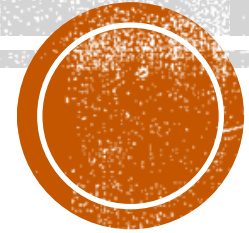


CITYWIDE GOALS & MADISON'S BUDGET PROCESS

Common Council Retreat
City of Madison
August, 2015



OLD WAY



NEW WAY

- Starting Point: Last year's spending
- Funding Target: By Agency
- Agency Submission: How allocation will be spent
- Debate: What to cut?

- Starting Point: Next year's goals
- Funding Target: By outcome
- Agency Submissions: Proposal to achieve results
- Debate: What to keep?



Priority Areas

Goals & Indicators of Progress

Agency Service Delivery

Service Level Performance Measures

CONNECTING SERVICE DELIVERY WITH PRIORITIES

- Agency services will use framework to propose strategies and capital projects that positively impact citywide indicators
- Framework will allow conversations about budget to be in context of Madison's
 - **Internally:** Agencies discuss budget proposals & capital projects in context of how they connect with specific goals & the anticipated impact on performance
 - **Externally:** Discuss budget in terms of what is funded to achieve citywide goals
- Allows for an informed budget that is consistent with strategic framework



To Achieve This....

Racially Equitable Madison

We need to advance these priorities

Build Strong
Neighborhoods

Cultivate Strong
Youth

Efficient Transit
System

Vibrant
Community of
Culture &
Creativity

Sustainable
Madison

Access to
Healthy Food

**CONNECTING
PRIORITIES TO
ACTION:
A *POTENTIAL*
APPROACH**



Defining Success through Performance Measures

Community Level Indicators

What does success look like?

Where have we been?

Where do we want to be?

What works to get there?

Who are our partners?

What's the action plan to get there?

Service Level Performance Measures

Input: Measure of demand for service

Output: How much a service provides

Efficiency: How are resources being utilized to achieve results

Effectiveness: How well is the service being delivered

Outcome: Are our customers better off



Rethinking the Budget Balancing Game

Recommend

How can City staff work together to identify new ways of doing business that maximizes results?

Review..

What are the functions we are providing?
Where can process improvements and strategic reductions still support priorities?

Rethink..

How can dollars be allocated to focus on achieving key outcomes in line with major priorities?



Future Budget Cycles

2016

Formalize Citywide goals
and indicators

2017

Agencies evaluate service
structure, making changes
where necessary

Agencies develop service
level performance measures

Stakeholder groups develop
guidance documents for
each Priority Area

2018

Planning process gives way
to fully prioritized 2018
budget

Publish performance
measures by service

Include performance impact
for all capital projects



COUNCIL ACTIONS

- Begin to institutionalize strategic framework in Council processes
- Consider a resolution formalizing the transition to this approach

