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# Introduction

The Year End Corporate Performance report provides the Mayor, City Council, and staff with comprehensive executive level information to evaluate the progress of City programs and activities.

Each year the City Council identifies community priorities. During the Council's annual retreat in February, Council agreed on the goals and objectives for the strategic focus areas. The resulting **Focus Area Plans** set Council's official strategy for the year. Resources are assigned in the budget process to address the Focus Area Priorities.

The Balanced Scorecard is the City's performance management system that

- translates strategy into tangible objectives and measures,
- communicates desired strategy to employees, and
- ensures alignment of resources throughout the organization.

## Organization of Report

This report is organized by those four Balanced Scorecard Perspectives - *Serve the Customer – Run the Business - Manage Resources – Develop Employees*. The perspectives provide a framework for evaluating performance that is focused on outcomes and results for the City's most important indicators. In addition, the report also provides checkpoints for planning, forecasting, and budgeting.

### Perspective

### Objectives

#### *Serve the Customer*

Reduce Crime ★ Increase Perception of Safety ★ Strengthen Neighborhoods ★ Provide Transportation Choices ★ Safeguard the Environment ★ Promote Economic Opportunity

#### *Run the Business*

Develop Collaborative Solutions ★ Enhance Customer Service ★ Improve Technology Efficiencies

#### *Manage Resources*

Maintain AAA Rating ★ Deliver Competitive Services ★ Expand Tax Base & Revenues ★ Invest in Infrastructure

#### *Develop Employees*

Achieve Positive Employee Climate ★ Recruit & Retain Skilled, Diverse Workforce ★ Promote Learning & Growth

The City of Charlotte is committed to using performance information to manage and address community needs. This report communicates achievements and challenges related to organizational objectives. The full report is available electronically at <http://www.ci.charlotte.nc.us/Departments/Budget>.

**Key:** Target Not Achieved: ✘ Target Achieved: ✔ Trend Data: Graphical Information

Key highlights from the report include the recognition of **accomplishments** (✔) as well as the significant **challenges** (✘) faced as the City begins fiscal year 2007.



## Vision

The City of Charlotte will be a model of excellence that puts citizens first. Skilled, motivated and diverse employees will be known for providing quality and value in all areas of service. We will be a platform for vital economic activity that gives Charlotte a competitive edge in the marketplace. We will partner with citizens and businesses to make this a community of choice for living, working, and leisure activities.

## Mission

The mission of the City of Charlotte is to ensure the delivery of quality public services and to promote the safety, health and quality of life of its citizens. We will identify and respond to community needs and focus on the customer through:

- \* Using strategic business planning
- \* Creating and maintaining effective partnerships
- \* Attracting and retaining skilled, diverse, motivated employees

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## Overview of Charlotte's Focus Areas

### Community Safety

*"Charlotte is committed to becoming the safest large city in America."*

In 1994, the City Council adopted a five-year Community Safety Plan. That plan has been expanded and combined with housing and neighborhood development initiatives and the implementation of community problem-oriented policing. Therefore, the City considers community safety from the perspective of the livability, stability, and economic vitality of a neighborhood—not just the lack or presence of criminal activity.

### Housing and Neighborhood Development

*"Creating great neighborhoods in which to live, work, and play."*

This is the City's comprehensive approach to meeting the economic development and quality of life issues in the neighborhoods and business districts. This includes efforts such as providing adequate code enforcement; developing strategies for affordable housing; and requiring neighborhoods and business districts to take an active role in problem identification and solution development.

### Restructuring Government

*"The City of Charlotte will provide the best services at the lowest cost."*

This initiative started in the early 1990's as an effort to flatten the City organization and redesign how services

are delivered. This effort continues with emphasis on initiatives focusing specifically on service delivery and meeting growing customer needs through innovation. This includes competition and privatization efforts, as well as assessing performance, identifying gaps in service delivery, and recommending process improvements.

### Transportation

*"Charlotte will be the premier city in the country for transportation choices."*

This initiative addresses all issues related to transportation opportunities and challenges, including maximizing public transit; implementing and maintaining roads, adopting and implementing land-use policies to support growth and transit goals; and ensuring adequate pedestrian and bicycle connections while meeting stringent federal air quality standards.

### Economic Development

*"Charlotte will be the most prosperous and livable city for all citizens through quality economic development."*

This initiative involves sustaining prosperity and assuring economic opportunity for all residents. It also focuses on keeping jobs and the expanding tax base in Charlotte by building and maintaining infrastructure, as well as providing a skilled and competitive workforce.





# CITY STRATEGY

## VISION

COMMUNITY OF CHOICE FOR LIVING, WORKING AND LEISURE



## CITY COUNCIL FOCUS AREAS

Community Safety • Housing and Neighborhood Development  
Restructuring Government • Transportation • Economic Development

## SMART GROWTH

## CORPORATE OBJECTIVES

SERVE THE CUSTOMER

Reduce Crime

Increase Perception of Safety

Strengthen Neighborhoods

Provide Transportation Choices

Safeguard the Environment

Promote Economic Opportunity

RUN THE BUSINESS

Develop Collaborative Solutions

Enhance Customer Service

Improve Technology Efficiencies

MANAGE RESOURCES

Maintain AAA Rating

Deliver Competitive Services

Expand Tax Base & Revenues

Invest in Infrastructure

DEVELOP EMPLOYEES

Achieve Positive Employee Climate

Recruit & Retain Skilled, Diverse Workforce

Promote Learning & Growth

## Corporate Objectives

### Serve the Customer - What is our mission and vision?

Reduce Crime	Decrease crime with community oriented policing and other strategies that target crime categories or offenders.
Increase Perception of Safety	Improve perception of safety by enhancing police community-solving partnerships, improving neighborhood appearance, and addressing neighborhood decay and nuisances.
Strengthen Neighborhoods	Deliver planning, infrastructure, environmental safety, and capacity building investments to improve and sustain the quality of life in neighborhoods.
Provide Transportation Choices	Provide programs and services that expand travel choices and increase use of alternative modes of transportation.
Safeguard the Environment	Provide programs and services that protect the City's land, water, air, and open space resources.
Promote Economic Opportunity	Provide programs and services that enhance the quality of life and make Charlotte an attractive location for quality jobs and businesses.

### Run the Business - At what processes must we excel to achieve the mission and vision?

Develop Collaborative Solutions	Establish internal and external partnerships to solve problems.
Enhance Customer Service	Improve service delivery to internal and external customers. Provide services that are courteous, accessible, responsive, and seamless.
Improve Technology Efficiencies	Integrate technology into business processes to increase operational efficiencies, improve service delivery, and control costs.

### Manage Resources - How do we ensure value in achieving the mission and vision?

Maintain AAA Rating	Pursue fiscal policy that will maintain the City's AAA credit rating.
Deliver Competitive Services	Ensure value and quality of services by being productive and efficient in service delivery. Maximize public resources through competition, privatization, optimization, and process improvement.
Expand Tax Base & Revenues	Increase available revenues by expanding tax base through residential and business development. Seek funding partnerships and other revenue sources to lessen reliance upon property taxes.
Invest in Infrastructure	Support City priorities by optimizing existing infrastructure and creating new infrastructure. Ensure capital and land use investments are consistent with Smart Growth principles.

### Develop Employees - How do we create a workforce that achieves the mission and vision?

Achieve Positive Employee Climate	Strengthen work-life environment where employees are empowered, motivated, and productive.
Recruit & Retain Skilled, Diverse Workforce	Select and retain qualified and diverse workforce to meet community needs.
Promote Learning & Growth	Maximize employee development through training opportunities in technology, supervision, and management. Create a learning environment where employees are encouraged to test ideas and explore new methods.

## Executive Summary

The City achieved 82% of its 366 objectives for fiscal year end 2006 (FY06). The achievement rate reflects several things:

- More difficult, strategic measures with stretch targets, not easily met
- Industry benchmarks, higher than our resources allow us to reach
- Complex issues such as crime and growth demands on service delivery and infrastructure
- Limited resources

### Report Highlights

Key highlights from the report include the recognition of **accomplishments** (✓) as well as the significant **challenges** (✗) faced as by the City.

