

To the Mayor and Members of the City Council

August 24, 2023

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SUBJECT: FWLab Implementation

The following is a budget response elaborating on the recommended increases to the FWLab staffing and budget for FY2024.

Officially launched and presented to City Council in May of 2023, the Fort Worth Lab (FWLab) is a revisioning of the previous Planning and Data Analytics Department, with a new and expanded mission to enhance organizational capacity to explore, analyze, and learn from data to enhance service levels to the community. The FWLab continues to provide annual budget and CIP development, maintenance, reporting, and support responsibilities for the entire enterprise. Additionally, in continuation of long-range planning responsibilities for the comprehensive plan, area plans are being added with new elements of the Lab portfolio. The major divisions within the Lab are Budget, Comprehensive Planning, Strategy & Performance, and Data Analytics. The graphic below identifies all components of the Lab. The FY2024 recommended budget includes components that continue staffing and services added in FY2023 as well as enhancements to further pursuit of the mission.



Priority-Based Budgeting

In FY2023, three departments (HR, TPW and Police) began working with consultants from ResourceX as part of an initial phase to transition to a priority-based approach, focused on building and viewing budgets programmatically versus relying upon a traditional, incremental and line-item approach. *The PBB process*

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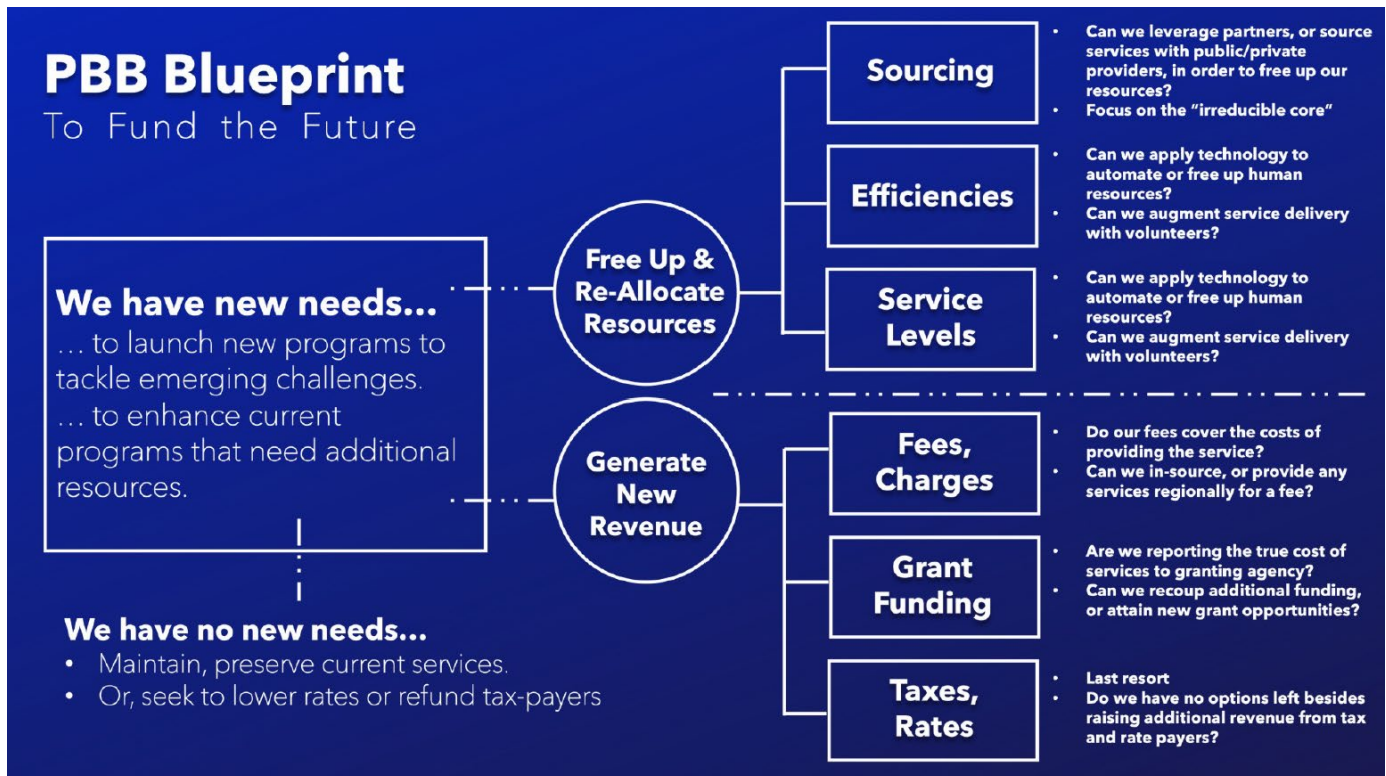


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includes rethinking how we look at resource allocation and building a program inventory and aligning each program to Council’s Strategic Vision Priorities and evaluating each according to the level of mandate, population served, cost recovery and change in demand.

