

**City of Charlotte
Budget & Evaluation**

**FY2011
Strategic Operating Plan**

Ruffin Hall, Support Business Executive

July 2010

City of Charlotte Budget & Evaluation FY2011 Preliminary Strategic Operating Plan

I. Executive Summary

Introduction

The Budget and Evaluation Office staff of thirteen is responsible for the development and monitoring of an annual operating budget that exceeds \$1.05 billion and a five-year Capital Investment Plan of approximately \$804,000. In addition, Budget and Evaluation provides policy and management analysis services and participates in a variety of citywide projects and initiatives. Our staff is responsible for the coordination of Council's agenda process and the implementation of the organization's strategic planning and performance management process. Performing these services requires that we provide the following:

- Recommendations for allocating resources for both operating and capital needs that are consistent with corporate strategies and policies
- Accurate, objective and timely information with which the City Council and City Manager can make decisions and set policy
- Recommendations for resources to implement corporate strategies and the tools to link service delivery to corporate strategies and evaluate achievement

It is our role to support the organization's use of strategic planning as a management tool based on measurable objectives and targets.

Summary of Resource Needs

	FY2008 Actual	FY2009 Actual	FY2010 Budget Revised	FY2011 Budget
Budget	\$1,360,591	\$1,505,114	\$1,458,447	\$1,475,503
Positions	13	13	13	13

Vision

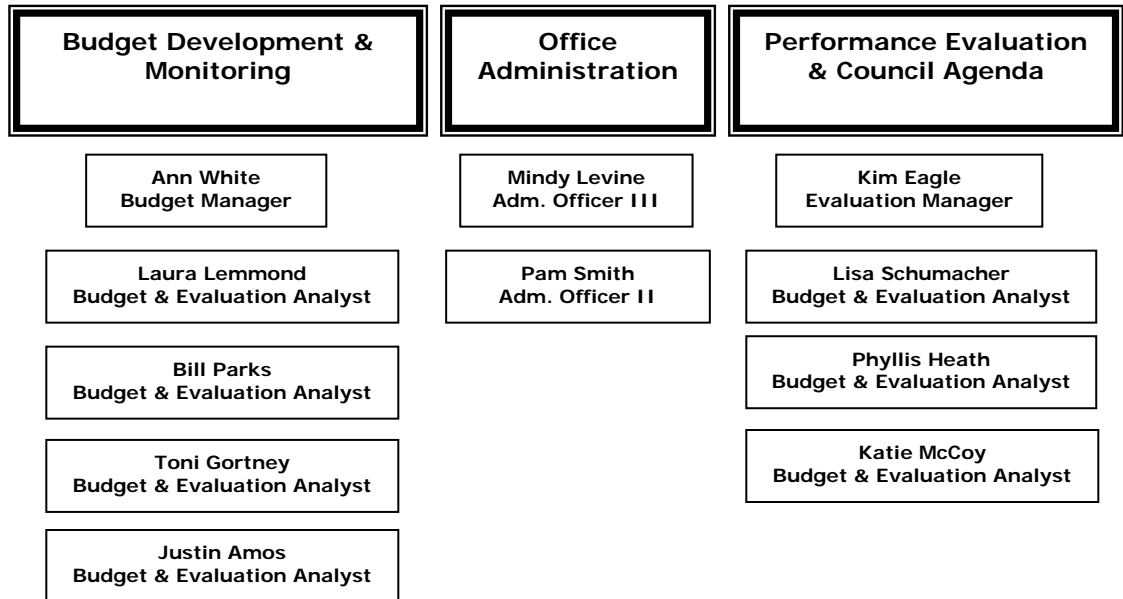
We will provide the skills, knowledge and information to develop organizational strategy and allocate resources through strategic planning, budgeting, evaluation and management analysis.

Mission

We will continue to realize Charlotte's role as the leader in local government strategic planning, budgeting and management. Our management information system, including the Balanced Scorecard, will keep Charlotte on the leading edge of change and innovation. The ability to challenge and collaborate is the key to our success.

**Budget and Evaluation Organizational Chart
July 2010**

Ruffin Hall serves as the Budget & Evaluation Director and Randy Harrington serves as the Assistant Budget & Evaluation Director.



