

City of Dallas

City Council
Strategic Planning &
Budgeting for Outcomes
Session

January 12, 2007

Why Are We Here?

The purpose is to **set the strategic direction for FY 2007-08 for Dallas city government**

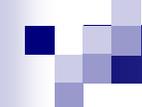
- The Results and Targets the City is Striving to Deliver
- Strategies the City will Use to Achieve Them

Why Do This?

- Clarifies the results citizens can expect from city government
- Keeps us focused on what's most important in day-to-day decision-making
- Better aligns resource allocation with the city's long-term goals
- Integrates the work of a multitude of planning efforts under one city-wide plan
- Positions the city to better learn what is working (and what is not) and make adjustments

Agenda

- Welcome: Explanation and Overview of Planning Session
- Budgeting for Outcomes Results Teams Presentation
 - Safety
 - Economy
 - Culture, Recreation and Education
 - Government
 - Trinity River
 - Lunch
 - Natural Resources
 - Health and Dignity
 - Neighborhoods
 - Mobility



This Won't Be Your Typical Council Session

- Very little discussion of specific programs
- More focused on long-term, strategic issues facing the city
- A different group of people making presentations (the Results Teams)
- Mixture of small group and full-Council discussions
- Presence of facilitators/resource guide

Approach

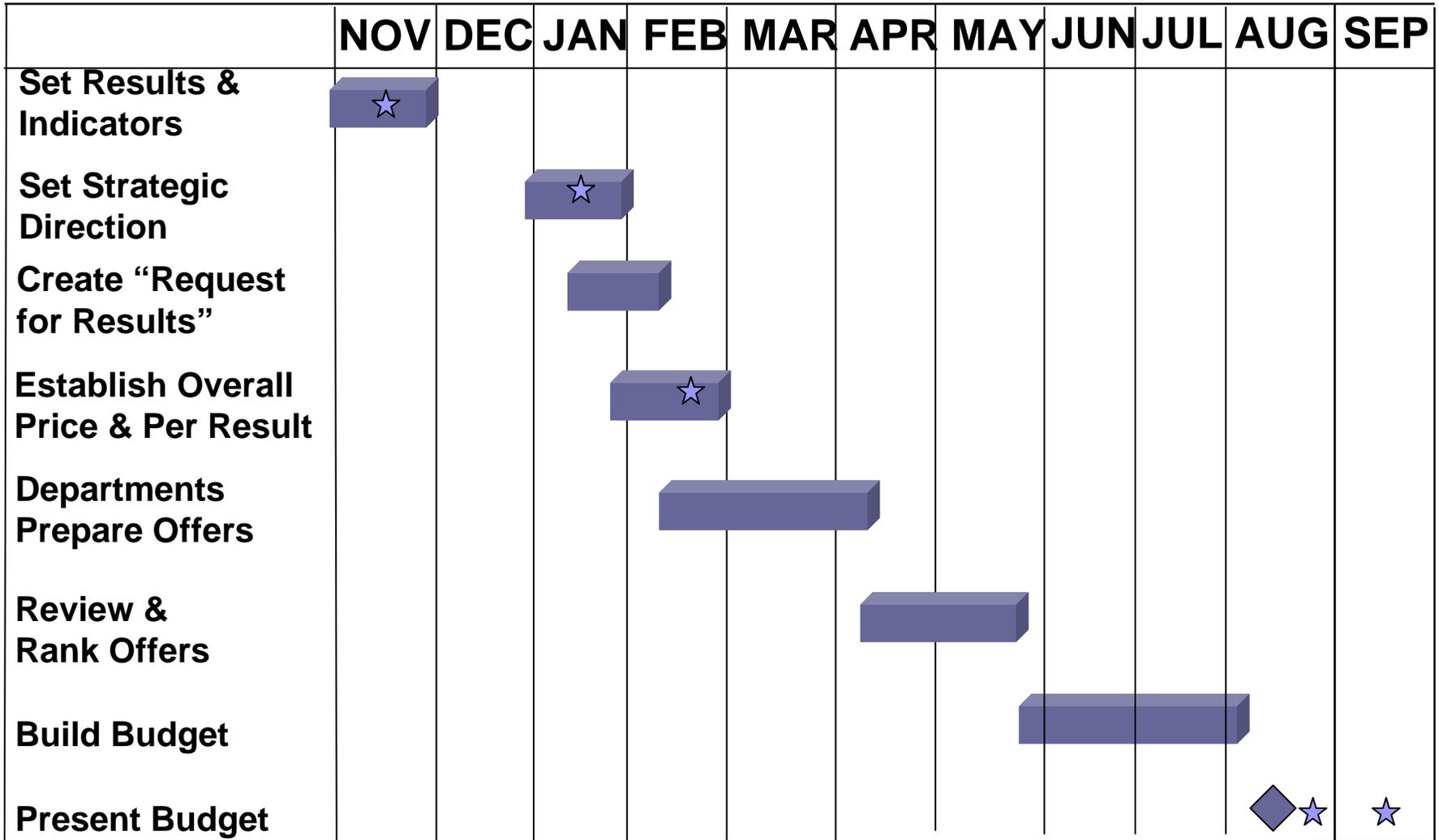
Budgeting for Outcomes

- Set the strategic agenda for the City
- Build budget around the results that residents want
- Establish the total “price” of government up front
- Everyone starts at zero; buy ranked “offers” until you run out of money
- Focus on questions like “how do we make Dallas safer?”

Steps in Budgeting For Outcomes Process

- ✓ Establish Citywide Results & Indicators
- Set Strategic Direction for FY 2007-08
- Create “Requests for Results”
- Set Overall “Price” of Dallas Government
- Allocate “Price” to Each Result
- Invite Departments to Make Offers
- Evaluate & Prioritize Offers in Each Result
- Buy Down the List of Offers Until the Money Runs Out (“draw the line”)
