Enrichment, and Truancy Intervention Program	Total number of youth and families served
15. Value of dollars and volunteer hours leveraged from neighborhoods that attended training	Amount of neighborhoods' monetary and volunteer contributions committed to neighborhood projects and community initiatives after participating in training conducted or facilitated by Community & Commerce
16. Number of neighborhood residents adjacent to priority corridors participating in employment programs	Number of youth and adults participating in City funded employment programs (including those programs in which the City is a fiscal agent)
17. Dollars leveraged in the City's business geography through grants and loans, including the commercial and apartment energy retrofit programs	Calculate monthly dollars leveraged through: Business Equity Loan, Facade Grant, Security Grant, Brownfield Grant and commercial/apartment energy retrofit programs.

**NEIGHBORHOOD & BUSINESS SERVICES
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18. Number of development contacts established to promote business investment in targeted geography	Numbers of contacts established (including developers, brokers, retailers and business-owners)
19. Number of commercial businesses or projects assisted	Number of commercial businesses &/or projects assisted
20. Increase in access to commercial opportunities*	Total # of occupied square feet on the corridors (total commercial space – total vacancy)
21. \$ of BIP Grant per job created	1 job per \$1,200 of BIP funds paid (City/County)
22. 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
23. Businesses serviced through BusinessFirst	Number of visits completed
24. % of Business First referrals closed	Closed referrals – referrals successfully resolved
25. Increase in hospitality tax revenues and Amateur sports room nights	\$ amount of new hospitality tax revenues generated/\$ amount of hospitality tax revenue generated at the end of FY11 minus FY10 = increased %
26. Informal Contracting dollars awarded to SBEs	Percentage of informal contracting dollars awarded to SBEs City-wide and in EDO
27. Number of SBEs submitting bids on informal contracts	Total number of SBEs submitting bids on informal contracts
28. Youth accessing skills assessment and training at Youth Job Connection - trained/placed	Total number of youth participating in the MYEP and Goodwill Job Connection
29. Promote strategy and develop partnerships to retrain displaced workers – Inventory/evaluation/adjustment of City's workforce retraining efforts	Complete evaluation
30. Infrastructure Projects Completed	Number of infrastructure projects completed
31. Development of priority projects and corridors* a. North Tryon (Construction Phase I – Infrastructure Improvements) b. Eastland Area (Complete Central Avenue Streetscape) c. Rozelles Ferry (Greenway Business Park 50% occupied by 12/11) d. Beatties Ford (begin one redevelopment project) e. Freedom/Wilkinson /Morehead leverage Bryant Park and Freedom Center f. First Ward Park, Parking Decks & Mixed Use g. Mulberry Church Business h. Oakhurst Mixed Use Conduct Urban Market Studies and Recruitment for Corridors Independence Boulevard Phase II (Begn Implementation Fall 2009)	Complete Development of priority projects

**NEIGHBORHOOD & BUSINESS SERVICES
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32. Building Permit value of construction in target geography	5% increase in building value
33. Implement the new N&BS departmental branding	All employees know the rationale behind our brand and the public begins to identify N&BS with our look
34. Develop and implement N&BS departmental communications policy	Completion of policy and employee understanding
35. A. Increase number of neighborhood & business contacts (postal addresses and e-mail addresses) B. Number of E-blasts sent to the contact lists that are read	Number of neighborhood contacts (postal &/or e-mail addresses) Number of e-blasts sent successfully
36. Innovation Initiatives	Number of innovation initiatives submitted per year, taken through the business analysis process per year and implemented per year
37. Increase departmental participation in Wellness Center &/or Personal Fitness activities	Increase departmental participation by 5%

Neighborhood & Business Services

1. Number of 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 housing units brought into code 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:

- Compliance numbers will be tracked monthly
- Performance targets are tied to inspector PRD

