

Performance Management Framework

MARCH 2024

1

Today's Objective

◀ Review performance measures associated with Council's selected policy goals and objectives

- *Seeking committee feedback*

◀ Discuss

- Staff process for identifying performance measures
- Areas where committee input/direction is needed

2

Reminder

◀ January

- Council selected policy goals and objectives aligned with the Strategic Priorities

◀ February

- Committee affirmed selected goals and objectives
- Staff began work on matching performance measures with policy goals and objectives

◀ March

- Staff present status of performance measures for committee feedback

◀ May/June

- Include selected policy goals, objectives, measures, and targets, in the FY 2025 Proposed Budget

◀ Future

- Public Dashboard
- Regular reporting to the public/Council

Approach to Identifying Performance Measures

◀ Leverage existing measures where possible

- Some plans included performance measures
 - *Ex: Comprehensive Plan, Strategic Energy Action Plan*
- Some information is already being tracked by the department
 - *Ex: Violent crime rates*

◀ Differentiate between “city” and “community” measures

- *Objective: Maintain or increase the number of middle skill jobs*
 - **City measure:** Apprenticeship placement for city jobs
 - **Rationale:** Limited community-wide data and city influence
- *Objective: Increase the share of trips made without a car and broaden multi-modal connectivity*
 - **Community measure:** Percent of individuals driving alone to work
 - **Rationale:** Ability to measure this on a community-wide basis

◀ Understand how measures relate to policy goals

◀ Identify gaps and areas for refinement in next iteration

Where We Are At a Glance

- ◀ Council selected policy goals: 18
- ◀ Council selected policy objectives: 29
- ◀ Staff identified performance measures: 37

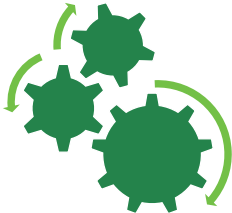
Policy Goal	Policy Objective	Proposed Measure	Workforce and Business Dev.	Transp. and Planning	Well Managed Government, Engagement, Equity, and Envir.	Safe Communities	Great Neighborhoods
Equity in governance framework	Meaningfully engage residents	Number of stakeholders engaged across multiple methods	X	X	X	X	X

5

Great Neighborhoods

Policy Goals

- Comprehensive Plan Goal 2: Neighborhood Diversity
- Comprehensive Plan Goal 3: Housing Access for All
- Comprehensive Plan Goal 7: Integrated Natural and Built Environment
- Comprehensive Plan Goal 9: Retain our Identity and Charm
- Housing Charlotte Framework



Notes:
One policy objective related to engagement is included under Well-Managed Government.

Proposed Measures

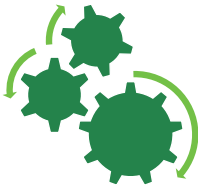
- Access to Housing Opportunity
- Housing Services spending that enable homeownership and/or support continued homeownership within low Access to Housing Opportunity areas
- HTF NOAH Investments
- Buildings with green building certifications
- Developments taking advantage of EV charging or environmental bonus
- Solar projects
- Jobs-housing ratio in areas vulnerable to displacement

6

Safe Communities

Policy Goals

- Comprehensive Plan Goal 1: 10-Minute Neighborhoods
- Comprehensive Plan Goal 6: Healthy, Safe, and Active Communities
- Strategic Mobility Plan: Vision Zero/Safe



Notes:

One policy objective related to engagement is included under Well-Managed Government and Transportation and Planning.

Proposed Measures

- Proximity to employment center (all modes)
- Mean travel time to work (all modes)
- Homicide rate
- Property crime rate
- Violent crime rate
- Projects completed on high injury network

Next Steps

- ◀ **Refine performance measures**
- ◀ **Identify target measures**
- ◀ **Address gaps in measurement, data-collection, automation of reporting**
- ◀ **Develop back-end data processes where necessary**
- ◀ **Build public-reporting infrastructure**