- Build Final Budget to Present to Council

BFO Timeline

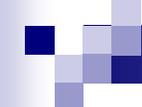


This is Pioneering Work!

- Very few cities actually integrate their strategic plans and their budgets
- The strategic plan you develop the next two days will be turned into the “Requests for Results” that drive the rest of the budget process
- Unlike most cities, your strategic plan won't gather dust on the shelf; it will become an integral part of the City's day-to-day operations

Elements of A Strategic Plan

- ✓ **Mission** - an organization's purpose
 - ✓ **Vision** - what it aspires to become
 - ✓ **Values** - the principles expected of staff
 - ✓ **Goals/Results** - the outcomes to be achieved
- **Objectives/Indicators with Targets** - the measures used to assess progress on the results and the targets for what is to be accomplished
 - **Strategies** - the approaches chosen to achieve the results



City's Mission & Vision

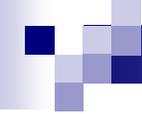
(Adapted from Dallas 2000 Strategic Plan)

- **Mission:**

To enhance the vitality and quality of life
for all in the Dallas community

- **Vision:**

The City That Works:
Diverse, Vibrant, Progressive



Organizational Values

(Adapted from Dallas 2000 Strategic Plan)

- Accountability
- Commitment
- Customer Service
- Environmental Stewardship
- Innovation
- Integrity
- Leadership
- Sensitivity
- Teamwork

City-wide Results

(Developed & Approved by City Council - 11/16/2005)

■ Key Focus Area – Economic Development

- The economy is thriving, with diverse businesses growing and people working
- People and goods move reliably, efficiently, and safely through the city.
- The city's natural resources are conserved and protected for current and future generations.

■ Key Focus Area – Neighborhood Quality of Life

- The city is composed of vibrant and viable neighborhoods.
- Residents and visitors enjoy high-quality and diverse recreational, cultural, and educational opportunities.
- People have the opportunity to lead a healthy, dignified life.

