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**Neighborhood & Business Services  
FY13 Strategic Operating Plan  
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*“Charlotte’s neighborhoods and businesses are healthy and vibrant.”*

(Neighborhood & Business Services Vision)



**I. Executive Summary**

**Introduction**

In FY13, Neighborhood & Business Services (NBS) will refine the recent changes made within our organization through continued focus on collaboration and innovation. We will expand upon our Service Area Teams model by adding housing rehab and graffiti services into the field. Decentralizing these services provides a greater opportunity for utilization of and education and awareness about the programs. In addition, we will continue to build upon our collaboration with the Charlotte Mecklenburg Police Department (CMPD), leveraging City resources to address issues most important to the community.

In addition to the Service Areas, our divisions of Code Enforcement, Economic Development, Housing Services and Community Engagement will continue to perform work in adherence to NBS’s core values:

- **Owning Our Work** using
- **Critical Thinking** in an
- **Innovative** and
- **Collaborative** environment

We are confident these values, coupled with our Balanced Scorecard (BSC) Measures, will result in the improvement of the community’s Quality of Life.

Our FY13 goals are intentionally focused, aggressive, and measurable and require collaboration both inside and outside of the City. We have intentionally documented, and will focus on communicating internally, how all of NBS contributes to achieving our BSC measures and in turn, our mission and vision. We believe a greater recognition of work in the larger context of the City’s goals will only strengthen NBS’ commitment and performance.

NBS is responsible for affordable housing, code enforcement, community engagement, economic development and neighborhood services. NBS provides a variety of services to help maintain and improve the quality of life in the City. These services work to make Charlotte’s neighborhoods and businesses healthy and vibrant through:

- Minimum housing code enforcement
- Nuisance code enforcement
- Zoning ordinance enforcement
- Non-residential building code enforcement
- Affordable housing financing
- Rehabilitation services
- Business corridor revitalization
- Infrastructure investments
- Neighborhood leadership and organization development
- Business attraction and retention
- Youth engagement
- Small business opportunity and development
- Workforce development
- Public/private partnerships
- Transit corridor development

In order to meet service delivery expectations for these activities, NBS’ operating budget request is as follows:

	APPROVED	REQUESTED
	FY2012	FY2013
Operating Budget	\$14,054,585	\$14,276,329
Positions	151 Includes 6 Temporaries	146 Includes 2 Temporaries

### **Vision Statement**

NBS's vision is *"Charlotte's neighborhoods and businesses are healthy and vibrant."*

### **Mission Statement**

The mission of NBS is to *"strengthen and grow Charlotte's neighborhoods and businesses."*

### **Key Issues and Challenges**

In FY13, NBS anticipates a number of policy issues and service delivery challenges.

#### Affordable Housing

NBS continues to work with the Council to define priorities regarding the affordable housing policy. FY13 will include a continued review of current policies, including the housing locational policy, the assisted housing at transit station areas policy, as well as a determination of how to spend existing Housing Trust Fund dollars.

In addition, the reductions in federal (CDBG, HOME, ESG and HOPWA) funding, and the lack of a Capital Investment Plan, will require Council and NBS to be more strategic and create additional partnerships with the non-profit community to continue providing affordable housing funding in the community.

#### Business Corridor Redevelopment

Development in the priority business corridors has slowed. NBS will work proactively to implement the updated Business Corridor Strategy and will seek additional partners to surface additional development opportunities.

#### Contracting Costs

NBS experienced a 25% increase in the number of locations requiring an independent contractor to bring properties into compliance with Code Enforcement's Health & Sanitation Ordinance. This represents our highest level to date. NBS is analyzing alternative solutions, including a partnership with Solid Waste Services and Landscape Management to develop collaborative solutions to reduce costs moving forward.

#### Risk Management

Managing risk remains critical to NBS. This includes the evaluation of programs and contracts for compliance as well as risks that could damage the City's reputation. NBS is working to develop a compliance monitoring scorecard that will provide a snapshot of department compliance at any given time. Additionally, transparent communications remains paramount to informing Council and the public about NBS programs and activities. It is important that citizens have confidence that our programs are administered in an effective, efficient and fair manner. Transparent communications will also enable us to create and maintain productive relationships with the media.

#### Learning and Development

In an effort to promote the learning and growth of NBS employees we will develop and implement a Learning & Development strategy which will include specific technical training as well as change management and culture-focused offerings. We recognize the importance of continual growth of our employees as we evolve as an organization and have included this important strategy into our FY13 BSC.

#### Small Business Development/Entrepreneurship

Small Business development will continue to be a focus of our FY13 workplan. Efforts include an updated and more user-friendly [charlottebusinessresources.com](http://charlottebusinessresources.com) along with tactics to



grow utilization of City loan and grant programs targeted at small business. In addition, NBS will execute a strategy to raise the profile and awareness of high-growth entrepreneurs in the community. The primary objective of this strategy is to build Charlotte’s reputation as a good place to start and grow a business in order to:

- Attract and keep high growth entrepreneurs in Charlotte;
- Attract more venture capital investment into Charlotte-based enterprises; and
- Increase the amount of federal research dollars to our local universities.

Youth Programs

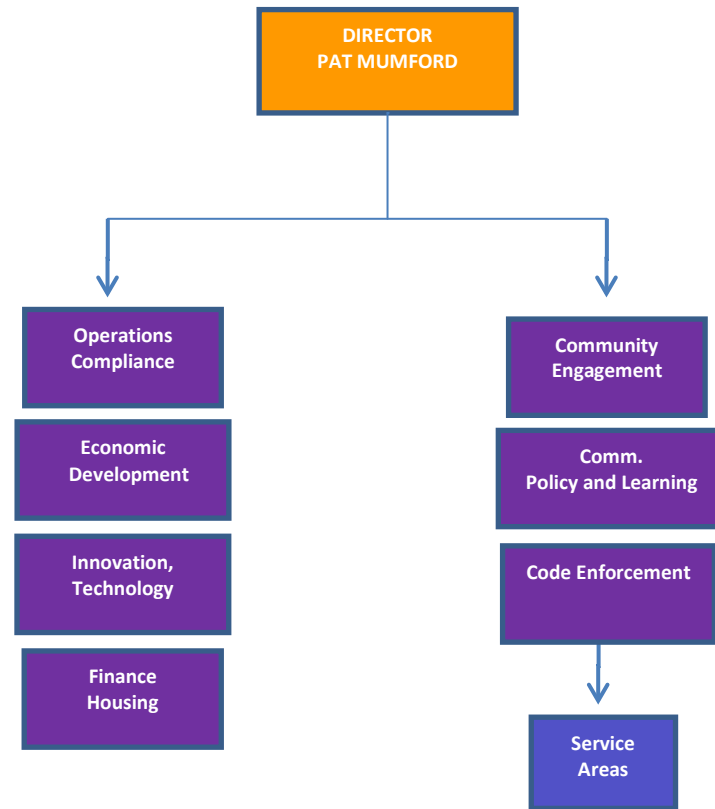
A new strategy to integrate the City’s offerings for youth has proven to be successful. The City now provides a continuum of services and will build upon this new structure. Focus will be placed on partnering with neighborhood schools for job training and development, offering relevant development opportunities through the Mayor’s Mentoring Alliance and providing job experiences through the Mayor’s Youth Employment Program. NBS also will embark with Council on a review of the Out of School Time Request for Proposal components and process.

Measurement

NBS will continue its work, with the assistance of the Community Cabinet and UNC-Charlotte, to revise the Quality of Life Study as a method to gauge community-identified measures. The desire is to have the study used as a community report card and easily understood and viewable via a new website.

**Organization Chart**

Displayed below is a high-level organization chart for NBS.



**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 several years
- Linkages to the City’s Corporate Strategy
- KBU’s Strategic and Business Initiatives

### KBU Accomplishments

Over the past several years, NBS has achieved a number of accomplishments related to its strategy, products and services for the citizens of Charlotte. Major accomplishments include:

- Conducting a Disparity Study to:
  - Determine whether disparity exists between the number of Minority and Women Business Enterprise (MWBE) firms qualified to perform on City contracts and the City's utilization of these firms
  - Determine if a legally justified need exists for an MWBE Program
  - Provide recommendations regarding suggested modifications to the City's SBO Program

NBS led the process with significant input from the community and an advisory committee. The Disparity Study was complete and adopted by Council on 6/25/12. Council further authorized staff to design a new MWSBE program which will begin in earnest in FY13.

- NBS successfully implemented a new Service Area delivery model in collaboration with CMPD. We integrated Code Enforcement and Community Engagement personnel and services in the field, closer to the customer where they are making a larger impact on Quality of Life. As a result, the teams have a greater breadth of understanding of NBS and City services as a whole, which has translated into a new level of customer service.
  - NBS was deliberate in aligning its new Service Area structure with CMPD's existing service area geography. We created working teams inclusive of

both departments to address critical needs in the community. Collectively, we identified projects, created measures and made these shared objectives of each organization. This approach resulted in the successful completion of short-term issues and provides us a path forward for longer-term challenges in the community.

