



Mayor Frank G. Jackson's Operations Efficiency Task Force Charter

VISION STATEMENT

"Cleveland does have a great opportunity to reshape itself and to ensure a great future. But this does mean change in the way we think and do business."

*Mayor Frank G. Jackson
State of the City Address, March 2006*

Economic conditions have made it impossible to operate under the existing model of government and maintain the current level of service to the City of Cleveland. If we can learn to do more with less, we can restore financial stability and increase the level of services provided to our citizens, businesses, and visitors. Changing the way we do business is the only way to create a "City of Choice."

PROGRAM PURPOSE STATEMENT

The purpose of Mayor Jackson's Operations Efficiency Task Force (OETF) is to:

- achieve and maintain financial stability;
- improve the efficiency and effectiveness of City services; and,
- create a work environment focused on providing excellent customer service.

OUR GUIDING PRINCIPLES

- To value the insight and expertise of employees as well as offer opportunities for re-training if required.
- The City and its citizens' needs always come first.
- All program team members remain focused, accessible, committed and results-oriented.
- All program team members are dedicated to working together in a professional, cooperative and open manner.
- At all times, show respect for the goals, objectives, plans and schedules of all program participants.
- Maintain timely, consistent, honest communication for all aspects of the program.
- Celebrate successes and share learning moments to enable us to succeed.

OUR ROLES AND RESPONSIBILITIES

Executive Sponsor: creates and champions vision, approves overall strategy and resource requirements to implement the OETF recommendations.

Task Force Chair: approves action teams, provides direction on policy, processes and legislation, and reviews progress with the Mayor and other key stakeholders.

Operations Efficiency Council: provides strategic oversight, assesses the coordinated efforts of the Action Teams, and endorses the Program Management Office (PMO) Structure.

Communications Advisory Team: develops and implements a communications plan to ensure a consistent and

coherent message to all stakeholders

PMO and Program Manager: provides daily oversight of the Action Teams; standardizes reporting formats for capturing, analyzing and sharing critical information, performance measurements and program reports; and ensures resources, support and information are available to action teams when most needed.

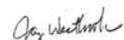
Action Team Technical Leads: develops operational improvement action plans, quantifies and documents the savings, monitors and reports outcomes and cost realizations

CRITICAL SUCCESS FACTORS

- Create an Operations Efficiency Council for strategic oversight and establish a PMO for effective tactical day-to-day implementation and project management.
- Eliminate gaps in department-specific and City-wide general support services by implementing improvements utilizing innovative solutions.
- Craft action plans to enable City departments to successfully implement effective, transforming solutions, and remove work environment cultural constraints.
- Champion technology to enhance data collection and effectiveness to drive decision making.
- Obtain timely approval of plans leading to redesigned, re-engineered or streamlined Departmental processes that are sustained annually.
- Review and analysis of contracts to eliminate duplicity.
- Achieve participation goals from external partnerships including Leadership Cleveland community leaders.
- Gain buy-in of critical internal and external stakeholders.
- Effectively implement a self-sustainability and organization change management plan which promotes broad and deep buy-in for achieving the Mayor's goals and cost savings targets.
- Provide clear and prompt communications within the program participants and the community at large.
- Achieve a 3% reduction in operating costs across the City at the beginning of Fiscal Year 2007.
- Achieve and maintain an effective operating environment.
- Create an employee culture focused on providing high quality service.

OUR ENDORSEMENT


Darnell Brown, Chair


Councilman Jay Westbrook

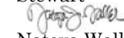

Lee Hill

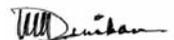

Ron Woodford


Frank G. Jackson, Mayor

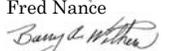

Dr. Vera Vogelsang-Coombs


Dr. Melodie Mayberry-Stewart


Natoya Walker


Bill Denihan


Fred Nance


Barry Withers