



CHARLOTTE.

City of Charlotte Budget & Evaluation

FY2013 Strategic Operating Plan

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City of Charlotte Budget and Evaluation FY2013 Preliminary Strategic Operating Plan

I. Executive Summary

Introduction

The Budget and Evaluation Office (B&E) staff of 13 is responsible for the development and monitoring of an annual operating budget that exceeds \$1.12 billion and a five-year Capital Investment Plan of approximately \$577.5 million. In addition, Budget and Evaluation provides policy and management analysis services and participates in a variety of citywide projects and initiatives. B&E staff is responsible for the coordination of City 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
- Tools to link service delivery to corporate strategies and evaluate achievement

It is B&E’s role to support the organization’s use of strategic planning as a management tool based on measurable objectives and targets. Objectives and targets are evaluated to determine the quality of performance and opportunities for improvements of operations and services.

Summary of Resource Needs

	FY2010 Actual	FY2011 Actual	FY2012 Revised Budget	FY2013 Budget
Budget	\$1,378,553	\$1,540,884	\$1,581,057	\$1,629,206
Positions	13	13	13	13

Vision

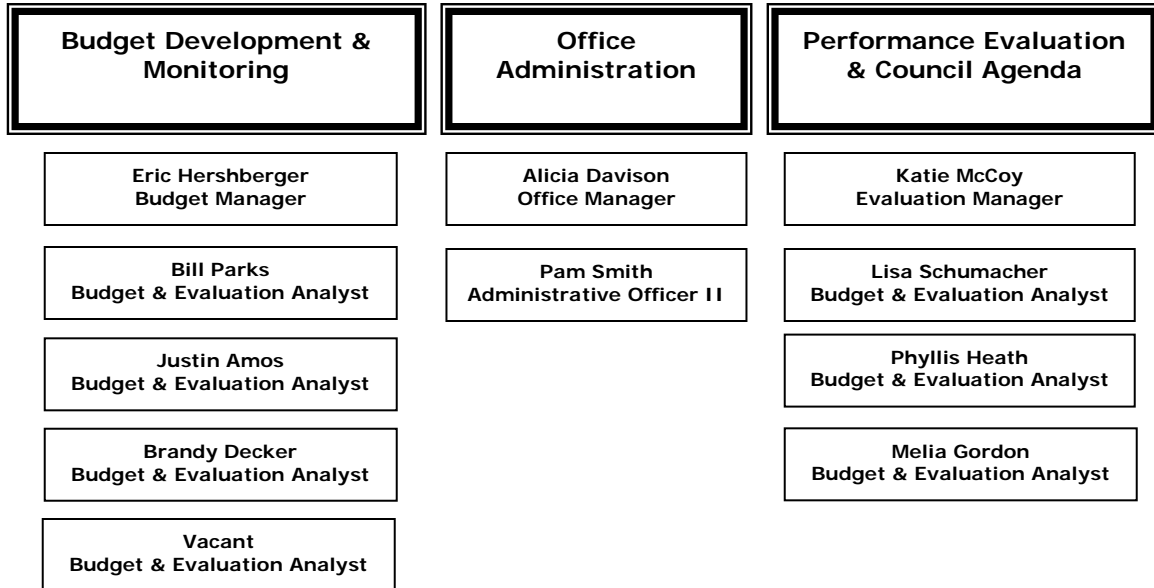
We will provide the skills, knowledge and information to develop organizational strategy and allocate resources through strategic planning, budgeting, evaluation and management analysis.

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

The Budget and Evaluation Office has undergone significant staffing changes throughout fiscal year 2012. The changes included promotions and retirements. Randy Harrington, Assistant Budget and Evaluation Director, was promoted to the Budget and Evaluation Director position. The Assistant Director position and one analyst position remain vacant at this time. B&E plans to fill these positions within the FY2013.



II. Strategy and KBU Planning

Accomplishments

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

- Coordinated City-wide efforts to develop the FY2013-2017 Capital Investment Plan using a new process employing Culture Shift principles and practices and enhanced collaboration among all City Departments.
- 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 (Raleigh, Durham, Winston Salem, Charlotte, Fayetteville, Greensboro, and Wilmington).
- Continued collaboration with internal and external customers to enhance customer service delivery. The yearly City Manager’s Office, Department Director, and Agenda Coordinator Surveys resulted in a rating of 88% of overall experiences being good or excellent in regarding to the Council business agenda production process (target is 85%).
- Continue to receive national and international recognition for implementation of the Balanced Scorecard performance management process.
- Continued efforts working with the largest five North Carolina municipalities to monitor legislative actions that could affect the City’s budget. Recent attention has focused on the State’s continued budget challenges and the potential legislation that changes local government revenues.

- Completed Phase I implementation of new Clarity budget system (operating, CIP, performance management, Financial Statement Reporting). Staff entered in to Phase II of Clarity implementation in FY2012 and will continue implementation throughout FY2013.
- Continued the new and improved Year End Report, which provides the reader with more concise information and a more appealing look. Additionally, the improved Year End Report has served as a catalyst for improving the Council's Focus Area Plans by drafting a more concise and reader-friendly document.
- Assisted in several special projects assigned by the Manager or generated internally:
 - Continued assistance with Enterprise Resource Planning efforts
 - Supports the organization-wide campaign on Culture Shift, specifically "Making It Stick!"
 - Continued participation in the City Manager's Awards Team which has been tasked with reformatting the awards and process
 - Coordinate development of the City Manager's Evaluation documentation
- Completed regulatory requirements associated with 911 funding allocation and 911 co-location.
- Continued efforts focusing on costs while maintaining the flexibility for strategic decision making that contributes to the long-term success and growth of the organization and community.
- Designed and implemented a departmental Mid-Year and Year-End Report template for departments to use to help standardize and streamline the reporting processes.