- The Business Corridor Strategy plan was created and adopted by Council which provides focus and resources to targeted business corridors throughout the community. NBS has accomplished the following which constitute 50% of the plan recommendations, including revising the eligible geography, and updating matching grants programs. A new security grant program for apartment complexes has been created and is being implemented which will further assist our Service Area work.

### Corporate Strategy Linkages

The chart below illustrates NBS contributions to the City's Corporate Strategy. The department supports four of the five focus areas and intersects most of the City Corporate objectives.

Linkages between NBS divisions and corporate objectives highlight accountabilities across the department.



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

**Focus Area Plans, Strategic Initiatives and Measures**

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

**Housing and Neighborhood Development**

1. Create healthy and vibrant neighborhoods by improving and implementing quality physical infrastructure.
  - Complete 90% of voter approved bond projects (Neighborhood Infrastructure and Business Corridor) projects on schedule or are forecasted.
2. Strengthen opportunities for public and private partnerships to encourage the integration of education, recreation, employment and housing resources in identified redevelopment areas.
  - Achieve a leverage ratio within the corridor of 1:10 for business corridor funds.
  - Leverage increased community safety partnership opportunities in support of the Democratic National Convention.
3. Develop and recommend policies that will assist with increasing the supply of affordable housing.
  - Develop and revise policies.
4. Redesign the Quality of Life (QOL) Study to more accurately reflect the City’s neighborhood conditions.
  - Completion of the 2012 Quality of Life.

**Economic Development**

1. Help grow small businesses in our community.
  - Update the City’s Small Business Strategy to include the following:
    - Potential Phase two enhancements to the small business web portal.
    - A review of the City’s small business loan programs.
    - An analysis of the support system for entrepreneurs.



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- Innovative partnerships to help small businesses to expand sales locally.
  - Initiatives to strengthen the existing consortium of community resource partners.
  - Achieve an increasing percentage of SBE utilization through combined formal and informal opportunities.
2. Continue to focus on job and tax base growth in business corridors.
- Implement the City's Business Corridor Strategy, with an emphasis on the priority corridors of North Tryon, Beatties Ford Road, Rozzelles Ferry Road, Wilkinson/Morehead, Eastland area and Independence Boulevard.
3. Focus on continuous improvement within the permitting and regulatory environment to facilitate job and tax base growth and to improve the customer experience.
- Achieve greater collaboration among the City, County and NCDOT to shorten the time it takes and make it easier to obtain regulatory approvals, including, but not limited to, certificates of occupancy.
  - Average number of reviews on all land development permitting submissions.
4. Work with economic development partners to grow businesses in the community's targeted industry sectors of energy & environment, finance, manufacturing, health care, defense, motorsports, tourism, film, and international firms.
- Work with recipients of Business Investment Grants to encourage the use of local suppliers and target gaps in the supply chain as either business expansion opportunities for local companies or prospects for recruitment.
  - Work with tourism partners to develop a plan for growing amateur sports in the Charlotte Region.

- Work with partners to develop a strategy to attract corporate relocations to Charlotte through the visibility gained by the Democratic National Convention.

### Strategic Initiatives

NBS 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. Service Area Teams

- NBS will continue its shift in philosophy regarding code compliance numbers. Instead of increasing target numbers each year, we will concentrate on specific needs in areas in an effort to reduce overall complaints from FY12 by 5% in FY13. We believe if we are proactive in neighborhoods, actively addressing issues, our complaint numbers should decrease. We have further committed to this strategy by making it one of our FY13 Incentive Targets.

#### 2. Professional Development

- NBS has been diligent in providing employees opportunities for growth within the department and the City. We want to continue this commitment by pledging to have 100% of NBS employee's complete one professional development opportunity in FY13. We will actively provide and recommend opportunities in areas of need or interest. The success of NBS is incumbent upon the growth and development of our people.

#### 3. Youth Programs

- NBS will continue to grow its reach and influence in the area of youth programming. Through the enhancement of our Neighborhood School



Partnerships, the reorganization of the Mayor’s Mentoring Alliance and corporate support for the Mayor’s Youth Employment Program, NBS aims to provide 3,000 internships and 3,000 work experiences for youth.

**III. Service Delivery**

**Core Service Areas**

NBS’ core service areas are outlined in the chart below:

Core Service Area	Description
<p><b>Housing Services</b></p>	<p>Provides loans and grants to finance affordable housing and funds housing support agencies. <i>Examples of services include Housing Trust Fund, HouseCharlotte Down Payment Assistance, and implementation of the Ten Year Plan to End and Prevent Homelessness in conjunction with the Charlotte-Mecklenburg Housing Coalition.</i></p>
<p><b>Economic Development</b></p>	<p>Supports public/private partnerships, business attraction and retention, small business growth and opportunity, workforce development and transit corridor development. <i>Examples of services are Synthetic Tax Increment Financing, Small Business Enterprise program services, Creation and maintenance of a Small Business Web Portal, Workforce Investment Act grants/Workforce Development Board, Small Business Grants and Loans, Business Investment Grants.</i></p>

Core Service Area	Description
<p><b>Community Engagement</b></p>	<p>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, Youth programs, Environmental programs and the Quality of Life Study</i></p>
<p><b>Code Enforcement</b></p>	<p>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, Housing Rehabilitation Services, Emergency Relocation and Non-Residential Code Enforcement</i></p>
<p><b>Strategic Support and Business Support</b></p>	<p>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 and Learning Services.</i></p>

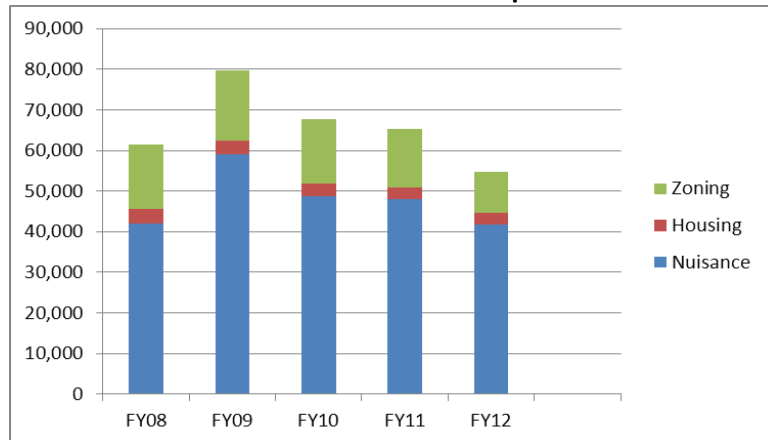
## FY13 STRATEGIC OPERATING PLAN

### Service History and Trends

NBS' key service trends include housing, nuisance and zoning inspections, affordable housing production, and neighborhood matching grants.

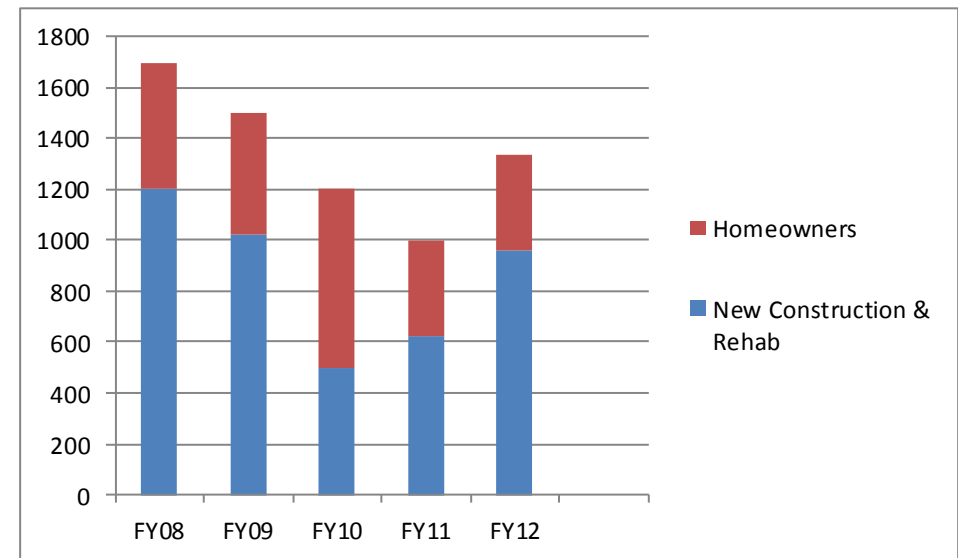
**Code Enforcement** – NBS has shifted its philosophy regarding code compliances. There is recognition if we are being proactive and educating the public about the ordinance, our numbers should be decreasing. We have seen this prove true by balancing enforcement with preventative measures. In FY11, 2,893 houses were brought into code compliance and 48,033 properties into nuisance code compliance. In FY10, housing compliances came in at 3,005 and nuisance compliances were 48,782. Additionally, the number of zoning compliances decreased to 14,254 in FY11 compared to 15,949 for FY10. In FY12, 19,791 nuisance violations have been brought into compliance, 1,772 housing violations have been brought into compliance, and 4,250 zoning violations have been brought into compliance. These numbers are another positive reflection on our Service Area model.

