



Work and Performance Plan FY2019 (FIN)

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DEPARTMENT KEY INITIATIVES

Key Initiative #1 -- Procurement Implementation

Link to Strategic Business Plan:

Yes

Description:

Enhance procurement processes, customer service, communications, reporting, and compliance.

Rationale:

In FY2016 the Procurement Department was established (services previously performed by the City of Charlotte) and a new procurement system (CGI Advantage) was implemented in FY 2017. In FY2019, the Department will leverage the value of procurement by working with key stakeholders on process improvements, and expand procurement awareness, customer service, communications, reporting, and compliance. Elements such as clarifying roles and responsibilities, setting process standards, and effective reporting will increase transparency and accountability.

Completion Date:**Updates/Project Milestones:**

Launch formal IT procurement process improvements initiative working with Information Technology Systems, Asset Facilities Management, and other key stakeholders. Q1

Establish criteria, guidance, and training to support best practice procurement standard processes and procedures for common procurement types to enhance procurement efficiency and customer experience, such as procurement subject to Uniform Guidance and supporting development of departmental strategic procurement plans.

Preparation of departmental strategic procurement plans [TBD--needs conversation to better flesh out or instead roll into bullet two]

Develop dashboard reporting around procurement processes to identify and address gaps, opportunities for improvement, or efficiencies.

Outcomes/Measures:

Achievement of milestones identified in IT procurement process improvements

Development of standards with user tools and training for at least two common procurement types.

End of year reporting for new or refined standards rolled out, reporting tools, communication plans, and customer feedback.



Key Initiative #2 -- Enhance Enterprise Operations and Resilience

Link to Strategic Business Plan:

Yes

Description:

Strengthen people, processes, and strategic coordination vehicles to enhance enterprise-wide outcomes and improve operational efficiency/effectiveness. This effort will include cross-cutting enterprise support in coordination with departments that leverages enterprise risk management, crisis management, and effective communication and reporting solutions. The effort will focus on analytics to strategic decisions and options, and capacity building through education, coordination, and process improvement to inform proactive, data-driven decision making.

Rationale:

This initiative focuses on building capacity and resilience leveraging existing resources. As the support office that oversees financial management, grants management, capital investments, treasury functions, debt management, and procurement, Finance is uniquely situated to help provide enterprise-wide support and analytics for leadership and Departments. For Finance, it will mean a concentration on analytics to identify and optimize funding needs and resources in collaboration with OMB, education and collaboration with other support offices and Departments, and applying lessons learned in fiscal year 2018 to ensure financial continuity of operations and resiliency in a complex and rapidly changing environment.

Completion Date:**Updates/Project Milestones:**

Establish formal partnership and vehicles with Enterprise Support Offices to identify and implement opportunities for improved operations and resilience (Q1)

Leverage Enterprise Risk Management Committee to inform enterprise view of risks and opportunities in core business areas, and integrate into planning, budget, and execution activities.

1) Update enterprise risk charter and policy (Q2)

2) Develop and implement framework for communications and integration of enterprise risk management into planning, budget, and execution activities. (Q4)

Develop and pilot enterprise-level financial and procurement data reporting such as dashboards, in coordination with other Enterprise Support offices for a county-wide view of key financial and operational performance. (Q4)

Develop and implement effective reporting tools and communications for core department functions, such as Grants Management, Capital Investment Plan, quarterly economic updates, and Debt management.

Work closely with OMB to identify and optimize resource and funding strategies for key strategic goals and county needs.

Enhance resilience in financial functions, through education and crisis response management and continuation of operations plan updates that reflect lessons learned.

Outcomes/Measures:

Enterprise-wide support office formal partnership established (Q1)

Develop and implement at least three new reporting capabilities at the enterprise level, and integrate into planning, budget, and execution activities.

Enhance reporting and communications for at least two core department functions.

End of year reporting for new or refined processes rolled out, including reporting tools, communication plans, and customer feedback.



Key Initiative #3 -- Consolidate, modernize and enhance financial services and capacity

Link to Strategic Business Plan:

Yes

Description:

Strengthen people and processes within the Department and across the county through training, targeted hiring, business process improvements, and staff engagement to support a "One County, One Finance" culture and facilitate a learning, proactive financial services support function for the county.

Rationale:

With the centralization of finance and procurement management functions in one Department and one location in 2019, there is a great opportunity to streamline, improve coordination, build staff capacity across departments, and take advantage of technology. Efforts in these areas will strengthen financial stewardship and operational effectiveness by building an engaged collaborative culture within the Department and across the county; improving coordination and internal controls; enhancing financial capacity and strong stewardship through engaging and training staff; and streamlining and automating processes to free up more staff time for analytics to support proactive decision-making.

Completion Date:**Updates/Project Milestones:**

Review financial and procurement functions to develop process maps, identify key improvement areas, and opportunities for alignment/enhancement. (Q3)

Develop a financial and procurement workforce plan that addresses needed skills and competencies, training, partnering, and hiring strategies.

Develop position core competencies and training opportunities to clarify means for advancement in county financial and procurement roles. (Q4)

Build integrated project teams across finance divisions to address core opportunity areas. (Q1)

Develop a "one stop shop" for financial and procurement policies, procedures, and job aids. (Q2)

Develop and maintain a calendar for regular review and improvement of key financial and procurement policies and procedures, job aids, and other resources. (Q2)

Develop and implement a communications policy and plan for the department, to ensure timely and effective communications within the Department and with key stakeholders.

Outcomes/Measures:

Achievement of milestones identified above.