



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

August 16, 2010

**TO:** Ruffin Hall, Budget & Evaluation Director  
**FROM:** Wilson Hooper, City Manager's Office  
**SUBJECT:** FY11 CMO Strategic Operating Plan

---

**I. Executive Summary**

*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. This document provides an explanation of our strategy and corresponding resource needs for FY11.

*Summary of Resource Needs:*

	FY2009	FY2010	FY2011
Budget	\$2,287,571	\$2,181,607	\$2,062,949
Position	12	12	11

*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.) Economic recovery

The worldwide economic downturn has been a significant challenge to the organization. Though some signs indicate that recovery is underway, the City's revenue collection still lags behind pre-downturn levels. In FY11, the CMO will continue to play a very active role in shaping the organization's response to these very difficult circumstances. Though the CMO will fill in gaps to be more responsive to the organization's needs, the demands of accomplishing a high level of leadership with a fixed or diminished pool of resources will nevertheless challenge the CMO's capacity.

2.) Staffing changes

For FY11, staffing changes have made the CMO more responsive to the organization's needs. A new Intergovernmental Relations Manager began April 1 to lobby on the City's behalf in Raleigh and Washington. Also, the CMO's previously vacant AOII position was filled and its responsibilities shifted from Council support to support of the Mayor's team. (Both positions were shifted from the City Manager's budgetary cost center to the Mayor and City Council's). Finally, the CMO has hired an Energy Manager approved by the City Council to oversee the City's energy-related federal stimulus projects once the federal Department of Energy signs off on Charlotte's energy plan.

Together these shifts and new hires results in one less FTE funded through the CMO cost center. Please note that change in the summary of resource needs listed above.

The Energy Manager is unique. The CMO is funding this position via the ARRA-related Energy Efficiency and Conservation Block Grant, so impact to the general fund will be limited to slight increases in operational costs (i.e. printing, telephone, software licenses) for the next two and one-half years.

## **II. Strategy and KBU Planning: Links to Corporate Strategy**

### *Accomplishments:*

The goal of the CMO is to be the champion of corporate strategy and see that each KBU accomplish the objectives set out in the balanced scorecard. Over the last several years, however, the CMO itself has taken a number of actions, corporate in scope, designed to achieve balanced scorecard goals. In FY09 the creation of the Office of the Chief Information Officer was meant to help the organization better run the business and manage resources. Also in FY09, the mid-year budget reduction was a strategic move aimed at preserving the organization's ability to achieve all corporate objectives. In FY10 the reorganization of several units to form Neighborhood and Business Services KBU aligned the organization to provide more comprehensive citizen service. In FY11 the CMO will continue to monitor the effectiveness of the organization, and provide direction as necessary to help it achieve balanced scorecard goals.

### *Links to Corporate Strategy:*

Though the function of the CMO is in large part strategic, the office is also an operation unit with specific goals. The CMO has a number of operational goals that link to particular corporate strategies: serve the customer, run the business, and develop employees. Our BSC is populated by goals aimed at accomplishing these strategies.

### *Strategic Initiatives:*

Beyond its role as the strategic leader of the organization, the CMO as an operational unit maintains a number of specific strategic initiatives. These initiatives support the Environment Focus Area Plan as well each corporate perspective: serve the customer, run the business, develop employees.

- Environment – Continue collaboration and actively participate in public and private sector partnerships, environmental and visioning initiatives
- Provide high level of customer service to KBEs as well as KBU management and support staff that have a high level of interaction with the CMO
- Implement City's Energy Efficiency and Conservation Block Grant projects
- Exceed goal set by SBO staff for utilization of certified small businesses for informal contracting

### **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 FY11") These objectives shape our operational plan for FY2011. Our key performance indicators for these objectives include:

- Score on KBE and non-KBE management customer service survey
- Participation in public/private partnerships and other collaborative efforts
- Percentage of informal contracting dollars spent with certified SBE firms (12% goal)
- 60% of employees will electing medical coverage will elect the wellness plan



CMO Business  
Measures for FY11...

**Conclusion:**

It is the goal of the CMO to provide strong and effective leadership to the organization and strive to meet the City of Charlotte's corporate goals through our own efforts.