<p><i>Neighborhood & Business Services</i></p> <p>2. Number of Nuisance Code Compliances</p>		
<p>Corporate Objective: (C1) Increase Perception of Safety</p>		
<p>KBU Initiative: None</p>		
<p>Measure: 52,000 Health & Sanitation compliances (Nuisance)</p>		
<p>Units of Measure: Monthly production report</p>	<p>Frequency of Update: Monthly</p>	
<p>Measurement Intent: Ensure safe and healthy living conditions in neighborhoods</p>		
<p>Measurement Formula: Number of property and appearance code violations brought into compliance</p>		
<p>Data Elements and Sources: Tracked in Code Information Management System (CityView)</p>		
<p>Source For and Approach to Setting Targets: Historical data regarding compliances; productivity improvements as a result of code consolidation</p>		
<p>Data Contact: Walter Abernethy</p>		
<p>Target Setting Responsibility: Patrick Mumford/ Walter Abernethy</p>	<p>Accountability for Meeting Target: Code Enforcement Division</p>	<p>Tracking/Reporting Responsibility: Walter Abernethy</p>
<p>Notes/Assumptions:</p> <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. Number of Commercial Structures Inspected		
Corporate Objective: (C1) Increase Perception of Safety		
KBU Initiative: None		
Measure: Commercial Structure Inspections		
Units of Measure: Monthly production report	Frequency of Update: Monthly	
Measurement Intent: Ensure safe and sanitary conditions of non-residential buildings		
Measurement Formula: Number of commercial structures inspected		
Data Elements and Sources: Tracked in Code Enforcement Management System (Cityview)		
Source For and Approach to Setting Targets: New Enforcement Program (Historical basis for measurement of inspection activities in Health & Sanitation, Zoning and Minimum Housing)		
Data Contact: Walter Abernethy		
Target Setting Responsibility: City Council Focus Area Plan	Accountability for Meeting Target: Code Enforcement Division	Tracking/Reporting Responsibility: Walter Abernethy
Notes/Assumptions: <ul style="list-style-type: none"> • Inspections tracked monthly • Performance targets are tied to inspector PRD 		

<p><i>Neighborhood & Business Services</i></p> <p>4. Number of Commercial Structure Compliances</p>		
<p>Corporate Objective: (C1) Increase Perception of Safety</p>		
<p>KBU Initiative: None</p>		
<p>Measure: Number of commercial structure compliances (TBD)</p>		
<p>Units of Measure: Monthly production report</p>	<p>Frequency of Update: Monthly</p>	
<p>Measurement Intent: Ensure safe and sanitary conditions of non-residential buildings</p>		
<p>Measurement Formula: Number of commercial structures brought into compliance</p>		
<p>Data Elements and Sources: Tracked in Code Enforcement Management System (Cityview)</p>		
<p>Source For and Approach to Setting Targets: New Enforcement Program (Historical basis for measurement of inspection activities in Health & Sanitation, Zoning and Minimum Housing) First full year of enforcement.</p>		
<p>Data Contact: Walter Abernethy</p>		
<p>Target Setting Responsibility: City Council Focus Area Plan</p>	<p>Accountability for Meeting Target: Code Enforcement Division</p>	<p>Tracking/Reporting Responsibility: Walter Abernethy</p>
<p>Notes/Assumptions:</p> <ul style="list-style-type: none"> • Compliance numbers tracked monthly • Performance targets are tied to inspector PRD 		

<i>Neighborhood & Business Services</i>		
5. Number of Zoning Code Compliances		
Corporate Objective: (C2) Strengthen Neighborhoods		
KBU Initiative: None		
Measure: 14,000 zoning code compliances		
Units of Measure: Monthly production report	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 • Performance targets are tied to inspector PRD 		

<p><i>Neighborhood & Business Services</i></p> <p>6. Value of Dollars & Volunteer Hours Leveraged from Neighborhood Matching Grants, Neighborhood Energy Challenge and District Teams</p>		
<p>Corporate Objective (C2) Strengthen Neighborhoods</p>		
<p>KBU Initiative: Develop Environmental Programs with the new Energy Efficiency & Conservation Block Grant</p>		
<p>Measure: Track value of dollars and hours leveraged through Neighborhood Matching Grants, Neighborhood Energy Challenge program and initiatives executed with the assistance of Community & Commerce service geography district teams.</p>		
<p>Units of Measure: Establish a baseline</p>	<p>Frequency of Update: Monthly</p>	
<p>Measurement Intent: To monitor the value of dollars and hours leveraged through neighborhood grant programs and initiatives on a monthly basis.</p>		
<p>Measurement Formula: Calculate monthly dollars and hours leveraged through Neighborhood Matching Grants, Neighborhood Energy Challenge and C&C service geography district teams.</p>		
<p>Data Elements and Sources: Dollars and Hours are reported by grant recipients and C&C service geography district team leaders.</p>		
<p>Source For and Approach to Setting Targets:</p>		
<p>Data Contact: C&C district team leaders and supervisors</p>		
<p>Target Setting Responsibility: Tom Warshauer</p>	<p>Accountability for Meeting Target: Community & Commerce</p>	<p>Tracking/Reporting Responsibility: Janaya Patton</p>
<p>Notes/Assumptions:</p>		