#### Reduce Crime

- ✗ **Crime Statistics** – The crime rate per 100,000 population declined by 1.2%, which is less than the target reduction of 5%. The crime categories experiencing the largest increases were homicide, rape, robbery, aggravated assault and arson.
- ✓ **Street Crimes** - Police established a Street Crimes Task Force to target areas where there were concentrations of robberies and vehicle thefts. Deployment of the task force is driven by extensive analysis of crime data. After the task force was established, there was a 9% decrease in robberies during the second half of FY06.

#### Increase Perception of Safety

- ✗ **Hotspot Crimes** - Reduction in targeted crimes were achieved in 8 of 12 crime hotspots (target: 9 of 12). Four patrol divisions did not meet their goals, primarily due to rising robbery and burglary rates.
- ✓ **Police Services** - Police citizen survey results revealed that 70% of respondents rated Police 7 or higher on overall impression (target: 7 or higher on 10 point scale); 73% rated Police 7 or higher on courtesy, professionalism and performing with integrity and honesty; and 74% reported feeling safe in their own neighborhoods.
- ✓ **Fire Response Time** - The Fire Department's average response time improved to 5.18 minutes. This improvement is due to enhanced mobile data equipment and continued emphasis on reducing individual fire station response times.

#### Strengthen Neighborhoods

- ✓ **2006 Quality of Life (QOL) Report** - The 2006 QOL report identified 24 challenged neighborhoods (target: reduce from 27 to 25).

#### Provide Transportation Choices

- ✓ **Transportation Planning** - City Council adopted the Transportation Action Plan, a 25-year, \$3.57 billion comprehensive transportation plan. The plan will guide Council and staff in making short and long-term transportation and land use decisions.
- ✓ **Transit Ridership** - Charlotte Area Transit System achieved a 7.8% increase in transit ridership to 19.2 million passengers. This was the 8th consecutive year that transit ridership increased.

#### Safeguard the Environment

- ✗ **Vehicle Miles Traveled** - Vehicle miles traveled (VMT) per capita increased by 5.08% (target: reduce VMT). The population increased 3%, which indicates that the miles traveled per capita is increasing at a faster rate than population growth or the existing population is driving more.

#### Promote Economic Opportunity

- ✗ **Business Retention** - The business retention goal of 5% job growth with program clients fell short at 2.9% mainly due to the Continental Tire layoffs of 900-1,000 employees.
- ✓ **Small Business Opportunity** - 13.57% of informal contracts were awarded to small business enterprises (target: 7%).

## Report Highlights

- ✓ **Targeted Economic Development** - More than \$1 billion (target: \$450 million) in building permit value occurred in targeted areas: transit corridors, distressed corridors and center city.
- ✓ **CharMeck 311 Call Center** - 311 engaged a third party to conduct caller satisfaction surveys. The customer satisfaction rate was 92.4%, exceeding the industry standard and target of 85%.
- ✓ **AAA Rating** - The City maintained its AAA bond rating. Aviation, Storm Water and Utilities, the enterprise funds, also met their bond rating goals.
- ✓ **Benchmarking Performance** – The City of Charlotte ranked well in the Institute of Government (IOG) Performance Management project, which benchmarks City services against other North Carolina cities. In the 2005 IOG report, the City performed as well or better than the state-wide average in 31 of 50 effectiveness and efficiency categories for the following services: refuse collection, household recycling, yard waste collection, fire and police services, emergency communications, asphalt maintenance, fleet maintenance and human resources.

Enhance  
Customer  
Service

Deliver  
Competitive  
Services

Maintain  
AAA Rating

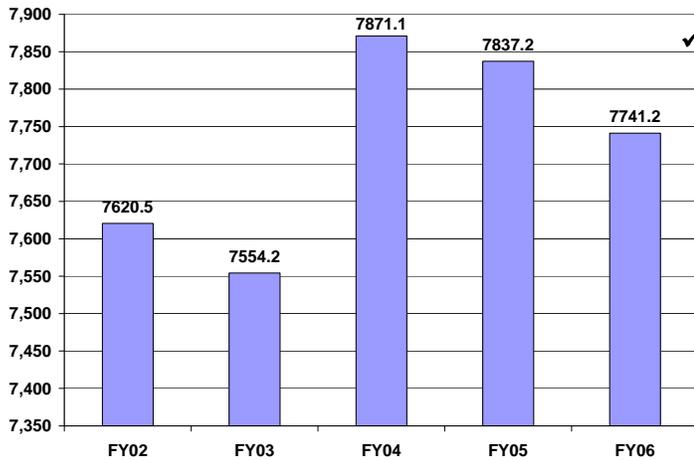
The City continues to strive to meet growing demands with limited resources. Maintaining service delivery standards and responding to the Council's focus areas and strategic priorities is the key focus of the performance management process.

## Serve the Customer

- \* Reduce Crime
- \* Increase Perception of Safety
- \* Strengthen Neighborhoods
- \* Provide Transportation Choices
- \* Safeguard the Environment
- \* Promote Economic Opportunity

✘ The crime rate per 100,000 population declined by 1.2% (target: 5%).

**Total Crime Index per  
100,000 Population**



✔ The City Manager and City Council convened a task force of community representatives to study the homicide problem in Charlotte-Mecklenburg. The group will make recommendations to City Council on steps that can be taken to reduce homicides.

✔ CMPD established a Street Crimes Task Force to target areas where there were concentrations of robberies and vehicle thefts. Deployment of the task force is driven by extensive analysis of crime data. After the task force was established, there was a 9% decrease in robberies in the second half of FY06.

Crime Occurrences		
Offense	FY06 Numbers	% Change from FY05
Homicide	82	+20.6
Rape	341	+10.7
Robbery	3,506	+9.9
Aggravated Assault	3,957	+9.9
Burglary	13,112	+6.6
Larceny	26,648	-2.5
Vehicle Theft	7,212	+1.1
Arson	371	+20.8

## Serve the Customer

- \* **Reduce Crime**
- \* Increase Perception of Safety
- \* Strengthen Neighborhoods
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✘ Reduction in targeted crimes were achieved in 8 of 12 crime hotspots (target: 9 of 12). Four patrol divisions did not meet their goals, primarily due to rising robbery and burglary rates.

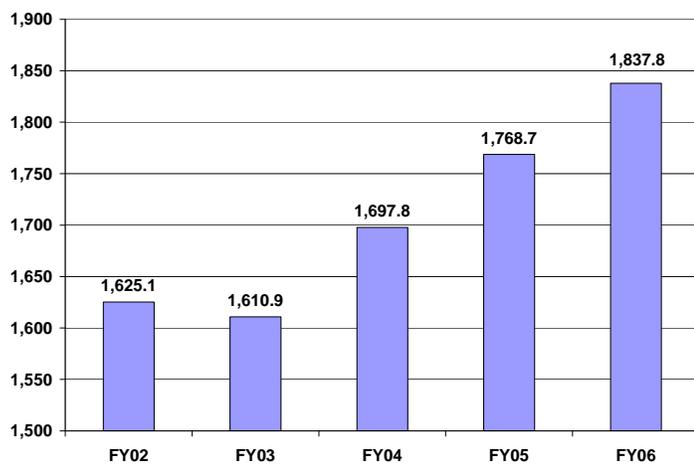
<b>Hotspot Crime Goals/Performance</b>			
Division	Hot Spot	Performance Target	% Change
✓ Steele Creek	Wingate Place Arrowood Villas Sun Valley Apartments	5% reduction Part One offenses	-31.4
✓ Westover	Boulevard Homes	5% reduction in residential burglary and aggravated assault	-11.6
✓ Freedom	Forestbrook Glenhaven Lake Ridge Julian	5% reduction in robbery and burglary	-14.6
✓ Providence	Elizabeth	5% reduction in robbery and auto theft	-26.8
✓ South	Andover Woods El Verano Apartments	5% reduction in Part One offenses	-17.1
✘ Independence	Cedars East Ashley Place Castlewood	5% reduction in robbery and residential burglary	+27.8
✓ North	University Walk Apartments	5% reduction in Part One offenses	-63.1
✘ Eastway	Teal Point Greenbriar Apartments	5% reduction in Part One offenses	+12.5
✘ Hickory Grove	East Point Crown Ridge Four Seasons English Hills Cedars Lakepoint Apartments	5% reduction in robbery and residential burglary	+15.2
✓ Central	400-631 N. Tryon Street	5% reduction in Part One offenses	-12
✓ Metro	Double Oaks	5% reduction in robbery and property crime	-8.9
✘ North Tryon	Woodland Hollow Maple Run Northpoint Apartments	5% reduction in Part One offenses	+14.7

