



Managing for Results

2008-2009



Presentation Goals

- Outline budget process for 2008-2009 budget
- Introduce the Balanced Scorecard
- Highlight the usage of performance measures in the budgeting process
- Introduce a City "report card"

Lead up 2008-2009 Budget

2005 - City Manager established internal task teams

- November Retreat

2006 - March - City Council approves five goals and 15 indicators

- August 15, 2006

Council adopts the 2007 budget around five goal areas

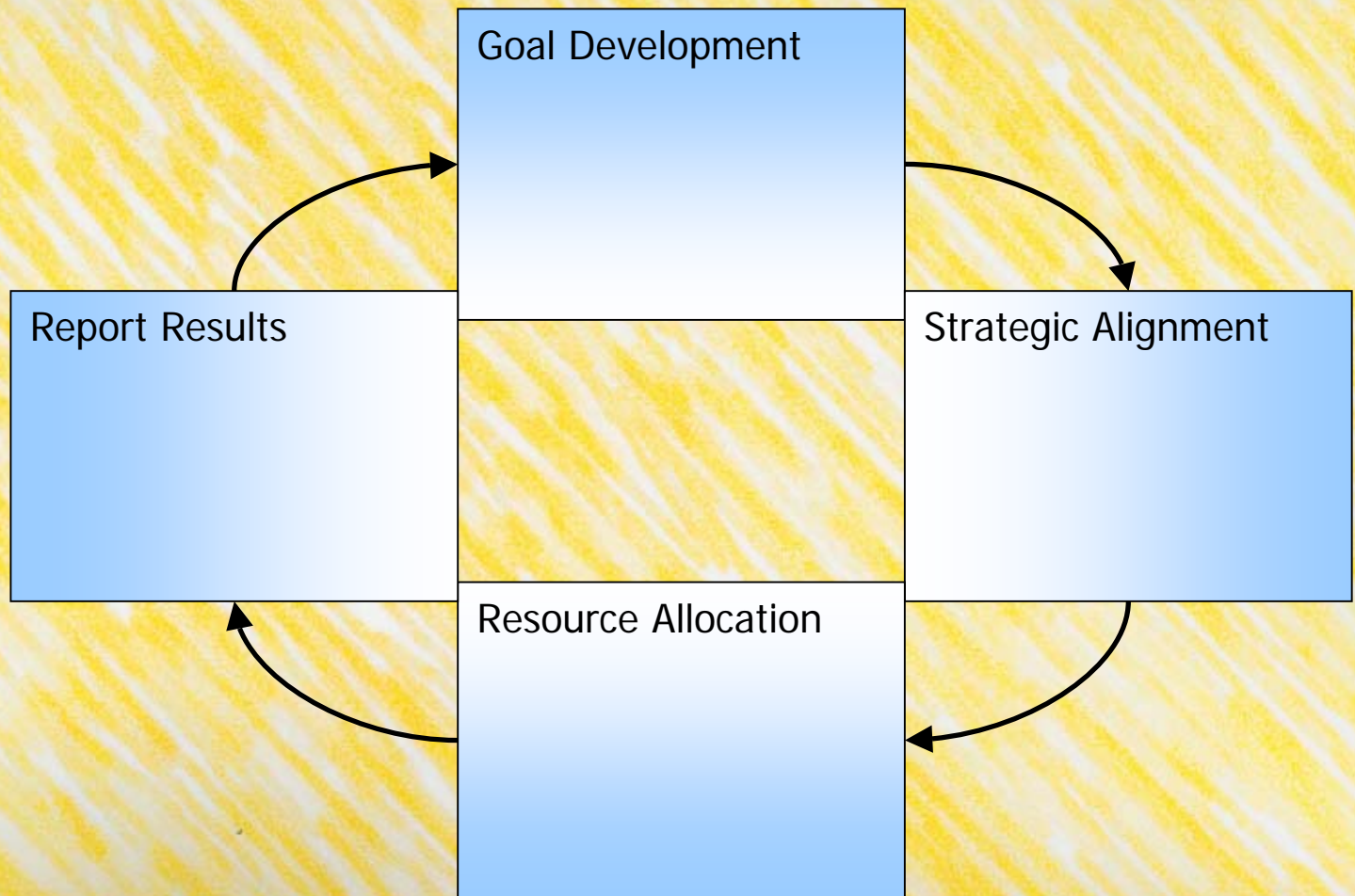


Managing for Results Budget Process Attributes

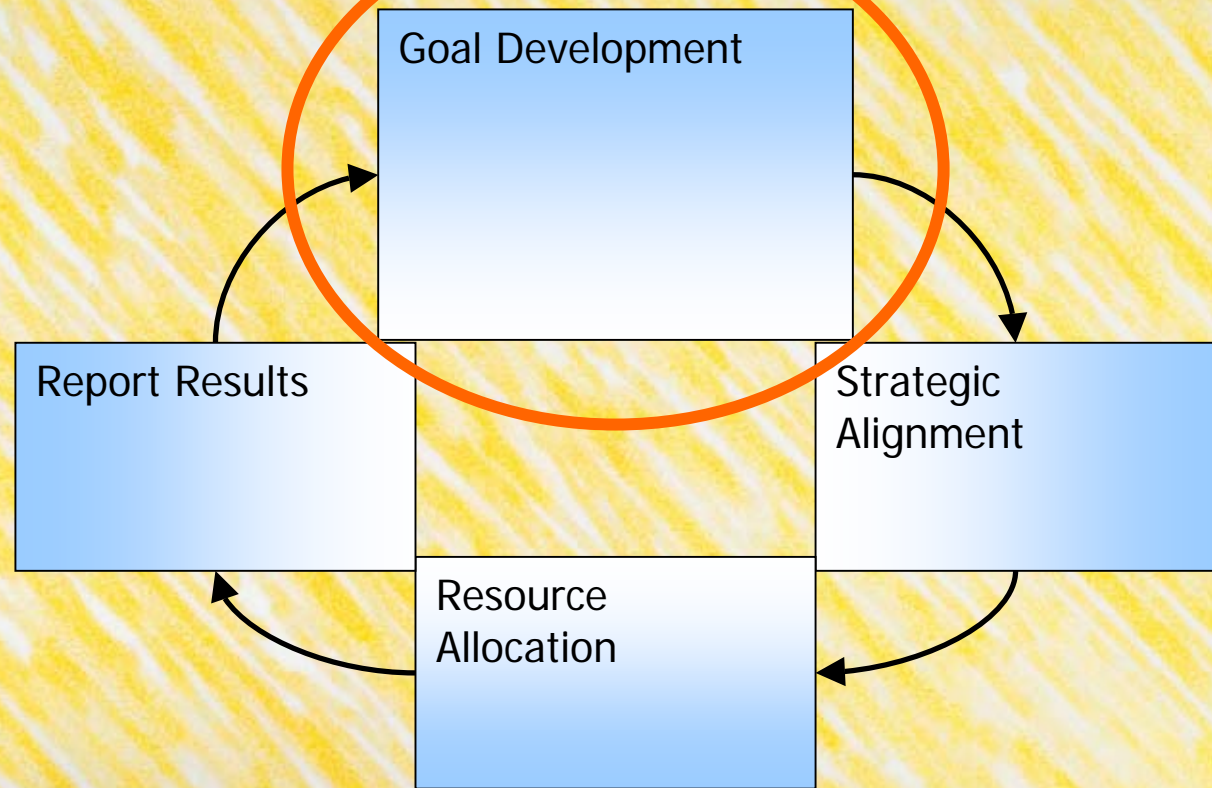
- Identifies and focuses on the things the governing body wants to address
- Develops an overall system for addressing those areas
- Allocates resources to the services that deliver the most value and best achieve organizational goals
- Develops and tracks cost and performance data