<i>Neighborhood & Business Services</i>		
7. Update the City's Affordable Housing Policies \$\$\$		
Corporate Objective: (C2) Strengthen Neighborhoods		
KBU Initiative:		
Measure: Update the City's Housing policies, if necessary		
Units of Measure: Updated policies	Frequency of Update: Annual	
Measurement Intent: Ensure adequate Housing Policies		
Measurement Formula: Completion of updated policies		
Data Elements and Sources:		
Source For and Approach to Setting Targets: FY2011 Housing and Neighborhood Development Focus Area Plan proposes an update of the City's Housing Policies from the Housing & Neighborhood Development Committee		
Data Contact: Pam Lopez		
Target Setting Responsibility: City Council Housing & Neighborhood Development Focus Area Plan	Accountability for Meeting Target: Pam Lopez	Tracking/Reporting Responsibility: Tonya Alexander
Notes/Assumptions:		

<p><i>Neighborhood & Business Services</i></p> <p>8. Number of Revitalization Neighborhoods Graduated</p>		
<p>Corporate Objective: (C2) Strengthen Neighborhoods</p>		
<p>KBU Initiative: Graduate Revitalization Neighborhoods</p>		
<p>Measure: One Revitalization neighborhoods graduated</p>		
<p>Units of Measure: Revitalization Neighborhoods</p>	<p>Frequency of Update: Upon completion of Quality of Life Study – Bi-Annually</p>	
<p>Measurement Intent: Measure success in completing neighborhood revitalization plans</p>		
<p>Measurement Formula: Number of Revitalization Neighborhoods that annually graduate and no longer need an action team for support</p>		
<p>Data Elements and Sources: Progress on Revitalization Plan Implementation as monitored by Community & Commerce</p>		
<p>Source For and Approach to Setting Targets: Recommendation from the Neighborhood Cabinet</p>		
<p>Data Contact: Community & Commerce Team Leaders</p>		
<p>Target Setting Responsibility: City Council Focus Area Plan</p>	<p>Accountability for Meeting Target: Community & Commerce Team Leaders</p>	<p>Tracking/Reporting Responsibility: Janaya Patton</p>
<p>Notes/Assumptions:</p>		

<i>Neighborhood & Business Services</i>		
9. Number of Challenged Neighborhoods		
Corporate Objective: (C2) Strengthen Neighborhoods		
KBU Initiative:		
Measure: 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: Tom Warshauer		
Target Setting Responsibility: City Council Focus Area Plan	Accountability for Meeting Target: Community & Commerce Team Leaders	Tracking/Reporting Responsibility: Janaya Patton
Notes/Assumptions:		

<p><i>Neighborhood & Business Services</i></p> <p>10. Number and Percent of Improvement of Declining NSAs</p>		
<p>Corporate Objective: (C2) Strengthening Neighborhoods</p>		
<p>KBU Initiative:</p>		
<p>Measure: Number and percent of improvement of declining NSAs that are served through the Neighborhood Liaison Program (NLP)</p>		
<p>Units of Measure: Quality of Life Study</p>	<p>Frequency of Update: Bi-Annually</p>	
<p>Measurement Intent: Track improvement in declining NSAs that are served through NLP</p>		
<p>Measurement Formula: Quality of Life</p>		
<p>Data Elements and Sources: Quality of Life</p>		
<p>Source For and Approach to Setting Targets:</p>		
<p>Data Contact: Tom Warshauer</p>		
<p>Target Setting Responsibility: City Council Focus Area Plan</p>	<p>Accountability for Meeting Target: Community & Commerce Team Leaders</p>	<p>Tracking/Reporting Responsibility: Janaya Patton</p>
<p>Notes/Assumptions:</p>		

Neighborhood & Business Services

11. Increase the Supply and Quality of Affordable Housing Units

Corporate Objective: (C2) Strengthen Neighborhoods

KBU Initiative:

Measure: Increase the supply & quality of affordable housing (Note: Homeownership units are included in each AMI category.)

Percent of AMI	Goal
<30% of AMI	170
60% to 31% of AMI	430
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: Pam Lopez

Target Setting Responsibility:
City Council Focus Area Plan

Accountability for Meeting Target:
Pam Lopez

Tracking/Reporting Responsibility:
Tonya Alexander

Notes/Assumptions:

<p><i>Neighborhood & Business Services</i></p> <p>12. Implement NSP Program – Units Completed</p>		
<p>Corporate Objective: (C2) Strengthen Neighborhoods</p>		
<p>KBU Initiative:</p>		
<p>Measure: 8 Housing Units Completed (acquired and rehabilitated)</p>		
<p>Units of Measure: Housing Units completed</p>	<p>Frequency of Update: Monthly</p>	
<p>Measurement Intent: Track the number of acquired and rehabilitated housing units</p>		
<p>Measurement Formula: Total number of housing units (Non-Profit housing partner units acquired and rehabilitated)</p>		
<p>Data Elements and Sources: Habitat for Humanity, CMHP, Self Help CDC and the Charlotte Housing Authority</p>		
<p>Source For and Approach to Setting Targets: Based on available units within the market place (foreclosed, abandoned and vacant properties)</p>		
<p>Data Contact: Pam Lopez</p>		
<p>Target Setting Responsibility: City Council Focus Area Plan</p>	<p>Accountability for Meeting Target: Pam Lopez</p>	<p>Tracking/Reporting Responsibility: Tonya Alexander/Alvena Smith</p>
<p>Notes/Assumptions:</p> <ul style="list-style-type: none"> • There are enough available foreclosed, abandoned and vacant properties 		

Neighborhood & Business Services

13. Number of Residents Trained through Community & Commerce including Community University and other training

Corporate Objective: (C2) Strengthen Neighborhoods

KBU Initiative: Neighborhood Capacity Building

Measure: 1000 residents trained

Units of Measure: Residents participating in training

Frequency of Update: Monthly

Measurement Intent: Track delivery of training and educational opportunities that focus on creating and maintaining sustainable neighborhoods and businesses and support the KBU's revitalization efforts

Measurement Formula: The number of residents participating in training conducted &/or facilitated by Community & Commerce

Data Elements and Sources: Data from attendance sheets for workshops and classes – Community University, Neighborhood Symposium, Neighborhood Matching Grants and other training, including collaborative training opportunities with partners (city, county, non-profits)

Source For and Approach to Setting Targets: Training demand and resources

Data Contact: Cynthia Woods

Target Setting Responsibility:
Tom Warshauer

Accountability for Meeting Target:
Community & Commerce Training Unit
and District Teams

Tracking/Reporting Responsibility:
Cynthia Woods/Janaya Patton

Notes/Assumptions:

RE: Collaborative training opportunities – In working with NAP, NLP and targeted neighborhoods along the priority business corridors, district staff will collaborate with partner organizations (city, county, non-profits) to enroll residents in their (partners') training. These enrollments will help N&BS leverage educational efforts that build neighborhood capacity.

<i>Neighborhood & Business Services</i>		
14. Number of Youth Served through Mayor’s Mentoring Program, After School Enrichment, and Truancy Intervention & Prevention		
Corporate Objective: (C2) Strengthen Neighborhoods		
KBU Initiative:		
Measure: Youth served (Establish Baseline)		
Units of Measure: Residents participating in training	Frequency of Update: Monthly	
Measurement Intent: Track number of youth and families served through Community & Commerce youth programs.		
Measurement Formula: The number of residents participating in Community & Commerce youth programs		
Data Elements and Sources: Data from sign-in sheets and program lists		
Source For and Approach to Setting Targets: Program demand and resources		
Data Contact: Liz Nutter, Betty Jackson		
Target Setting Responsibility: Tom Warshauer	Accountability for Meeting Target: Liz Nutter, Betty Jackson	Tracking/Reporting Responsibility: Janaya Patton
Notes/Assumptions:		

Neighborhood & Business Services

**15. Value of Dollars and Volunteer Hours Leveraged
from Neighborhoods that Attended Training**

Corporate Objective: (C2) Strengthen Neighborhoods

KBU Initiative:

Measure: Will establish baseline for measurement in FY11.

Units of Measure: Dollars (cash + in-kind) and hours (time)

Frequency of Update: TBD

Measurement Intent: Track level of community engagement by neighborhoods receiving training conducted &/or facilitated by Community & Commerce

Measurement Formula: Amount of neighborhoods' monetary and volunteer contributions committed to neighborhood projects and community initiatives after participating in training

Data Elements and Sources: Information reported by neighborhoods

Source For and Approach to Setting Targets: Baseline data

Data Contact: Cynthia Woods

Target Setting Responsibility:
Tom Warshauer

Accountability for Meeting Target:
Community & Commerce

Tracking/Reporting Responsibility:
Cynthia Woods/Janaya Patton

Notes/Assumptions:

- Value of volunteer labor will be based on US Dept. of Labor standards.
- Data collection methods TBD.