II. Strategy and KBU Planning

Accomplishments

Budget and Evaluation has achieved several major accomplishments in recent years:

- Presented operating and capital investment plan recommendations that maintain a competitive tax rate and align with Council goals and priorities. Charlotte has the third lowest tax rate of the seven largest North Carolina cities.
- B&E continues to see collaboration with internal and external customers. On KBE and SOP primary contact surveys regarding the budget process, the most recent average scores were 8.66 and 8.7 respectively. (target: 7.0 on 10-point scale)
- Costs are maintained at the same time that the City continues to receive national and international recognition for implementation of the Balanced Scorecard performance management process.
- Leading the Technology Proposal Evaluation Team (TPET) and participating with the SBT.
- Solicited and received 12 Budget System RFPs. Clarity Systems was the vendor chosen to provide the City with a new budget software solution. Council approved the contract with Clarity on January 25, 2010. The implementation schedule will begin in February 2010 and is expected to go live in October 2010.
- B&E facilitated a discussion among the largest five NC municipalities on the impacts and potential actions in response to the Business Privilege License Tax (BPLT) repeal efforts. B&E will continue to monitor statewide BPLT discussions - along with other potential revenues impacts from state - with Finance and the City Manager's Office.
- Completed several special projects assigned by the Manager or generated internally: Staff assisted BSS and the Attorney's Office in the transition of the CMPAC Contract from Time Warner Cable to the City, conducted a survey of key strategic operating planners for input on designing an advanced internal workshop on best practices in performance management and evaluated the City's current mileage reimbursement practices.
- Staff continues to make progress with the state over reimbursable 911 fee expenditures. Current efforts are focused on completing the inter-local agreement.
- Staff continues to focus on costs while maintaining ability for strategic decision making that contributes to the long-term success and growth of the organization and community.

Links to Corporate Strategy

Below is a summary of our services and links to the perspectives on the Balanced Scorecard:

Run the Business

Collaboration and partnerships continue to be a focus for the organization. The Budget and Evaluation Office role in leading and facilitating organizational discussions and conducting special studies continues to be a primary aspect of our service delivery.

Continued collaboration in the Capital Investment Planning process with other KBUs as well as outside agencies will provide opportunities for efficiency and effectiveness.

The staff's ability to promote strategic planning by continuing efforts to integrate strategy and budget provides the organization with the opportunity for strategic decision-making. That in turn demonstrates aligning resources with Council priorities throughout the organization.

Manage Resources

Organizational success depends on our ability to deliver competitive services. Presenting operating and capital plan recommendations that include a competitive tax rate is expected. Our target is to balance our ability to align resources with Council priorities while maintaining one of the three lowest tax rates for the seven largest North Carolina cities.

Managing organizational resources that ensure competitive service delivery and benchmarking to ensure that ratings are consistent or better than the reported average is a primary focus for our staff. The City participates in the statewide IOG Benchmarking study and service categories are added yearly. Currently, the City performs 'better than' or 'as well as' in 36 of 46 efficiency and effectiveness service categories (78.3%).

Competing priorities (increasing needs in transportation, economic development, affordable housing as well as the impact on public infrastructure) and the softening revenues from resulting from the current economy continue to make *Investing in Infrastructure* a challenge.

Develop Employees

Our ability to deliver the services outlined above is dependent upon maintaining a skilled and diverse staff. Given the growth in the organization and service delivery, balancing workloads and providing employees with opportunities for abilities to balance work/life/family is key in an office of 13. In addition, our ability to promote learning and growth and support professional development given workload issues is just as important.

Strategic Initiatives

Below are highlights of our strategic initiatives for FY2011:

- Develop collaborative solutions by:
 - Coordinating and leading special studies as requested
- Enhance customer service by:
 - Continued promotion of strategic planning through integration of strategy and budget throughout the organization
 - Providing adequate and easily understood information to Council for decision making through Council's business agenda
- Optimize business processes by:
 - Implementing key business processes that align with the overall organizational business strategies and priorities
- Deliver competitive services through presentation of an operating and capital budget recommendation that includes a competitive tax rate
- Expand tax base and revenues by providing strategic operating plan that maintains balanced revenue mix
- Develop and communicate strategic training plan than encourages development and achievement in strategic planning skills and facilitation training

III. Service Delivery

Core Service Areas

The Budget and Evaluation Office provides development and monitoring of the annual strategic operating and capital investment plans; implementation of internal budget and performance information systems including the balanced scorecard; coordination of the City's Focus Area Plans; and preparation of Council business agenda, special studies and long-range financial planning.

IV. BSC and Performance Measurement

Key outcome measures for B&E performance includes our ability to:

- Develop collaborative solutions as indicated by our ability to promote strategic planning through integration of strategy and budget throughout the organization
- Enhance Customer Service by providing adequate and easily understood information for Council decision making purposes
- Develop collaborative solutions as indicated by our ability to coordinate and lead special studies within the organization
- Present operating and capital budget recommendations that include a competitive tax rate as indicated by having one of the three lowest rates of the seven largest North Carolina cities

V. Conclusion

The Budget and Evaluation staff remains committed to providing the organization with flexible alternatives for funding priorities that align with the Council focus areas. We will do this by:

- Participating and providing leadership in strategic planning discussions throughout the organization
- Enhancing our ability to assess services and provide capacity for critical decision-making information

VI. Appendices

A – KBU Link to BSC Visual (required)