**Code Enforcement Compliances**



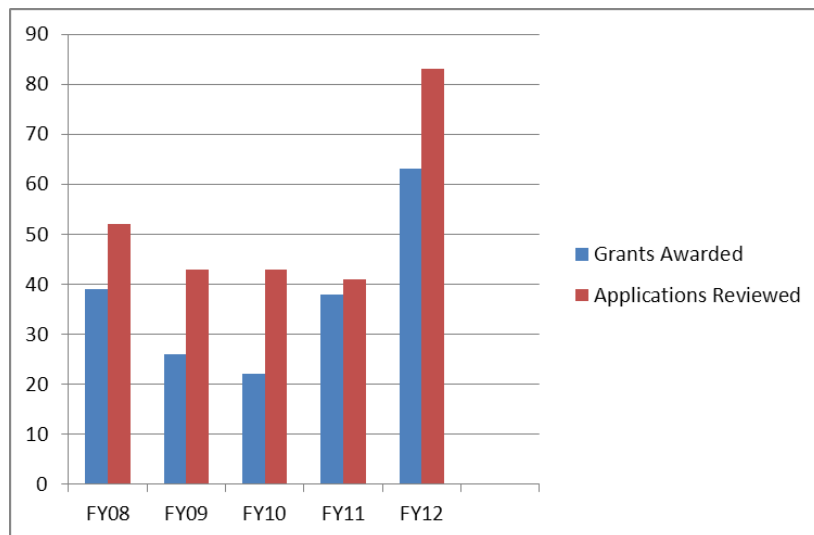
**Affordable Housing Production** - A total of 988 affordable housing units were produced in FY11 which was a decrease of 184 units from the 1,172 housing units produced in FY10. This decrease was due to the reduction of resources for HouseCharlotte units. NBS achieved 98.8 % of City Council's FY11 goal of 1,000 housing units produced. In FY12, 372 new homeowners have been created through the HouseCharlotte Down payment Assistance program and 972 units have been newly constructed or rehabilitated.

**Affordable Housing Production**



*Community Engagement* - Over the past three years, the Neighborhood Matching Grants program has experienced gradual decline in program participation. In FY11, several changes were made to the program, including an expansion of categories, the addition of a grant cycle and an online application in order to encourage more organizations to apply. Grant applications increased to 42 and contract approvals increased to 37. NBS' Neighborhood Matching Grants program had a record year with 83 applications and 63 grants awarded. This increase is attributed to improved processes and promotion by our Service Area Teams.

**Neighborhood Matching Grants**



**IV. Balanced Scorecard and Performance Measures**

**Neighborhood & Business Services' Balanced Scorecard**

NBS' Balanced Scorecard (BSC) measures the department's progress toward achieving the City's corporate objectives and the department's strategy map objectives (*see appendix*). The BSC shows the organization's strategic objectives, measures and performance targets for FY12. The department's objectives include all of the City Council's Focus Area Plan objectives for both the Housing and Neighborhood Development and Economic Development committees. The two Focus Area plan objectives and the remainder of the Balanced Scorecard targets for NBS have undergone dramatic changes from previous years. The new objectives focus on strategic outcomes rather than tactical outputs. Accordingly, the new measures do not correlate well with measures from previous years. The BSC for NBS is highlighted on the next five pages.

**FY13 STRATEGIC OPERATING PLAN**

	Corporate Objective	Department Initiative	Measure	Department Contributions	Target	YTD	Status	Comments/Explanation (to be completed at mid-year and year-end reporting)
Serve the customer	Strengthen Neighborhoods	1. Redesign the Quality of Life Study to more accurately reflect the City's neighborhood conditions	1. Completion of the 2012 Quality of Life Study	Code Enforcement Communications Community Engagement Economic Development Financial Services Housing Technology	Release the newly designed QOL report			H&ND Focus Area Plan
		2. Create healthy and vibrant neighborhood and business districts through community engagement	2. Provide 300 youth internships and 3,000 work experiences	Code Enforcement Communications Community Engagement Economic Development	300 internships 3,000 work experiences			
			3. Develop an integrated community engagement platform that helps achieve City environmental goals as measured through the Quality of Life Study	Code Enforcement Communications Community Engagement Economic Development	100% of plan developed			
		3. Develop and recommend policies that will assist with increasing the supply of affordable housing	4. Develop and revise policies	Housing	See Measure Validation Pages			H&ND Focus Area Plan
			5. Continue implementation of the 10-year Plan to End and Prevent Homelessness	Code Enforcement Compliance Housing Technology	See Measure Validation Pages			
		4. Create healthy and vibrant neighborhoods and business districts by ensuring that properties meet community and code standards	6. Reduction in overall complaints from FY12 by 5% in FY13 <b>(Incentive Target)</b>	Code Enforcement Communications Community Engagement Economic Development	Reduce by 5%			
			7. Leverage increased community safety partnership opportunities in support of the Democratic National Convention	Code Enforcement Housing Technology	Seek new partnerships in FY2013			H&ND Focus Area Plan

	Corporate Objective	Department Initiative	Measure	Department Contributions	Target	YTD	Status	Comments/Explanation (to be completed at mid-year and year-end reporting)
Serve the customer	Promote Economic Development	5. Strengthen opportunities for public and private partnerships to encourage the integration of education, recreation, employment and housing resources in identified redevelopment areas	8. Achieve a leverage ratio within the corridors of 1:10 for business corridor funds	Economic Development Housing	1:10			H&ND Focus Area Plan
		6. Help grow small businesses in our community	9. Update the City's Small Business Strategy to include the following: <ul style="list-style-type: none"> <li>• Potential Phase 2 enhancements to the small business web portal</li> <li>• A review of the City's small business loan programs</li> <li>• An analysis of the support system for entrepreneurs</li> <li>• Innovative partnerships to help small businesses to expand sales locally</li> <li>• Initiatives to strengthen the existing consortium of community resource partners</li> </ul>	Community Engagement Economic Development	Plan adopted by Council and 50% of initiatives underway			ED Focus Area Plan
		7. Facilitate the growth of the clean energy industry, including the alternative energy sector	11. Work with partners through the Charlotte Regional partnership's Energy Capital project to attract and grow the clean energy industry sectors in Charlotte	Economic Development	See Measure Validation Pages			Environment Focus Area Plan

	Corporate Objective	Department Initiative	Measure	Department Contributions	Target	YTD	Status	Comments/Explanation (to be completed at mid-year and year-end reporting)
Manage Resources	Invest in Infrastructure	8. Create healthy and vibrant neighborhoods by improving and implementing quality physical infrastructure	12. Complete ninety percent of voter approved bond (Neighborhood Infrastructure and Business Corridor) projects on schedule or as forecasted	Community Engagement	See Measure Validation Pages			H&ND Focus Area Plan
	Expand Tax Base & Revenues	9. Continue to focus on job and tax base growth in business corridors	13. Implement the City's Business Corridor Strategy with an emphasis on the priority corridors	Community Engagement Economic Development	See Measure Validation Pages			ED Focus Area Plan
		10. Work with regional ED partners to grow businesses in the targeted industry sectors of energy & environment, finance, manufacturing, healthcare, defense, motorsports, tourism, film, and international firms	14. Work with recipients of Business Investment Grants to encourage the use of local suppliers and target gaps in the supply chain as either business expansion opportunities for local companies or prospects for recruitment	Economic Development	Complete supply chain opportunity assessment with 50% of grant recipients by year end			ED Focus Area Plan
			15. Work with tourism partners to develop a plan to grow amateur sports in the Charlotte region	Economic Development	See Measure Validation Pages			
			16. Work with partners to develop a strategy to attract corporate relocations to Charlotte through the visibility gained by the DNC	Economic Development	Catalogue/follow-up DNC contacts			



	Corporate Objective	Department Initiative	Measure	Department Contributions	Target	YTD	Status	Comments/Explanation (to be completed at mid-year and year-end reporting)
Run the Business	Enhance Customer Service	11. Provide clear, consistent and effective communications to internal and external audiences	17. Build the NBS website to offer referrals/information links from the Quality of Life Measures	Communications Community Engagement Economic Development Technology	Complete website			
		12. Focus on continuous improvement within the permitting and regulatory environment to facilitate job and tax base growth and to improve the customer experience	18. Achieve greater collaboration among the City, County and NCDOT to shorten the time it takes and make it easier to obtain regulatory approvals, including, but not limited to certificates of occupancy	Code Enforcement Economic Development	Remove barriers, conflicts & impediments in application of regulations			ED Focus Area Plan
		13. Mitigate financial, operational, political and reputational risks	19. Develop and begin implementation of an overall departmental compliance strategy	Compliance Monitoring	Develop and implement compliance strategy			
		14. Deliver exceptional customer service	20. Provide clear, consistent and effective communications to internal and external audiences by: • Adhering to department and budget deadlines for Council and Committee agenda items • Responding to media within eight hours of inquiries • Responding to employee requests within 24 hours • Delivering timely information per departmental protocol to City leadership and elected officials. <b>(Incentive Target)</b>	Code Enforcement Communications Community Engagement Compliance Monitoring Economic Development Financial Services Housing Technology	See Measure Validation Pages			
		15. Own our work using critical thinking in an innovative and collaborative environment	21. 100% of employees will include an example as part of their PRD as to how they have demonstrated at least one of these values <b>(Incentive Target)</b>	Code Enforcement Communications Community Engagement Compliance Monitoring Economic Development Financial Services Housing Technology	100% including one example			