<p><i>Neighborhood & Business Services</i></p> <p>16. Pilot – Number of Residents in NSAs Adjacent to Priority Corridors participating in Employment Programs</p>		
<p>Corporate Objective: (C3) Promote Economic Development</p>		
<p>KBU Initiative: Implement New Small Business Strategies</p>		
<p>Measure: Track adult and youth gaining employment &/or participating in City-funded employment programs (including those programs in which the City is a fiscal agent) from NSAs adjacent to business corridors</p>		
<p>Units of Measure: Number of participants</p>	<p>Frequency of Update: Annual</p>	
<p>Measurement Intent: Increase income in NSAs adjacent to corridors to stabilize neighborhoods, support businesses and recruit new businesses to the area.</p>		
<p>Measurement Formula: Number of youth and adults participating in City funded employment programs (including those programs in which the City is a fiscal agent)</p>		
<p>Data Elements and Sources: WDB and City youth-funded programs</p>		
<p>Source For and Approach to Setting Targets: Establish according to FY10 baseline</p>		
<p>Data Contact: Brad Richardson, Cheryl Rance, Eugene Bradley</p>		
<p>Target Setting Responsibility: City Council Focus Area Plan</p>	<p>Accountability for Meeting Target: Community & Commerce</p>	<p>Tracking/Reporting Responsibility: Janaya Patton</p>
<p>Notes/Assumptions:</p>		

Neighborhood & Business Services

17. Dollars Leveraged in the City’s Business Geography through Grants and Loans including commercial and apartment energy retrofit programs

Corporate Objective: (C3) Promote Economic Development

KBU Initiative:

Measure: Track private sector dollars leveraged in the City’s business geography through grant and loan projects receiving City funds (includes the commercial and apartment energy retrofit programs)

Units of Measure: \$1M

Frequency of Update: Monthly

Measurement Intent: To monitor the value of dollars leveraged through City-funded small business grant and loan projects on a monthly basis.

Measurement Formula: Calculate monthly dollars leveraged through: Business Equity Loan, Façade Grant, Security Grant, Brownfield Grant, and commercial/apartment energy retrofit programs.

Data Elements and Sources: Funds are reported by grant and loan recipients.

Source For and Approach to Setting Targets:

Data Contact: Eric Nelson, Tom Warshauer

Target Setting Responsibility:
Tom Warshauer

Accountability for Meeting Target:
Community & Commerce

Tracking/Reporting Responsibility:
Janaya Patton

Notes/Assumptions:

<p><i>Neighborhood & Business Services</i></p> <p>18. Number of Development Contacts Established to Promote Business Investment in Targeted Geography</p>		
<p>Corporate Objective: (C3) Promote Economic Development</p>		
<p>KBU Initiative: Recruit business to target revitalization geography</p>		
<p>Measure: Number of development contacts</p>		
<p>Units of Measure: Developers, brokers, retailers, and business-owners contacted</p>	<p>Frequency of Update: Monthly</p>	
<p>Measurement Intent: Track outreach to development and business community</p>		
<p>Measurement Formula: Numbers contacted</p>		
<p>Data Elements and Sources: Tracking of development contacts</p>		
<p>Source For and Approach to Setting Targets: Established according to FY10 baseline</p>		
<p>Data Contact: Chris Hemans</p>		
<p>Target Setting Responsibility: Tom Warshauer</p>	<p>Accountability for Meeting Target: Chris Hemans</p>	<p>Tracking/Reporting Responsibility: Chris Hemans/Janaya Patton</p>
<p>Notes/Assumptions:</p> 		

Neighborhood & Business Services

19. Number of Commercial Businesses or Projects Assisted

Corporate Objective: (C3) Promote Economic Development

KBU Initiative: Assist in recruiting commercial business to serve target neighborhoods

Measure: Number of commercial businesses &/or projects assisted

Units of Measure: Problems solved, projects initiated

Frequency of Update: Monthly

Measurement Intent: Track assistance provided to commercial brokers, retailers, and business-owners.

Measurement Formula: Number of problems solved and projects initiated.

Data Elements and Sources: Chris Hemans

Source For and Approach to Setting Targets:

FY11 target based on FY10 baseline.