2008-2009 Managing for Results Budget Process



2008-2009 Managing for Results Goal Development

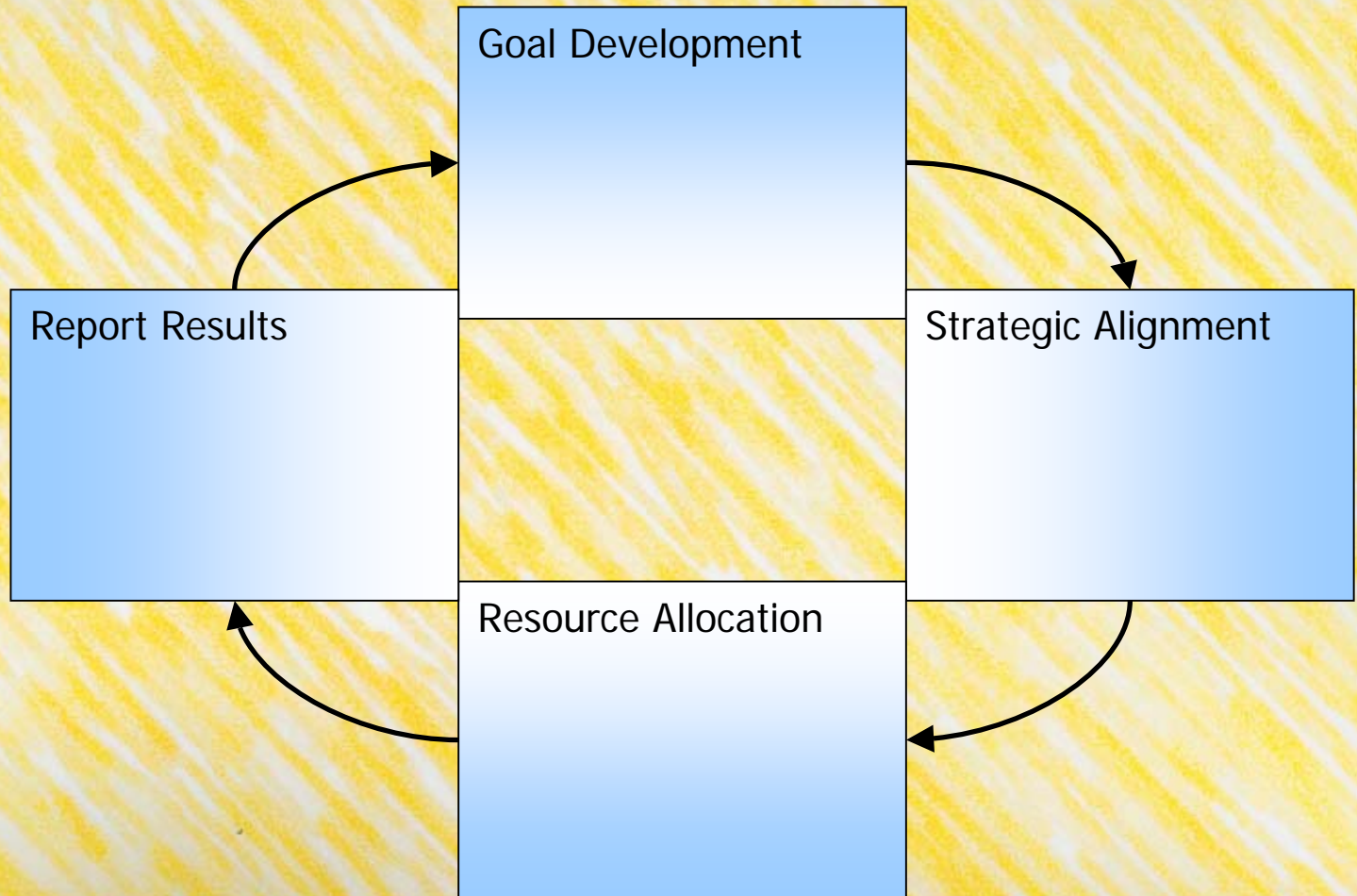


2008-2009 Managing for Results Goal Development

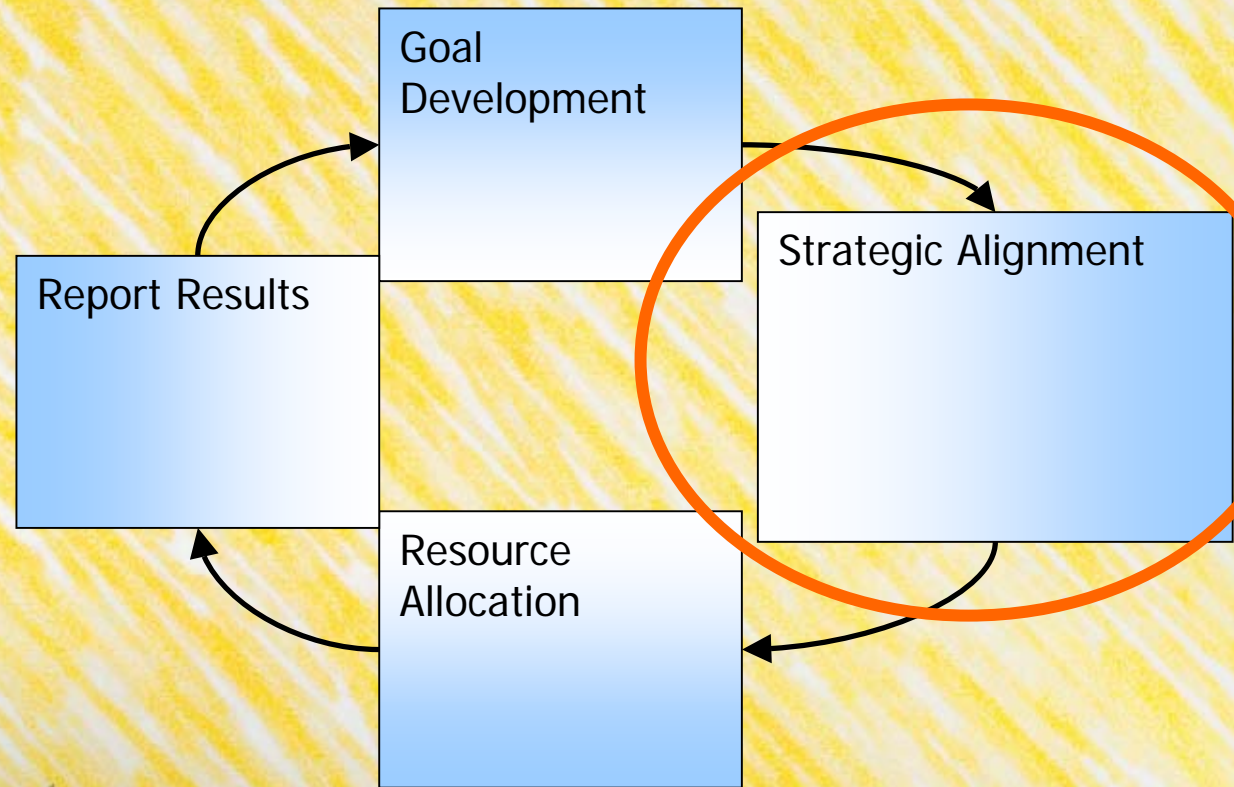
- Council re-affirms relevancy of the goals and indicators



