



MEMORANDUM

TO: Department Directors

FROM: Spencer Cronk, City Manager *sc*

DATE: July 27, 2018

SUBJECT: **Alignment of City Manager's Office with Strategic Direction 2023**

On August 6, I will be delivering a budget message and submitting the proposed FY2019 budget for Council consideration. It builds off the hard work and collaboration that has been done to get us to this point – with each of you, our policy makers, and the countless community stakeholders participating in this process.

The proposed budget represents a significant departure from the past. Chief among the reasons for this change is the work that you and other City leaders put into the development of Strategic Direction 2023 over the last 16 months. This effort codified six strategic outcomes that drive our priorities and budgeting, enabling us to proactively address multiple time horizons, more thoughtfully assess performance, and improve community outcomes. A recently published summary of this work can be found [here](#). Not only has the development of the proposed budget been facilitated around these outcome areas, the entire budget document will reflect this new direction.

As City leaders, we will be responsible for the administration of the budget after its adoption. To that end, I have started the process of aligning the work of my office to the six strategic outcomes. Although you will see that outlined in the proposed budget, the transition process to a newly-aligned City Manager's Office will be deliberate, thoughtful and take place over the course of the next year. There will be no immediate impact on the day-to-day work of City departments.

As part of this transition, the role and responsibilities of executives within the City Manager's Office will significantly change to provide 'ownership' and accountability to advance the assigned outcomes and strategies outlined in the City's Strategic Direction. This is an institutional departure from the past, combining both management for a portfolio of departments as well as enterprise responsibility for outcomes. More emphasis will be placed on finding cross-departmental and external stakeholder solutions to moving the needle on the strategic outcome indicators. Accordingly, I will be conducting an open recruitment for four (4) Assistant City Managers and one (1) Deputy City Manager in three (3) phases:

- Phase I: Fall 2018
 - Assistant City Manager (Health & Environment / Culture & Lifelong Learning)
 - Assistant City Manager (Economic Opportunity & Affordability)

- Phase II: Winter 2018/2019
 - Assistant City Manager (Safety)
 - Assistant City Manager (Mobility)

- Phase III: Spring 2019
 - Deputy City Manager (Government that Works for All)

Given the enterprise scope and operational impact on all the Strategic Outcomes, both utilities – Austin Energy and Austin Water – will be a part of my Executive Team.

We have not had a Deputy City Manager since January 1, 2015. Upon budget adoption, I have asked Elaine Hart, who served as Interim City Manager for 16 months and plans to retire from City service late next year, to serve as Deputy City Manager for the next year to help facilitate the three phases of this transition period.

This change in the structure of the City Manager’s Office does not change the leadership or day-to-day operations for your departments. The current reporting structure will remain the same until a position is filled as outlined above. Any future leadership or operational changes will be communicated with you in a clear and timely manner.

Finally, I will note that the proposed budget will align some of the offices, programs and services that may have been listed separately in previous budget documents. The FY2019 proposed budget document places all departments by Strategic Outcome.

This alignment is another step to achieve the vision outlined in [Imagine Austin](#) and establishes a framework for effective governance going forward. I hope you share my excitement as we continue working towards that vision.

I thank you for your continued leadership in advancing our shared goals for Austin’s future.

xc: Executive Team
 Assistant Department Directors