Data Contact: Chris Hemans

Target Setting Responsibility:

Tom Warshauer

Accountability for Meeting Target:

Chris Hemans

Tracking/Reporting Responsibility:

Chris Hemans/Janaya Patton

Notes/Assumptions:

<p><i>Neighborhood & Business Services</i></p> <p>20. Increase in Access to Commercial Opportunities</p>		
<p>Corporate Objective: (C3) Promote Economic Development</p>		
<p>KBU Initiative:</p>		
<p>Measure: Track total # of occupied square feet.</p>		
<p>Units of Measure: Total commercial space, total commercial vacancy rate</p>	<p>Frequency of Update: Annual</p>	
<p>Measurement Intent: Track access to commercial (office, retail, industrial) space along the corridors.</p>		
<p>Measurement Formula: Total occupied space as calculated by Co-Star</p>		
<p>Data Elements and Sources: Tracked by Co-Star</p>		
<p>Source For and Approach to Setting Targets: Co-Star</p>		
<p>Data Contact: Chris Hemans</p>		
<p>Target Setting Responsibility: City Council Focus Area Plan</p>	<p>Accountability for Meeting Target: Chris Hemans</p>	<p>Tracking/Reporting Responsibility: Chris Hemans/Janaya Patton</p>
<p>Notes/Assumptions:</p>		

Neighborhood & Business Services

21. \$ of Business Investment Program Grants Per Job Created

Corporate Objective: (C3) Promote Economic Development

KBU Initiative: Create new jobs with Business Investment Program Grant funds paid

Measure: \$ of BIP Grants per jobs created

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: 1 job per \$ 1200.00 of BIG funds paid (City/County)

Data Elements and Sources: BIP 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)

<p><i>Neighborhood & Business Services</i></p> <p>22. Job Growth in New Sectors</p>		
<p>Corporate Objective: (C3) Promote Economic Development</p>		
<p>KBU Initiative: None</p>		
<p>Measure: 5% Job growth in new sectors</p>		
<p>Units of Measure: Increase of jobs over baseline</p>	<p>Frequency of Update: One time</p>	
<p>Measurement Intent: Develop baseline information on targeted industries</p>		
<p>Measurement Formula: N/A</p>		
<p>Data Elements and Sources: Charlotte Regional Partnership and Charlotte Chamber</p>		
<p>Source For and Approach to Setting Targets: Data results from strategic plan will determine future targets for job sectors</p>		
<p>Data Contact: Brad Richardson</p>		
<p>Target Setting Responsibility: City Council Focus Area Plan</p>	<p>Accountability for Meeting Target: Brad Richardson</p>	<p>Tracking/Reporting Responsibility: AC Shull</p>
<p>Notes/Assumptions:</p>		

Neighborhood & Business Services

23. Businesses Serviced through BusinessFirst

Corporate Objective: (C3) Promote Economic Development

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:

The intent is to measure the effectiveness of our staff and partners in conducting business retention interviews with Charlotte's existing businesses.

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:

City Council Focus Area Plan

Accountability for Meeting Target:

Brad Richardson

Tracking/Reporting Responsibility:

Emily Westbrook

Notes/Assumptions:

<p><i>Neighborhood & Business Services</i></p> <p>24. Percent of Business First Referrals Closed</p>		
<p>Corporate Objective: (C3) Promote Economic Development</p>		
<p>KBU Initiative: Promote a healthy business climate by implementing a strong business expansion and retention effort</p>		
<p>Measure: Percent referrals from the business community resolved</p>		
<p>Units of Measure: Percentage</p>	<p>Frequency of Update: Mid-year and year-end</p>	
<p>Measurement Intent: 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.</p>		
<p>Measurement Formula: Closed referrals – referrals successfully resolved</p>		
<p>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.</p>		
<p>Source For and Approach to Setting Targets: Staff will use ExecutivePulse database owned by the Charlotte Chamber as the source for tracking results.</p>		
<p>Data Contact: Brad Richardson</p>		
<p>Target Setting Responsibility: Tom Flynn</p>	<p>Accountability for Meeting Target: Brad Richardson</p>	<p>Tracking/Reporting Responsibility: Emily Westbrook</p>
<p>Notes/Assumptions:</p>		

Neighborhood & Business Services

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

Corporate Objective: (C3) Promote Economic Development

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:
City Council Focus Area Plan

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

Tracking/Reporting Responsibility:
AC Shull

<p><i>Neighborhood & Business Services</i></p> <p>26. Informal Contracting Dollars Awarded to SBEs</p>		
<p>Corporate Objective: (C3) Promote Economic Development</p>		
<p>KBU Initiative: *Ensure that small businesses have the opportunity to participate in informal City procurement and contracts</p>		
<p>Measure: Percentage of informal contracting dollars awarded to SBEs Citywide and in EDO</p>		
<p>Units of Measure: Informal contracts – target 12%</p>	<p>Frequency of Update: Semi-annually</p>	
<p>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.</p>		
<p>Measurement Formula: (\$ amount of informal contracts awarded to SBEs/total \$ amount of informal contracts awarded) x 100%</p>		
<p>Data Elements and Sources: SBE Utilization reports from SBO Liaisons in each KBU</p>		
<p>Source For and Approach to Setting Targets: Based on historical performance of the SBO Program</p>		
<p>Data Contact: Nancy Rosado</p>		
<p>Target Setting Responsibility: City Council Focus Area Plan</p>	<p>Accountability for Meeting Target: Nancy Rosado</p>	<p>Tracking/Reporting Responsibility: Andrew Jackson</p>
<p>Notes/Assumptions:</p>		

