



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

October 11, 2011

TO: Ruffin Hall, Budget & Evaluation Director
FROM: Wilson Hooper, City Manager's Office
SUBJECT: FY12 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 FY12.

Summary of Resource Needs:

| | FY2011 | FY2012 | FY2013 |
|----------|-------------|-------------|-------------|
| Budget | \$1,939,786 | \$1,936,111 | \$2,126,417 |
| 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

The CMO will continue to lead a corporate-wide organizational change effort in FY12. Beginning at the Manager's Cabinet level in FY11, this strategic effort will seek to create an organization that's able to provide seamless customer service for an ever-diversifying customer base. The complexity of the organization, along with the evolving needs of its customers, will ensure that this effort remains a CMO focus for the foreseeable future.

Operationally, the CMO will continue to shepherd internal changes that are designed to achieve greater efficiency and effectiveness. These include efforts in the areas of shared services, ERP implementation, and risk management.

2.) DNC

Though the DNC itself will not take place until FY13, most of the significant planning and preparation will take place in FY12. Due to its size and scope, the event will require a large and diverse amount of City services. The City Manager's Office will liaise with the various organizing committees and coordinate the City's involvement. For efficiency's sake, the office will most likely utilize the extraordinary contract-approval authority granted to it by City Council. Funding will be provided through a federal Department of Justice grant and Host Committee funds.

The DNC, the first event of its kind in Charlotte's history, will also require flexibility and responsiveness on the part of the City organization. The CMO will work to ensure that the City's every day customer service philosophy is applied to this effort as well.

3.) Staffing changes

The departure of two full-time and one part-time staff in the last half of FY11 will challenge the CMO to operate with a leaner staff in FY12. The responsibilities of the departing employees will be distributed among remaining staff and part-time contractual help may be utilized for some repetitive tasks.

Despite increased workloads, staff will be charged with maintaining a high level of efficiency and effectiveness. The office will remain flexible; duties and responsibilities may be reassigned as needed in order to best meet the changing demands placed upon it.

The vacated full-time positions will remain available and partially budgeted should additional staff be required in the future.

II. Strategy and KBU Planning: Links to Corporate Strategy

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 FY12”) These objectives shape our operational plan for FY2012. 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 with wellness medical coverage will maintain eligibility

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.