2008-2009 Managing for Results Budget Process



2008-2009 Managing for Results Strategic Alignment

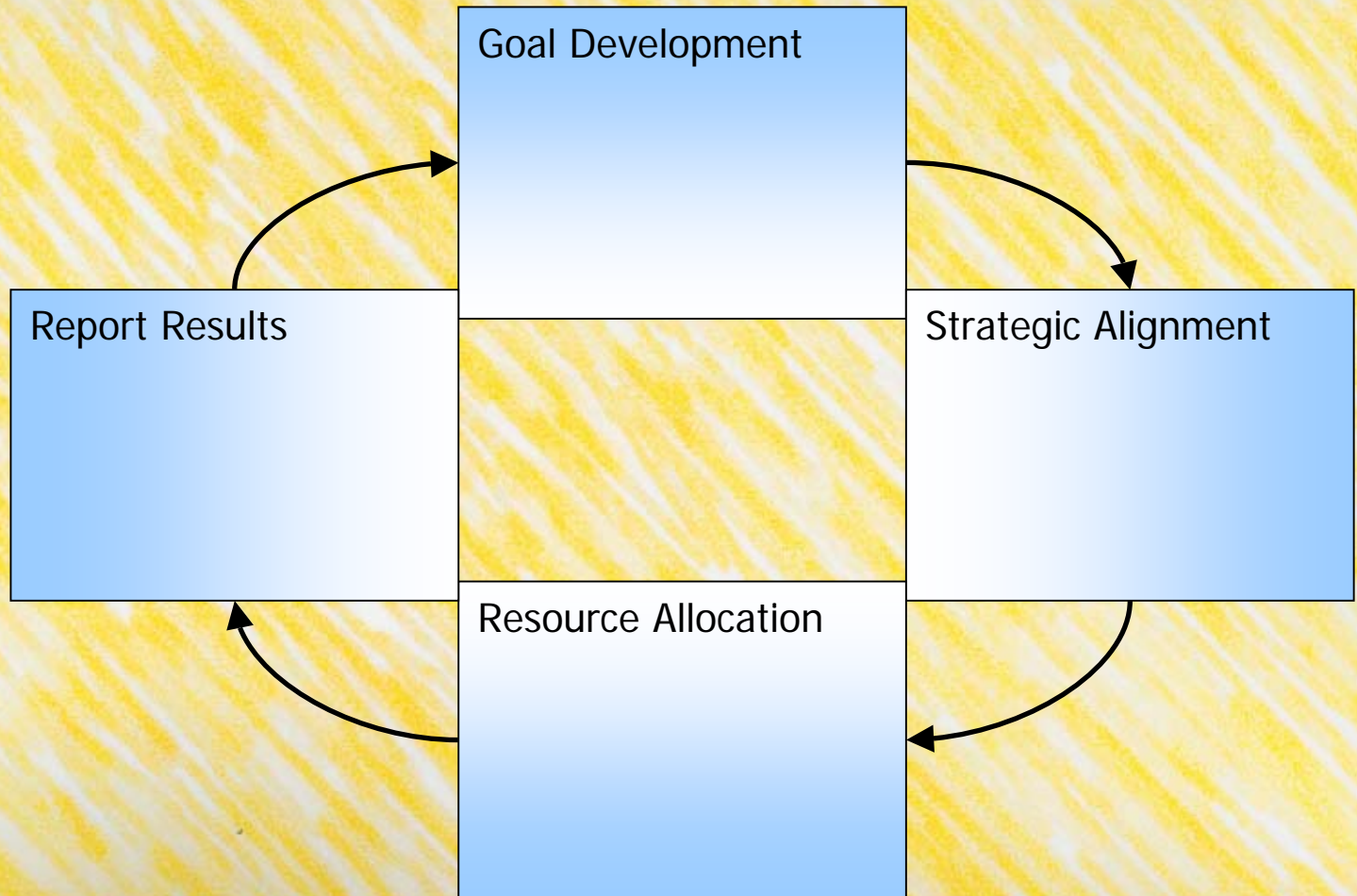


2008-2009 Managing for Results Strategic Alignment

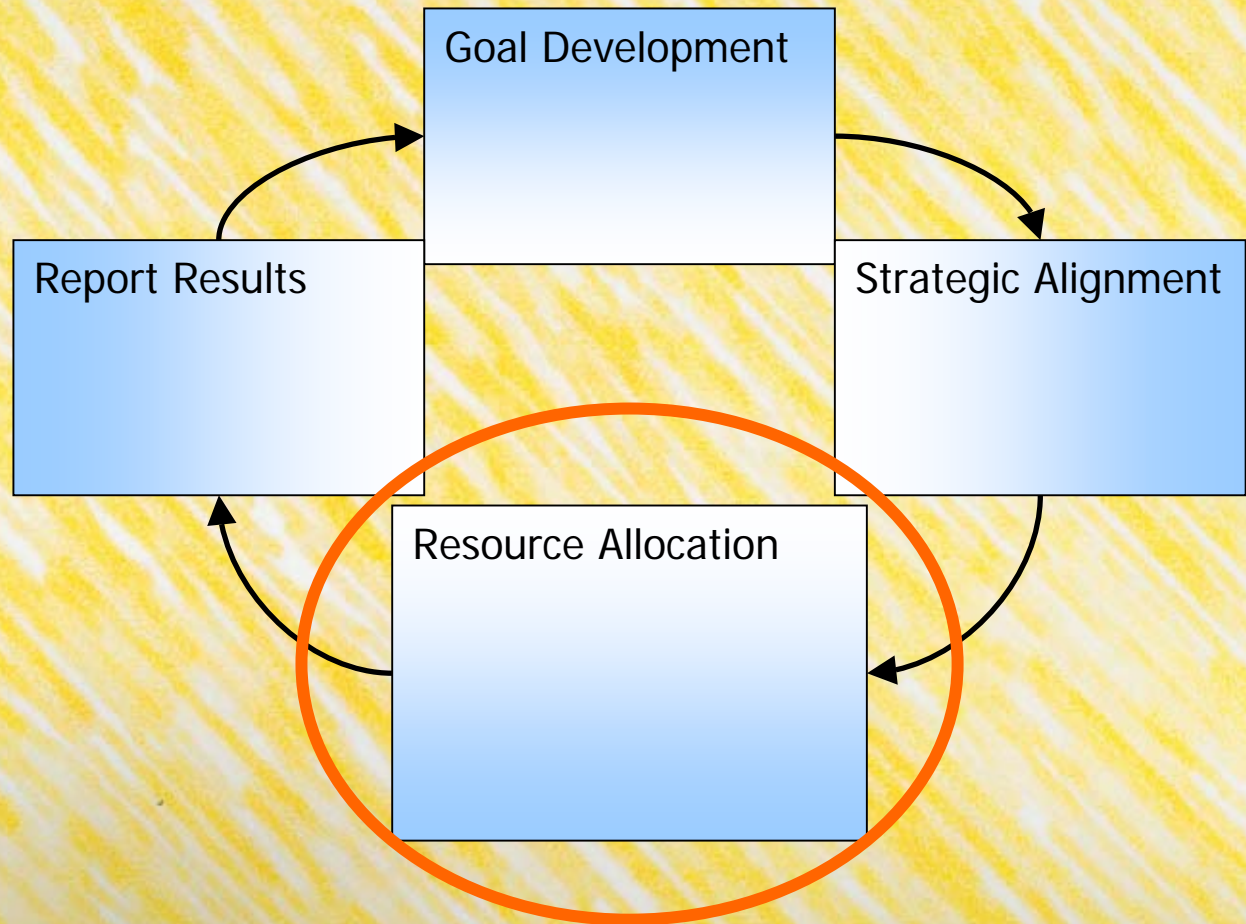
- Staff aligns strategies with the City's goals
- Strategy Teams review and provide feedback to Departments and the City Manager - looking for linkage to goals, and relevancy of performance