## Serve the Customer

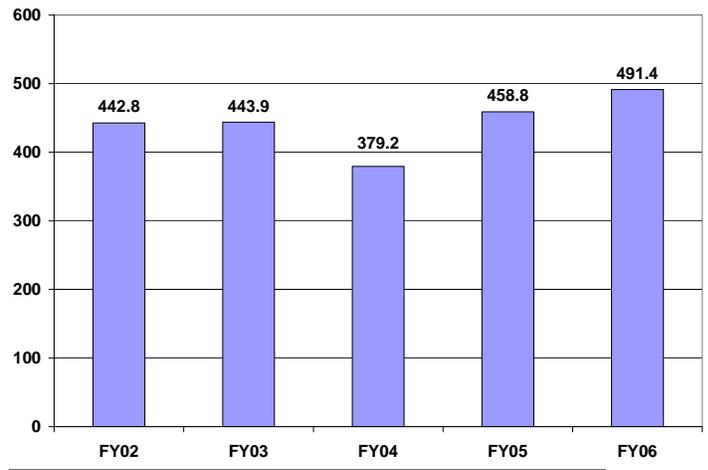
- \* Reduce Crime
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✓ Burglaries decreased in all eight targeted areas (target: 6 of 8). Reductions ranged from 91% in Westmoreland to 18% in Coventry Woods.

### Burglaries per 100,000 Population



### Robberies per 100,000 Population



✗ 1,145 of every 100,000 registered vehicles in Mecklenburg County were stolen in FY06 (target: not to exceed 1,125).

#### Burglary Reduction Target Locations

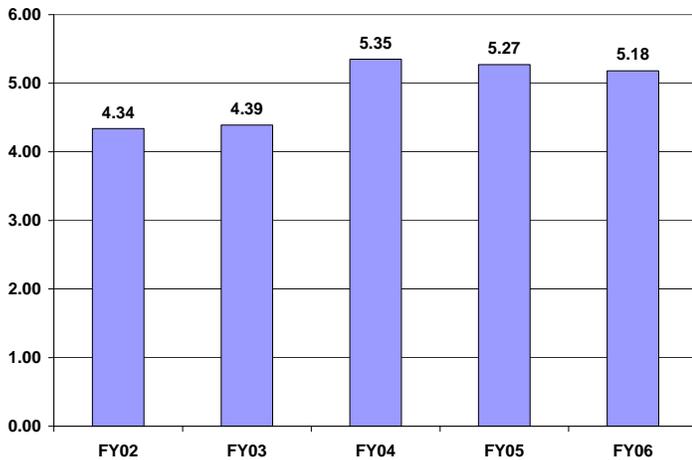
Division	Location	FY05 Burglaries	FY06 Burglaries	% Change
Metro	Westwood	108	46	-57
Westover	Boulevard Homes	66	47	-29
Freedom	Hoskins Hill	19	8	-58
North	Carron Bridge	6	3	-50
Independence	Coventry Woods	51	42	-18
Eastway	Plaza-Midwood	148	106	-28
Steele Creek	Westmoreland	11	1	-91
Hickory Grove	Faires Farm Road	17	11	-35

## Serve the Customer

- \* Reduce Crime
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- ✓ The Fire Department's average response time improved from 5.27 minutes to 5.18 minutes in FY06. This improvement is due to enhanced mobile data equipment and continued emphasis on reducing individual fire station response times.

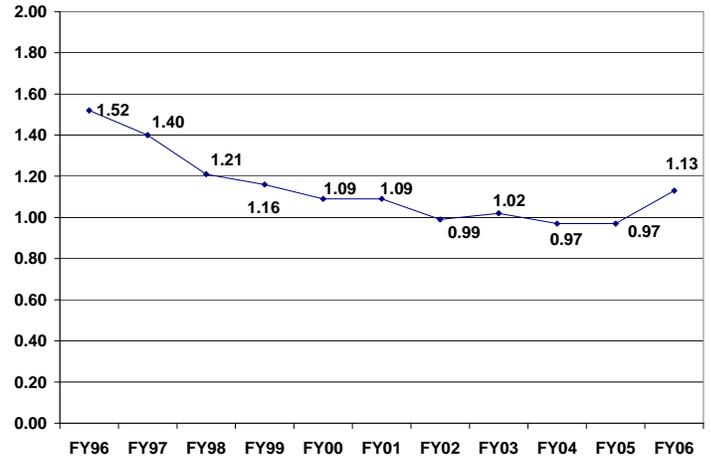
### Fire Average Response Time



- ✓ CDOT and Police worked with the Traffic Safety Council to implement a public safety campaign to create public awareness of unsafe driving behavior (target: one campaign). The campaign was "Drive Like Your Life Depends On It".

- ✗ Residential structure fires increased from 610 (0.97 per 1,000 population) in FY05 to 733 (1.13 per 1,000 population) in FY06, a 16.8% increase. This dramatic increase reverses a 16 year downward trend. During the same time periods, the arson rate per 100,000 increased from 307 to 371, approximately a 21% increase. Unoccupied structures in poor repair are often arson targets.

### Residential Structure Fires Per 1000 Population



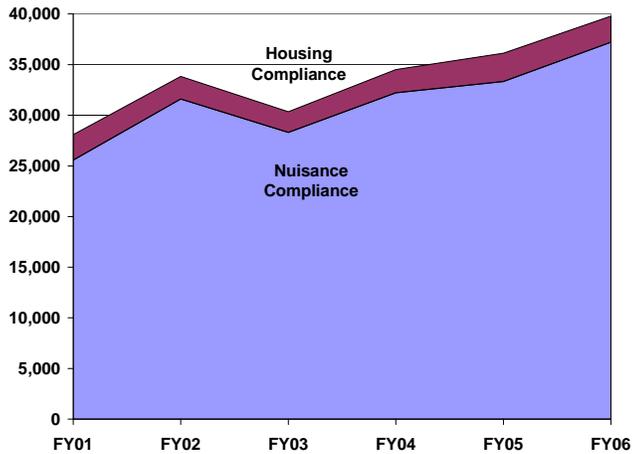
- ✓ Citizen ratings on key questions on Police citizen survey represented 70% of respondents rating CMPD at 7 or higher on a 10-point scale on their overall impression with CMPD; 74% of respondents reported feeling safe in their neighborhoods; and 73% rated CMPD at 7 or higher on courtesy, professionalism and performing with integrity and honesty.

## Serve the Customer

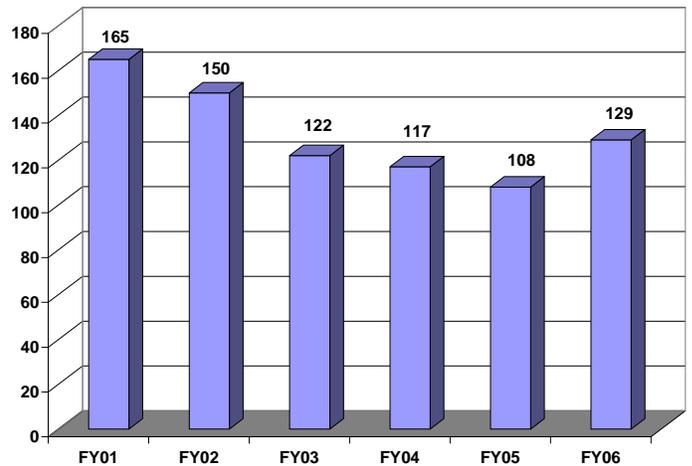
- \* Reduce Crime
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- \* **Strengthen Neighborhoods**
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- ✓ During FY06 Neighborhood Development conducted 2,993 housing inspections and brought 2,569 homes into code compliance (target: 2,300).
- ✓ 38,128 nuisance inspections resulted in 37,204 properties becoming compliant with nuisance code (target: 28,000).
- ✓ 95% (122 of 129) rezoning decisions were consistent with Council adopted community plans (target: 95%).