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	Corporate Objective	Department Initiative	Measure	Department Contributions	Target	YTD	Status	Comments/Explanation (to be completed at mid-year and year-end reporting)
Develop Employees	Recruit & Retain Skilled Employees	16. Promote professional development	22. Create and implement a department learning and development strategy	Code Enforcement Communications Community Engagement Compliance Monitoring Economic Development Financial Services Housing Technology	See Measure Validation Pages			
			23. 100% of employees will complete one professional development opportunity	Code Enforcement Communications Community Engagement Compliance Monitoring Economic Development Financial Services Housing Technology	100% completing at least one opportunity			
	Promote Learning & Growth	17. Incorporate a healthy lifestyle in each employee's workday	24. 70% of all employees participate in at least one City or Department wellness activity during the fiscal year	Code Enforcement Communications Community Engagement Compliance Monitoring Economic Development Financial Services Housing Technology	70%			
			18. Achieve departmental Wellness Program Goals	25. 81% of all employees electing medical insurance enroll in the Wellness Incentive Premium Option and 90% of enrolled employees will remain engaged through the fiscal year ( <b>Incentive Target</b> )	Code Enforcement Communications Community Engagement Compliance Monitoring Economic Development Financial Services Housing Technology	81% enrolled and 90% remain engaged		



**IV. Request for Resources**

**Summary of Requests**

To implement the FY13 Strategic Operating Plan, NBS requests \$14,276,329 which includes an increase to current level funding of \$74,957. The additional funding is needed for increased cost of nuisance abatement and for fees to allow citizens to pay nuisance violations via credit card. Including offsetting revenues from zoning enforcement, revenues are projected at \$806,000 in FY13. Below are details of the FY12 and FY13 budgets.

**Base Budgets**

The KBU’s base budgets reflect the guidelines presented by the Budget Office. The KBU’s general fund and federal funds operating budget for FY13, along with the number of full time equivalent (FTE) positions including temporary positions is illustrated below:

Neighborhood & Business Services Budgets				
Source of Funds	FY12	FTE	FY13	FTE
General Fund	\$11,638,571	124	\$11,997,218	121
CDBG Fund	1,117,042	12	1,025,886	10
HOME Fund	64,382	1	0	0
Other	\$1,234,090	14	1,253,225	15
<b>Total</b>	<b>\$14,054,085</b>	<b>151</b>	<b>\$14,276,329</b>	<b>146</b>

**Current Level Changes**

NBS continues to reorganize to align resources with business priorities. Consequently, changes that move resources from one center to another are not Changes to Current level.

Due to the slow economy and the number of foreclosures in Charlotte, the City has had to step in more often to resolve nuisance violations such as junk removal and mowing grass.

This has driven up the cost of nuisance abatement by 20% from FY11 of \$463,234 to a projected cost in FY12 of \$556,037 exceeding the budget by \$59,957. Because it is crucial to the quality of life in neighborhoods that nuisance issues be resolved as quickly as possible, we request an increase in funding of \$59,957 to respond to the additional need.

In order to increase revenue collections from nuisance violations, we are working with the Finance department to allow citizens to pay for code violations via credit card. To fund the associated credit card service fees, we request an additional \$15,000.

Since FY10, offsetting revenues generated from housing and nuisance violations has increased from \$581,336 to \$755,766 in FY11 to an estimated \$771,996 in FY12. We propose that the additional general fund revenues be utilized to fund the increased cost of code enforcement.

**Service Level Changes**

A Service Level Request of \$70,000 is requested to provide funding for a capacity building contract with UNCC to engage graduate students to work in four challenged neighborhoods. This contract has been funded for 3 years: once from the Neighborhood Stabilization grant and twice from personal service savings in the operating budget at the end of fiscal years FY10 and FY11. This contract is needed to engage and develop neighborhoods that are poorly organized and experiencing problems. Community engagement and organizing is very time consuming, often occurring after hours and on weekends. Students are ideal for this. Their schedule makes them available during the times residents are home and their learning objectives line up well with these engagements. Creating viable neighborhood associations enables communities to more efficiently address issues of crime, safety and appearance – strengthening their neighborhoods.

### Revenues:

NBS is forecasting General Fund Offsetting revenues of \$806,000 in FY13. *(See Page 24 for details.)*

### Departmental Charges

A number of divisions in NBS depend upon operating support outside of the General Fund. The forecasted departmental charges, which include contributions from the Capital Investment Program, total \$2,279,112 in FY13. *(See Page 23 for details.)*

### VI. Conclusion

In FY13, Neighborhood & Business Services will be responsible for addressing a number of community, neighborhood and organizational policy and operational issues. This Strategic Operating Plan addresses both external and internal challenges in response to budgetary changes and service delivery expectations of our customers and citizens. Demand for the KBU'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, NBS will need to 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 NBS' commitment to the missions of the City and the KBU. The funding of this Strategic Operating Plan will assist NBS in moving forward to creating healthy and vibrant neighborhoods and businesses, which will help improve Charlotte's overall quality of life



**VII. APPENDIX**

**Service Level Change**

Department Rank	Project Name	Amount
1	CHARP	\$70,000

**Justification:**

The justification is that we use the CHARP contract strategically, to help us in neighborhoods that are poorly organized, need attention, and lack the structure to engage city services. We get a student (and often other UNCC resources) in each of four neighborhoods – at \$17,500 per neighborhood. We could not afford this level of service for a neighborhood without this contract. And the neighborhoods that are selected need this help.

**Linkage to Strategic Objective:**

Serve the Customer, Run the Business, Develop Employees

**Impact on Strategic Objective:**

Serve the Customer – The CHARP students enable the City to put feet on the street that are needed to engage and develop neighborhoods that are poorly organized and experiencing problems. Community engagement and organizing is very time consuming, often occurring after hours and on weekends. Students are ideal for this – their schedule makes them available during the times residents are home. And their learning objectives line up well with these engagements. Creating viable neighborhood associations enables communities to more efficiently address issues of crime, safety and appearance – strengthening their neighborhoods. Run the Business – These students enhance collaboration- bringing the full resources of the University to the community, not just the one student, but other undergraduate classes and often other architectural classes collaborate with the community as a result. Enabling UNCC to partner with neighborhoods and City staff creates strong local partnerships and understanding. It also greatly enhances customer service to have these students helping with community organizing. Develop employees – Working with the students and faculty at UNCC also enhances staff. UNCC’s professionalism and academic approach expands staff’s thinking about community issues.

**This service level change was not funded.**



Charges to Capital Investment Plan

General Fund  
Departmental Charges  
FY2013

Community Development Block Grant  
Capital Projects Fund

**FY13**

\$ 1,025,886

\$ 1,203,226

**Total**

**\$ 2,229,112**

**Revenue Projections**

**General Fund  
Offsetting Revenues  
FY13**

	<u><b>FY13 Projections</b></u>
5305 Housing Code Violations	6,000
5514 Underbrush/Debris Removal	445,000
5515 Demolition Clearing	200,000
5542 Vehicle Towing and Storage	100,000
5315 Zoning Enforcement Fees	55,000
<b>Total</b>	<hr/> <hr/> <b>\$806,000</b>



**Neighborhood & Business Services Operating Budget  
FY13**

<u>Division</u>	<u>Cost Center</u>	<u>Total</u>	<u>CDBG</u>	<u>CIP</u>	<u>General Funds</u>	<u>User Fees</u>	<u>Mecklenburg County</u>	<u>Foundation of the Carolinas</u>	<u>Total</u>
<b>FY13:</b>									
Small Business Development	10501	589,280			589,280				589,280
Business Services	11600	1,025,413			1,025,414				1,025,413
Key Business Executive	90050	1,148,720	-	257,269	891,451				1,148,720
Business Support	90051	1,205,686	-	257,269	948,417				1,205,686
Code Enforcement	90056	5,497,681		60,000	5,437,681				5,497,681
Community & Commerce	90058	2,001,361			2,001,361				2,001,361
Housing Services	90027	1,897,669	1,025,886	628,688	193,095		30,000	20,000	1,897,669
Zoning	90074	910,519				910,519			910,519
<b>Subtotal</b>		<b>14,276,329</b>	<b>1,025,886</b>	<b>1,203,226</b>	<b>11,086,699</b>	<b>910,519</b>	<b>30,000</b>	<b>20,000</b>	<b>14,276,329</b>