2008-2009 Managing for Results Resource Allocation



2008-2009 Managing for Results Resource Allocation

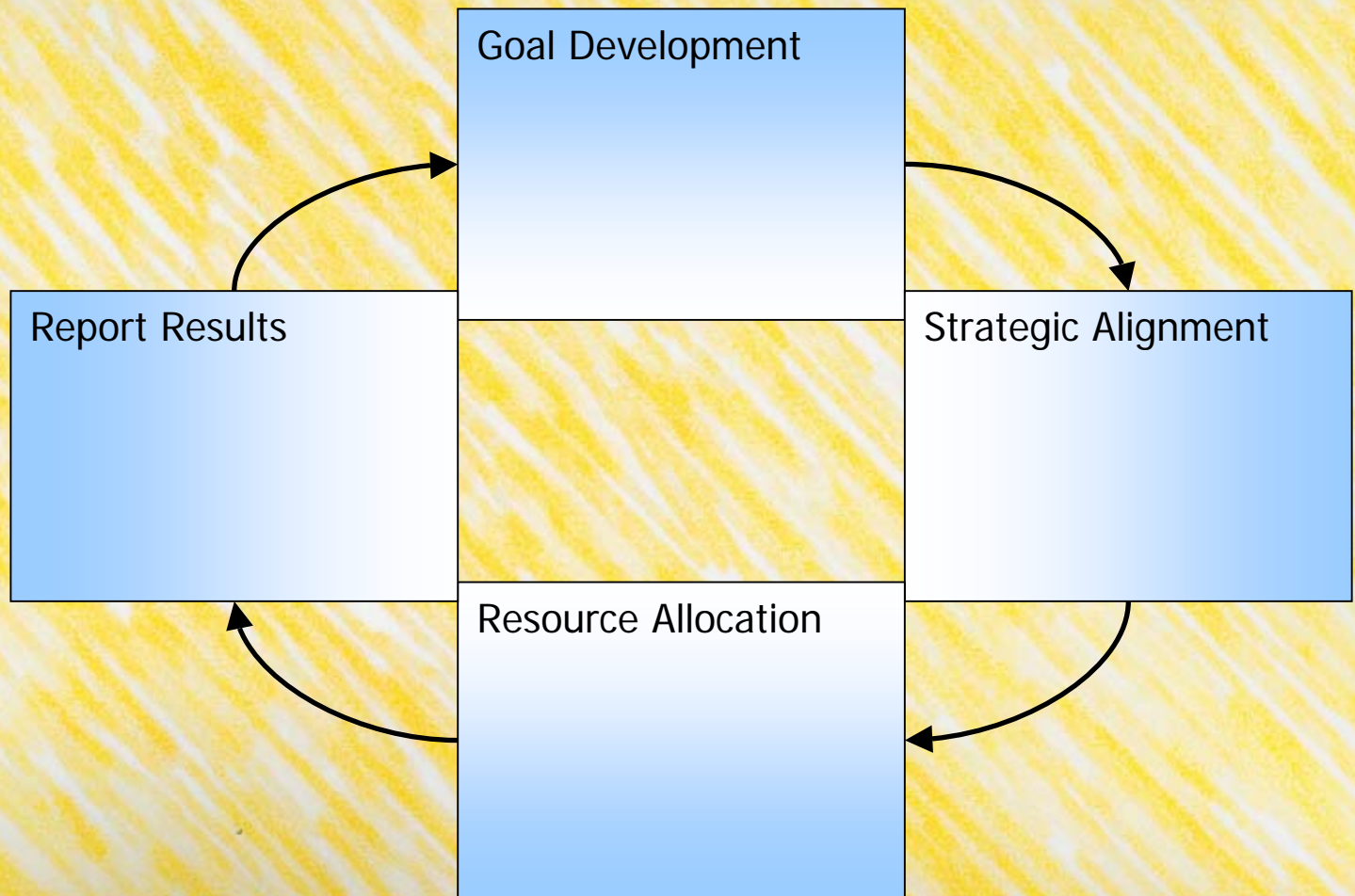


2008-2009 Managing for Results Resource Allocation

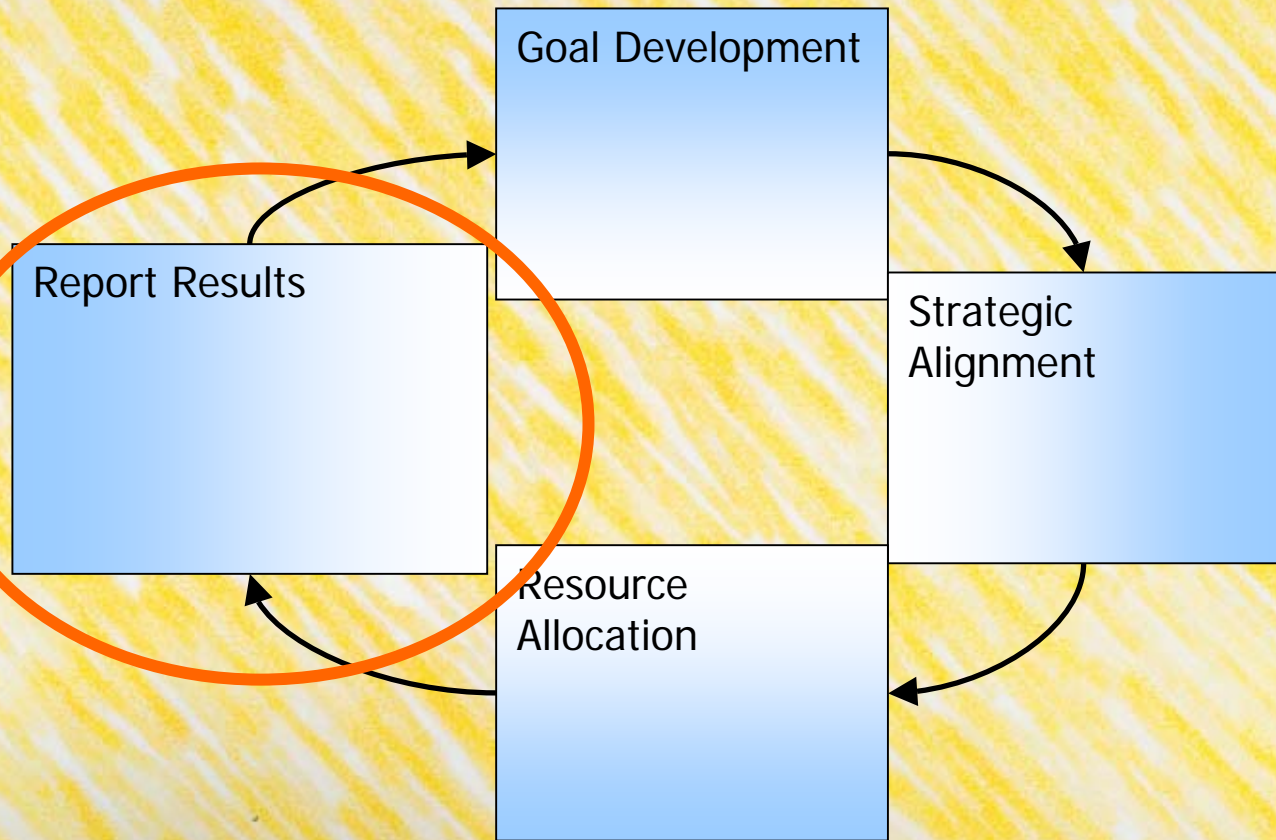
- City Manager reviews Strategy Team feedback and visits with Department Directors
- Staff update and finalize financial projections
- City Manager Proposes Budget
- City Council Adopts Budget