### Housing Code and Nuisance Code Compliance



### Rezoning Petitions



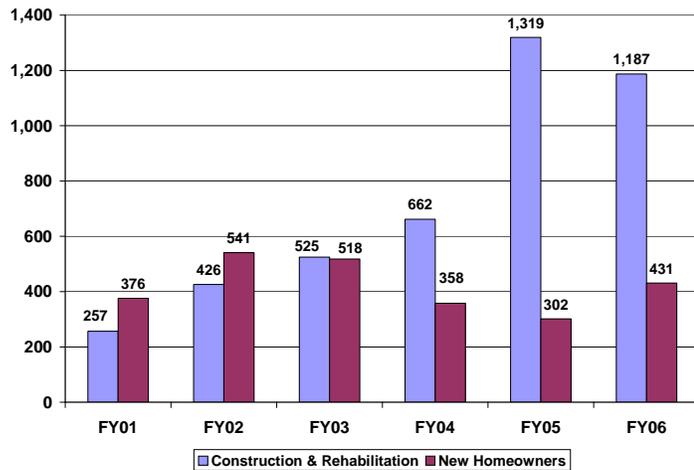
- ✓ 431 new homeowners received downpayment and mortgage assistance from Neighborhood Development or one of its financial partners. The target was 300, thus 144% of the goal was achieved.

## Serve the Customer

- \* Reduce Crime
- \* Increase Perception of Safety
- \* **Strengthen Neighborhoods**
- \* Provide Transportation Choices
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- \* Promote Economic Opportunity

- ✓ A total of 1,187 (target: 1,000) housing units were constructed or rehabilitated by the City and its financial partners. This was 119% achievement of goal.
- ✓ The 2006 Neighborhood Quality of Life report identified 24 challenged neighborhoods (target: reduce from 27 to 25).

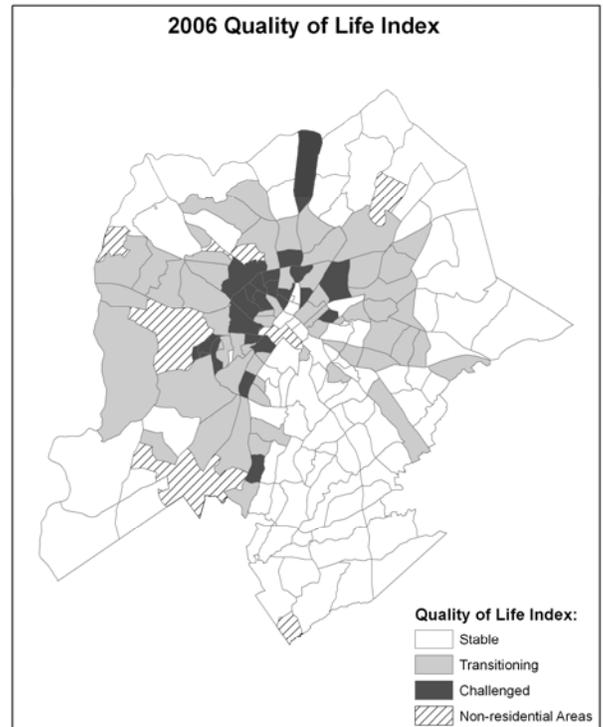
### Affordable Housing Production and New Homeowners



- ✗ One neighborhood, Grier Heights, met all criteria for graduation from the Neighborhood Action Plan process (target: 2).

### 2006 Quality of Life

Neighborhood	2004	2006
Stable	92	89
Transitioning	54	60
Challenged	27	24



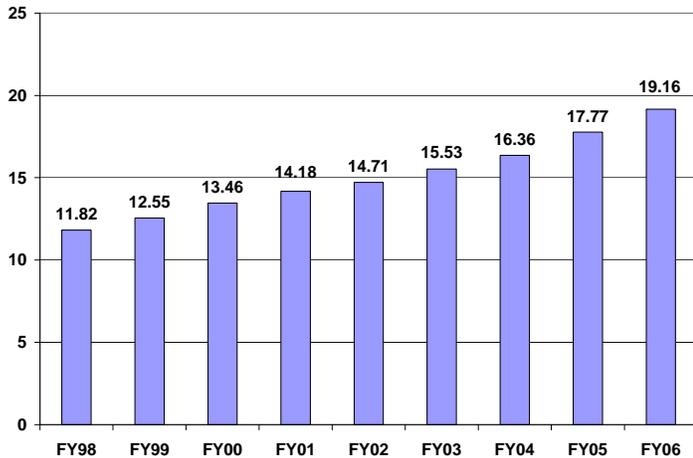
## Serve the Customer

- \* Reduce Crime
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- ✓ City Council adopted the Transportation Action Plan; a 25-year, \$3.57 billion comprehensive transportation plan. The Plan will guide Council and staff in making short and long-term transportation and land use decisions.
- ✓ JetBlue began service at Charlotte Douglas International Airport in July 2006. Other airlines expanded service by adding flights (target: respond to new airlines and other tenant requests for expansion.)

- ✓ Charlotte Area Transit System (CATS) achieved an 7.8% increase in transit ridership to 19.2 million passengers. This was the eighth consecutive year that transit ridership has increased. Transit ridership is now 62% higher than when the transit sales tax was passed in 1998.

**CATS Ridership**

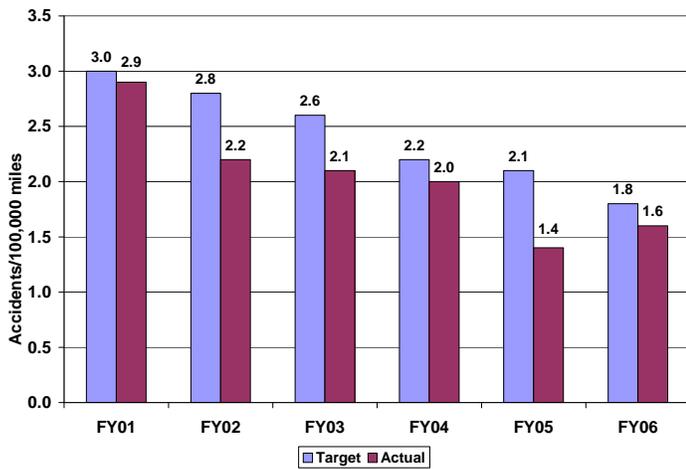


# Serve the Customer

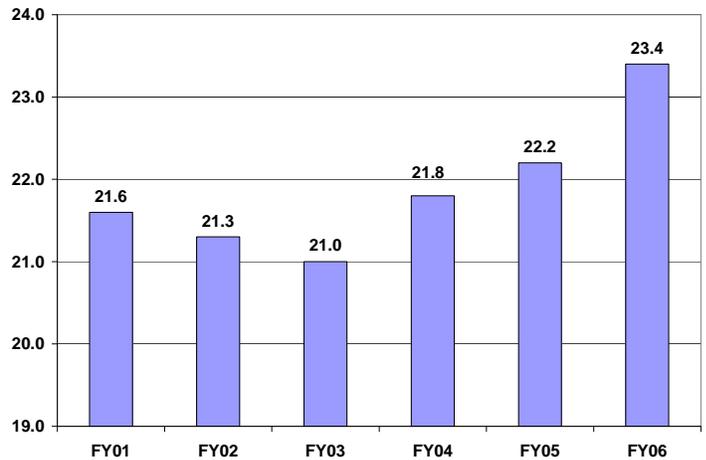
- \* Reduce Crime
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✓ Vehicular accident rate for bus operations was 1.57 per 100,000 revenue miles at the end of FY06 (target: 1.8 or less).

### CATS Vehicular Accident Rate Bus Operations



### Passenger Per Service Hour Bus Services



✓ Significant progress was made on the South Corridor rapid transit line, which begins service in fall 2007. Key employee positions for the Lynx Blue Line were filled.

## Serve the Customer

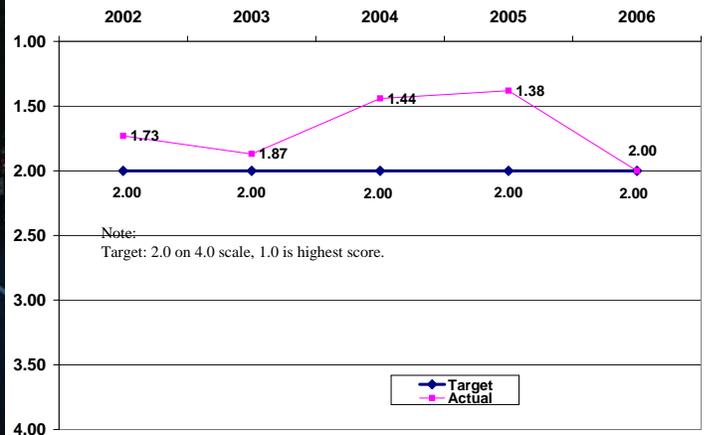
- \* Reduce Crime
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- \* Promote Economic Opportunity

✓ CATS took several actions to reduce environmental impacts during FY06 including placing two hybrid diesel-electric buses into service; expanding the use of ultra light sulfur fuel to other segments of the transit fleet; and opening two new park-n-ride lots with rain gardens to reduce and treat on site run-off from the parking lot surface.