<i>Neighborhood & Business Services</i>		
27. SBEs Participating in Training and Mentoring Opportunities		
Corporate Objective: (C3)Promote Economic Development		
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: Jerriane Jackson
Notes/Assumptions:		

<i>Neighborhood & Business Services</i>		
28. Youth Accessing Skills Assessment and Training at Job Link Centers (Trained/Placed)		
Corporate Objective: (C3) Promote Economic Development		
KBU Initiative: Assist youth accessing skills assessment and training at Youth Job Connection and JobLink Centers (trained /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: This measure is based on the number of students that participated in the MYEP and Goodwill Job Connection program.		
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		
Target Setting Responsibility: City Council Focus Area Plan	Accountability for Meeting Target: Dawn Hill	Tracking/Reporting Responsibility: Dawn Hill
Notes/Assumptions:		

Neighborhood & Business Services

29. Promote strategy and develop partnerships to retrain displaced workers

Corporate Objective: (C3) Promote Economic Development

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:
City Council Focus Area Plan

Accountability for Meeting Target: WDB
Executive Director/Deborah Gibson

Tracking/Reporting Responsibility:
Brad Richardson

Notes/Assumptions:

<p><i>Neighborhood & Business Services</i></p> <p>30. Infrastructure Projects Completed</p>		
<p>Corporate Objective: (I1) Invest in Infrastructure</p>		
<p>KBU Initiative:</p>		
<p>Measure: Twenty-four 36 projects completed</p>		
<p>Units of Measure: Completed projects</p>	<p>Frequency of Update: Annual</p>	
<p>Measurement Intent: To monitor timeliness of project completion and scope of neighborhood physical improvements</p>		
<p>Measurement Formula: Projects completed</p>		
<p>Data Elements and Sources: NIP, Engineering and Storm Water infrastructure projects</p>		
<p>Source For and Approach to Setting Targets: Neighborhood Improvement Bonds Process; annual improvement plan monitoring process</p>		
<p>Data Contact: Carl Jarrett, Engineering</p>		
<p>Target Setting Responsibility: City Council Focus Area Plan</p>	<p>Accountability for Meeting Target: Engineering/ Neighborhood Development</p>	<p>Tracking/Reporting Responsibility: Tom Warshauer</p>
<p>Notes/Assumptions:</p>		

Neighborhood & Business Services

31. Advance/complete Development of Priority Projects and Corridors

Corporate Objective: (R2) Expand the Tax Base & Revenues

KBU Initiative: *Complete priority projects

Measure: Complete development of priority projects including:

- a. North Tryon (Construction Phase I – Infrastructure Improvements)
- b. Eastland Areas (Complete Central Avenue Streetscape)
- c. Rozzelles Ferry (Greenway Business Park 50% occupied by 12/11)
- d. Beatties Ford (begin one redevelopment project)
- e. Freedom/Wilkinson/Morehead (leverage Bryant Park and Freedom Center)
- f. First Ward Park, Parking Decks & Mixed Use
- g. Mulberry Church Business
- h. Oakhurst Mixed Use

Conduct urban market studies and recruitment for corridors
Independence Boulevard Area Plan

Units of Measure: Date completed	Frequency of Update: Mid-year & year-end
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Measurement Intent:
Measure progress toward developing priority projects

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: City Council Focus Area Plan	Accountability for Meeting Target: Tom Flynn	Tracking/Reporting Responsibility: AC Shull
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Notes/Assumptions:

<p><i>Neighborhood & Business Services</i></p> <p>32. Building Permit Value of Construction in Target Geography</p>		
<p>Corporate Objective: (R2) Expand the Tax Base & Revenues</p>		
<p>KBU Initiative: Promote infill development /redevelopment in the Center City, Business Corridors & geography and within ½ mile of transit stations along transit corridors. Increase City \$ investment in targeted areas/building permit value growth</p>		
<p>Measure: 5% increase in building permit values in Target Geography</p>		
<p>Units of Measure: Building permit data (target \$500M)</p>	<p>Frequency of Update: Mid-year and year-end</p>	
<p>Measurement Intent: Determine health of business districts</p>		
<p>Measurement Formula: 5% increase compared to 2008 baseline values</p>		
<p>Data Elements and Sources: County GIS building permit files (filtered)</p>		
<p>Source For and Approach to Setting Targets: City/County GIS/Charlotte Chamber GIS</p>		
<p>Data Contact: Chae Pak</p>		
<p>Target Setting Responsibility: City Council Focus Area Plan</p>	<p>Accountability for Meeting Target: Tom Flynn/Tom Warshauer</p>	<p>Tracking/Reporting Responsibility: AC Shull</p>
<p>Notes/Assumptions: Assumes Chae Pak will provide data from GIS for building permit analysis as needed to define trends.</p>		

