

## Mayor's remarks at the Executive Team Retreat August 21, 2008

I know you've heard them before, but let me just read these Six Results to you and I want you to sit back, close your eyes and imagine these words not as goals or desired results but as a statement of facts about Philadelphia:

1. Public Safety: *Philadelphia is the safest large city in the country*
2. Education: *Philadelphia is the country's premier education city*
3. Jobs and Economic Development: *Philadelphia is a green city*
4. Healthy and Sustainable Communities: *Philadelphia neighborhoods are vibrant and livable*
5. Ethics: *Philadelphia demonstrates the highest standards for ethics and accountability*
6. Customer Service and a High Performing Government: *Philadelphia is a national customer service leader*

What a city this would be! We're just the right size. We've got fabulous location for business and pleasure. And what a great place to live, to have a family.

We'd be the envy of not just the East Coast or even the United States but the world. The buzz about Philadelphia would be that "here's a place where you can really grow as a person, as a business executive, as an artist, scientist or whatever. It cosmopolitan; it's an easy place to get things done. No hassles."

Okay, now let's open our eyes and smell the coffee. We certainly have bits and pieces of this grand vision already in place or close to it, but we still have a long road to travel.

We're also a city with enormous poverty and a very high tax burden. People don't want to pay higher taxes, and we got the message. We're committed to lowering taxes for both business and wage earners.

What else have taxpayers and Philadelphians said about what they want from their city government and from their city? What else do they care about?

With so many needs and the citizen input that we've gotten, it's very clear that we need to use available resources in the most efficient and effective way.

Further, it means that we need to change the way we do business. We need to refocus government on the results that matter to citizens, provide these services cost-effectively and measure our success AND be willing to abandon programs or activities that don't get us there.

e.g. Wireless Philadelphia was a legitimate goal but not part of our core service plan and therefore we can't spend city resources on it.

Instead of looking at making marginal cuts here and there in order to conform our budget to what we are doing now, we want to reexamine the entire budget and ask:

- What does any of this current spending have to do with our basic goals?

When you factor in PhillyStat, a 311 system, a strong new philosophical bent toward consumers [our citizens] and their attitudes and needs AND "Budgeting For Outcomes," you're looking at a massive; one could even say revolutionary degree of change.

And let me note that during the campaign last year, I presented a policy paper, "An Honest Budget Now: The Nutter Plan to Bring Fiscal Integrity to City Government." The language we used then was a pledge to "revolutionize the budgeting process" by putting the focus on outcomes not inputs.

So, that's what we're doing. This won't be easy and it will take new ways of thinking.

Instead of spending money because that's what we did in the past, a Budgeting for Outcomes approach says we're going to look at the results, the outcomes we want to achieve.

And we're going to look very critically at our programs that are designed to achieve results. If they don't work, they will be terminated. If they don't meet our expectations they will be modified.

The entire system will be driven by the feedback that we get from citizens and our employees.

- PhillyStat will enable us to track how we're doing while the 311 system will provide actual feedback.

I want you all to know that I'm very optimistic about this entire process. We're proceeding in a very systematic way to build the new system and carry it out for the fiscal 2010 budget. I want to thank the entire team, starting with Camille Barnett.....

And each year, we will get better at it because that's the point of a data-driven, results-oriented government.