✓ The Keep America Beautiful litter assessment rating was 2.0, meeting Solid Waste Services target of 2.0 (1.0 is highest rating, 4.0 is lowest). However, the rating also represents a potential challenge to Charlotte's clean city reputation, because after two consecutive years of achieving higher ratings of 1.44 and 1.38 respectively, a score of 2.0 is a significant decline in the visual assessment of Charlotte's cleanliness. FY06 budget reductions for state right-of-way litter removal and street cleaning, particularly I-277 along with the reduction in multi-family garbage collection, may have contributed to the less favorable rating.



### Citywide Litter Index rating



## Serve the Customer

- \* Reduce Crime
- \* Increase Perception of Safety
- \* Strengthen Neighborhoods
- \* Provide Transportation Choices
- \* **Safeguard the Environment**
- \* Promote Economic Opportunity

- ✓ The City of Charlotte is working with the State of NC on a plan to reduce 8-hour average ozone air quality to safe levels by 2010. The plan will include combined emissions limits for all vehicles
- ✗ Vehicle miles traveled (VMT) per capita increased by 5.08% (target: reduce VMT). The population increased 3%, which indicates that the miles traveled per capital is increasing at a faster rate than population growth, or that the existing population is driving more. Gas prices are somewhat inelastic in affecting the amount of travel; however, higher prices should slightly reduce travel.

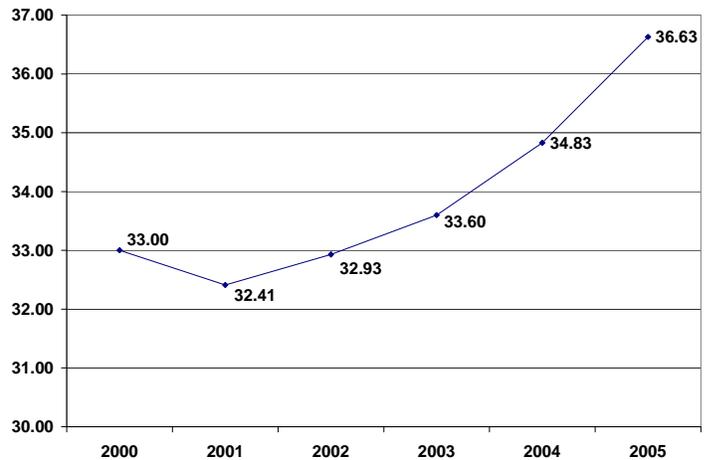
### Ozone Action Days

	Orange	Red	Purple
34 days in 1999	29	5	
20 days in 2000	17	2	1
13 days in 2001	12	1	
26 days in 2002	20	6	
4 days in 2003	3	1	
4 days in 2004	3	1	
14 days in 2005	13	1	

95% of ozone forming pollution in Mecklenburg County comes from cars, trucks and other fuel powered vehicles.

- ✗ Aviation had three environmental violations (target: no violations). Two violations were storm water related. The third violation involved a demolition contractor's asbestos removal procedures. All three violations were corrected.

### Vehicle Miles Traveled

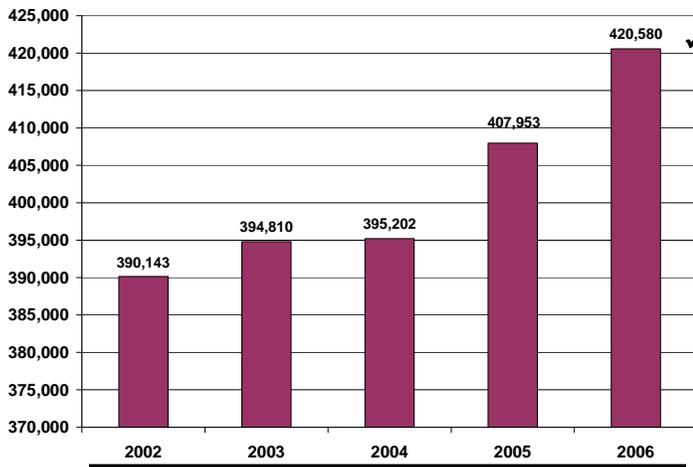


## Serve the Customer

- \* Reduce Crime
- \* Increase Perception of Safety
- \* Strengthen Neighborhoods
- \* Provide Transportation Choices
- \* Safeguard the Environment
- \* **Promote Economic Opportunity**

✗ The Business Retention goal of 5% job growth with program clients fell short at 2.9% mainly due to the Continental Tire layoffs of 900-1000 employees. A new partnership with the Charlotte Chamber will expand the business visitation part of our business retention program.

### Total Employment in Meck. Co.



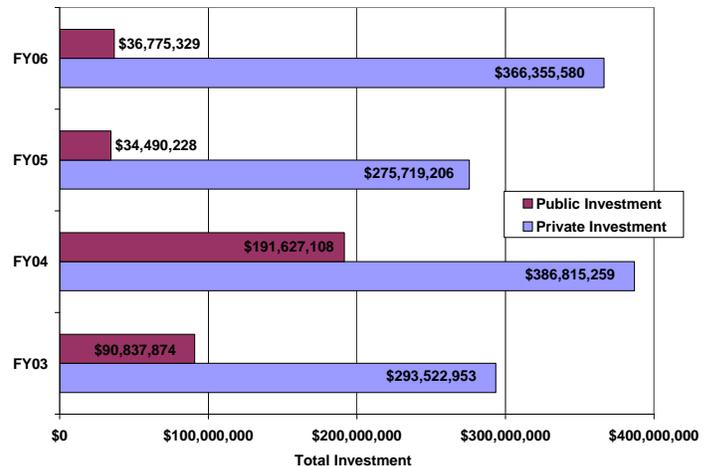
✓ The City won the bid for the NASCAR Hall of Fame. Engineering staff proposed the sale of excess state right-of-way and reconstruction of the I-277/South Boulevard exchange to assist the deal. NASCAR indicated that the City's excellent reputation for project management cemented their confidence that Charlotte could envision and build the hall.

✓ Small Business Development achieved 13.57% of City informal contracts awarded to SBE's (target: 7%).

✓ The Economic Development Strategic Plan was approved by City Council in July 2006. Economic Development has successfully implemented 31 of the 35 strategic action steps (89%) exceeding the annual target of 50%.

The City has experienced more than \$403 million (target: \$350 million) in building permits value within areas designated for economic development: South Corridor, distressed corridors and Center City.

### Building Permit Value In Targeted Areas



## Run the Business

### \* Develop Collaborative Solutions

### \* Improve Technology Efficiencies

### \* Enhance Customer Service

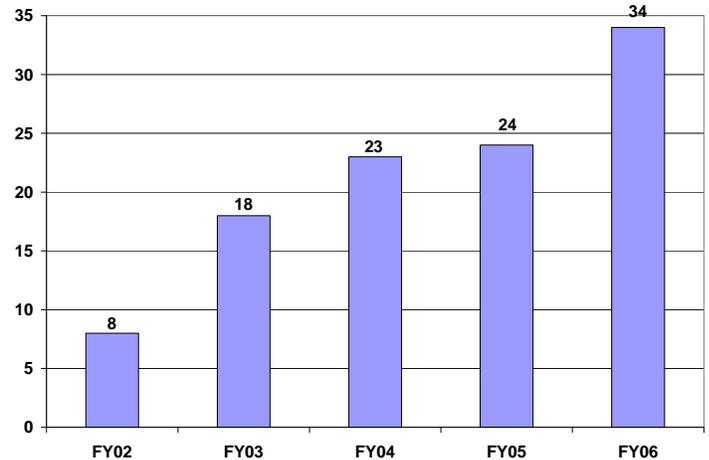
- ✓ Twelve Transit Oriented Development rezoning cases were approved in three South Corridor transit station areas. Five of 20 (25%) of high density residential projects were built within ½ mile of South Corridor Stations.

- ✓ To enhance the water quality in South Carolina's lower Catawba region, the City of Charlotte, South Carolina and North Carolina agreed to a 70% reduction in the amount of phosphorus released from treatment facilities. Utilities made improvements at the McAlpine Creek facility and met all permit requirements prior to the deadline of February 2006.

- ✓ Utilities collaborated with other stakeholders on an agreement as to how Duke Power should manage water withdrawals and lake levels. The agreement establishes conditions that support Charlotte's water supply needs for the next 50 years.

- ✓ The South Corridor infrastructure project leadership team consisted of staff from Transportation, Transit, Planning, Engineering and Property Management, Utilities, and Corporate Communications. From conceptual planning through construction, the team integrated all technical, financial, and scheduling aspects of the project. This required striking a reasonable balance among competing objectives such as attractive urban design, functional transportation systems, and cost effective infrastructure improvements.

### Number of Fair Housing Trainings



- ✓ The Community Relations Committee worked with community organizations, including housing providers to conduct 35 fair housing trainings for 635 individuals during FY06. CRC's partnership with the U.S. Department of Housing and Urban Development requires that CRC take steps to affirmatively further fair housing and this is done through outreach and education, including fair housing training.

- ✓ The Transportation Action Plan (TAP), adopted May 2006, was a successful collaborative effort between CDOT, CMPC, CATS and Council's Transportation Committee that spanned a two year period. TAP is a 25 year, \$3.57 billion plan.

# Run the Business

✱ **Develop Collaborative Solutions**

✱ **Improve Technology Efficiencies**

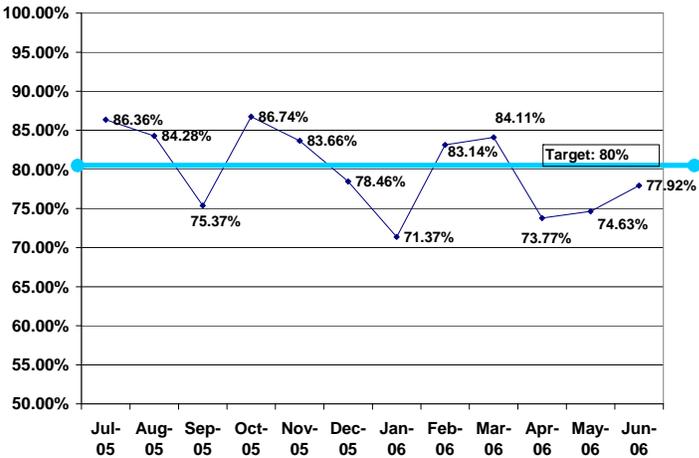
✱ **Enhance Customer Service**

✓ The Call and Send partnership between Solid Waste Services and Neighborhood Development was established to address the problem of unscheduled bulky items in four neighborhoods – Belmont, Lakewood, Plaza/Shamrock and Washington Heights. As a result of Call and Send, no addresses in the four pilot neighborhoods were referred to Code Enforcement for violation processing.

✓ CharMeck 311 engaged a third party to conduct Caller Satisfaction Surveys which measure the level of satisfaction of 311 callers. The survey results indicated a 92.4% customer satisfaction rate, exceeding the industry standard and target of 85%.



**CharMeck 311 FY06**  
**% of Calls Answered in 30 Seconds**



✓ Solid Waste Services had a missed service collection call average of 24.5 per day (target: less than 24.6).

✓ The cost per call average for CharMeck 311 was \$1.32 (target: \$2 or less).

# Run the Business

\* Develop Collaborative Solutions

\* Improve Technology Efficiencies

## \* Enhance Customer Service

✗ Utility Customer Service Billing Center call abandonment rate averaged 27% during FY06 (target: less than 10%). The average speed for answering calls was 7 minutes and 48 seconds. From March to June the abandonment rate dropped to 9.25% and the average speed for answering calls improved to 2 minutes and 26 seconds. These improvements are due to process improvements, lower number of calls transferred from 311 and additional staff resources.

✓ 28% of all water/sewer and storm water customers now use electronic payment options. Electronic payments provide cost avoidance of 50 cents per transaction for processing and provide customers an additional payment option.

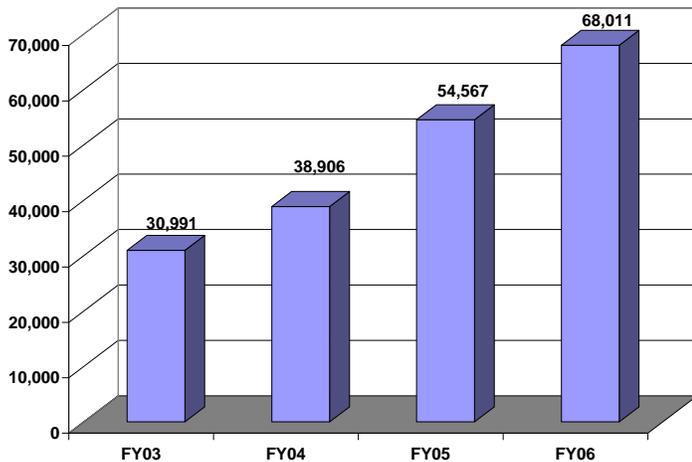
✓ Land Development Services (E&PM) completed plan reviews on schedule 95% of the time (target: 95%).

✓ Police 911 staff answered 98.6% of calls within 30 seconds or less (target: 85%). The abandonment rate was 6% (target: less than 10%).

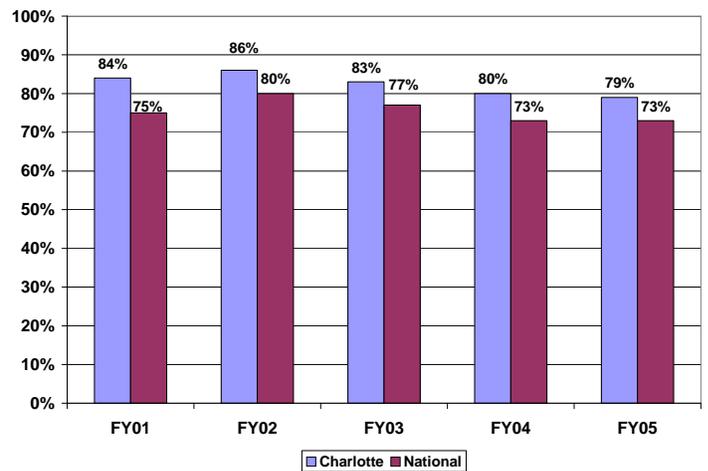
✓ CATS improved basic passenger facilities by installing 26 (target: 25) bus shelters and 26 (target: 25) bus benches in FY06. There are 128 pass sales outlets and 129 schedule rack locations throughout the City.

✓ The Charlotte Douglas International Airport received a NFO Research, Inc. customer satisfaction score of 76% compared to the national average of 73% in the first half of FY06 (target: exceed national average).

Number of Customers Using E-Business Services for Utility Payments



Airport Customer Satisfaction Survey NFO Research, Inc.



## Run the Business

- \* Develop Collaborative Solutions

- \* Enhance Customer Service

- ✓ A new electronic document management system was implemented for Human Resources to migrate over one million pages of personnel records from paper to electronic form. The system will vastly improve the availability of this information, achieving significant time savings and reducing the need for over 360 square feet of storage space.

- ✓ A comprehensive Information Technology review began during FY06. A methodology for determining and tracking the total cost of owning technology was developed. The City's strategic planning documents were evaluated to determine alignment related to the provision of comprehensive citizen service. Work will continue in FY07, emphasizing seamless customer service.

- \* Improve Technology Efficiencies

- ✓ The Citywide Strategic Technology Plan was completed. The Plan will serve as a roadmap for optimizing the use of technology in bringing needed services and information to citizens.

- ✓ Information Technology worked with Human Resources to upgrade the personnel management software, setting the stage for employee self-service to be deployed in FY2007.