City-wide Results

(Developed & Approved by City Council - 11/16/2005)

■ Key Focus Area – Public Safety

- People feel safe where they live, work, and play.

■ Key Focus Area – Staff Accountability

- City government is customer-focused, accountable, and effective – providing a good value.

■ Key Focus Area – Trinity River

- The Trinity River Corridor enhances the vibrancy and vitality of the city.

Indicators of Progress

- Each result has three indicators *(Developed & Approved by City Council - 11/16/2005)*
- These are quantifiable measures that will indicate whether the city (not just City government) is making progress towards the result
- They are a mixture of objective and subjective measures
- New for this year, we are adding Targets for each indicator that show what we want to achieve by a certain time.



**How were the proposed
targets and strategies
developed
and how will they be
presented?**

Nine Results Teams

- Composed of staff from across the city
- No department directors
- Diverse mix of subject-matter experts and good strategic thinkers
- Began their work in October
- Focused on understanding their respective result area and proposing strategies they believe will help Dallas succeed
- Paid close attention to past and current planning efforts, such as Forward Dallas, Strategic Engagement, and Customer Service Initiative

What to Expect from the Results Teams' Presentations

- Some information on the city's current performance in their result area
- Key internal and external trends that the city needs to address in this area
- A cause-and-effect "results map" showing the factors that influence their result
- The proposed Targets
- Their proposed strategies for advancing that result in Dallas

(Each presentation will last no more than 15 minutes)

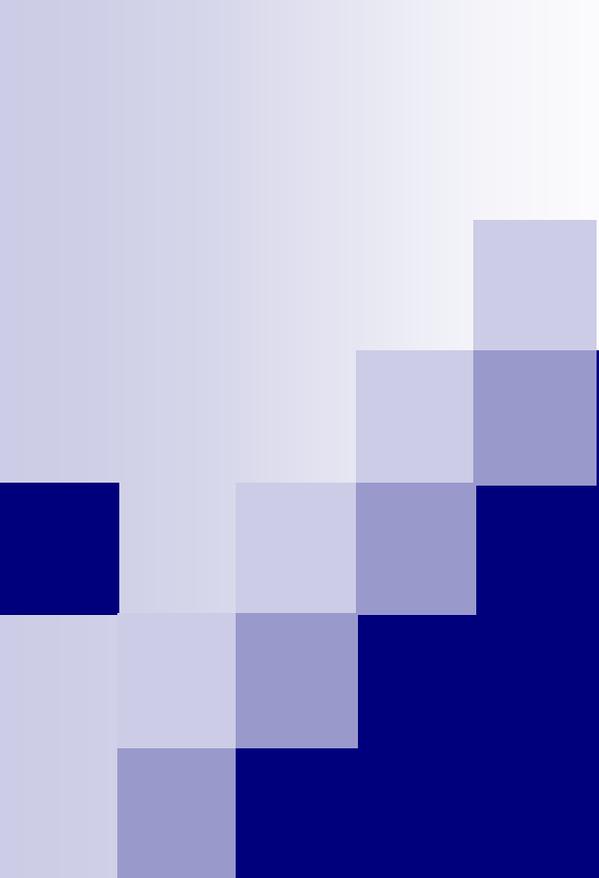
Then, We Want Your Reactions

- What are your thoughts about the proposed Targets? Are they appropriate or if not, how should they be changed?
- Are the proposed strategies appropriate and sufficient to improve the result over the next few years?

There will be a mixture of small group and large group discussion by Council

Next Steps

- January 15-Feb 9: Results Teams develop Requests for Results
- February 12-16: Budget Kickoff meeting and Bidders Conference for Departments
- February 21: Council Briefing on setting the “Price” of Government
- April 9: Bids Due from Departments
- May 21-25: Results Teams present Ranking to CMO
- June 20: Council Briefing on preliminary Ranking



Any Questions?