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. B&E's role in leading and facilitating organizational discussions and conducting special studies continues to be a primary aspect of our service delivery.

Continued coordination of a revised capital planning process utilizing a more holistic approach to capital development that involves greater collaboration among City Departments.

Promotion of strategic planning by continuing efforts to integrate strategy and budget to enhance decision-making and better align resources with Council priorities.

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 School of Government Benchmarking Study and service categories are added yearly. Currently, the City performs 'better than' or 'as well as' in 48 of 74 efficiency and effectiveness service categories (64.86%).

Competing priorities (increasing needs in transportation, economic development, affordable housing as well as the impact on public infrastructure) and limited new debt capacity 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 FY2013:

- Develop collaborative solutions by:
 - Coordinating and leading special studies as requested
- Enhance customer service by:
 - Providing adequate and easily understood information to Council for decision making through Council's business agenda
- Optimize business processes by:
 - Implementing and analyzing department processes that align with the overall organizational business strategies and priorities
 - Continuing to maximize the capabilities of Clarity
 - Analysis of agenda production process and identifying opportunities for continuous improvements
- 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 plans that encourage development and achievement in strategic planning skills and facilitation training

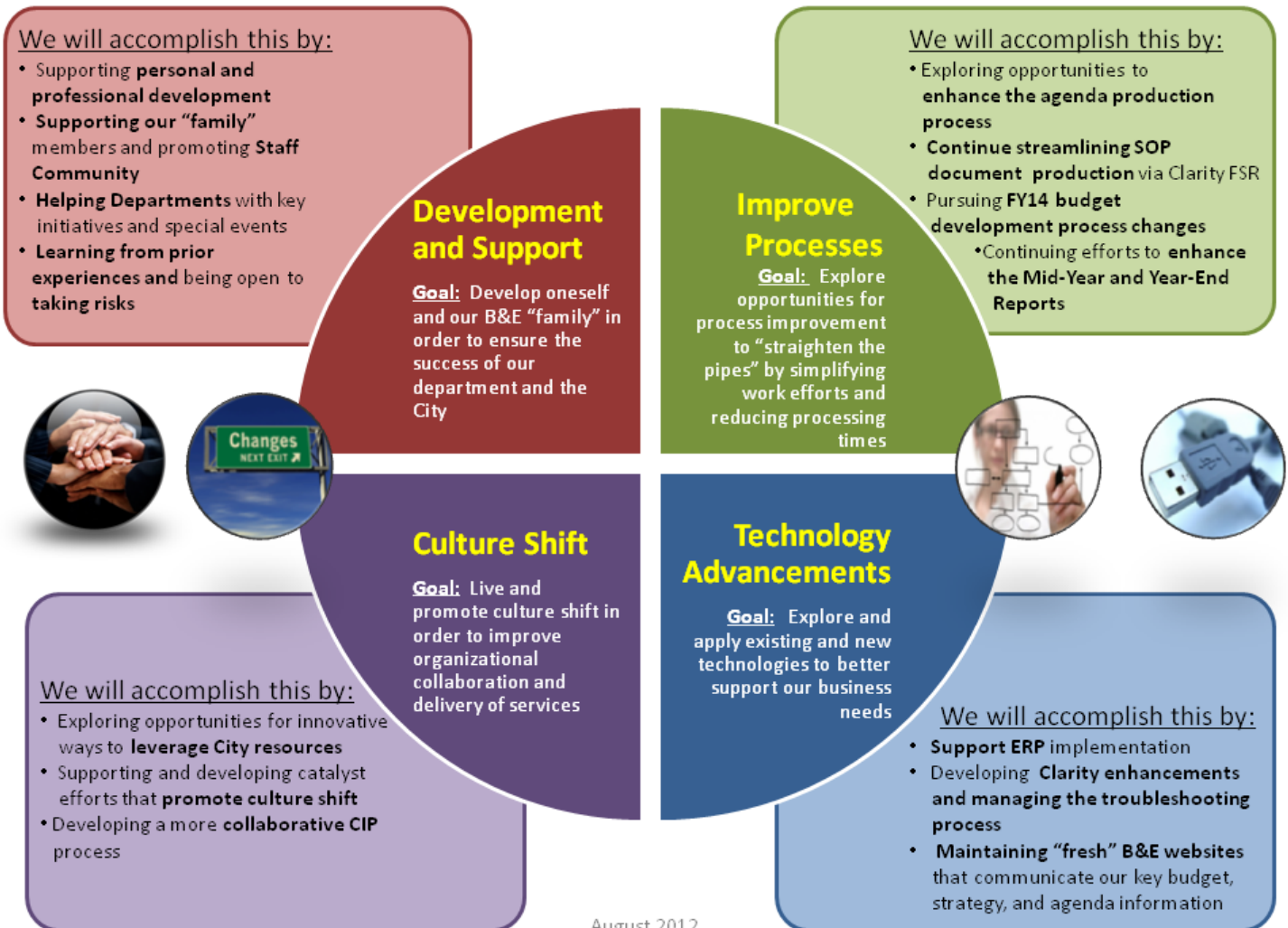
III. Service Delivery

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.

Budget and Evaluation staff identified four areas to serve as a driver of the work that is performed in FY2013. Below are the B&E Workplan Goals that were identified and the means for accomplishing each goal.

Budget and Evaluation FY2013 Workplan Goals*



August 2012

*B&E FY2013 Workplan goals are subject to change throughout the year.

IV. Balance Scorecard 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 Office 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 –BSC Visual

B – Line Item Budget