- ✓ The continued development of technology resources has helped Police to make more efficient use of personnel and more effective use of the data. Some of the technology highlights from the last fiscal year include:

- \* Upgrading computer technology for the officer in the field by making GIS available over the internet; making more data such as field interviews instantly accessible; and upgrading wireless access for all patrol vehicles, giving officers greater speed when they use computer applications on their laptops.
- \* Completing installation of the Visual Analytics link analysis tool that enables Police to visually represent data from several key systems in linkage charts. This will be an especially helpful tool in gang investigations.



## Manage Resources

- \* **Maintain AAA Rating**

- \* **Deliver Competitive Services**

- ✓ The City maintained its AAA rating for general obligation debt for the 33rd consecutive year.

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- ✓ Storm Water Service maintained its revenue bond rating of AA+ from Standard & Poor's and Aa2 from Moody's.

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- ✓ The Airport maintained its bond ratings of A- from Standard & Poor's, A3 from Moody's and A from Finch.

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- ✓ Transit was rated Aa2 by Moody, AA+ by Standard & Poor's and AA by Fitch.

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- ✓ Utilities earned an AAA rating from Standard & Poor's and Fitch and Aa1 from Moody's. (target: AAA and Aa1).

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- ✓ Transportation Operations performed maintenance on 50% (target: 50%) of all traffic control devices.

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- ✓ ✘ Street Maintenance responded to emergency pothole requests within 3 hours (target: 3 hours). 87% of non-emergency pothole requests were resolved within 10 days (target: 95%).

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- ✓ Construction of the Southwest Water Main is 80% complete (target: 80%).

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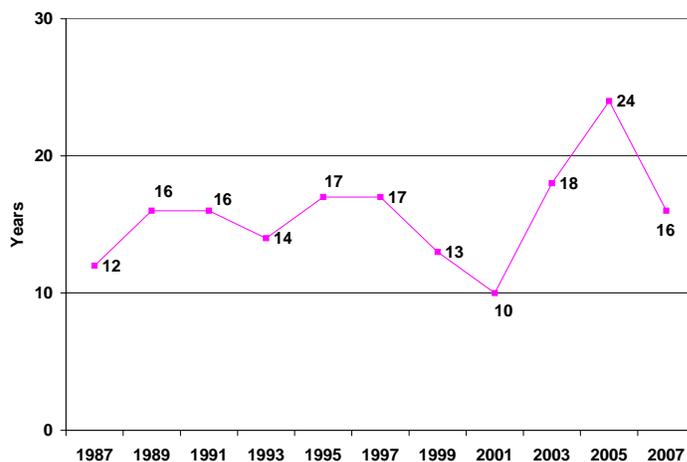
- ✓ The new Charlotte Arena construction was completed on schedule and within budget.

- \* **Expand Tax Base & Revenues**

- \* **Invest in Infrastructure**

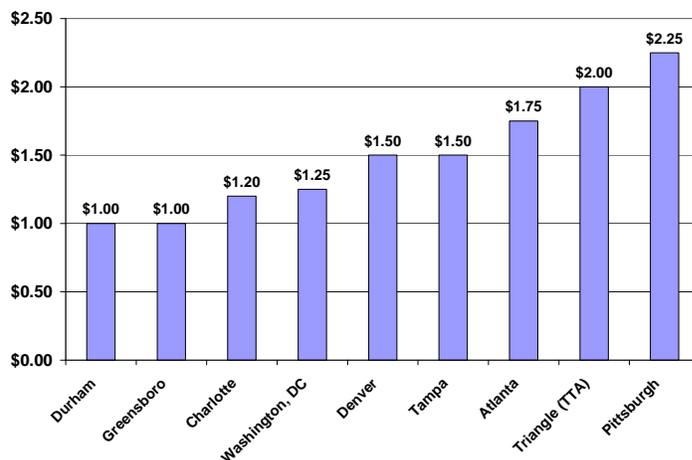
- ✓ City Council's FY07 adopted budget increased funding to reduce the City's resurfacing cycle from 28-31 years to 16 years. The recommended industry standard is 12 years.

### Street Resurfacing Cycle



- ✓ 100% of South Corridor infrastructure improvements were completed on schedule (target: 100%).

### Transit Fare Comparison



# Manage Resources

\* **Maintain AAA Rating**

\* **Expand Tax Base & Revenues**

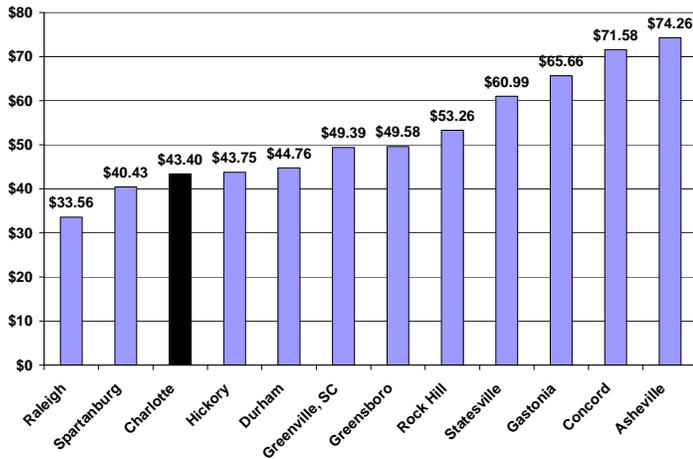
\* **Deliver Competitive Services**

\* **Invest in Infrastructure**

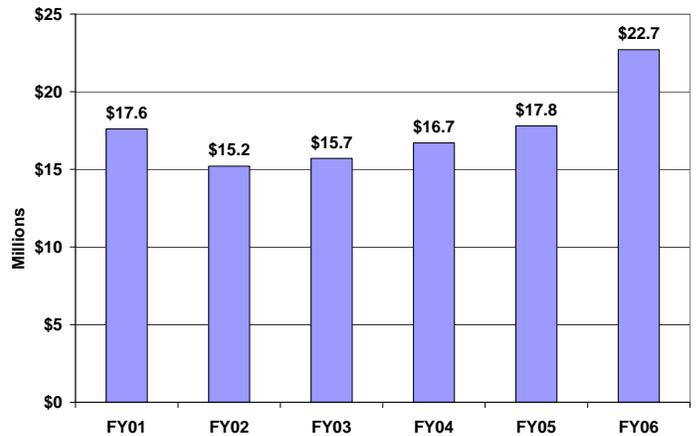
✓ Charlotte-Mecklenburg Utilities maintains some of the lowest rates in the region.

✓ Economic Development staff worked with internal and external partners to grow Charlotte's hospitality industry tax revenues 19% (target: 7%).

## Regional Water & Sewer Rates



## Hotel Occupancy Tax

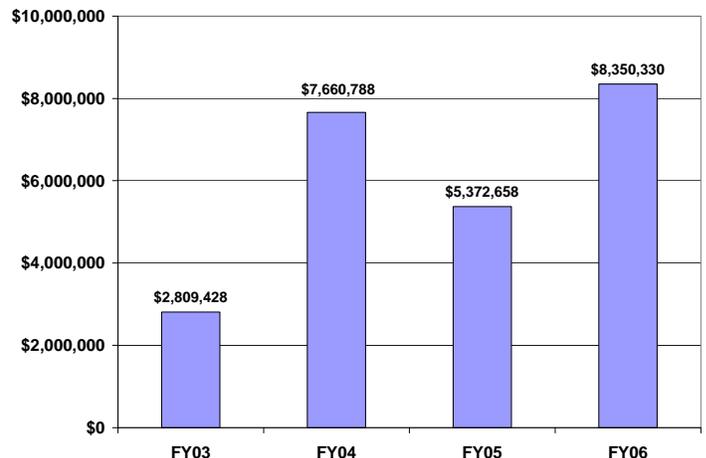


✓ The Equipment Management Division was recognized as being the Number 5 Fleet Management Operation in the country by Fleet Equipment magazine based on criteria concerning performance measures, competitive pricing and customer service.

✓ 1% Prepared Food and Beverage Tax revenue collected equal \$16,323,317 up 12% compared to \$14,532,504 in FY05.

✓ The ratio of private sector housing funds leveraged with City funds was 1:5 (target: 1:5). The City's HouseCharlotte program provides down-payment assistance (\$11,646,048) that is leveraged with the private sector financial institutions (\$56,940,024).