**Balanced Scorecard Measures Formulas**

<b>Measures</b>	<b>Formulas</b>
1. Completion of the 2012 Quality of Life Study	Complete redesign of the report
2. Provide 300 youth internships and 3,000 work experiences	The number of youth provided with internships through MYEP. The work experiences includes SEED Camp at CPCC, Career Discovery at Discovery Place and in school career discoveries, job shadowing and business based career discoveries coordinated by NBS staff, Goodwill contracted in school training, job shadowing and intern placement, and Carowinds in school training coordinated by MYEP and NBS staff and youth employment.
3. Develop an integrated community engagement platform that helps achieve City environmental goals as measured through the Quality of Life.	Completion of build out of the Environmental Dimensions in the Quality of Life, supported by NMG and department and NBS partner program revisions supporting community engagement.
4. Develop and revise policies (H&ND FAP Measure)	Assisted multi-family housing at transit stations, and Incentive Based inclusionary Housing, and Impact of Regulatory Ordinances on Affordable Housing.
5. Continue implementation of the 10-Year Plan to End and Prevent Homelessness	<ul style="list-style-type: none"> <li>• Creation of an affordable housing and homelessness data mart</li> <li>• Number of affordable housing units developed</li> <li>• Development of marketing and educational materials to assist with community advocacy</li> </ul>
6. Reduction in overall complaints from FY12 by 5% in FY13	Number of units brought into code compliance verses number of code violations cited within reporting period and carried over from previous reporting year
7. Leverage increased community safety partnership opportunities in support of the Democratic National Convention	Seek new partnerships with CMPD
8. Achieve a leverage ratio within the corridors of 1:10 for business corridor funds.(H&ND FAP Measure)	Calculate public dollars leveraged against private funds invested within a ¼ mile of corridor project
9. Update the City’s Small Business Strategy (ED FAP Measure)	# of initiatives complete divided by # of total initiatives.
10. Achieve an increasing percentage of	Amount of City spending with SBE’s divided by total amount of City spending.



SBE utilization through combined formal and informal opportunities (ED FAP Measure)	
11. Work with partners through the Charlotte Regional partnership's Energy Capital project to attract and grow the clean energy industry sectors in Charlotte	Number of relocations & startups
12. Complete 90% of voter approved bond neighborhood infrastructure and business corridor projects on schedule or as forecasted (H&ND FAP Measure)	Review all projects
13. Implement the City's Business Corridor Strategy with an emphasis on the priority corridors (ED FAP Measure)	Number of recommendations completed divided by total number of recommendations in the plan.
14. Work with recipients of Business Investment Grants to encourage the use of local suppliers and target gaps in the supply chain as either business expansion opportunities for local companies or prospects for recruitment	Complete supply chain opportunity assessment with 50% of grant recipients by year end.
15. Work with tourism partners to develop a plan for growing amateur sports in the Charlotte Region	Develop a new public-private model for adding amateur sports facilities in the region.
16. Work with partners to develop a strategy to attract corporate relocations to Charlotte through the visibility gained by the Democratic National Convention (ED FAP Measure)	Catalogue and report the number of relocation prospects attributable to the DNC (via the Chamber, City and Charlotte Regional partnership).
17. Build the N&BS website to offer referrals/information links from the Quality of Life Measures	Completion and uploading of data sets accessible to and relevant to neighborhoods.
18. Achieve greater collaboration among the City, County and NCDOT to shorten the time it takes and make it easier to obtain regulatory approvals, including, but not limited to certificates of	Elimination of system barriers, conflicts and impediments in the application of regulations.

## FY13 STRATEGIC OPERATING PLAN

occupancy (ED FAP Measure)	
19. Develop and begin implementation of an overall departmental compliance strategy	Develop and implement strategy.
20. Provide clear, consistent and effective communications to internal and external audiences	Recording of requests and time spent responding.
21. 100% of employees will include an example as part of their PRD as to how they have demonstrated at least one of these values	Percentage of employees including an example as part of their PRD as to how they have demonstrated at least one of these values
22. Create and implement department learning and development strategy	<ul style="list-style-type: none"> <li>• Conduct Training Needs Assessment</li> <li>• Analyze Training Needs Assessment and Identify Training Priorities</li> <li>• Schedule and Deliver Change Management Trainings</li> <li>• Develop On-Boarding Process for All New Employees</li> <li>• Create Guiding Vision for NBS Workforce</li> <li>• Develop NBS Competencies</li> <li>• Develop Training Strategy Outline &amp; Timeline for Implementation</li> </ul>
23. 100% of employees will complete one professional development opportunity	Percentage of employees completing at least one professional development opportunity.
24. 70% of all employees participating in at least one city or department wellness activity during the fiscal year.	Percentage of employees participating in at least one wellness activity during the fiscal year.
25. 81% of all employees electing medical insurance will enroll in the Wellness Incentive Premium Option and 90% of enrolled employees will remain engaged through the fiscal year.	Percentage of employees electing medical insurance enrolled in the Wellness Incentive Premium Option and percentage of enrolled employees remaining engaged through the fiscal year.



<i>Neighborhood &amp; Business Services</i>		
<b>1. Completion of the 2012 Quality of Life (QoL) Study (Housing &amp; Neighborhood Development Focus Area Plan)</b>		
<b>Corporate Objective:</b> (C2) Strengthen Neighborhoods		
<b>Department Initiative:</b> Redesign the Quality of Life Study to more accurately reflect the City's neighborhood conditions.		
<b>Measure:</b> Completion of the 2012 Quality of Life		
<b>Units of Measure:</b> Complete redesign	<b>Frequency of Update:</b> Monthly	
<b>Measurement Intent:</b> Track progress of Quality of Life Study		
<b>Measurement Formula:</b> Complete redesign of the report		
<b>Data Elements and Sources:</b> John Howard, Project Manager		
<b>Source For and Approach to Setting Targets:</b>		
<b>Data Contact:</b> John Howard, Project Manager		
<b>Target Setting Responsibility:</b> Patrick Mumford/ Tom Warshauer	<b>Accountability for Meeting Target:</b> John Howard	<b>Tracking/Reporting Responsibility:</b> John Howard
<b>Notes/Assumptions:</b> This assumes that subcontractors, UNC-C and County GIS, also stay on track with their work.		

<i>Neighborhood &amp; Business Services</i>		
<b>2. Provide 300 youth internships and 3,000 work experiences</b>		
<b>Corporate Objective:</b> (C2) Strengthen Neighborhoods		
<b>Department Initiative:</b> Create healthy and vibrant neighborhoods and business districts through community engagement.		
<b>Measure:</b> Provide 300 youth internships and 3,000 work experiences		
<b>Units of Measure:</b> # of Youth Internships and # of work experiences	<b>Frequency of Update:</b> Monthly	
<b>Measurement Intent:</b> To track number of work experiences provided by NBS efforts to youth in our community		
<b>Measurement Formula:</b> # This measure includes the number of youth provided with internships through MYEP. The work experiences includes SEED Camp at CPCC, Career Discovery at Discovery Place and in school career discoveries, job shadowing and business based career discoveries coordinated by NBS staff, Goodwill contracted in school training, job shadowing and intern placement, and Carowinds in school training coordinated by MYEP and NBS staff and youth employment.		
<b>Data Elements and Sources:</b> Sign in sheets from the individual events, and participant sheets from Partner activities		
<b>Source For and Approach to Setting Targets:</b>		
<b>Data Contact:</b> Dawn Hill		
<b>Target Setting Responsibility:</b> Patrick Mumford/ Tom Warshauer	<b>Accountability for Meeting Target:</b> Dawn Hill and Elizabeth Mitchell	<b>Tracking/Reporting Responsibility:</b> Dawn Hill and Elizabeth Mitchell
<b>Notes/Assumptions:</b>		



<i>Neighborhood &amp; Business Services</i>		
<b>3. Develop an integrated community engagement platform that helps achieve City environmental goals as measured through the Quality of Life Study</b>		
<b>Corporate Objective:</b> (C2) Strengthen Neighborhoods		
<b>Department Initiative:</b> Create healthy and vibrant neighborhoods and business districts through community engagement		
<b>Measure:</b> Develop an integrated community engagement platform that helps achieve City environmental goals as measured through the Quality of Life.		
<b>Units of Measure:</b>	<b>Frequency of Update:</b> Monthly	
<b>Measurement Intent:</b> To measure the successful integration of the QoL report with community participation		
<b>Measurement Formula:</b> Completion of build out of the Environmental Dimensions in the Quality of Life, supported by NMG and department and NBS partner program revisions supporting community engagement.		
<b>Data Elements and Sources:</b> Number of new programs, program revisions, and engagement activities in communities.		
<b>Source For and Approach to Setting Targets:</b>		
<b>Data Contact:</b> Nicole Storey		
<b>Target Setting Responsibility:</b> Patrick Mumford/ Tom Warshauer	<b>Accountability for Meeting Target:</b> Nicole Storey	<b>Tracking/Reporting Responsibility:</b> Nicole Storey
<b>Notes/Assumptions:</b>		

<i>Neighborhood &amp; Business Services</i>		
<b>4. Develop &amp; revise policies (Housing and Neighborhood Development Focus Area Plan)</b>		
<b>Corporate Objective:</b> (C2) Strengthen Neighborhoods		
<b>Department Initiative:</b> Develop & recommend policies that will assist with increasing the supply of affordable housing		
<b>Measure:</b> Develop & revise policies to increase affordable housing		
<b>Units of Measure:</b> Policies presented to the Housing and Neighborhood Development Committee for consideration	<b>Frequency of Update:</b> Monthly	
<b>Measurement Intent:</b> Ensure effective housing policies to increase the number of affordable housing units		
<b>Measurement Formula:</b> Assisted multi-family housing at transit stations and incentive based inclusionary housing action plan		
<b>Data Elements and Sources:</b>		
<b>Source For and Approach to Setting Targets:</b> Polices are developed based on the need to disperse and increase the supply of affordable housing throughout the City.		
<b>Data Contact:</b> Pamela Wideman		
<b>Target Setting Responsibility:</b> Patrick Mumford Pamela Wideman	<b>Accountability for Meeting Target:</b> Pamela Wideman	<b>Tracking/Reporting Responsibility:</b> Pamela Wideman
<b>Notes/Assumptions:</b>		



<i>Neighborhood &amp; Business Services</i>		
<b>5. Continue implementation of the 10-Year Plan to End and Prevent Homelessness <i>Neighborhood &amp; Business Services</i></b>		
<b>Corporate Objective:</b> (C2) Strengthen Neighborhoods		
<b>Department Initiative:</b> Develop & recommend policies that will assist with increasing the supply of affordable housing		
<b>Measure:</b> Continue implementation of the 10-Year Plan to End and Prevent Homelessness		
<b>Units of Measure:</b> Implementation of strategic priorities/workplan	<b>Frequency of Update:</b> Monthly	
<b>Measurement Intent:</b> Ensure continued implementation of the 10-Year Plan to End and Prevent Homelessness		
<b>Measurement Formula:</b>		
<ol style="list-style-type: none"> <li>1. Creation of an affordable housing and homelessness data mart</li> <li>2. Number of affordable housing units developed</li> <li>3. Development of marketing and educational materials to assist with community advocacy</li> </ol>		
<b>Data Elements and Sources:</b>		
<b>Source For and Approach to Setting Targets:</b> Continued Implementation of the 10-Year Plan to End and Prevent Homelessness		
<b>Data Contact:</b> Mary Gaertner		
<b>Target Setting Responsibility:</b> Pamela Wideman Mary Gaertner	<b>Accountability for Meeting Target:</b> Pamela Wideman Mary Gaertner	<b>Tracking/Reporting Responsibility:</b> Mary Gaertner
<b>Notes/Assumptions:</b>		



*Neighborhood & Business Services*

**6. Reduction in overall complaints from FY12 by 5% in FY13**

**Corporate Objective:** (C2) Strengthen Neighborhoods

**Department Initiative:** Create healthy and vibrant neighborhoods and business districts by ensuring that properties meet community and code standards

**Measure:** Reduction in overall complaints from FY12 by 5% in FY13

**Units of Measure:** Monthly production report

**Frequency of Update:** Monthly

**Measurement Intent:** To ensure safe and healthy housing conditions in communities

**Measurement Formula:** Number of units brought into code compliance verses number of code violations cited within reporting period and carried over from previous reporting year

**Data Elements and Sources:** Tracked in Code Information Management System

**Source For and Approach to Setting Targets:** Historical compliance data

**Data Contact:**

Ben Krise

**Target Setting Responsibility:**

Patrick Mumford  
Ben Krise

**Accountability for Meeting**

**Target:**  
Code Enforcement Division

**Tracking/Reporting Responsibility:**

Ben Krise



<i>Neighborhood &amp; Business Services</i>		
<b>7. Leverage increased community safety partnership opportunities in support of the Democratic National Convention</b>		
<b>Corporate Objective:</b> (C2) Strengthen Neighborhoods		
<b>Department Initiative:</b> Create healthy and vibrant neighborhoods and business districts by ensuring that properties meet community and code standards		
<b>Measure:</b> Leverage increased community safety partnership opportunities in support of the Democratic National Convention		
<b>Units of Measure:</b>	<b>Frequency of Update:</b> Monthly	
<b>Measurement Intent:</b> To ensure safe and healthy housing conditions in communities		
<b>Measurement Formula:</b> Number of new partnerships		
<b>Data Elements and Sources:</b>		
<b>Source For and Approach to Setting Targets:</b>		
<b>Data Contact:</b> Ben Krise		
<b>Target Setting Responsibility:</b> Patrick Mumford Ben Krise	<b>Accountability for Meeting Target:</b> Ben Krise	<b>Tracking/Reporting Responsibility:</b> Ben Krise

<i>Neighborhood &amp; Business Services</i>		
<b>8. Achieve a leverage ratio within the corridors of 1:10 for business corridor funds. (Housing and Neighborhood Development Focus Area Plan)</b>		
<b>Corporate Objective:</b> (C3) Promote Economic Opportunity		
<b>Department Initiative:</b> Strengthen opportunities for public and private partnerships to encourage the integration of education, recreation, employment and housing resources in identified redevelopment areas.		
<b>Measure:</b> Achieve leverage ratio of 1:10 for business corridor funds		
<b>Units of Measure:</b> Track funds leveraged	<b>Frequency of Update:</b> Quarterly	
<b>Measurement Intent:</b> Track private investment leveraged by corridor funding		
<b>Measurement Formula:</b> Calculate public dollars leveraged against private funds invested within a ¼ mile of corridor project		
<b>Data Elements and Sources:</b> Analysis of building permits		
<b>Source For and Approach to Setting Targets:</b> GIS analysis		
<b>Data Contact:</b> Peter Zeiler		
<b>Target Setting Responsibility:</b> Patrick Mumford Brad Richardson	<b>Accountability for Meeting Target:</b> Brad Richardson	<b>Tracking/Reporting Responsibility:</b> Brad Richardson
<b>Notes/Assumptions:</b>		



<i>Neighborhood &amp; Business Services</i>		
<b>9. Update the City's Small Business Strategy (Economic Development Focus Area Plan)</b>		
<b>Corporate Objective:</b> (C3) Promote Economic Opportunity		
<b>Department Initiative:</b> Help grow small businesses in our community		
<b>Measure:</b> Update the Small Business Strategy		
<b>Units of Measure:</b> <ul style="list-style-type: none"> <li>• Potential Phase 2 enhancements to the small business web portal</li> <li>• Review of the City's small business loan programs</li> <li>• Analysis of the support system for entrepreneurs</li> <li>• Innovative partnerships to help small businesses to expand sales locally</li> <li>• Initiatives to strengthen the existing consortium of community resource partners</li> </ul>		<b>Frequency of Update:</b> Quarterly
<b>Measurement Intent:</b> To measure the City's progress on updating the Small Business Strategy		
<b>Measurement Formula:</b> # of initiatives complete divided by # of total initiatives.		
<b>Data Elements and Sources:</b> Web service improvements, loan program review and modifications, small business stakeholder input, partnership agreements, and buy-local surveys		
<b>Source For and Approach to Setting Targets:</b> Small business and stakeholder surveys and other input, Charlotte Chamber, SBA, & US Census		
<b>Data Contact:</b> Gail Whitcomb		
<b>Target Setting Responsibility:</b> Patrick Mumford Brad Richardson	<b>Accountability for Meeting Target:</b> Brad Richardson	<b>Tracking/Reporting Responsibility:</b> Brad Richardson
<b>Notes/Assumptions:</b>		

**FY13 STRATEGIC OPERATING PLAN**

*Neighborhood & Business Services*

**10. Achieve an increasing percentage of SBE utilization through combined formal and informal opportunities  
(Economic Development Focus Area Plan)**

**Corporate Objective:** (C3) Promote Economic Opportunity

**Department Initiative:** Help grow small businesses in our community

**Measure:** Achieve an increasing percentage of SBE utilization through combined formal and informal opportunities

**Units of Measure:** Percentage of SBE utilization

**Frequency of Update:** Quarterly

**Measurement Intent:** To measure the percentage of SBE utilization in City contracting

**Measurement Formula:** Amount of City spending with SBE's divided by total amount of City spending.

**Data Elements and Sources:** Compass and Financial records, SBE liaisons

**Source For and Approach to Setting Targets:** Financial analysis of formal & informal procurement awards

**Data Contact:** Krystle Hampton

**Target Setting Responsibility:**

Patrick Mumford  
Brad Richardson

**Accountability for Meeting**

**Target:**  
Brad Richardson

**Tracking/Reporting Responsibility:**

Brad Richardson

**Notes/Assumptions:**



<i>Neighborhood &amp; Business Services</i>		
<b>11. Work with partners through the Charlotte Regional partnership’s Energy capital project to attract and grow the clean energy industry sectors in Charlotte (Economic Development Focus Area Plan)</b>		
<b>Corporate Objective:</b> (C3) Promote Economic Opportunity		
<b>Department Initiative:</b> Facilitate the growth of the clean energy industry, including the alternative energy sector		
<b>Measure:</b> Work with partners through the Charlotte Regional partnership’s Energy capital project to attract and grow the clean energy industry sectors in Charlotte		
<b>Units of Measure:</b> Number of clean energy companies locating to or starting up in Charlotte and the CRP region	<b>Frequency of Update:</b> Quarterly	
<b>Measurement Intent:</b> To attract and grow the clean energy industry sectors in Charlotte		
<b>Measurement Formula:</b> Number of relocations & startups		
<b>Data Elements and Sources:</b> City BIG awards, Duke Energy, CRP & Charlotte Chamber recruitment reports		
<b>Source For and Approach to Setting Targets:</b> Recruitment reports, BIG awards, CRP Clean Energy Capital Project updates- increasing jobs & investment in Charlotte and CRP energy cluster		
<b>Data Contact:</b>		
<b>Target Setting Responsibility:</b> Patrick Mumford Brad Richardson	<b>Accountability for Meeting Target:</b> Brad Richardson	<b>Tracking/Reporting Responsibility:</b> Brad Richardson
<b>Notes/Assumptions:</b>		

<i>Neighborhood &amp; Business Services</i>		
<b>12. Complete 90% of voter approved bond neighborhood infrastructure and business corridor projects on schedule or as forecasted (Housing and Neighborhood Development Focus Area Plan)</b>		
<b>Corporate Objective:</b> (R1) Invest in Infrastructure		
<b>Department Initiative:</b> Create healthy & vibrant neighborhoods by improving and implementing quality physical infrastructure		
<b>Measure:</b> Complete 90% of voter approved bond neighborhood infrastructure and business corridor projects on schedule or as forecasted		
<b>Units of Measure:</b> Review of all projects	<b>Frequency of Update:</b> Quarterly	
<b>Measurement Intent:</b> To monitor & track completion and scope of physical infrastructure projects		
<b>Measurement Formula:</b> Review all projects		
<b>Data Elements and Sources:</b> Capital Improvement Program		
<b>Source For and Approach to Setting Targets:</b> Neighborhood Improvement Bond Process		
<b>Data Contact:</b> Carl Jarrett, Engineering		
<b>Target Setting Responsibility:</b> City Council Focus Area Plan	<b>Accountability for Meeting Target:</b> Engineering/NBS	<b>Tracking/Reporting Responsibility:</b> Tom Warshauer
<b>Notes/Assumptions:</b>		



<i>Neighborhood &amp; Business Services</i>		
<b>13. Implement the City's Business Corridor Strategy with emphasis on the priority corridors (Economic Development Focus Area Plan)</b>		
<b>Corporate Objective:</b> (R2) Expand Tax Base & Revenues		
<b>Department Initiative:</b> Continue to focus on job and tax base growth in business corridors		
<b>Measure:</b> Implement the City's Business Corridor Strategy		
<b>Units of Measure:</b> Implement 100% of recommendations in the strategy	<b>Frequency of Update:</b> Monthly	
<b>Measurement Intent:</b> To stay abreast of economic activity & job growth		
<b>Measurement Formula:</b> Number of recommendations completed divided by total number of recommendations in the plan.		
<b>Data Elements and Sources:</b>		
<b>Source For and Approach to Setting Targets:</b>		
<b>Data Contact:</b> Peter Zeiler		
<b>Target Setting Responsibility:</b> Patrick Mumford Brad Richardson	<b>Accountability for Meeting Target:</b> Brad Richardson	<b>Tracking/Reporting Responsibility:</b> Brad Richardson
<b>Notes/Assumptions:</b>		



<i>Neighborhood &amp; Business Services</i>		
<b>14. Work with recipients of Business Investment Grants to encourage the use of local suppliers and target gaps in the supply chain as either business expansion opportunities for local companies or prospects for recruitment (Economic Development Focus Area Plan)</b>		
<b>Corporate Objective:</b> (R2) Expand Tax Base & Revenues		
<b>Department Initiative:</b> Work with regional ED partners to grown businesses in the targeted industry sectors of energy & environment, finance, manufacturing, health care, defense, motorsports, tourism, film, and international firms.		
<b>Measure:</b> Work with recipients of Business Investment Grants to encourage the use of local suppliers and target gaps in the supply chain as either business expansion opportunities for local companies or prospects for recruitment.		
<b>Units of Measure:</b> Date of approval of policy revision incorporating new provision for encouraging recipients to use local suppliers; # of monitoring visits; total \$ amount of self-reported spending with local suppliers	<b>Frequency of Update:</b> Quarterly	
<b>Measurement Intent:</b> To encourage the use of local suppliers and target gaps in the supply chain as either business expansion opportunities for local companies or prospects for recruitment.		
<b>Measurement Formula:</b> Complete supply chain opportunity assessment with 50% of grant recipients by year end.		
<b>Data Elements and Sources:</b> City will investigate a third party contract to conduct monitoring visits with BIP recipients if Council approves policy update.		
<b>Source For and Approach to Setting Targets:</b> To be determined and contingent upon Council authorization of new monitoring program.		
<b>Data Contact:</b> Brad Richardson		
<b>Target Setting Responsibility:</b> Patrick Mumford Brad Richardson	<b>Accountability for Meeting Target:</b> Brad Richardson	<b>Tracking/Reporting Responsibility:</b> Brad Richardson
<b>Notes/Assumptions:</b>		



<i>Neighborhood &amp; Business Services</i>		
<b>15. Work with tourism partners to develop a plan to grow amateur sports in the Charlotte Region (Economic Development Focus Area Plan)</b>		
<b>Corporate Objective:</b> (R2) Expand Tax Base & Revenues		
<b>Department Initiative:</b> Work with regional ED partners to grow businesses in the targeted industry sectors of energy & environment, finance, manufacturing, health care, defense, motorsports, tourism, film and international firms.		
<b>Measure:</b> Work with tourism partners to develop a plan to grow amateur sports in the Charlotte Region		
<b>Units of Measure:</b> Developing a strategy for amateur sports	<b>Frequency of Update:</b> Monthly	
<b>Measurement Intent:</b> To grow amateur sports in the Charlotte Region		
<b>Measurement Formula:</b> Develop a new public-private model for adding amateur sports facilities in the region.		
<b>Data Elements and Sources:</b> Projects planned and underway with CRVA, private sector and County.		
<b>Source For and Approach to Setting Targets:</b> Strategy was part of the CIP that wasn't approved. Will continue to monitor going forward.		
<b>Data Contact:</b> Brad Richardson		
<b>Target Setting Responsibility:</b> Patrick Mumford Brad Richardson	<b>Accountability for Meeting Target:</b> Brad Richardson	<b>Tracking/Reporting Responsibility:</b> Brad Richardson

*Neighborhood & Business Services*

**16. Work with partners to develop a strategy to attract corporate relocations to Charlotte through the visibility gained by the DNC  
(Economic Development Focus Area Plan)**

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

**Department Initiative:** Work with regional ED partners to grow businesses in the targeted industry sectors of energy & environment, finance, manufacturing, health care, defense, motorsports, tourism, film and international firms.

**Measure:** Work with partners to develop a strategy to attract corporate relocations to Charlotte through the visibility gained by the Democratic National Convention (DNC).

**Units of Measure:** Number of corporate relocation leads as a result of the DNC

**Frequency of Update:** Monthly

**Measurement Intent:** To attract corporate relocations or prospects to Charlotte through the visibility gained by the Democratic National Convention (DNC).

**Measurement Formula:** Catalogue and report the number of relocation prospects attributable to the DNC (via the Chamber, City and Charlotte Regional Partnership).

**Data Elements and Sources:** Chamber, CRP

**Source For and Approach to Setting Targets:**

**Data Contact:** Brad Richardson

**Target Setting Responsibility:**  
Patrick Mumford  
Brad Richardson

**Accountability for Meeting Target:**  
Brad Richardson

**Tracking/Reporting Responsibility:**  
Brad Richardson



<i>Neighborhood &amp; Business Services</i>		
<b>17. Build the NBS website to offer referrals/information links from the Quality of Life Measures</b>		
<b>Corporate Objective:</b> (B2) Enhance Customer Service		
<b>Department Initiative:</b> Provide clear, consistent & effective communications to internal & external audiences		
<b>Measure:</b> Build the N&BS website to offer referrals/information links from the Quality of Life Measures		
<b>Units of Measure:</b> Completion of data sets	<b>Frequency of Update:</b> Monthly	
<b>Measurement Intent:</b> To ensure website is up to date and relevant to foster neighborhood engagement		
<b>Measurement Formula:</b> Completion and uploading of data sets accessible to and relevant to neighborhoods		
<b>Data Elements and Sources:</b> Website links		
<b>Source For and Approach to Setting Targets:</b>		
<b>Data Contact:</b> Jamie Banks		
<b>Target Setting Responsibility:</b> Patrick Mumford Jamie Banks	<b>Accountability for Meeting Target:</b> Jamie Banks/Steve Allen/John Howard	<b>Tracking/Reporting Responsibility:</b> Jamie Banks/Steve Allen/John Howard
<b>Notes/Assumptions:</b>		

*Neighborhood & Business Services*

**18. Achieve greater collaboration among the City, County and NCDOT to shorten the time it takes and make it easier to obtain regulatory approvals, including, but not limited to certificates of occupancy**

**Corporate Objective:** (B2) Enhance Customer Service

**Department Initiative:** Focus on continuous improvement within the permitting and regulatory environment to facilitate job and tax base growth and to improve the customer experience

**Measure:** Achieve greater collaboration among the City, County and NCDOT to shorten the time it takes and make it easier to obtain regulatory approvals, including, but not limited to certificates of occupancy

**Units of Measure:** Number of review

**Frequency of Update:** Monthly

**Measurement Intent:** To eliminate barriers that increase the length of time it takes to obtain regulatory approvals

**Measurement Formula:**

**Data Elements and Sources:**

**Source For and Approach to Setting Targets:**

**Data Contact:** Jamie Banks

**Target Setting Responsibility:**  
Patrick Mumford

**Accountability for Meeting Target:**

**Tracking/Reporting Responsibility:**

**Notes/Assumptions:**



<i>Neighborhood &amp; Business Services</i>		
<b>20. Provide clear, consistent and effective communications to internal and external audiences</b>		
<b>Corporate Objective:</b> (B2) Enhance Customer Service		
<b>Department Initiative:</b> Develop exceptional customer service		
<b>Measure:</b> Develop a system to evaluate customer service		
<b>Units of Measure:</b> Provide clear, consistent and effective communications to internal and external audiences by: <ul style="list-style-type: none"> <li>• Adhering to department and budget deadlines for Council and Committee agenda items</li> <li>• Responding to media within eight hours of inquiries</li> <li>• Responding to employee requests within 24 hours</li> <li>• Delivering timely information per departmental protocol to City leadership and elected officials</li> </ul>	<b>Frequency of Update:</b> Monthly	
<b>Measurement Intent:</b> To identify and provide efficient, effective & friendly customer service		
<b>Measurement Formula:</b> Recording of requests and time spent responding.		
<b>Data Elements and Sources:</b> Feedback from Budget & Evaluation, City Manager’s Office and the Council		
<b>Source For and Approach to Setting Targets:</b> Monthly		
<b>Data Contact:</b> Jamie Banks		
<b>Target Setting Responsibility:</b> Patrick Mumford Jamie Banks	<b>Accountability for Meeting Target:</b> Jamie Banks	<b>Tracking/Reporting Responsibility:</b> Jamie Banks
<b>Notes/Assumptions:</b>		

<i>Neighborhood &amp; Business Services</i>		
<b>21. 100% of employees will include an example as part of their PRD as to how they have demonstrated at least one of these values (Incentive Target)</b>		
<b>Corporate Objective:</b> (B2) Enhance Customer Service		
<b>Department Initiative:</b> Own our work using critical thinking in an innovative and collaborative environment		
<b>Measure:</b> 100% of employees will include an example as part of their PRD as to how they have demonstrated at least one of these values.		
<b>Units of Measure:</b> Percentage of employees including an example as part of their PRD as to how they have demonstrated at least one of these values	<b>Frequency of Update:</b> Quarterly	
<b>Measurement Intent:</b> Continued implementation of departmental culture		
<b>Measurement Formula:</b> Percentage of employees including an example as part of their PRD as to how they have demonstrated at least one of these values		
<b>Data Elements and Sources:</b>		
<b>Source For and Approach to Setting Targets:</b>		
<b>Data Contact:</b> Division Managers		
<b>Target Setting Responsibility:</b> Partner Team	<b>Accountability for Meeting Target:</b> Division Managers	<b>Tracking/Reporting Responsibility:</b> Division Managers
<b>Notes/Assumptions:</b>		



<i>Neighborhood &amp; Business Services</i>		
<b>22. Create and implement a department learning and development strategy</b>		
<b>Corporate Objective:</b> (E2) Recruit & Retain Skilled Employees		
<b>Department Initiative:</b> Promote professional development.		
<b>Measure:</b> Create and implement a department learning and development strategy.		
<b>Units of Measure:</b> Creation and implementation of 100% of the learning and development strategy	<b>Frequency of Update:</b> Monthly	
<b>Measurement Intent:</b> Provide employees opportunities for professional development		
<b>Measurement Formula:</b> <ul style="list-style-type: none"> <li>• Conduct Training Needs Assessment</li> <li>• Analyze Training Needs Assessment and Identify Training Priorities</li> <li>• Schedule and Deliver Change Management Trainings</li> <li>• Develop On-Boarding Process for All New Employees</li> <li>• Create Guiding Vision for NBS Workforce</li> <li>• Develop NBS Competencies</li> <li>• Develop Training Strategy Outline &amp; Timeline for Implementation</li> </ul>		
<b>Data Elements and Sources:</b>		
<b>Source For and Approach to Setting Targets:</b>		
<b>Data Contact:</b> Each Division Manager		
<b>Target Setting Responsibility:</b> NBS Partners	<b>Accountability for Meeting Target:</b> Each Division	<b>Tracking/Reporting Responsibility:</b> Emily Cantrell Cynthia Woods
<b>Notes/Assumptions:</b>		



**FY13 STRATEGIC OPERATING PLAN**

<i>Neighborhood &amp; Business Services</i>		
<b>23. 100% of employees will complete one professional development opportunity</b>		
<b>Corporate Objective:</b> (E2) Recruit & Retain Skilled Employees		
<b>Department Initiative:</b> Promote professional development.		
<b>Measure:</b> 100% of employees will complete one professional development opportunity.		
<b>Units of Measure:</b> Percentage of employees completing at least one professional development opportunity	<b>Frequency of Update:</b> Monthly	
<b>Measurement Intent:</b>		
<b>Measurement Formula:</b> Percentage of employees completing at least one professional development opportunity		
<b>Data Elements and Sources:</b>		
<b>Source For and Approach to Setting Targets:</b>		
<b>Data Contact:</b> Each Division Manager HR ODL Training System		
<b>Target Setting Responsibility:</b> NBS Partners	<b>Accountability for Meeting Target:</b> Each Division	<b>Tracking/Reporting Responsibility:</b>
<b>Notes/Assumptions:</b>		



<i>Neighborhood &amp; Business Services</i>		
<b>24. 70% of all employees participating in at least one city or department wellness activity during the fiscal year</b>		
<b>Corporate Objective:</b> (E3) Promote Learning & Growth		
<b>Department Initiative:</b> Incorporate a healthy lifestyle in each employee’s workday		
<b>Measure:</b> 70% of employees participating in at least one city or department wellness activity during the fiscal year		
<b>Units of Measure:</b> Percentage of employees participating	<b>Frequency of Update:</b> Semi-annual	
<b>Measurement Intent:</b> Encourage employees to adopt and maintain healthier lifestyles		
<b>Measurement Formula:</b> Percentage of employees participating in at least one city or department wellness activity during the fiscal year.		
<b>Data Elements and Sources:</b> Wellness Center database		
<b>Source For and Approach to Setting Targets:</b> Goal for promoting wellness within KBU		
<b>Data Contact:</b> Justine Gazzola and Lisa Arnold		
<b>Target Setting Responsibility:</b> NBS Partners	<b>Accountability for Meeting Target:</b> Each Division	<b>Tracking/Reporting Responsibility:</b> Justine Gazzola and Lisa Arnold
<b>Notes/Assumptions:</b>		

<i>Neighborhood &amp; Business Services</i>		
<b>25. 81% of all employees electing medical insurance will enroll in the Wellness Incentive Premium Option and 90% of enrolled employees will remain engaged through the fiscal year (Incentive Target)</b>		
<b>Corporate Objective:</b> (E3) Promote Learning & Growth		
<b>Department Initiative:</b> Achieve departmental Wellness Program Goals		
<b>Measure:</b> 81% of all employees electing medical insurance will enroll in the Wellness incentive Premium Option and 90% of enrolled employees will remain engaged through the fiscal year		
<b>Units of Measure:</b> Percentage of employees participating	<b>Frequency of Update:</b> Quarterly	
<b>Measurement Intent:</b> Encourage employees to adopt healthier lifestyles		
<b>Measurement Formula:</b> Percent of employees enrolled in the Wellness Incentive Premium Option and remaining engaged through the fiscal year		
<b>Data Elements and Sources:</b> Wellness Center database tracking & self reporting		
<b>Source For and Approach to Setting Targets:</b> Goal for promoting wellness with the department		
<b>Data Contact:</b> Justine Gazzola and Lisa Arnold		
<b>Target Setting Responsibility:</b> NBS Partners	<b>Accountability for Meeting Target:</b> Each Division	<b>Tracking/Reporting Responsibility:</b> Justine Gazzola and Lisa Arnold
<b>Notes/Assumptions:</b>		