2008-2009 Managing for Results Report Results



2008-2009 Managing for Results Report Results

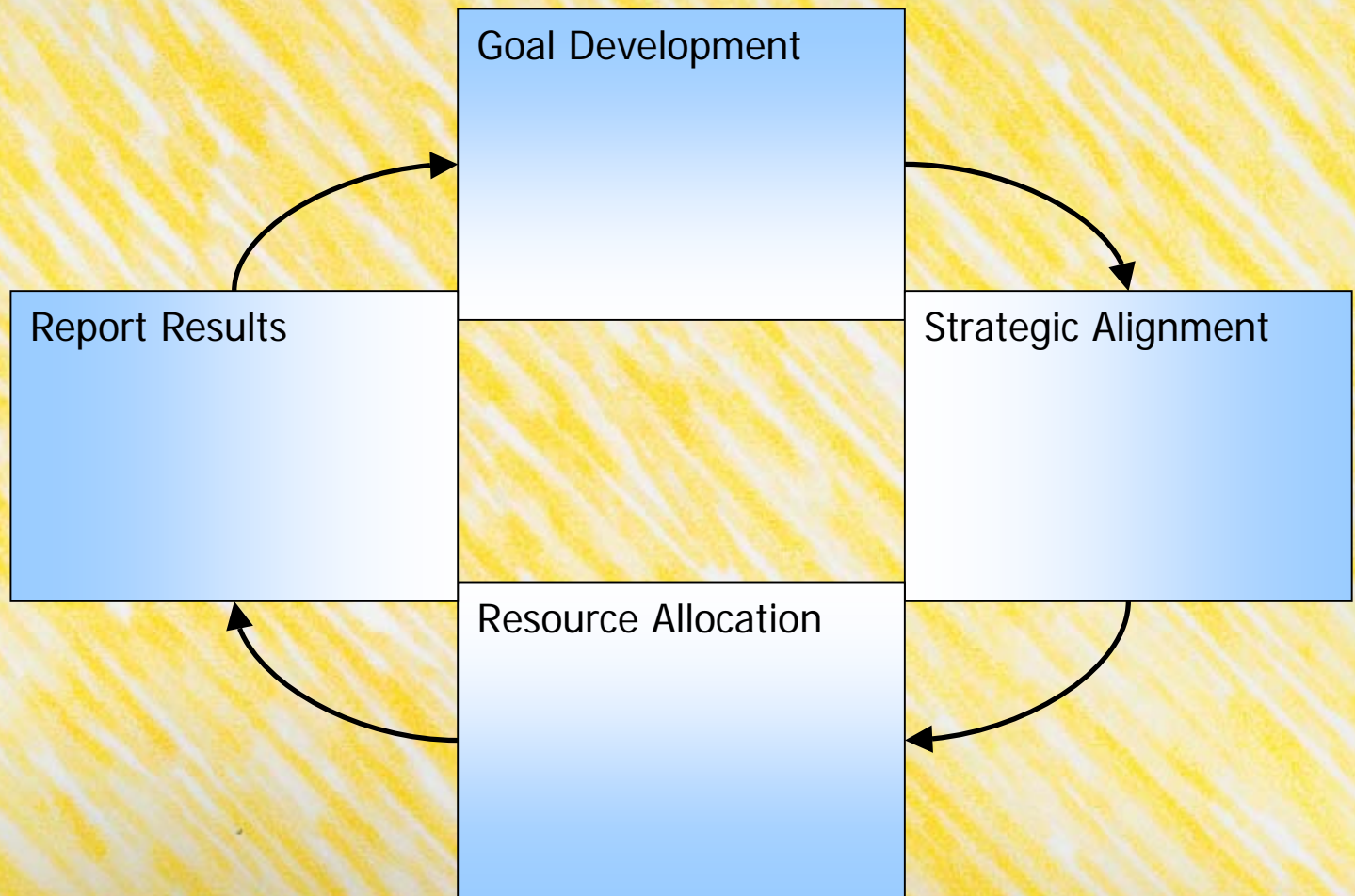


2008-2009 Managing for Results Report Results

- Staff monitor performance measures
- Report Card is issued
- Services and Strategies may be selected for in-depth review
- Based on service performance and other factors, City Council begins reviewing relevancy of Goals and Indicators



2008-2009 Managing for Results Budget Process





Balanced Scorecard

Our Balanced Scorecard (BSC)

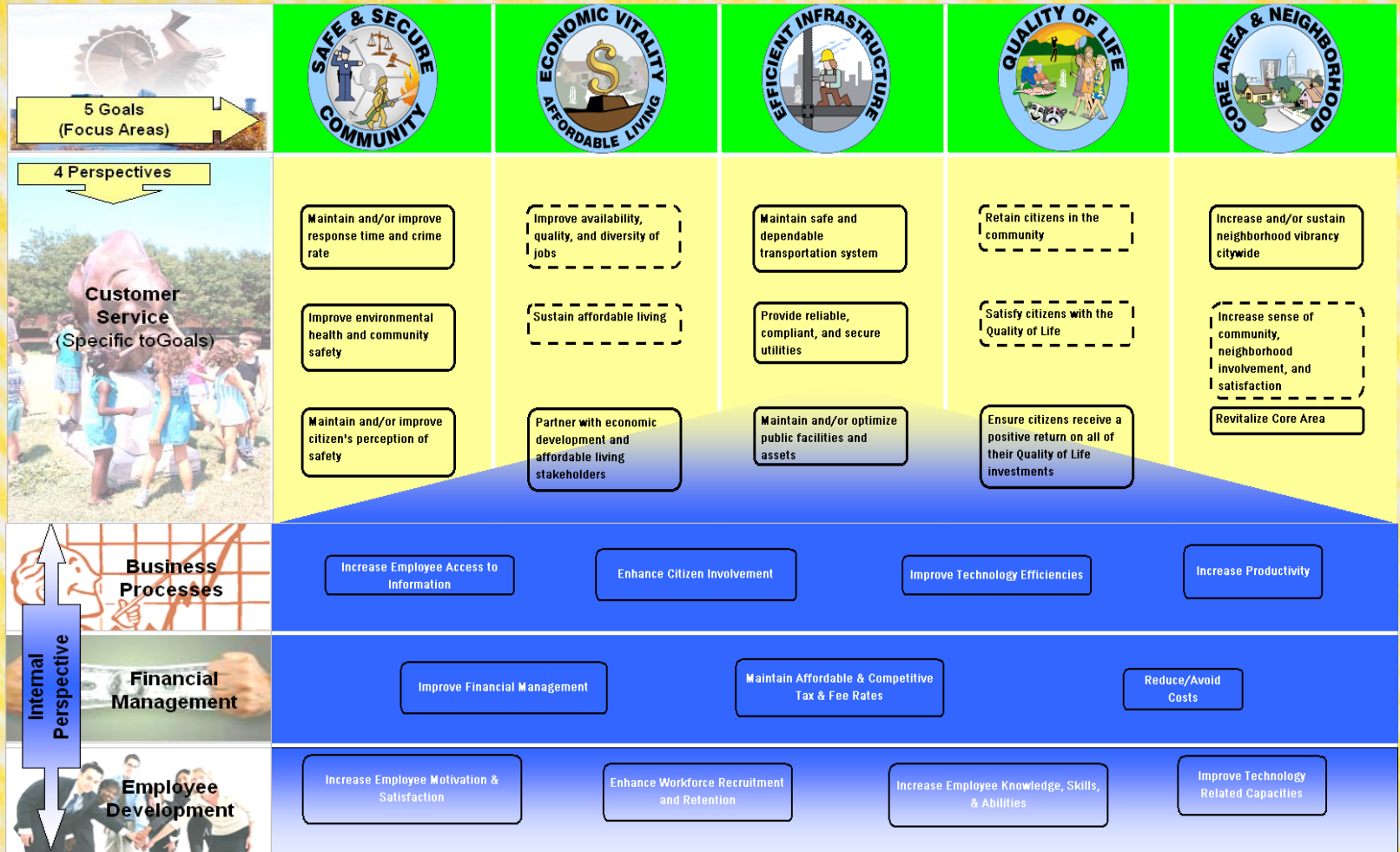


The "Balance" in the Balanced Scorecard

- To be successful externally, an organization must be successful internally.