<i>Neighborhood & Business Services</i>		
33. Implement the new N&BS Branding		
Corporate Objective: (B2) Enhance Customer Service		
KBU Initiative:		
Measure: Provide rationale and graphic framework to build the Neighborhood & Business Services brand		
Units of Measure: Materials available for employee use; streamlined approach to creating communication vehicles	Frequency of Update: Year-end	
Measurement Intent: To build an understanding amongst internal and external audiences of what Neighborhood & Business Services stands for through graphic identify and consistent messaging.		
Measurement Formula: All employees know the rationale behind our brand and the public begins to identify our services with our "look" Accomplish this through education to employees and a year-end survey to our customers		
Data Elements and Sources: Corporate communications and department communications team		
Source For and Approach to Setting Targets: Desire to further collaborate our divisions through graphics and common goals		
Data Contact: Jamie Banks		
Target Setting Responsibility: Pat Mumford/Jamie Banks	Accountability for Meeting Target: Communications	Tracking/Reporting Responsibility: Jamie Banks
Notes/Assumptions:		

<p><i>Neighborhood & Business Services</i></p> <p>34. Develop and implement N&BS departmental communications policy</p>		
<p>Corporate Objective: (B2) Enhance Customer Service</p>		
<p>KBU Initiative:</p>		
<p>Measure: Provide timely and relevant information to employees</p>		
<p>Units of Measure: Complete and implement comprehensive communications policy.</p>	<p>Frequency of Update: Created in first quarter, implementation in remaining three</p>	
<p>Measurement Intent: To create a streamlined and consistent approach to communication with internal and external audiences.</p>		
<p>Measurement Formula: Completion of policy and understanding amongst employees</p>		
<p>Data Elements and Sources: Policy to address media relations, collateral material, council/manager communications, website development, social media and advertising</p>		
<p>Source For and Approach to Setting Targets:</p>		
<p>Data Contact: Jamie Banks</p>		
<p>Target Setting Responsibility: Pat Mumford/Jamie Banks</p>	<p>Accountability for Meeting Target: Communications Manager</p>	<p>Tracking/Reporting Responsibility: Jamie Banks</p>
<p>Notes/Assumptions:</p>		

Neighborhood & Business Services

35. Innovation Initiatives\$\$\$

Corporate Objective: (B3) Optimize Business Process

KBU Initiative: Innovation Initiatives

Measure: a) 12 innovation initiatives submitted
 b) 4 innovation initiatives taken through business analysis process
 c) 8 innovation initiatives implemented

Units of Measure: Innovation Initiatives

Frequency of Update: Monthly

Measurement Intent: Encourage employees to think innovatively in order to improve operational efficiencies and business practices.

Measurement Formula: Number of innovation initiatives submitted per year, taken through the business analysis process per year and implemented per year.

Data Elements and Sources: Tracked through the department’s innovation intranet site “nBs INNOVATIVE”

Source For and Approach to Setting Targets: FY11 is a baseline establishment. It’s anticipated that one innovation initiative will be submitted per month (12 annually), four of those will be taken through the business analysis process and eight will be implemented. The additional six innovation initiatives implemented are ones that don’t require a full business analysis but are approved for implementation.

Data Contact: Steve Allen

Target Setting Responsibility:
Steve Allen

Accountability for Meeting Target:
Strategic Support Unit

Tracking/Reporting Responsibility:
Steve Allen

Notes/Assumptions:

- One innovation initiative submitted per month
- Four innovation initiatives approved by Partner Team to be taken through full business analysis process
- Eight innovation initiatives implemented
- Six innovation initiatives implemented without requiring full business analysis

Neighborhood & Business Services

36. Increase Departmental Participation in Wellness Center &/or Personal Fitness Activities \$\$\$

Corporate Objective: (E3) Promote Learning and Growth

KBU Initiative: None

Measure: Participation in Wellness Center and/or Personal Fitness Activities

Units of Measure: Number of activities participated in	Frequency of Update: Quarterly
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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
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Notes/Assumptions: