

Strategic Operating Plan

FY 2007

• Planning Commission



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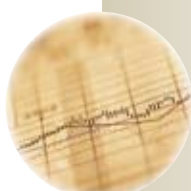
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We provide integrated
planning services

**that promote
sustainable
growth to
improve our
community's
quality of life.**

1. Executive Summary





1. Executive Summary

FY 2007 Strategic Operating Plan

I. Executive Summary

A. Introduction

Established in 1954, the Charlotte-Mecklenburg Planning Commission is a joint City-County agency providing planning services for the City of Charlotte and the unincorporated areas of Mecklenburg County. This Key Business Unit (KBU), which reports to a 14-member appointed Planning Commission, also serves as a departmental resource for City and County government. An Inter-local Cooperative Agreement between the City and County spells out the conditions and procedures under which the Commission operates.

The Planning Commission's current 63-member staff primarily focuses on:

- *growth management and design of the city, county and region;*
- *revitalization and preservation of neighborhoods, business areas and corridors; and*
- *planning and development of the Center City.*

In FY07 the agency will continue to work on these important fronts. This Strategic Operating Plan (SOP) has been developed to communicate how the Planning Commission intends to achieve specific objectives and strategies in FY07 and how the department will be held accountable for results through use of its Balanced Scorecard. The Balanced Scorecard is a performance management system used by the City of Charlotte to ensure direct linkage between the work and achievements of individual KBUs and the City's overall corporate objectives, strategies and priorities.

In addition, the SOP identifies budget implications of the Planning Commission's plan of action for the coming year and includes the agency's request for resources to accomplish its plan. A summary of the agency's budget and positions is as follows:

Summary of Planning Commission Resource Needs

	FY2005 Actual	FY2006 Revised Budget	FY2007 Request
Budget	4,490,517	4,858,184	5,042,753
Positions	58	61	63

1. Executive Summary



FY 2007 Strategic Operating Plan

B. Department Vision and Mission

Planning Commission

VISION

The Charlotte-Mecklenburg Planning Commission will be an innovative and effective public planning agency helping to create one of the most vibrant, well planned and livable urban communities in the country.

Planning Commission

MISSION

We provide integrated planning services that promote sustainable growth to improve our community's quality of life.



Our Guiding Principles

Customers are our focus. We concentrate on our customers' changing needs and expectations, and respond with open, cost-efficient, and effective service delivery.

Pursuit of excellence keeps us competitive. We structure ourselves as an organization that will facilitate, coach, and support self-motivated employees, keeping in mind the best management practices, cost control, and continuous improvement.

Partnerships are our approach. We work in partnership as highly-motivated, well-trained, and team-focused employees to be a model for performance in terms of service quality, productivity, and innovation.

Integrity is our standard. We conduct ourselves with the intention of reflecting the highest ethical and professional standards, always remembering our public trust and respect for the stewardship of limited resources.



1. Executive Summary

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C. Key Challenges Facing the Department

As Charlotte-Mecklenburg continues its transition to becoming a more diverse, urban community, the Planning Commission must deal with its foremost challenge: providing effective, innovative planning services while absorbing ever increasing workload demands. The staff is already stretched to capacity. In particular, the KBU will be most challenged to address the following over the next several years:



The Planning Commission faces 5 Key Challenges in FY 2007.

ment strategies must be identified and employed to help reduce attrition, protect the KBU's investment in staff development and attract new talent.

2. Regulatory Function Assistance:

We are experiencing a large number of workload issues in our regulatory program area, especially as part of the rezoning process. One of our biggest challenges is to deal with the large number of walk-ins, telephone calls, emails and other forms of communication which constantly stream into our office. Although we are examining our website and looking at ways that technology can help, we know that it will be difficult to maintain an adequate service level with existing staff.

1. Staff Investment and Retention:

Having an experienced, innovative and enthusiastic staff is imperative for the Planning Commission to effectively operate and meet the growing and changing demands and expectations of the community and elected officials. Yet, the KBU is continuously challenged to: 1) build the expertise and capacity of staff to better handle the increasing day-to-day demands on the department and 2) retain and recruit talented, experienced staff. In addition, by taking on the zoning administration responsibilities in FY06, the Planning Commission's staffing needs have increased, creating new and different challenges for the department. In addition, retention and recruit-

3. Planning Vision & Implementation Tools:

A major challenge is to bring a cohesive understandable vision of Charlotte's future to the public with ways to better manage growth and tools needed to implement the vision. Through the political process we need to articulate that vision and bring online the tools that are necessary to bring it to fruition. This may involve reexamining how we grow and

1. Executive Summary



FY 2007 Strategic Operating Plan

the processes for managing growth such as rezoning, subdivision approvals and area plan development.

better and more efficient ways to effectively communicate and work with the growing public, as well as with elected officials.

4. Community Engagement & Education:

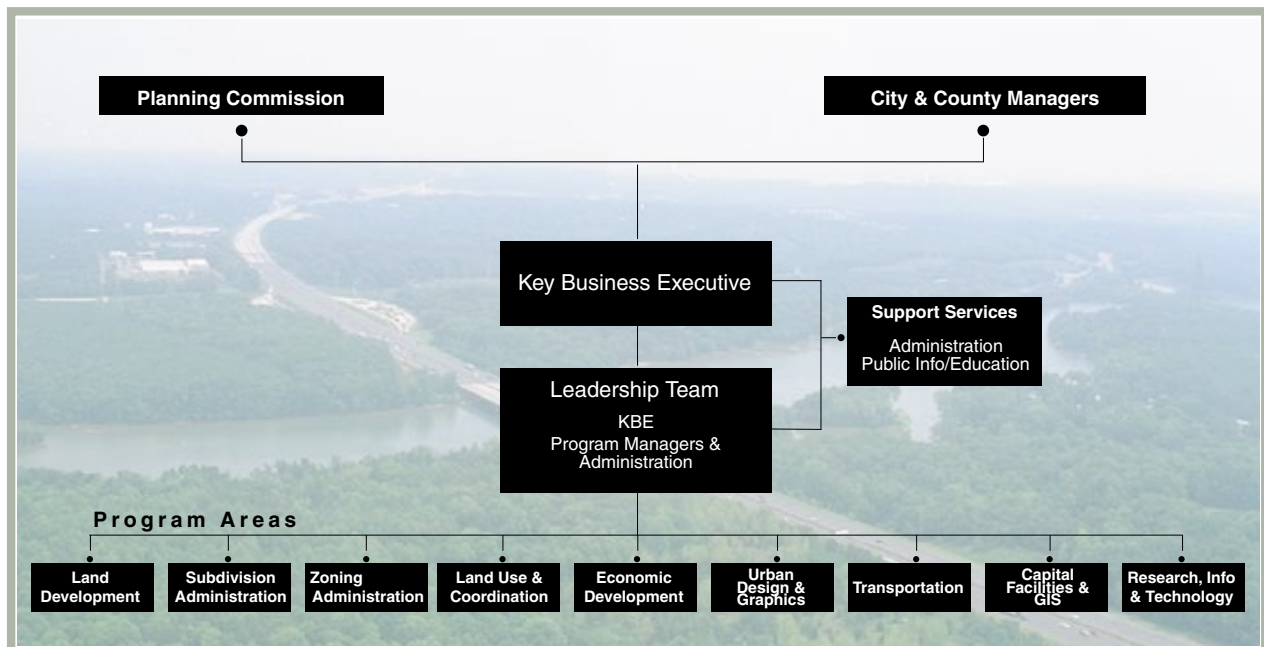
Effectively engaging and educating an increasingly larger and diverse population on the planning and regulatory process and the choices and challenges facing the community will be critical to the Planning Commission's success in getting buy-in through the area plan process. However, such outreach and engagement is time consuming and requires multiple approaches for different groups and populations. With limited staff resources the Planning Commission must identify new,

5. Partnerships and Collaboration:

The Planning Commission cannot operate in a vacuum when addressing the planning issues and challenges of rapid urbanization. The KBU must continue forging stronger collaborative relationships and partnerships with local towns, counties, and community organizations, as well as with other City and County agencies, especially Charlotte-Mecklenburg School staff.

D. How the Planning Commission is Organized to Do the Work

The staff organization is centered on ten program areas.





*The Planning Commission's
greatest impact*

**is on the Scorecard's
Serve the Customer
strategy.**

11. Strategy & Planning





II. Strategy & Planning

FY 2007 Strategic Operating Plan

II. Strategy and Planning

A. Key KBU Accomplishments of FY06

The Planning Commission had much success over the past year. In addition to implementing the June 30, 2005 annexation and laying the groundwork for bringing in the Northlake Mall in FY07, the organization had the following notable accomplishments.

Strengthen Neighborhoods

Zoning Administration Transfer from County: The Zoning Administration function was successfully transferred from Mecklenburg County to the city of Charlotte. CMPC absorbed three staff positions and helped develop working relationships with other city departments absorbing staff.

More Higher Density Housing Approved that Supports Transit: Of all higher density housing units approved, 25% were within ½ mile of a future transit station location.

Implementation of Pedscape Plans: West Morehead rezonings were approved in November 2005. The West End Plan was also approved and related rezonings were filed.

Completion of Four Area Plans: Dilworth, Rocky River, West End and Lakewood plans were adopted.

Safeguarding the Environment

Policies Developed to Protect the Environment as Part of GDP Phase II: Stakeholders completed the initial draft of policies in January 2006.

Plans for I-485 Interchanges Supported: Of all the rezonings approved for I-485 interchange areas, 85% were consistent with adopted plans, exceeding the 75% target.

Develop Collaborative Solutions

Increase in the Amount of Transit Supportive Development: TOD zoning has been applied to sites within four station areas - the three South End station areas and New Bern.

Centers, Corridors and Wedges: The geographic locations and definitions of centers, corridors, and wedges were defined in a draft document completed in FY06. The final document will be completed in FY07.

Enhance Customer Service

Reduce Rezoning Case Deferrals Due to Staff Error: Two cases (1.55%) were deferred due to staff error.

Subdivision Decisions Appealed: One of 137 decisions was appealed (0.73%).

11. Strategy & Planning



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Achieving Positive Employee Climate

Staff Improvements Being Made: In 2003 planning staff identified 25 measures to address unsatisfactory ratings from an employee survey. Full implementation has been achieved on 77% of recommendations - partial implementation on 23%.

B. Linkages to the City's Corporate Strategy

The Planning Commission directly or indirectly serves all four of the City of Charlotte's Corporate Scorecard Objectives. The KBU's greatest impact, however, is on the Scorecard's Serve the Customer strategy. The following describes some of the key linkages between the services and initiatives of the Planning Commission and the City's Corporate Objectives.

Customer service is regarded as the Planning Commission's highest priority. As such, the KBU's goal is to operate in a manner that exceeds customer expectations on each contact, whether in person, by telephone, email or through written materials.

Partnerships are our approach...is one of the Planning Commission's four guiding principles. Getting things done through collaboration is central to the work of the department. Collaboration regularly occurs with other City KBUs and with county and town governments in the region, local non-profits, neighborhood groups and regional and state agencies.

The Planning Commission is a good steward of public resources, operating with the goal of using resources in an efficient and strategic manner to deliver quality planning services.

The complex planning issues that face the community make it vitally important for the Planning Commission to retain and hire competent staff. To maintain the level of knowledge, expertise and creativity needed to meet the workload and customer demands, constant development of staff talent is needed; therefore, employee training and development continues to be a high priority for the Planning Commission.






11. Strategy & Planning

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C. Strategic Initiative for FY07

The table below identifies the most significant initiatives the Planning Commission will undertake in FY07 and how they align with the City's corporate objectives and/or focus areas.

 CHARLOTTE		KBU Initiative	Linkage to Corporate Strategy
Serve the Customer	Promote quality growth and development by: <ul style="list-style-type: none"> Reinforcing zoning decisions that are consistent with adopted plans Reducing Zoning Board of Adjustment case load Developing new area plans Drafting Zoning Ordinance text amendments for Neighborhood Issues Initiative Beginning Zoning Ordinance process enhancements and reformatting 	Corporate Objective: Strengthen Neighborhoods Focus Area: Housing and Neighborhood Development	
	Prioritize, design, construct and maintain convenient and efficient transportation facilities that improve safety, livability and transportation by: <ul style="list-style-type: none"> Increasing the number of new streets being built that interconnect Completing station area plan for the South Corridor and continuing planning for other corridors 	Corporate Objective: Provide Transportation Choices Focus Area: Transportation	
	Enhance the environmental quality of neighborhoods: <ul style="list-style-type: none"> Through the adoption of environmental protection policies into the General Development Policies Developing Environmental Principles as part of the Environmental Framework 	Corporate Objective: Safeguard the Environment Focus Area: Economic Development	
Run the Business	Continue development and implementation of the Centers and Corridors policy by <ul style="list-style-type: none"> Increasing the amount of transit supportive development at centers and along corridors Beginning the adoption process for Centers and Corridors concept plan Completing the design of five funded CIP projects 	Corporate Objective: Provide Transportation Choices Focus Area: Transportation	
	Manage the provision of available infrastructure to support future growth and development by ensuring that infrastructure goals, objectives and policies to support future growth and development are incorporated in GDP's.	Corporate Objective: Develop Collaborative Solutions Focus Area: Economic Development	
Develop Employees	Recruit, retain, and build the capacity of the KBU's workforce by implementing the department's training plan	Corporate Objective: Recruit & Retain Skilled Diverse Workforce Focus Area: Economic Development	

11. Strategy & Planning



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D. Special Plans Summary

To continuously improve the agency's organizational "infrastructure", the Planning Commission will pursue implementation of the following plans in FY07:

TECHNOLOGY PLAN

The technology plan's goal is to provide efficient customer service and maximize productivity through the use of technology. Through technology initiatives, we attempt to:

- **Optimize existing equipment and establish a functioning office work-group environment;**
- **Construct new systems and improve data access;**
- **Enhance graphic delivery systems for output and presentations; and**
- **Provide training for staff to ensure that we have the skills necessary to produce expected products**

TRAINING & DEVELOPMENT

The Planning Commission's FY2007 Training and Development Plan centers on four priorities:

Leadership development to improve the skills and customer service competencies for each staff member;

Supervisory skills development training for current supervisors and those in upwardly mobile positions.

Technical skills development to improve efficiency and productivity of staff, particularly around data and mapping management capabilities; and

Customer service/communication training to continuously improve the ability of staff to effectively and professionally serve customers.

CUSTOMER SERVICE PLAN

The KBU's Customer Service Plan is a part of the City's overall approach to creating a customer-focused organization. It concentrates on four key elements:

- **Recruiting and developing employees** who are able to meet changing customer service needs and expectations;
- **Training based on the premise that everyone should lead**, regardless of his/her position in the organization;
- **Improving technology capabilities** to promote better communication of planning ideas, concepts and facts to a diverse customer base; and
- **Ensuring accountability with the agency's customer service** through use of Customer Comment Cards, internal and external surveys, presentations and work with study groups and task forces.

COMPETITION PLAN

The Planning Commission has assessed all work program service areas for possible competition and contracting opportunities, and has concluded that all major work program areas provide core services for the City and County and therefore, are not appropriate for competition. Land Development and Subdivision Administration are examples of core services not suitable for privatization.

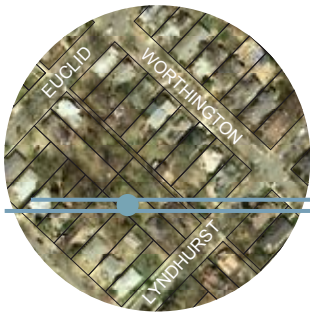


*We follow the City's
Strategy*

**in addressing key
issues of City and
County residents.**

III. Service Delivery





III. Service Delivery

FY 2007 Strategic Operating Plan

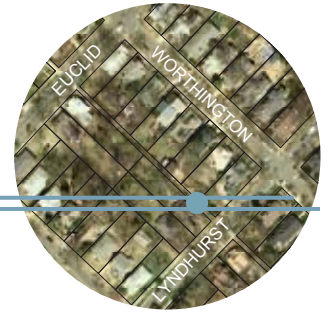
III. Service Delivery

A. Core Service Areas

The following chart summarizes the Planning Commission's core service areas and the linkages to the Balanced Scorecard objectives.

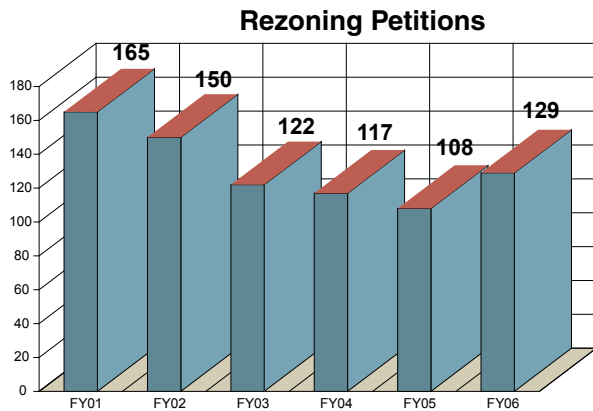
Core Service Area	Brief Description	Linkage to Balanced Scorecard
Land Development, Subdivision & Zoning Administration	Coordination of zoning administration and the rezoning process, as well as the approval of subdivision and multi-family plans	Strengthen Neighborhoods Safeguard the Environment Develop Collaborative Solution
Land Use Planning and Coordination	Collaborative preparation, maintenance and implementation of land use and urban design plans that contribute to a livable, sustainable community	Strengthen Neighborhoods Safeguard the Environment Develop Collaborative solutions
Economic Development	Assistance with area economic development efforts in targeted locations such as the Center City, distressed business corridors and transit stations and development of policies, plans and programs that support a healthy economic environment	Strengthen Neighborhoods Provide Transportation Choices Promote Economic Opportunity Invest in Infrastructure
Transportation Planning	Comprehensive, long-range transportation planning for all modes of transportation to accomplish land use goals; also provides support to the Mecklenburg-Union Metropolitan Planning Organization (MUMPO)	Strengthen Neighborhoods Provide Transportation Choices Promote Economic Opportunity Invest in Infrastructure
Capital Facilities and Geographic Information System Planning	Support to City and County budget offices in the development of capital needs assessments and implementation of adopted plans and policies, as well as coordination of the annexation process; also development and management of geographic information for all core service areas and production of presentation quality maps for internal and external customers	Strengthen Neighborhoods Provide Transportation Choices Promote Economic Opportunity Invest in Infrastructure Expand Tax Base and Revenues
Research, Information and Technology	Information and research assistance to the public and other agencies through the publication of a variety of reports, maps, documents and website	Enhance Customer Service Improve Technology Efficiencies

III. Service Delivery

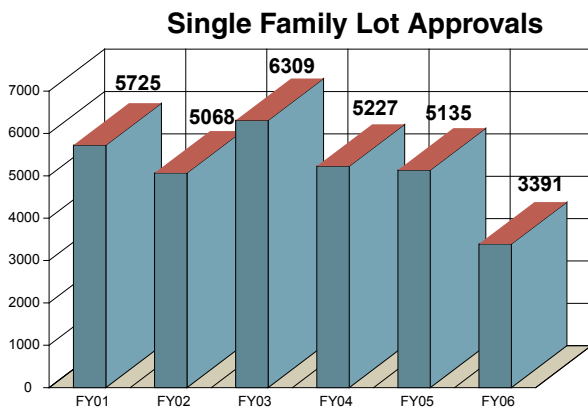


B. Service History and Trends

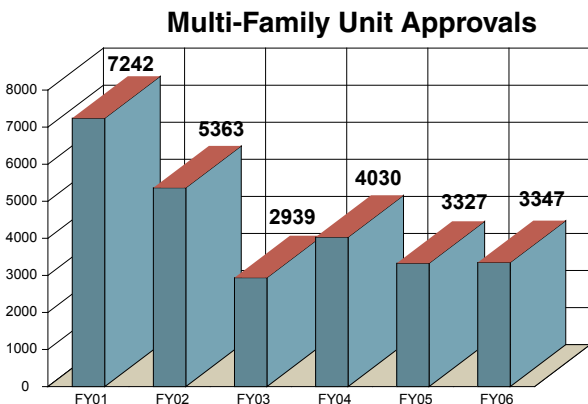
The Planning Commission primarily tracks the service history of the department's regulatory functions. Data on rezoning and subdivision activity in the community were as follows:



The number of rezoning cases in FY06 (129) trended upward after several years of gradual decline. The cases continued to become more complex in terms of the size of developments, the types of rezoning cases (the majority were conditional cases), the mediation efforts needed between the petitioner and neighborhood groups, the number of protested petitions and the amount of information compiled for each case.



On the subdivision front, single family lot approvals (3,391) were lower than FY05 levels. Multi-family unit approvals were slightly higher than the previous year. In general, the subdivision and multi-family approval figures represented a substantial increase in Charlotte-Mecklenburg's overall housing stock. The number of new districts added to the Zoning Ordinance i.e. TOD, PED, and Transit Supportive Overlay require a higher level of staff review in addition to the complexity of the Subdivision Ordinance administration.





*We concentrate on our
customer's*

**changing needs
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and respond with
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delivery.**

IV. *Balanced Scorecard*





IV. Balanced Scorecard

FY 2007 Strategic Operating Plan

Planning KBU Balanced Scorecard Report

Corporate Objective & KBU Initiative (* indicates Focus Area Initiative)	Measure (\$ indicates Incentive Pay Measure)	Prior Year Actual	Lead or Lag	Performance Data			Comments/Explanation (completed at mid-year and year-end reporting)
				Target	YTD	Status	
● Serve the Customer							
Strengthen Neighborhoods C1 Promote quality growth and development that enhances the character, viability and integrity of Neighborhoods throughout Charlotte-Mecklenburg	(a) Percent of rezoning decisions consistent with adopted plan recommendations	95%	Lag	90% of rezoning decisions consistent with adopted plans and/or staff recommendation			
	(b) Percent of development occurring at I-485 interchanges consistent with plan recommendations	85%	Lag	75% of development consistent with plans and/or staff recommendation			
	(c) Number of area plans completed	4	Lead	2 area plans and/or amendments completed by June 2007			
	\$ (d) Zoning Board of Adjustment case load	NA	Lag	Reduce number of cases by 3% from previous year			
	(e) Number of projects implemented as part of City/County Response to Neighborhood Issues Initiative	NA	Lead	Draft text amendments to change Zoning Ordinance or codes by June 2007			
	(f) Zoning Ordinance process enhancements and reformatting	NA	Lead	Hire consultant and have process underway by June 2007			

IV. Balanced Scorecard



FY 2007 Strategic Operating Plan

Corporate Objective & KBU Initiative (* indicates Focus Area Initiative)	Measure (\$ indicates Incentive Pay Measure)	Prior Year Actual	Lead or Lag	Performance Data			Comments/Explanation (completed at mid-year and year-end reporting)
				Target	YTD	Status	
* Provide Transportation Choices C2 Prioritize, design, construct and maintain, convenient and efficient transportation facilities to improve safety, neighborhood livability, promote transportation choices and meet land use objective	(a) Increase in the number of new developments being built with interconnected streets, where required, and pedestrian systems	100%	Lag	100% of new subdivisions approved			
	(b) Completion of station area plans in the South Corridor	0	Lag	Adoption of 3 of 8 station area plans by June 2007			
	(c) Continue station area planning for North, East/West, Center City and Northeast Corridors	NA	Lag	Complete process by June 2007			
Safeguard the Environment C3 Enhance the environmental quality of neighborhoods	Draft policies adopted for GDP Phase II- Environment	NA	Lead	Adopted policies for Environment Phase II of the GDP's by June 2007			
● Run the Business							
Develop Collaborative Solutions B1 Share the community vision through increased public presentations	Number of presentations made to various community and business organizations	109	Lead	75 presentations made and 2 Planning 101s held			



IV. Balanced Scorecard

FY 2007 Strategic Operating Plan

Corporate Objective & KBU Initiative (* indicates Focus Area Initiative)	Measure (\$ indicates Incentive Pay Measure)	Prior Year Actual	Lead or Lag	Performance Data			Comments/Explanation (completed at mid-year and year-end reporting)
				Target	YTD	Status	
* B2 Continue implementation of Centers and Corridors Policy	a) Increase in the amount of transit-supportive development	NA	Lag	Application of TOD Zoning and/or Transit Supportive Zoning at 3 station areas by June 2007			
	(b) Percent of new high density residential (15 dwelling units per acre) within 1/2 mile of South Corridor transit stations	25%	Lag	Increase over previous year			
	\$ (c) Update Centers and Corridors concept	NA	Lead	Begin adoption process by June 2007			
	(d) Complete changes to TOD, TS, and PED zoning districts	NA	Lead	Draft text amendments with changes to TOD, TS, and PED zoning districts by June 2007			
	\$ (e) Number of projects identified and implemented as part of CIP process	NA	Lead	Identify 100% of projects identified in area plans and begin implementation. Complete design for 5 CIP projects with area plan funds by June 2007			
B3 Manage the provision of available infrastructure to support future growth and development	Infrastructure goals, objectives, and policies to support future growth and development	NA	Lag	Complete draft chapter on Infrastructure Phase II of the GDPs by June 2007			

IV. Balanced Scorecard



FY 2007 Strategic Operating Plan

Corporate Objective & KBU Initiative (* indicates Focus Area Initiative)	Measure (\$ indicates Incentive Pay Measure)	Prior Year Actual	Lead or Lag	Performance Data			Comments/Explanation (completed at mid-year and year-end reporting)
				Target	YTD	Status	
Enhance Customer Service B4 Improve Customer Service levels	(a) Level of customer satisfaction	4.87	Lag	Achieve 4.0 overall rating in Customer Service (1-5 scale)			
	b) Decrease in amount of time it takes for a customer to obtain response to request for service	NA	Lead	Misdirected calls less than 1%			
	(c) Decrease in number of deferred rezoning cases due to staff error in the notification process	1.55%	Lead	Deferred cases due to staff error equal to no more than 2% of total cases			
B5 Shorten the time it takes for a customer to get a subdivision plan reviewed	Percent of subdivision plans reviewed within 20 days	81%	Lag	90% of plans reviewed within 20 days			
B6 Reduce number of subdivision decisions that are appealed	Number of decision that are appealed	.73%	Lag	Appeals equal no more than 3% of subdivision decisions			
● Develop Employees							
Promote Learning and Growth E1 Provide appropriate training and development opportunities	Implementation of Training Plan	80%	Lead	80% completion of Plan goals by June 2007			



We work

in partnership

**as highly-motivated,
well-trained, and
team-focused
employees to be a
model for
performance in
terms of service
quality, productivity,
and innovation.**

V. Request for Resources





V. Request for Resources

FY 2007 Strategic Operating Plan

V. Request for Resources

Base Budget:

The Charlotte-Mecklenburg Planning Commission requests a total budget allocation of \$5,042,753 for FY2007.

Revenues:

The KBU's revenues are generated primarily from two sources: user fees and the sale of maps, reports and documents. The total projected revenue for FY2007 is \$677,777. The Planning KBU projects user fee revenues of \$671,125 in FY2007 based on the number of zoning and subdivision cases. Projected revenue from the sale of maps, reports and documents is \$6,652.

Departmental Charges:

Two divisions within Planning have support from two other KBUs. This support is tracked, monitored and charged via departmental charges. Five positions in Planning are funded by CATS with a charge back of \$346,355 in FY2007. Planning-MUMPO Support has charges of \$100,000 to CDOT with reimbursement from the Federal UPWP funds. Neighborhood Development and Engineering & Property Management contribute \$109,882 to CMPC's Zoning Administration Section.

Service Level Change:

Two new Office Assistant IV positions were added for FY07. One was in the Subdivision area and the other in Rezoning. A Principal Planning position in the Land Development section was also unfrozen.

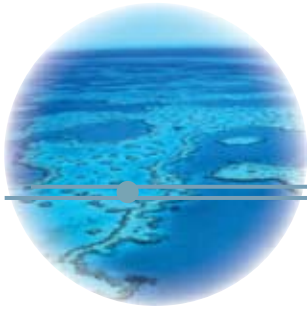


There are two sources of revenue for the Planning Commission:

1. User fees
2. Sale of maps, reports and documents

VI. Conclusion





VI. Conclusion

FY 2007 Strategic Operating Plan

VI. Conclusion

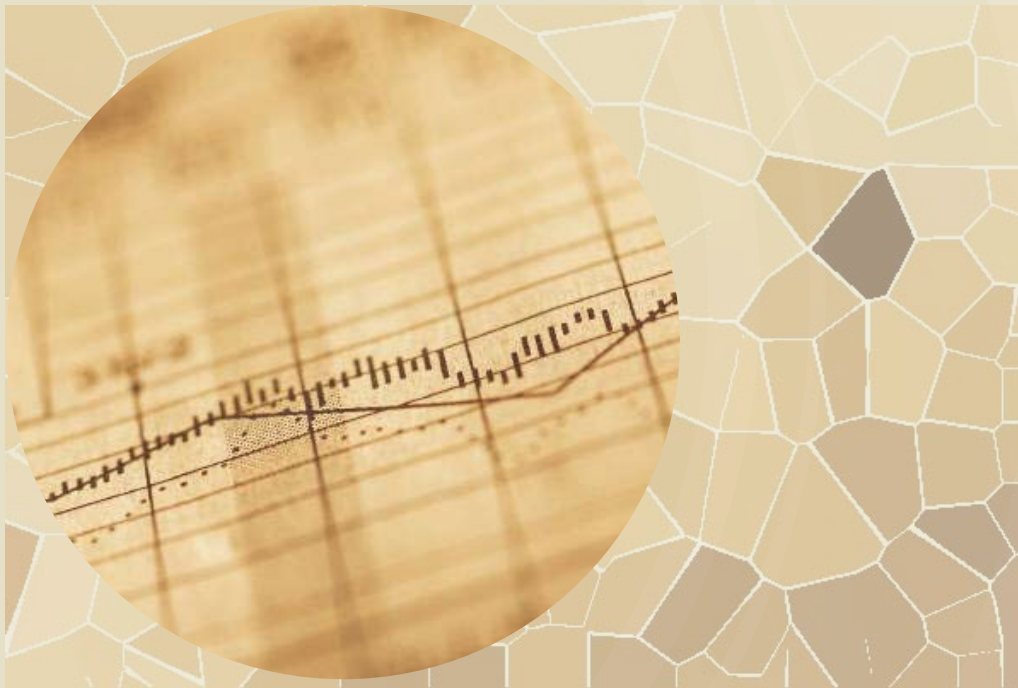
The Planning Commission is committed to achieving its vision of Charlotte-Mecklenburg becoming one of the most vibrant, well planned and livable urban communities in the country. Its ability to successfully promote and implement policies, plans and activities that support and encourage sustainable growth—the basis of the Strategic Operating Plan—will be key to moving the community closer to this ambitious vision over the coming years.

However, the agency's ability to continue to deliver quality services is being seriously challenged with our existing staff. Currently, we have seven vacant positions which when filled will provide some assistance but will not come anywhere close to helping us provide an appropriate level of service for the citizens of Charlotte-Mecklenburg. With the transfer of the Zoning Administration function to Planning, the increased complexity of rezoning cases and the increased interaction with citizens, we are in desperate need of assistance related to both our regulatory and long range planning functions.

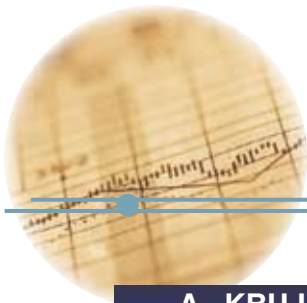
The agency will continue in the short run to identify and pursue innovative and strategic ways to effectively and efficiently use its limited resources to get the job done. And as always, the Planning Commission is dedicated to overcoming the challenges it faces and moving the agency and the community forward.



VII. Appendices



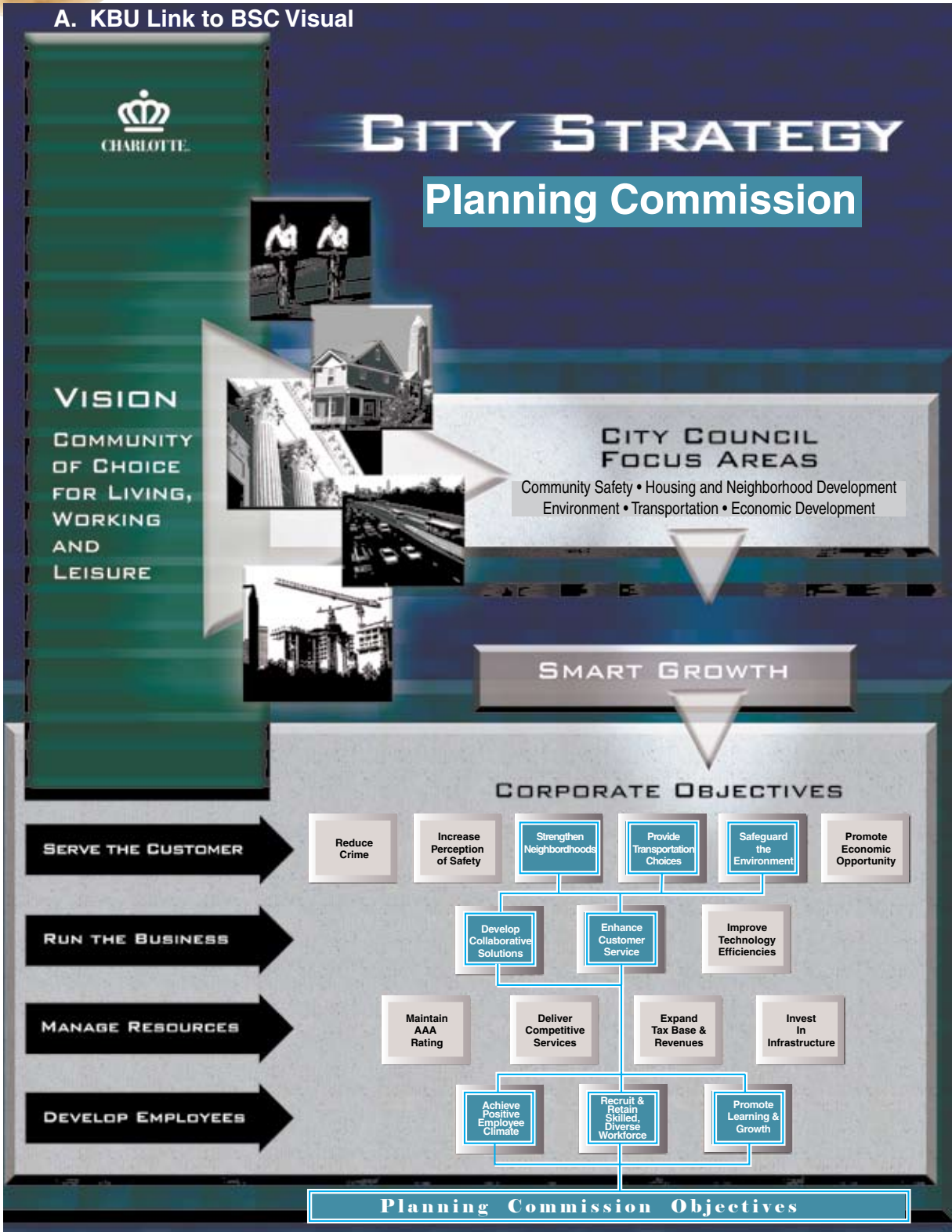
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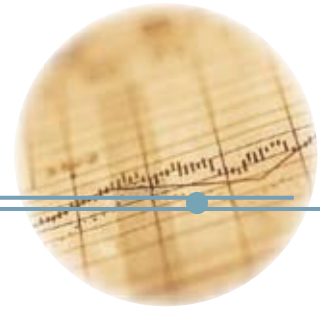
Appendix A

FY 2007 Strategic Operating Plan

A. KBU Link to BSC Visual



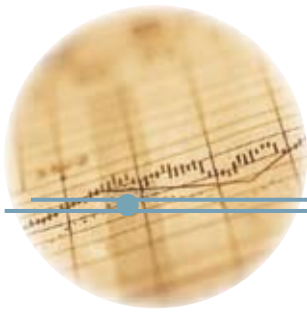
Appendix B



FY 2007 Strategic Operating Plan

B. Service Level Change & Change to Current Level Requests

Two new Office Assistant IV positions were added for FY07. One was in the Subdivision area and the other in Rezoning. A Land Development Principal Planner position was also unfrozen.



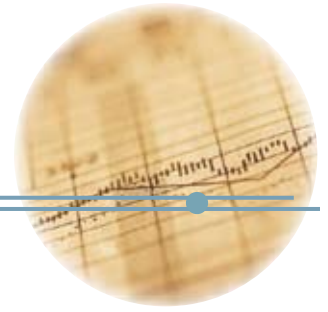
Appendix C

FY 2007 Strategic Operating Plan

Center : Planning
 Fund : 0101 General fund
 Project : All Projects

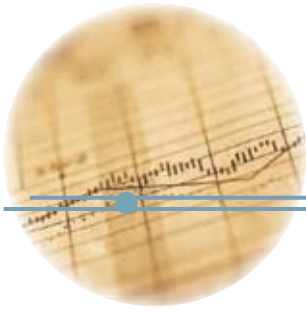
	<u>Projection</u>
000 Compensated Absences	
010 - Personal Services Adjustments	
Bdgt Salary	53,694
012 Overtime	
013 Salary & Wage - Temp	
014 Salary & Wages-Part-Time	
015 Admin & Clerical Salaries	
016 Transp - Wages & Salaries	
017 Maint - Wages & Salaries	
018 Suppl Wages-Awrds & Settl	
Bdgt Merit increase	322
023 Accident & Sick. Claims	
084 Unemploynt Comp Or Taxes	
085 Social Security Tax	4,197
086 Empl Insurance Premium	9,828
087 Empl Retirement Expns	2,633
088 Empl Life Insu Premium	
Bdgt Longevity	
090 Sick Leave	
091 Holiday Pay	
092 Vacation Pay	
097 401K Retirement	1,646
098 401K Sworn Officers Retir	
Personal Services	<u>72,320</u>
102 Unexpendable Approp.	
111 Telecommunications	
112 KBU Telecommunications	
113 Postage	
131 Printing & Publishing	
136 Technology Supplies/Svcs	5,000
137 Advertising	
138 Advertising - Media	
141 Rental Of Equipment	
142 Rental Of Land & Bldgs	
143 Rental-Unifm	
144 Landfill Services	
145 Wrecker Service Rental	
146 Auto & Othr Allowances	
147 Utilities	
148 Power For Pumping	
150 M&R-Auto/Equip-Motorzd-Ex	
151 M&R-Equip-Non-Slf-Prop	
152 M&R-Auto/Equip-Motorzd	
153 M&R-Buildings	
155 M&R-Communication Eqpt	
158 M&R-Other	
161 Travel & Meetings	
164 Training Conf & Meetings	
163 Empl Reimb Training Exp	
165 KBU Rental Of Land & Bldgs	
166 KBU M&R-Land & Water Areas	
167 KBU M&R-Communication Eqpt	
168 KBU M&R-Bldg Renov & Constr	
170 Prof & Technical Services	

Appendix C



FY 2007 Strategic Operating Plan

	<u>Projection</u>
<i>173 Management Fees</i>	
<i>176 Temporary Help Fees</i>	
<i>177 Contract Maint Services</i>	
<i>179 Fees - Other</i>	
<i>183 Fees-Laboratory Testing</i>	
<i>191 Dues,Subscr, & Prof Lic</i>	
<i>196 Subsis</i>	
<i>198 Sludge Disposal</i>	
<i>199 Othr Misc Contr Svcs</i>	
<i>210 Maint&Constr Mat&Suppl</i>	
<i>251 Motor Fuels & Lubrcnts</i>	
<i>253 Tires And Tubes</i>	
<i>255 Equip</i>	
<i>256 Other Materials/Supplies</i>	
<i>261 Chemicals & Lab Supply</i>	
<i>262 Chem For Water Trmt</i>	
<i>271 Office Supplies</i>	5,000
<i>291 Sm Tools & Expnd Eqpt</i>	
<i>296 Uniforms-Prot Clothing</i>	
<i>297 Jan & Cleaning Supply</i>	
<i>298 Othr Spec Dept Supply</i>	
<i>303 Administrative Costs</i>	
<i>420 Licenses And Taxes</i>	
<i>428 Fuel Taxes - Diesel</i>	
<i>532 Building Improvement</i>	
<i>541 Autos & Self-Prop Eqpt</i>	
<i>546 Roll-Eqpt-Not Self Prp</i>	
<i>548 Radio Equipment</i>	
<i>549 Miscellaneous Equip</i>	
<i>611 Insurance Premiums</i>	
<i>612 Insurance Administration</i>	
<i>615 Workmen`s Compensation</i>	
<i>633 KBU Workmen`s Compensation</i>	
<i>821 Grants-Not City Owned</i>	
<i>940 Reimbursed Expenses</i>	
<i>Budgeted 960</i>	
<i>969 Engineering Svcs-City</i>	
Total Current Year	<u><u>82,320</u></u>
<i>Staffing (full-time)</i>	



Appendix D

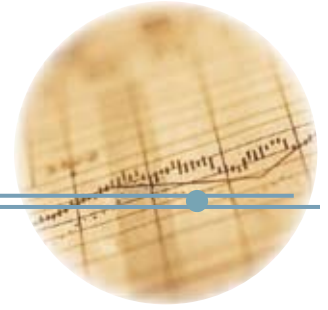
FY 2007 Strategic Operating Plan

D. Revenue Projections

Planning Commission FY07 User Fees

Regulatory Fees	FY06	FY07	FY07 Estimated Revenue
Rezoning: By Right			
Single Family	\$650	\$730	\$3,650
Multi Family	\$975	\$1,100	\$9,900
Other	\$1,625	\$1,840	\$23,920
Rezoning: Conditional			
Single Family	\$970	\$1,000	\$8,000
Multi Family	\$1,450	\$1,500	\$31,500
Other	\$2,420	\$2,500	\$197,500
Text Amendment	\$830	\$850	\$21,250
Amend. Site Plan Approval	\$330	\$350	\$28,000
Sign Flex Option	\$150	\$180	\$3,600
Subdivision Review:			
Single Family (Streets)	\$880	\$900	\$65,700
Non-Residential	\$575	\$600	\$6,600
Plan Revisions	\$800	\$850	\$28,900
Variances & Appeals*	\$2,250	\$2,300	\$6,900
Final Plats:			
Regular	\$180	\$190	\$64,600
Revisions	\$155	\$175	\$28,000
Condo	\$120	\$135	\$7,155
Planned Multi-Family Review	\$1,250	\$1,350	\$47,250
UMUD/MUDD Plan Review**:			
Major	\$1,000	\$1,150	\$41,400
Minor	\$425	\$490	\$16,170
Zoning Administration:			
Variances - Residential	\$150	\$150	\$10,800
Variances - Non Residential	\$300	\$345	\$11,730
Appeals - Residential	\$150	\$150	\$3,000
Appeals - Non Residential	\$350	\$350	\$5,600
TOTAL			\$671,125

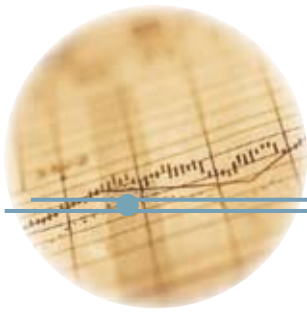
Appendix E



FY 2007 Strategic Operating Plan

E. Charges to Capital Investment Plan

Not Applicable



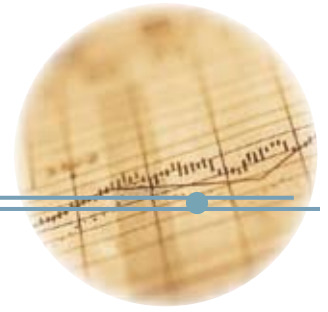
Appendix F

FY 2007 Strategic Operating Plan

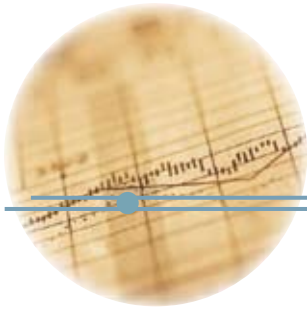
F. Measure Validation

Planning Rezoning Consistent with Plans	
Corporate Objective:	Strengthen Neighborhoods
KBU Initiative:	Promote quality growth and development that enhances the character, viability and integrity of Neighborhoods throughout Charlotte-Mecklenburg.
Measure and Target:	Rezoning consistent with plans. Target is 90% of rezoning decisions consistent with the adopted plan and/or staff recommendation.
Units of Measure:	Number of Rezoning Petitions
Frequency of Update:	Semi-annually (mid-year and year-end)
Measurement Intent:	The number of decisions that are consistent with the land use recommendations reflects the Planning Commission's growing need to continue to provide good information to elected officials in support of adopted plan policies.
Measurement Formula:	The number of rezoning cases for which final decisions have been made are examined to determine if they were consistent or inconsistent with the recommended land use.
Data Elements and Sources:	The data elements included in the measure are: The number of cases decided upon; if they were consistent or inconsistent with the land use recommendations and the City Council action.
Source For and Approach to Setting Targets:	The Planning Commission's staff log that is maintained by the Land Development Program Area provides the information and data for this measure.
Data Contact:	Tammie Keplinger
Target Setting Responsibility	Keith MacVean
Accountability for Meeting Target:	Keith MacVean
Tracking/ Reporting Responsibility:	Tammie Keplinger
Notes/ Assumptions:	C1 (a)

Appendix F



Planning I-485 Interchange Rezoning	
Corporate Objective:	Strengthen Neighborhoods
KBU Initiative:	Promote quality growth and development that enhances the character, viability and integrity of Neighborhoods throughout Charlotte-Mecklenburg.
Measure and Target:	I-485 Interchange Rezoning. Target is 75% consistency with plans.
Units of Measure:	Percent Development Consistent with plans
Frequency of Update:	Semi-annually
Measurement Intent:	The intent is to insure that interchange development plans are generally being followed. Since interchange plans have been well thought out and designed to protect neighborhoods, keep traffic moving and to provide adequate services to residents it is believed that generally following the intent of the plan is crucial.
Measurement Formula:	Number of approved rezonings totally or partially falling within one-mile radii of Charlotte Sphere interchanges that are consistent with plan recommendations divided by the total number of approved rezonings falling within one-mile radii.
Data Elements and Sources:	A GIS procedure is performed to identify rezonings that fall partially or totally within the one-mile radius of each Charlotte Sphere interchange. Their consistency with plans is determined by using a rezoning database in CMPC's Rezoning Program Area.
Source For and Approach to Setting Targets:	This measure was developed to provide feedback to Council concerning how well the Interchange plans are being followed.
Data Contact:	Steve Patterson
Target Setting Responsibility	Garet Johnson
Accountability for Meeting Target:	Garet Johnson
Tracking/ Reporting Responsibility:	Steve Patterson / Research New Hire
Notes/ Assumptions:	C1 (b)



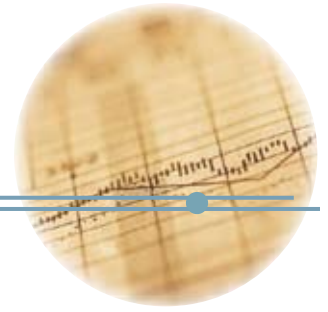
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FY 2007 Strategic Operating Plan

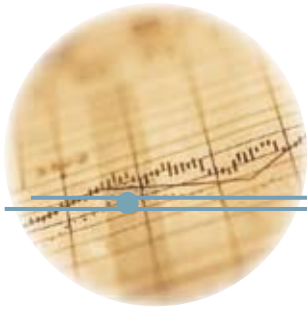
Planning Number of Area Plans Completed

Corporate Objective:	Strengthen Neighborhoods
KBU Initiative:	Promote quality growth and development that enhances the character, viability and integrity of Neighborhoods throughout Charlotte-Mecklenburg.
Measure and Target:	Number of Area Plans or Plan Amendments Completed (Does not include transit station area plans for South Corridor. Does include Pedscape-type plans.) Target is completion of two plans or plan amendments or one plan and one plan amendment.
Units of Measure:	Number
Frequency of Update:	Annually - Fiscal Year
Measurement Intent:	Area planning strengthens neighborhoods by helping residents work together to: better understand the dynamics of growth and development, create a shared vision for the future of their community, and develop strategies to help realize that vision.
Measurement Formula:	Actual number of area plans or plan amendment documents completed, in draft form, between July 1, 2006 and June 30, 2007.
Data Elements and Sources:	Plans or plan amendment documents (draft form)
Source For and Approach to Setting Targets:	Long range planning is a vital planning service provided to the community. Existing workloads and the complexity of planning process constrains our ability to complete more than two plans.
Data Contact:	Garet Johnson
Target Setting Responsibility	Leadership Team
Accountability for Meeting Target:	Leadership Team
Tracking/ Reporting Responsibility:	Garet Johnson
Notes/ Assumptions:	C1 (c)

Appendix F



Planning Zoning Administration Case Load	
Corporate Objective:	Strengthen Neighborhoods
KBU Initiative:	Promote quality growth and development that enhances the character, viability and integrity of Neighborhoods throughout Charlotte-Mecklenburg.
Measure and Target:	Reduction in Zoning Board of Adjustment Case Load. Target is 3% reduction.
Units of Measure:	Number of cases
Frequency of Update:	Annually
Measurement Intent:	To reduce the number of unnecessary cases that are reviewed by the voluntary Zoning Board of Adjustment.
Measurement Formula:	Determine the number of ZBA cases in FY06 and FY07. The number of FY07 cases should be 3% less than the number of cases in FY06.
Data Elements and Sources:	The number of cases formally review by the Zoning Board of Adjustment
Source For and Approach to Setting Targets:	The target was set by the CMPC leadership team which included the Planning Director and Zoning Administrator. The intent is to reduce the number of unnecessary zoning cases that have to be reviewed by a volunteer board.
Data Contact:	Rodger Lentz
Target Setting Responsibility	Rodger Lentz
Accountability for Meeting Target:	Rodger Lentz
Tracking/ Reporting Responsibility:	Roger Lentz
Notes/ Assumptions:	C1 (d)



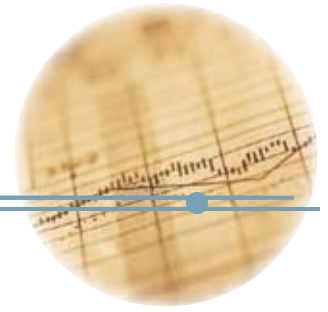
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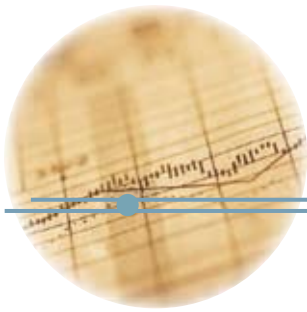
Planning Neighborhood Initiative Projects Implemented

Corporate Objective:	Strengthen Neighborhoods
KBU Initiative:	Promote quality growth and development that enhances the character, viability and integrity of Neighborhoods throughout Charlotte-Mecklenburg.
Measure and Target:	Number of projects implemented as part of City/County Response to Neighborhood Issues Initiative. Target is draft text amendments to change Zoning Ordinance or codes by June 2007.
Units of Measure:	Text Amendments
Frequency of Update:	Not applicable / Individual Draft Text Amendments will be created.
Measurement Intent:	To develop a response to identified neighborhood issues through Draft Text Amendments to the Zoning Ordinance.
Measurement Formula:	Develop two new Draft Text Amendments to the Zoning Ordinance.
Data Elements and Sources:	Identified Neighborhood issues from the Neighborhood Issues Initiative
Source For and Approach to Setting Targets:	City Manager and Council established this effort as a priority.
Data Contact:	Debra Campbell
Target Setting Responsibility	Keith MacVean
Accountability for Meeting Target:	Keith MacVean
Tracking/ Reporting Responsibility:	Sandy Montgomery
Notes/ Assumptions:	C1 (e)

Appendix F



Planning Zoning Ordinance Process Enhancements	
Corporate Objective:	Strengthen Neighborhoods
KBU Initiative:	Promote quality growth and development that enhances the character, viability and integrity of Neighborhoods throughout Charlotte-Mecklenburg
Measure and Target:	Zoning Ordinance Process Enhancement. Target is to have consultant and have process underway by June 2007.
Units of Measure:	Not applicable
Frequency of Update:	Annually
Measurement Intent:	To update Zoning Ordinance
Measurement Formula:	This is not applicable.
Data Elements and Sources:	CMPC Leadership team
Source For and Approach to Setting Targets:	Based on CMPC Work Program activities.
Data Contact:	Keith MacVean
Target Setting Responsibility	Planning Leadership Team
Accountability for Meeting Target:	Planning Leadership Team
Tracking/ Reporting Responsibility:	Sandy Montgomery
Notes/ Assumptions:	C1 (f)



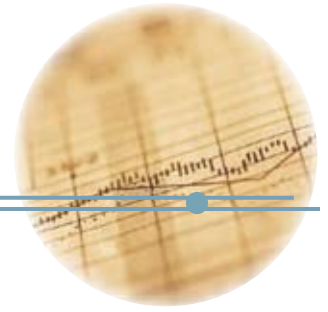
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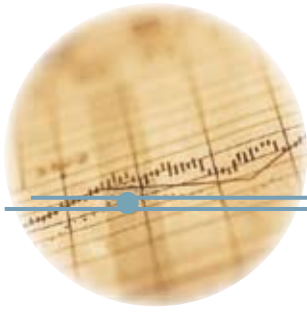
Planning Interconnected Street and Pedestrian Systems

Corporate Objective:	Provide Transportation Choices
KBU Initiative: *	Prioritize, design, construct and maintain, convenient and efficient transportation facilities to improve safety, neighborhood livability, promote transportation choices and meet land use objectives.
Measure and Target:	Interconnected Streets and Pedestrian Systems. Target is to increase the number of new developments being built with interconnected streets, where required, and pedestrian systems. Goal is 100% compliance.
Units of Measure:	Percent
Frequency of Update:	Semi-annually (mid-year and year-end)
Measurement Intent:	This is to provide for internal and external vehicular and pedestrian connectivity between land uses and new developments and provide more transportation choices.
Measurement Formula:	Number of new subdivisions approved with interconnected streets and pedestrian systems/number of new subdivisions approved x 100%
Data Elements and Sources:	KIVA / ACCELA tracking systems and internal subdivision approval data files
Source For and Approach to Setting Targets:	The Mayor and City Council have expressed an interest in improving connectivity. Subdivision review ensures related requirements are carried out.
Data Contact:	Linda B. Beverly, Subdivision Administration Program Manager
Target Setting Responsibility	Planning Leadership Team
Accountability for Meeting Target:	Subdivision Administration Program Area
Tracking/ Reporting Responsibility:	Linda Beverly
Notes/ Assumptions:	C2 (a)

Appendix F



Planning South Corridor Station Area Plans	
Corporate Objective:	Provide Transportation Choices
KBU Initiative: *	Prioritize, design, construct and maintain convenient and efficient transportation facilities to improve safety, neighborhood livability, promote transportation choices and meet land use objectives.
Measure and Target:	South Corridor Station Area Plans. Target is adoption of three of eight area plans by June 2007
Units of Measure:	Number of station area plans approved by the City Council by June 2007
Frequency of Update:	Semi-annually
Measurement Intent:	Completion of station area plans will result in land use and infrastructure policy changes for the South Transit Corridor station areas. These are important steps in the implementation of the City's integrated land use and transit planning initiative, as well as the City's Centers and Corridors policy framework.
Measurement Formula:	Three adopted plans.
Data Elements and Sources:	Council adopted of three South Corridor Station Area Plans.
Source For and Approach to Setting Targets:	Transit station area planning is a high priority for Council and Planning. We need to have an adopted plan to guide development in these areas since light rail is scheduled to arrive in Fall 2007.
Data Contact:	Laura Harmon
Target Setting Responsibility	Leadership Team
Accountability for Meeting Target:	Leadership Team
Tracking/ Reporting Responsibility:	Laura Harmon
Notes/ Assumptions:	C2 (b)



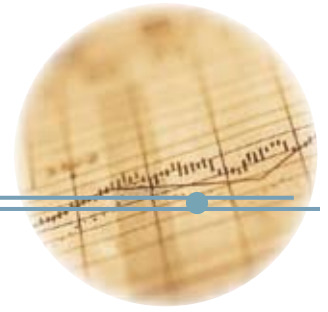
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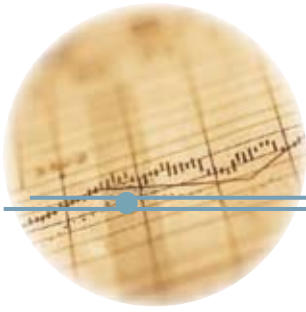
Planning Station Area Plans for Center City and North, Southeast, West and Northeast Corridors

Corporate Objective:	Provide Transportation Choices
KBU Initiative: *	Prioritize, design, construct and maintain convenient and efficient transportation facilities to improve safety, neighborhood livability, promote transportation choices and meet land use objectives.
Measure and Target:	Station Area Plans for Center City and North, Southeast, West and Northeast Corridors. Target is the completion of EIS elements by June 2007.
Units of Measure:	Completion of process (land use elements designed to complement Environmental Impact Statements) for each corridor by June 2007.
Frequency of Update:	Semi-annually
Measurement Intent:	Completion of the EIS and complementary land use components for each transit corridor is critical for implementation of the CATS system plan and the land use planning that are part of the City's integrated land use and transit planning initiative. This measure will be an indicator of progress for the City's transit and land use program.
Measurement Formula:	This is not applicable.
Data Elements and Sources:	Council action on the above named plans.
Source For and Approach to Setting Targets:	Transit station area planning is a high priority for Council and Planning. We need to have adopted plans to guide future development and that will be transit friendly in these areas.
Data Contact:	Laura Harmon
Target Setting Responsibility	Leadership Team
Accountability for Meeting Target:	Leadership Team
Tracking/ Reporting Responsibility:	Leadership Team
Notes/ Assumptions:	C2 (c)

Appendix F



Planning General Development Policies Phase II- Environmental	
Corporate Objective:	Safeguard the Environment
KBU Initiative:	Enhance the Environmental Quality of Neighborhoods.
Measure and Target:	General Development Policies Phase II - Environment. Target is to adopt policies by June 2007
Units of Measure:	Completion of Draft Policies
Frequency of Update:	Not Applicable
Measurement Intent:	The policies developed during the GDP Phase II - Environment project, if successfully implemented, will help mitigate the environmental impacts of future land use and land development activities.
Measurement Formula:	A set of strategies to assist staff in implementing the policies as drafted.
Data Elements and Sources:	Draft implementation strategies as outgrowth of staff technical advisory team.
Source For and Approach to Setting Targets:	GDP set policy direction for future development. Implementation strategies can be developed with technical team during and after Council review and action on policies.
Data Contact:	Garet Johnson
Target Setting Responsibility	Planning
Accountability for Meeting Target:	Leadership Team
Tracking/ Reporting Responsibility:	Garet Johnson and Linda Beverly
Notes/ Assumptions:	C3



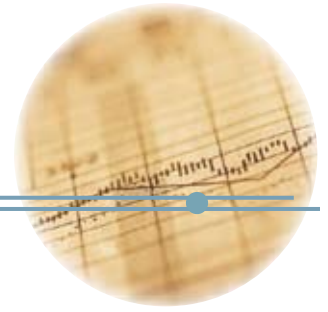
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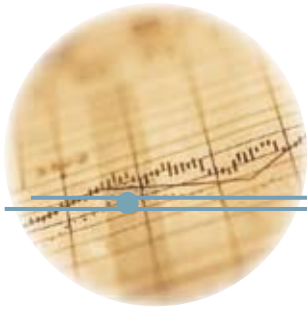
Planning Number of Presentations Made to Community and Business Organizations

Corporate Objective:	Develop Collaborative Solutions
KBU Initiative:	Share the community vision through increased public presentations.
Measure and Target:	Number of presentations made to Community and Business Organizations. Target is to make 75 presentations and hold 2 Planning 101 sessions.
Units of Measure:	Each presentation.
Frequency of Update:	Monthly update to Planning Commission
Measurement Intent:	The measure is intended to ensure that the Planning staff is sharing and communicating the planning vision, processes and issues with the community.
Measurement Formula:	One presentation equals one unit of measure.
Data Elements and Sources:	Individual staff members provide the date, audience, topic and presenter information.
Source For and Approach to Setting Targets:	Data is collected into a report that is included in the monthly Planning Commission Worksession Agenda Packet and which will be updated regularly.
Data Contact:	Karen Chavis
Target Setting Responsibility	Leadership Team
Accountability for Meeting Target:	All Planning Staff
Tracking/ Reporting Responsibility:	Karen Chavis
Notes/ Assumptions:	B1

Appendix F



Planning Transit-supportive Development	
Corporate Objective:	Develop Collaborative Solutions
KBU Initiative:	Continued Implementation of Centers and Corridors Policy
Measure and Target:	Increase in the amount of transit supportive development. Target is application of TOD Zoning and/or Transit Supportive Zoning at three station areas plans by June 2007.
Units of Measure:	Transit Oriented Development Zoning and/or Transit Supportive Zoning
Frequency of Update:	Annually
Measurement Intent:	This measure is intended to be an indicator for progress toward the City's goal of integrating land use and transportation.
Measurement Formula:	Application of TOD Zoning and/or Transit Supportive Zoning at three station areas
Data Elements and Sources:	Data elements are Council approved TOD Zoning or Transit Supportive Zoning for station areas.
Source For and Approach to Setting Targets:	The goal is to coordinate land use and transit system development.
Data Contact:	Keith MacVean
Target Setting Responsibility	Transportation Cabinet
Accountability for Meeting Target:	CMPC Leadership Team, CDOT, CATS & ED
Tracking/ Reporting Responsibility:	Leadership Team
Notes/ Assumptions:	B2 (a)



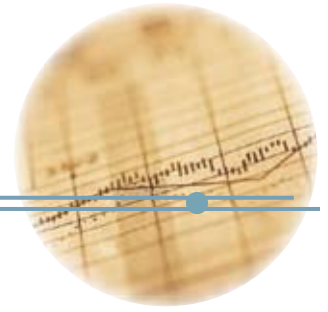
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FY 2007 Strategic Operating Plan

Planning High Density Residential Development at Station Areas

Corporate Objective:	Develop Collaborative Solutions
KBU Initiative: *	Continue Implementation of Centers and Corridors Policy
Measure and Target:	High Density Residential Development at Station Areas. Target is to increase percent of new high density residential (15 dwelling units per acre) within 1/2 mile of South Corridor transit stations. Target is twenty-five percent or greater.
Units of Measure:	Number of attached housing units constructed in FY 2007
Frequency of Update:	Annually
Measurement Intent:	This measure is intended to be an indicator for progress toward the City's goal of integrating land use and transportation.
Measurement Formula:	Determine the number of attached housing units with a density of 15 units per acre or greater and use GIS to determine the percent of these that were located within a 1/2 mile radius of a station area. If this proves to be impractical using building permits, then determine a technique to use by looking at approved rezoning petitions or subdivision approvals. The percent of high density residential should be higher than the preceding year.
Data Elements and Sources:	Data elements - building permits, rezoning petitions, and subdivision data bases. The source is County's LUESA building permit data and CMPC's Land Development rezoning/subdivision approvals.
Source For and Approach to Setting Targets:	This target is identified in the Transportation Focus Area.
Data Contact:	Steve Patterson / Research New Hire
Target Setting Responsibility:	Transportation Cabinet
Accountability for Meeting Target:	CMPC Leadership Team, CDOT, CATS & ED
Tracking/ Reporting Responsibility:	Steve Patterson
Notes/ Assumptions:	B2 (b)

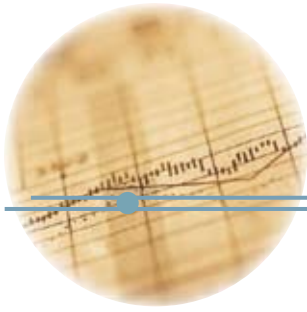
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FY 2007 Strategic Operating Plan

Planning Centers and Corridors

Corporate Objective:	Develop Collaborative Solutions
KBU Initiative: *	Continue implementation of Centers and Corridors Policy
Measure and Target: \$	Centers and Corridors Report. Target is to begin adoption process by June 2007.
Units of Measure:	Adoption process activity
Frequency of Update:	Semi-annually
Measurement Intent:	This measure is intended to be an indicator for progress toward the City's goal of integrating land use and transportation. In addition, it will signal the development of a refined approach to the Centers and Corridors policy.
Measurement Formula:	Policy completion of revised centers, corridors and wedges.
Data Elements and Sources:	Current adopted policy
Source For and Approach to Setting Targets:	This task is part of the larger Transportation Action Plan process which is an adopted 2004 Council priority. The adoption process is scheduled to be begin by June 2007.
Data Contact:	Laura Harmon
Target Setting Responsibility	Leadership Team
Accountability for Meeting Target:	CMPC Leadership Team, CDOT, and CATS
Tracking/ Reporting Responsibility:	Leadership Team
Notes/ Assumptions:	B2 (c)



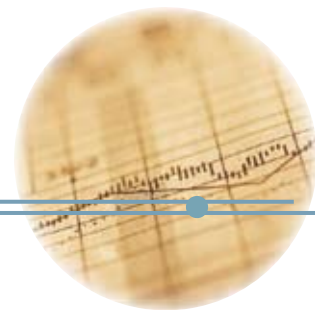
Appendix F

FY 2007 Strategic Operating Plan

Planning Changes to TOD, TS, & PED Zoning Districts

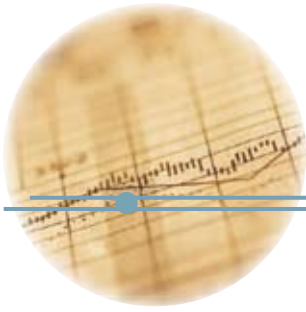
Corporate Objective:	Develop Collaborative Solutions
KBU Initiative:	Continue Implementation of Centers and Corridors Policy
Measure and Target:	Changes to TOD, TS, and PED zoning districts. Target is to draft text amendments with changes to TOD, TS, and PED zoning districts by June 2007
Units of Measure:	Completed draft text amendments
Frequency of Update:	Annual
Measurement Intent:	To indicate progress in moving improvements to zoning districts that are important for urban development.
Measurement Formula:	Completion of draft of updated districts
Data Elements and Sources:	Current districts
Source For and Approach to Setting Targets:	Based on Council direction.
Data Contact:	Rodger Lentz
Target Setting Responsibility	Planning Leadership Team
Accountability for Meeting Target:	Planning Policy Work Group
Tracking/ Reporting Responsibility:	Rodger Lentz
Notes/ Assumptions:	B2 (d)

Appendix F



Planning Area Plans and CIP Projects

Corporate Objective:	Develop Collaborative Solutions
KBU Initiative: *	Continue Implementation of Centers and Corridors Policy
Measure and Target: \$	Number of projects identified and implemented as part of CIP process. Target is to complete design of projects with area plan funds by June 2007
Units of Measure:	Identified plans
Frequency of Update:	Annually
Measurement Intent:	To ensure that capital improvements in area plans are quickly and effectively implemented
Measurement Formula:	NA
Data Elements and Sources:	CMPC's plan implementation tracking system
Source For and Approach to Setting Targets:	These CIP projects are identified in Area Plans adopted by Council
Data Contact:	Greg Burnham
Target Setting Responsibility	Planning Leadership Team
Accountability for Meeting Target:	CMPC Plan Implementation Group, Engineering & Property Management
Tracking/ Reporting Responsibility:	Greg Burnham
Notes/ Assumptions:	B2 (e)