Our Balanced Scorecard (BSC)



Balanced Scorecard History

- Developed 1990 by Robert Kaplan and David Norton
- By 2003 - over one half of the Fortune 1000 companies use the BSC
- BSC is one of the top 75 most influential ideas of the 20th century



Balanced Scorecard Public Sector

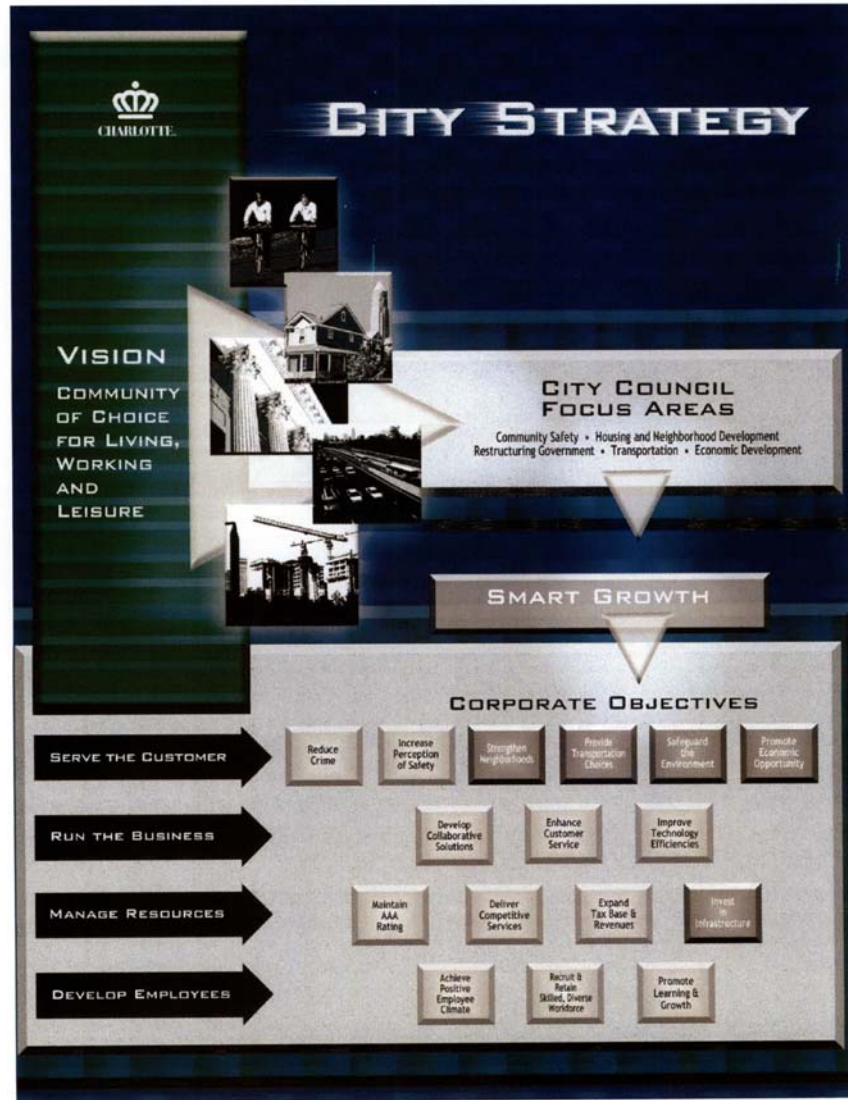
- Charlotte, North Carolina adopted the BSC in 1996
- Many other governmental jurisdictions use the BSC today

Mecklenburg County, NC

- Austin, TX
- San Antonio, TX
- Seattle, WA
- Portland, OR



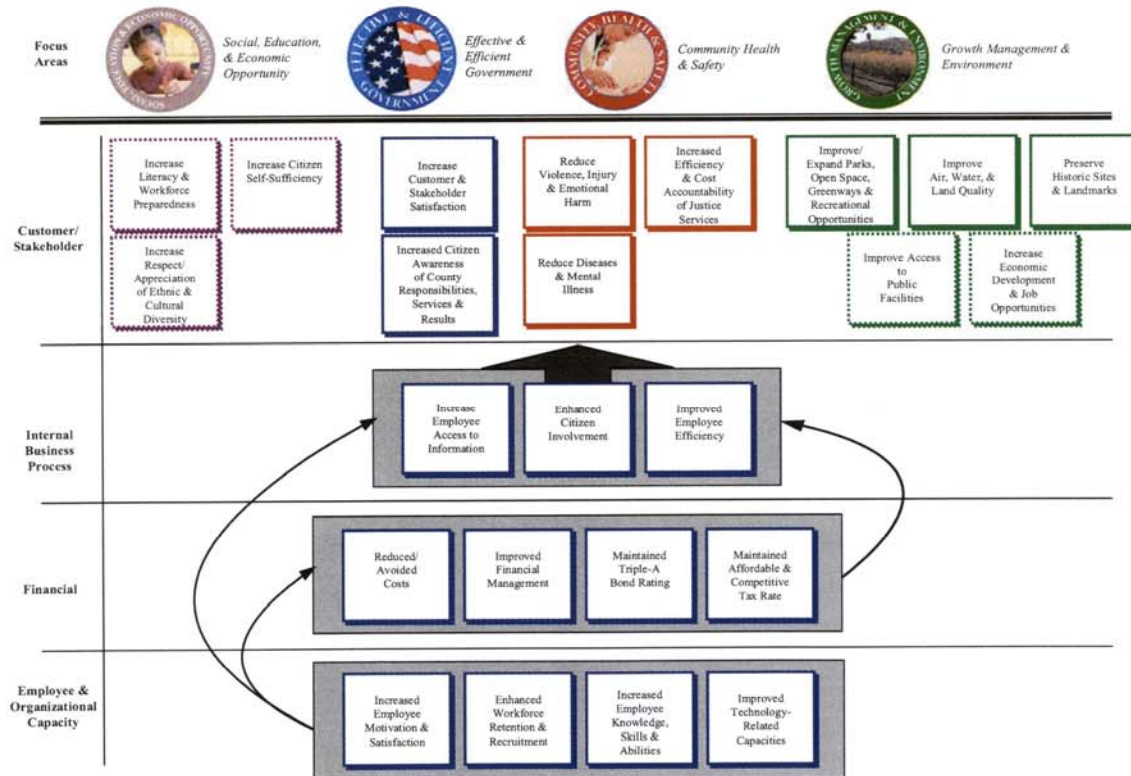
Charlotte's BSC



Mecklenburg County BSC

mecklenburg county North Carolina

Mecklenburg County Community & Corporate Scorecard Desired Results View







Performance Measures



Where is the organization going?

- We are "steered" by the Council's goals and indicators

How do we get there?

- Based on the "rowing" strategies developed by staff

How do we know if we are getting there?

- By measuring the performance provided by City services

Performance Measures

- Each Service has performance measures
- Output provided by municipal services can be a challenge to appropriately measure in some cases
- Performance Measures should provide feedback on how well a service is performing, relative to the benchmark



Performance Measures

- Over 300 Performance measures are maintained and tracked
- Challenge: how to condense over 300 measures into a meaningful summary for policy makers and citizens, to determine if the organization is achieving our goals?
- Answer:

Performance Results Report