GREAT NEIGHBORHOODS

SELECTED POLICY GOALS & OBJECTIVES*	MEASURES
Comprehensive Plan Goal 2: neighborhood diversity	<ul style="list-style-type: none"> • Access to Housing Opportunity • Housing Services spending that enable homeownership and/or support continued home ownership within low Access to Housing Opportunity areas • HTF NOAH Investments / Units • Buildings with green building certifications • Developments taking advantage of EV charging or environmental bonus • Solar projects • Jobs-housing ratio in areas vulnerable to displacement
Increase the score of the overall access to housing opportunity metrics for the city	
Comprehensive Plan Goal 3: housing access for all	
Increase the number of homeownership opportunities for low to moderate income households, especially in areas with low access to housing opportunity score, as identified by the equitable growth framework	
Retain the number of naturally occurring affordable and workforce housing units in the community by managing changes within existing neighborhoods	
Housing Charlotte Framework	
Prioritize the preservation of large-scale naturally occurring affordable housing	
Comprehensive Plan Goal 7: integrated natural and built environment	
Increase the number of developments utilizing green building practices or receiving green building certifications	
Comprehensive Plan Goal 9: retain our identity and charm	
Improve jobs-skills match in and near areas with residents who may be vulnerable to displacement	

* See Appendix for Strategic Mobility Plan Goal measures

APPENDIX

In looking at the comprehensive set of policy goals and objectives, opportunities to utilize an existing measure under a different strategic priority emerged. The table below outlines those items.

Original Strategic Priority	Original Policy Goal	Original Policy Objective	Measure
Great Neighborhoods	Strategic Mobility Plan: Equitable	Engage our community <ul style="list-style-type: none"> - Strengthen meaningful engagement and communication - Build and maintain community relationships - Provide high quality customer service 	<i>Included in Well-Managed Government</i> Stakeholders engaged across multiple methods (surveys, outreach, street teams, community meetings, capital projects)
Safe Communities	Strategic Mobility Plan: Vision Zero/Safe	Collaborate across governmental agencies and community stakeholders focused on strategies for community engagement, data analysis, and equity: <ul style="list-style-type: none"> - Create safe streets for all users - Design for safety - Plan for safety 	<i>Included in Well-Managed Government</i> Stakeholders engaged across multiple methods (surveys, outreach, street teams, community meetings, capital projects)
Safe Communities	Strategic Mobility Plan: Vision Zero/Safe	Collaborate across governmental agencies and community stakeholders focused on strategies for community engagement, data analysis, and equity: <ul style="list-style-type: none"> - Create safe streets for all users - Design for safety - Plan for safety 	<i>Included in Transportation and Planning</i> Number and rate of bike/ped fatalities
Workforce and Business Development	Comprehensive Plan Goal 5: Safe and Equitable Mobility	Prioritize transportation investments that promote economic vibrancy by managing congestion, connecting our workforce with opportunities, and advancing community priorities	<i>Included in Transportation and Planning</i> Network capacity
Workforce and Business Development	Strategic Mobility Plan: Prosperous	Invest in our mobility future <ul style="list-style-type: none"> - Protect our future mobility need - Fund mobility investment 	<i>Included in Transportation and Planning</i> Network capacity Proximity to transit
Workforce and Business Development	Housing Charlotte Framework	Offer tax relief to long-time property owners	<i>Included in Great Neighborhoods</i> Housing program investments (HTF, Rehab, ER, etc) in low Access to Housing Opportunity areas

SAFE COMMUNITIES

SELECTED POLICY GOALS & OBJECTIVES	MEASURES
Comprehensive Plan Goal 1: 10-Minute Neighborhoods*	<ul style="list-style-type: none"> • Proximity to employment center (all modes) • Mean travel time to work (all modes) • Homicide rate • Property crime rate • Violent crime rate • Projects completed on high injury network
Increase the percentage of households, both new and existing, within a 10-minute walk, bike, or transit trip of family sustaining wage jobs	
Comprehensive Plan Goal 6: Healthy, Safe, And Active Communities	
Improve perceptions of public safety and measure perception through community surveys <ul style="list-style-type: none"> - Improve public safety and public safety perceptions through annual reductions in violent and property crimes. 	
Strategic mobility plan: vision zero/safe**	
Collaborate across governmental agencies and community stakeholders focused on strategies for community engagement, data analysis, and equity: <ul style="list-style-type: none"> - create safe streets for all users - design for safety - plan for safety 	

* Comprehensive Plan Goal 1 also in Transportation, Planning, and Development & Workforce and Business Development measures

** See Appendix for measures related to engagement

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