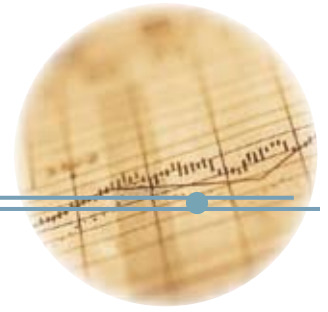
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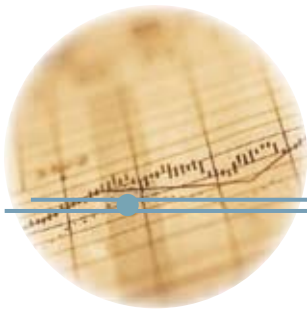
Planning Infrastructure Goals, Objectives & Policies

Corporate Objective:	Develop Collaborative Solutions
KBU Initiative:	Manage the Provision of Available Infrastructure to Support Future Growth & Development
Measure and Target:	Infrastructure goals, objectives, and policies to support future growth and development. Target is to complete report of "Best Practices" by June 2007.
Units of Measure:	Complete report of "Best Practices" by June 2007.
Frequency of Update:	Semi-annually (mid-year and year-end)
Measurement Intent:	Benchmark expects significant progress in compiling the Infrastructure chapter of the GDP.
Measurement Formula:	NA
Data Elements and Sources:	The project management teams for the GDP Infrastructure chapter will be responsible for writing the chapter.
Source For and Approach to Setting Targets:	City Council has established an anticipated completion of the GDP Infrastructure chapter by the end of FY2006. The June FY07 date or earlier date may be used in case there is a problem meeting Council's original expectation.
Data Contact:	Jonathan Wells
Target Setting Responsibility	City Council
Accountability for Meeting Target:	Project Manager
Tracking/ Reporting Responsibility:	Jonathan Wells
Notes/ Assumptions:	B3

Appendix F



Planning Customer Satisfaction (Survey)	
Corporate Objective:	Enhance Customer Service
KBU Initiative:	Improve Customer Service Levels
Measure and Target:	Level of Customer Satisfaction (Survey). Target is 4.0 overall rating.
Units of Measure:	1-5 point scale
Frequency of Update:	Semi-annually
Measurement Intent:	1-5 point scale with "1" being low or extremely dissatisfied and "5" being high or extremely satisfied.
Measurement Formula:	Each unit of rating (1-5) is multiplied by the number of times that is chosen by a respondent. The totals of all these calculations are added together and divided by the total number of respondents.
Data Elements and Sources:	Individual customer ratings.
Source For and Approach to Setting Targets:	Ratings are extracted from Customer Comment Cards, and other customer service, presentation, meeting and study group surveys.
Data Contact:	Karen Chavis
Target Setting Responsibility	Leadership Team
Accountability for Meeting Target:	All Planning Staff
Tracking/ Reporting Responsibility:	Karen Chavis
Notes/ Assumptions:	B4 (a)



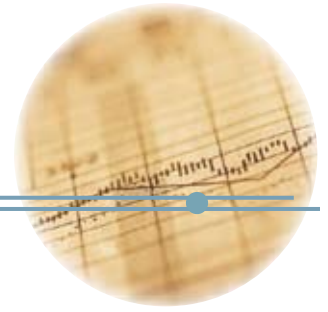
Appendix F

FY 2007 Strategic Operating Plan

Planning Customer Satisfaction (Phone Calls)

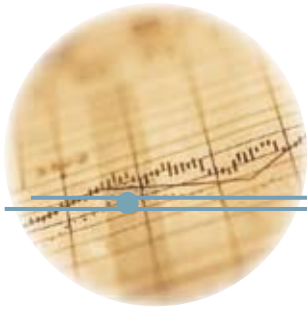
Corporate Objective:	Enhance Customer Service
KBU Initiative:	Improve Customer Service Levels
Measure and Target:	Minimize misdirected phone calls. Target is to accurately direct 99 percent of incoming phone calls.
Units of Measure:	Misdirected Phone Calls
Frequency of Update:	Semi-annually
Measurement Intent:	Minimize misdirected calls.
Measurement Formula:	Based upon internal phone call monitoring records accurately direct 99 percent of phone calls.
Data Elements and Sources:	Weekly phone records turned into administrative staff.
Source For and Approach to Setting Targets:	Rating is based upon CMPC historical measurement.
Data Contact:	Steve Patterson
Target Setting Responsibility	Leadership Team
Accountability for Meeting Target:	All Planning Staff
Tracking/ Reporting Responsibility:	Alice Jackson
Notes/ Assumptions:	B4 (b)

Appendix F



Planning Deferred Rezoning Cases

Corporate Objective:	Enhance Customer Service
KBU Initiative:	Improve Customer Service Levels
Measure and Target:	Decrease in number of deferred rezoning cases due to staff error in the notification process. Target is to be below 2 percent.
Units of Measure:	Zoning Case
Frequency of Update:	Annually
Measurement Intent:	To minimize staff error associated with rezoning case deferrals.
Measurement Formula:	Deferred cases due to staff error equal to no more than 2% of total cases.
Data Elements and Sources:	Zoning Case history
Source For and Approach to Setting Targets:	Zoning logs are maintained by CMPC's Rezoning Section. CMPC attempts to minimize staff error in the rezoning process and enhance customer service.
Data Contact:	Tammie Keplinger maintains the Rezoning Logs
Target Setting Responsibility	CMPC Leadership Team
Accountability for Meeting Target:	CMPC Leadership Team
Tracking/ Reporting Responsibility:	Tammie Keplinger
Notes/ Assumptions:	B4 (c)



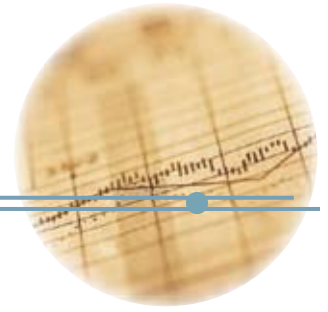
Appendix F

FY 2007 Strategic Operating Plan

Planning Shorten Review Times for New Subdivision Plans

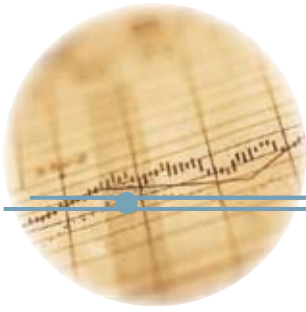
Corporate Objective:	Enhance Customer Service
KBU Initiative:	Shorten the time it takes for a customer to get a new subdivision plan reviewed
Measure and Target:	Percent of new subdivision plans reviewed within 20 days. Target is to review 90% of plans within 20 days. (This is a stretch target.)
Units of Measure:	New Subdivision Plan Review
Frequency of Update:	Semi-annually (mid-year and year-end)
Measurement Intent:	While the Charlotte Subdivision Ordinance allows a maximum of 30 days for the review of new subdivision plans, staff tries to provide a higher level of service to meet their customers' demands for faster reviews which results in time and money savings to the customer.
Measurement Formula:	$[\# \text{ subdivision reviews done within 20 days} / \# \text{ subdivision reviews}] \times 100\%$
Data Elements and Sources:	KIVA and ACCELA tracking systems are used. The systems are designed to measure and report review times on each project.
Source For and Approach to Setting Targets:	Want to maintain enhanced level of customer service and to challenge staff to work smarter and more efficiently.
Data Contact:	Linda B. Beverly, Subdivision Administration Program Manager
Target Setting Responsibility	Leadership Team
Accountability for Meeting Target:	Subdivision Administration Program Area
Tracking/ Reporting Responsibility:	Linda Beverly
Notes/ Assumptions:	B5

Appendix F



Planning Appealed Subdivision Decisions

Corporate Objective:	Enhance Customer Service
KBU Initiative:	Reduce the number of subdivision decisions that are appealed.
Measure and Target:	Number of subdivision decisions that are appealed. Target is that no more than 3 percent are appealed.
Units of Measure:	Percent
Frequency of Update:	Semi-annually (mid-year and year-end)
Measurement Intent:	The Charlotte Subdivision Ordinance provides that any person that has issue with a subdivision decision may appeal that decision to the Charlotte-Mecklenburg Planning Commission. The number of appeals can be used as a measure of staff's ability to address customer and citizen concerns and to facilitate resolution of issues before decisions are made.
Measurement Formula:	$[\# \text{ subdivision appeals} / \# \text{ subdivision approvals}] \times 100\%$
Data Elements and Sources:	KIVA and ACCELA tracking systems are used. The software is designed to measure and report number of subdivisions reviewed and appealed.
Source For and Approach to Setting Targets:	Maintain high level of customer service, satisfaction and reduce staff errors.
Data Contact:	Linda B. Beverly, Subdivision Administration Program Manager
Target Setting Responsibility	CMPC Leadership Team
Accountability for Meeting Target:	Subdivision Administration Program Area
Tracking/ Reporting Responsibility:	Linda Beverly
Notes/ Assumptions:	B6



Appendix F

FY 2007 Strategic Operating Plan

Planning Training Plan Implementation

Corporate Objective:	Promote Learning and Growth
KBU Initiative:	Provide appropriate training and development opportunities.
Measure and Target:	Training Plan Implementation. Target is to implement 90% of Training Plan by June 2007.
Units of Measure:	Percent
Frequency of Update:	Semi-annually (mid-year and year-end)
Measurement Intent:	The targeted 90% completion of our training plan ensures that a large portion of it will be implemented.
Measurement Formula:	(Training goals completed divided by the total number of training goals) multiplied by 100 should yield a percentage great than 90.
Data Elements and Sources:	Group and individual training activities compared to training plan goals will be used for measurement.
Source For and Approach to Setting Targets:	Fiscal year training matrix report.
Data Contact:	Cheryl Neely
Target Setting Responsibility	Leadership Team
Accountability for Meeting Target:	Leadership Team, Training Coordinator and Individual employees
Tracking/ Reporting Responsibility:	Cheryl Neely
Notes/ Assumptions:	E1