The Performance Results Report Card



The City of Wichita's annual Performance Report Card | 2006

Producing outcomes that matter by doing the right things well



Understand the City's **strategy** for fulfilling its mission



View the City's **performance** in all their Goal Areas

Performance Report

- Uses "stop lights" to provide quick look at performance
- Summarizes performance at the indicator and goal level



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Performance Report

- includes a brief narrative about each indicator, including a discussion of strategies used to impact the indicator, and other trends that are impacting performance
- The report is designed to be brief (20 pages)

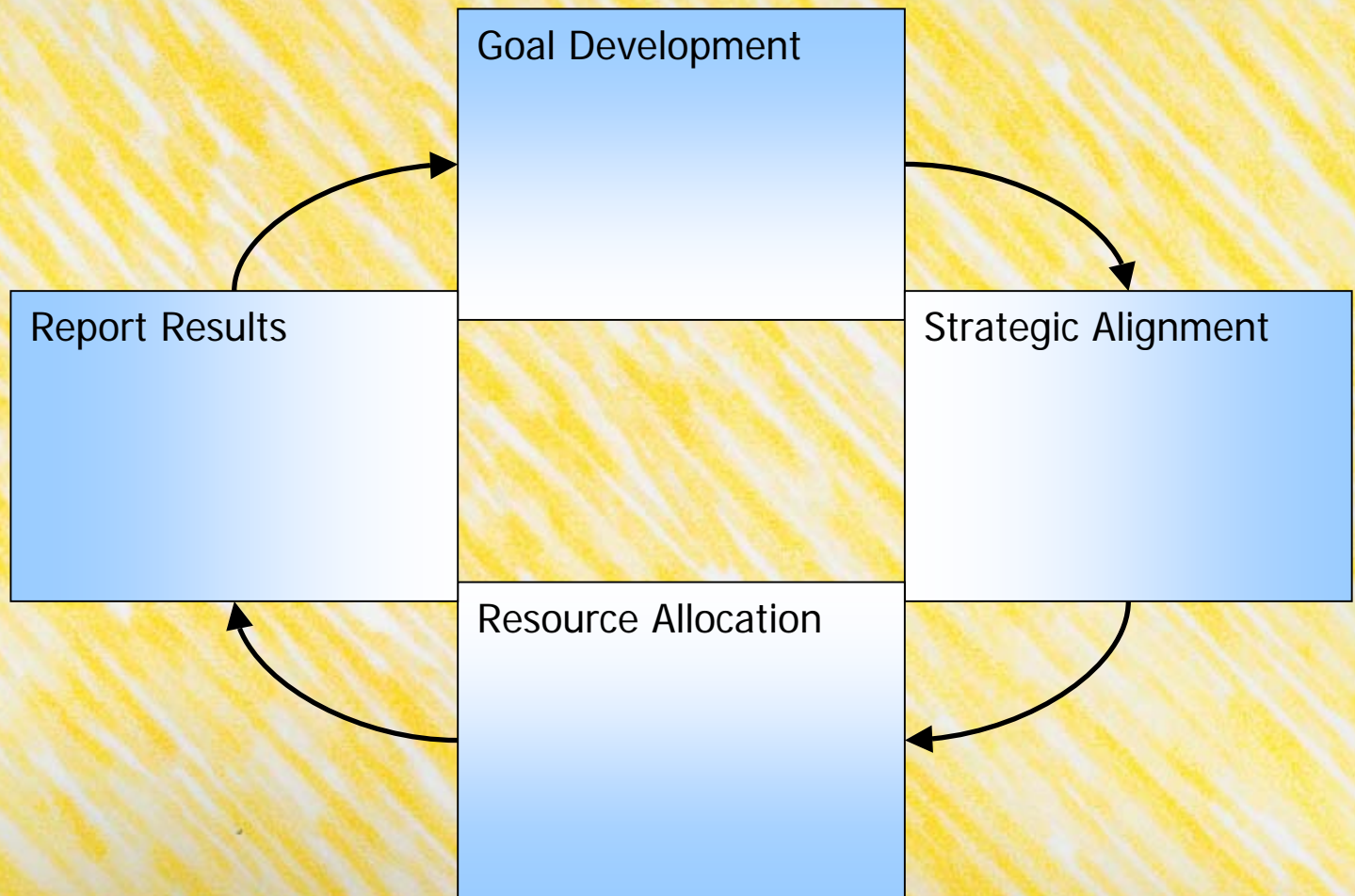


Conclusions

- The Managing for Results process is continuing to mature and evolve
- Soon, a year end 2006 Report Card will be finalized
- The budget this year will fully incorporate the Balanced Scorecard, as a one page summary of where we are going, and how we are going to know if we are getting there



2008-2009 Managing for Results Budget Process





Questions and Comments