



**CITY MANAGER'S OFFICE
M E M O R A N D U M**

August 20, 2008

TO: Ruffin Hall, Budget & Evaluation Director
FROM: Wilson Hooper, City Manager's Office
SUBJECT: FY09 CMO Strategic Operating Plan

Introduction:

The administrative division of the City Manager's Office (CMO) is the executive department of the City of Charlotte responsible for carrying out the City Council's policy decisions, for providing vision and leadership to the organization, and for overseeing the daily operations of the City government. that strives to provide policy and strategic direction to the organization through strong leadership and sound management.

Summary of Resource Needs:

	FY2007	FY2008	FY2009
Budget	\$1,924,093	\$2,046,839	\$2,152,689
Position	12	12	12

Vision and Mission:

The vision of the CMO is to achieve comprehensive citizen service City-wide by providing vision and leadership to the organization.

Our mission is to administer the delivery of public services that promote safety, health, and quality of life for Charlotte's citizens.

Key Issues and Challenges:

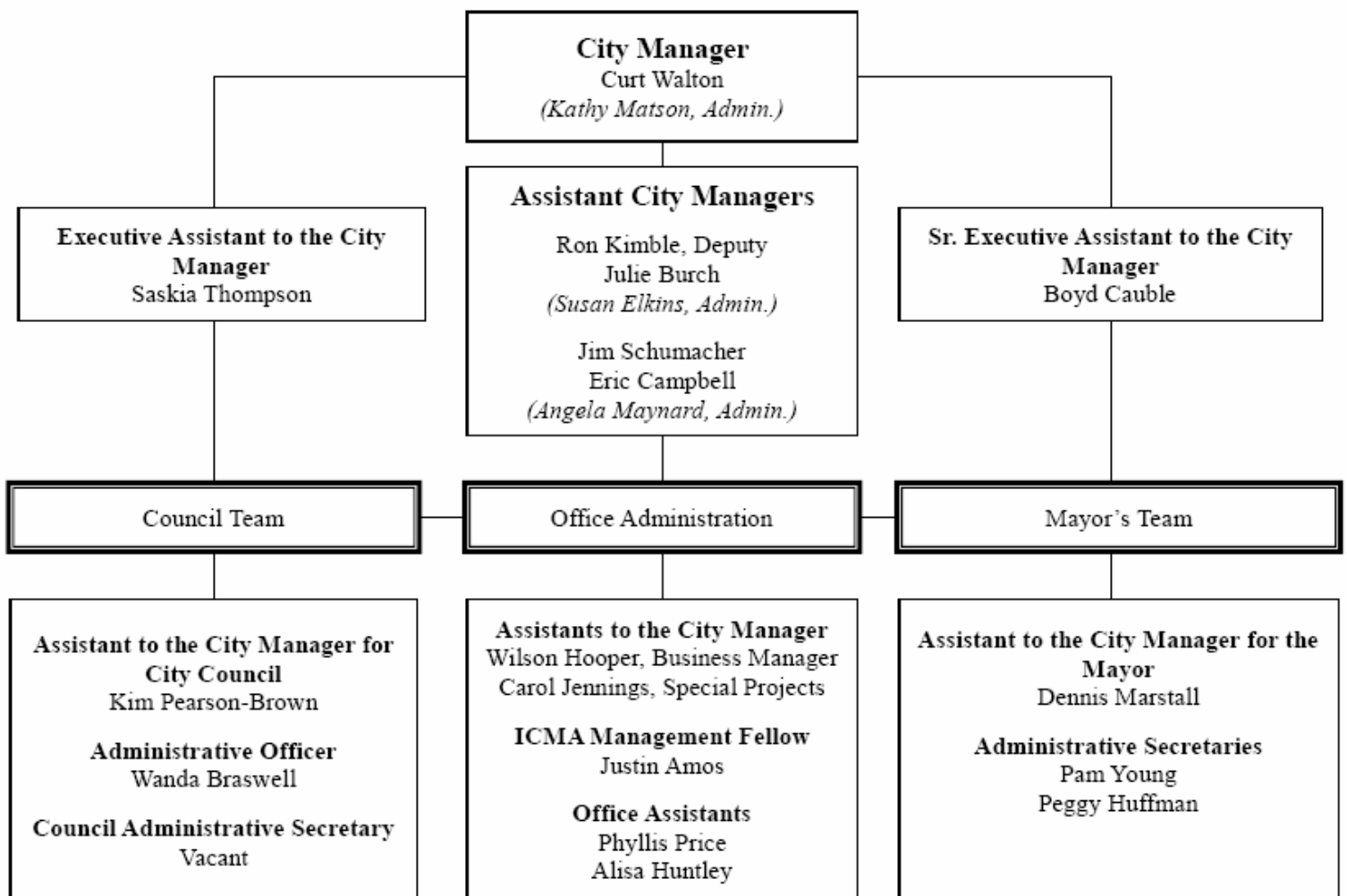
- 1.) Organizational change/Strategic focus
Technology management has been a top administrative priority for a number of years, and the launching of the OCIO division in FY08 represents the culmination of several efforts. However, the process is ongoing and will require continued

CMO involvement in FY09 to a.) facilitate the introduction of a new player into the organizational structure and culture, and b.) maintain the focus on the strategic purpose behind the CIO so that the organization will not “lose the forest for the trees.”

2.) Operational cost containment.

The development of the CIO, and the increased resources for its sister CMO division 311, were funded entirely with internal resources. The CMO’s share of the across the board (ATB) funding liability is \$4,053 dollars. The CMO’s operating budget was reduced by the proscribed amount and operations were adapted to spend less across all lines. However, the overall budget for FY2009 is still more than FY2008 due to revised predictions on the actual costs of doing business. Our challenge for FY09 is to mitigate those increased costs by containing costs in our day-to-day operations.

City Manager’s/Mayor & Council Office Organizational Chart



Strategy and KBU Planning: Links to Corporate Strategy

These issues and challenges help shape the environment in which we provide our service, but they aren't the only defining factors. The CMO has a number of operational goals that link to specific corporate strategies: serve the customer, run the business, and develop employees. Our BSC is populated by goals aimed at accomplishing these strategies.

BSC and Performance Measurement

The BSC contains specific objectives that the CMO strives to achieve in addition to our overall leadership goals. (See attachment "CMO Business Measures for FY09") These objectives shape our operational plan for FY2009. Our key performance indicators include:

- Score on KBE and non-KBE management customer service survey
- Participation in public/private partnerships and other collaborative efforts
- Compliance with SBD goal for informal contracting

Please note that the customer service survey indicatory is under review and may be replaced during the course of the fiscal year.

Conclusion:

After a year of transition, it is the goal of the CMO to provide a full complement of leadership services to the organization and strive to meet the City of Charlotte's corporate goals through our own efforts.

KBU-Balanced Scorecard Report

Reporting Period: July 1, 2008 to June 30, 2009

Corporate Objective	KBU Initiative (* indicates Focus Area Initiative)	Measure (\$ indicates incentive pay measure)	Prior Year Actual	Lead or Lag	Performance Data			Comments/Explanation <i>(To be completed at mid-year and year-end reporting)</i>
					Target	YTD	Status	

Serve the Customer	C1. Promote Economic Opportunity	Achieve goal set by SBD staff for utilization of certified small businesses for informal contracting	10% (\$)						Because we operate as one office, CMO and Mayor/City Council figures are presented as a combined number.
	C2.								
Run the Business	B1. Develop Collaborative Solutions	Continue collaboration and actively participate in public and private sector partnerships, environmental and visioning initiatives (*)	Participation in SEQL, COG Regional Visioning Council, and other partners' current initiatives (*)						
	B2. Enhance Customer Service	Provide high level of customer service to KBEs	Rating or 7 or better on 90% of survey responses (\$)						
		Provide high level of customer service to management (non-KBE) and support staff that have a high level of interaction with the CMO.	Rating of 7 or better on 90% of survey responses (\$)						
Manage Resource	R1.								
Develop Employees	E1. Achieve Positive Employee Climate	Support Physical Activity	40% of staff in CMO will commit to exercise for 30 mins. at least 8 times per month (\$)						
		Worksite Environment	CMO will provide a designated Wellness Works area on the bulletin board to provide and promote wellness information (\$)						
	Promote Learning and Growth	Formulate learning and growth plans for all employees						The goal for FY09 is to collect baseline data. In FY10 we will use the degree to which we've achieved the goals on the plans as a measure. These plans will be developed in conjunction with yearly performance plans/PRDs	

Status:

1. Use a "+" (plus) sign to indicate all is well.
2. Use a "-" (minus) sign to indicate that the status is not where expected or the current status is in trouble. Provide explanation.
3. Use a "x" to indicate this target will not or is not met. Provide explanation.

* in KBU initiative column indicates Focus Area initiative
\$ indicates incentive pay measure

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