## Homeland Security Grants



✓ Finance participated in the North Carolina Debt Setoff Program, which allows the City to attach an individual's state income tax refund to pay past due debt owed to the City. Collections from the debt setoff program with the State increased 253% over FY2005. Collections in FY05 totaled \$39,904 and in FY06 were \$140,983.

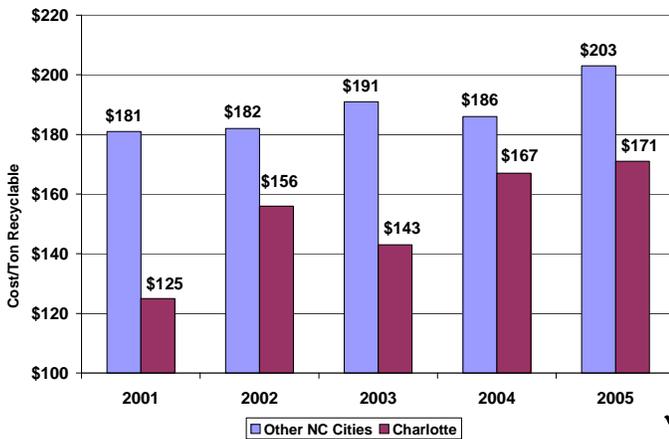
## Manage Resources

- \* Maintain AAA Rating
- \* Expand Tax Base & Revenues
- \* Deliver Competitive Services
- \* Invest in Infrastructure

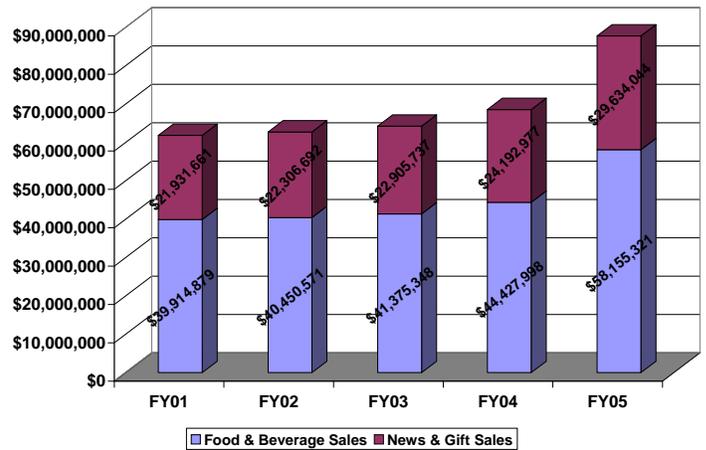
✓ Solid Waste Services (SWS) maintains a cost per ton collected for refuse and recyclables that is less than the statewide average, as reported by the Institute of Government Performance Measurement Project. The reporting for this project runs on a one-year delay. In FY05, the state average cost per ton collected for refuse was \$92, compared to SWS's cost of \$51. For recyclables, the state average was \$203, compared to SWS's cost of \$171.

✓ Airport staff reviewed all terminal concessions to ensure maximum revenues are obtained. The review concluded that food and beverage sales are adequate but that retail sales could be improved. New retail vendors have opened and revenue trends are increasing.

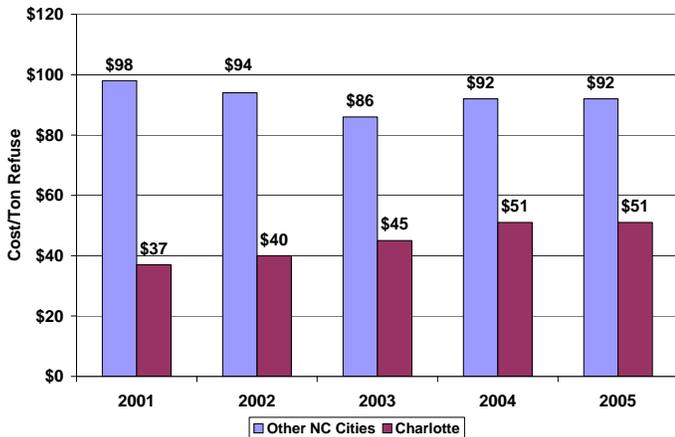
### Recyclable Cost per Ton



### Airport Concession Sales



### Refuse Cost per Ton



✓ Real Estate staff successfully marketed and sold the Tyvola Coliseum, using a unique action strategy for an amount greater than originally estimated. The property will become a high end mixed use development.

## Develop Employees

\* **Achieve Positive Employee Climate**

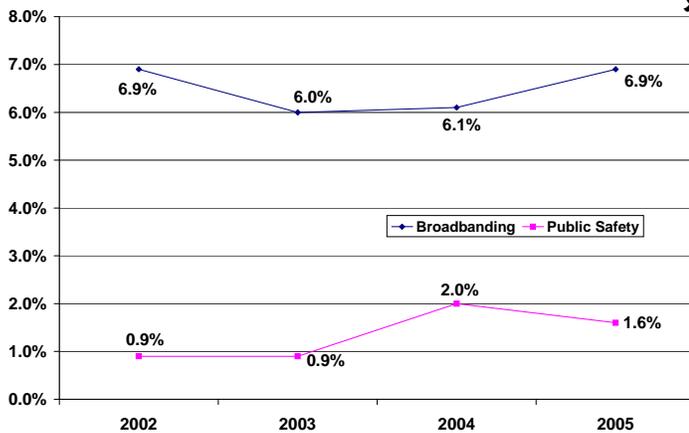
\* **Promote Learning & Growth**

\* **Recruit and Retain Skilled, Diverse Workforce**

✓ The voluntary turnover rate for public safety employees was 1.6% (target was  $\leq 3\%$ ). The voluntary turnover rate for all other employees was 6.9% (target was  $\leq 8\%$ ).

✗ The percentage of minority firefighters has decreased from 17.5% in 1996 to 11% in 2006. The Fire Department transferred a battalion chief into the position of recruitment coordinator to support this effort of hiring qualified candidates for the department.

### Voluntary Employee Turnover



✗ Police did not increase the number of minority and female applicants in 2005 as compared to 2004.

Police Applicants	2004	2005
White female	62	60
African-American male	188	174
African-American female	28	49
Latino male	62	50
Latino female	11	6
Asian male	19	16
Asian female	1	1

✗ Even though the voluntary turnover rate is below the target, there are business units with turnover challenges. Business Units with voluntary turnover rates of 8% or higher:

#### Turnover Rate

Business Support Services	10.9%
CharMeck 311 Call Center	13.2%
Human Resources	10.0%
Small Business Development Program	12.5%
Solid Waste Services	11.7%
Transit	10.4%

## Develop Employees

\* Achieve Positive Employee Climate

\* Promote Learning & Growth

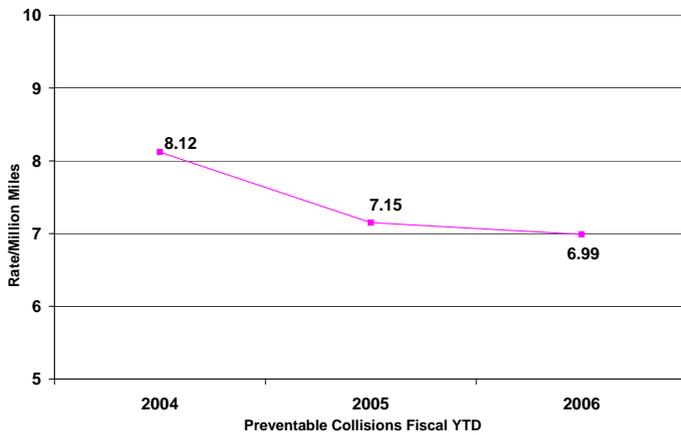
\* Recruit and Retain Skilled, Diverse Workforce

✓ All Police employees who drive City vehicles completed defensive driving training. There were 6.99 preventable collisions per million miles driven (target: rate not to exceed 9.9).

✓ In FY06, there were 2,352 new certifications and 55 new educational degrees earned by City employees. This data will be used to develop a benchmark for future years.

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### Number of Preventable CMPD Collisions per Million Miles Driven



The defensive driving range opened in November 2003.

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✓ Business Support Services implemented an Intranet based streaming video on-demand to support training efforts throughout the City, making training available at times convenient to the employee. Eight training classes have been moved to this format.

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Photo of Queen Charlotte: Jim Lockman

Queen Charlotte 1990 © by Raymond Kaskey