For Phase I, this more strategic approach to budgeting began midway through the budget process and alongside the City’s existing process, with the majority of the work being completed by ResourceX. The recommended budget includes continuation of this partnership, onboarding at least five additional departments while also training City staff in the process, allowing for full transition of the program to staff over time. Rethinking budget in this way will allow for a more strategic approach to and prioritization of resource allocation – including reallocation to higher priorities, and will also provide insights and enhanced analytics related to cost and effectiveness of service. Priority-based budgeting will be used as a management tool in ways that extend beyond basic budgeting – it is a new method of budget development which ensures resources are aligned with priorities.

The recommended budget restores three positions lost in previous staff reductions, one of which will be entirely self-funded from non-general fund resources.



Data Analytics & Benchmarking

Phase 1 of our work with Delivery Associates was completed during FY2023, with three departments (HR, TPW and Police) conducting an inventory and assessment of their data while identifying gaps, needs and planning for advanced and predictive analytics. In addition, robust dashboards (sample mock-ups pictured

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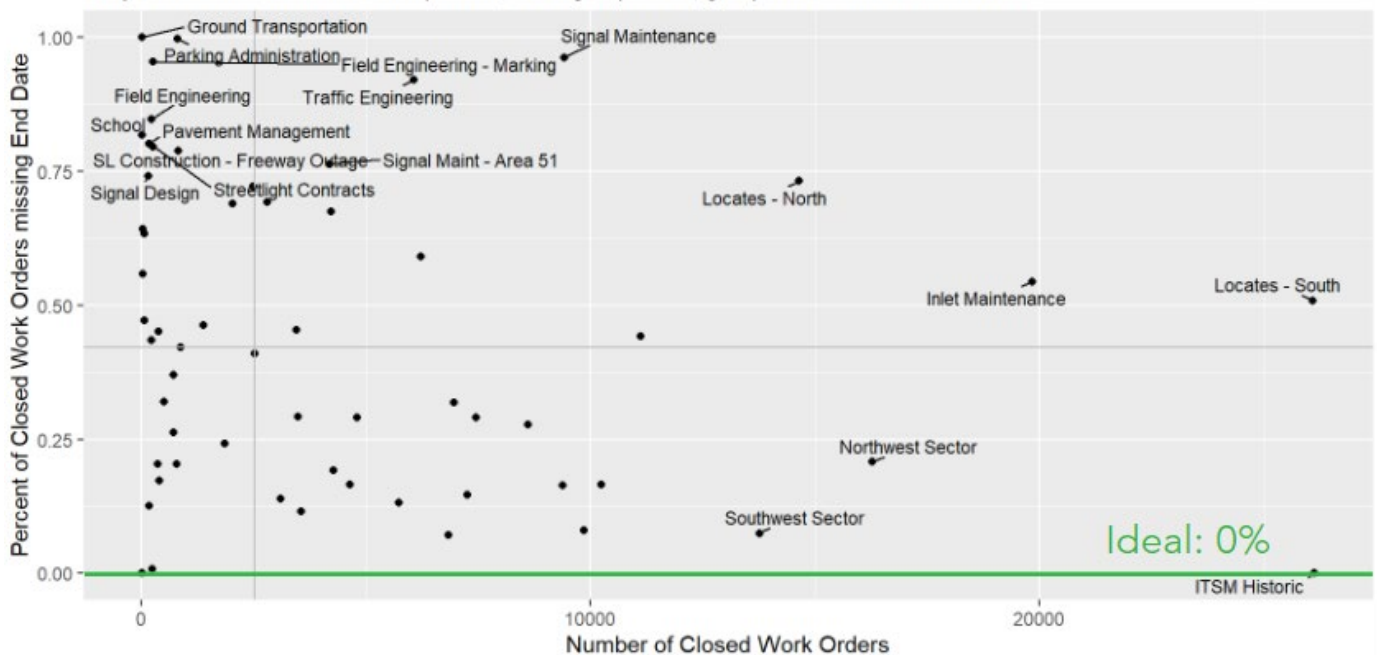
below) are being developed for use at multiple levels of the organization, which will provide at-a-glance information to inform decisions and identify issues and opportunities. For example, our Human Resources department will be able use more real-time dashboards to monitor critical trends such as turnover, worker's compensation, benefits usage and many others, allowing for enhanced and easier incorporation of data into everyday management. Within the Lab, analytics staff will deploy predictive models to assist with design of service levels to meet anticipated needs, enabling the organization to take a more proactive approach to resource allocation.

The recommended budget includes continuation of our work with Delivery Associates for the current three departments, expanding the program to five additional departments, and enhanced focus on building data systems and integrations in close partnership with the ITS department. This foundational work will expand the availability and interoperability of data, enabling staff to more fully understand root causes of challenges, visualize critical information in real time, and use predictive analytics to right-size service levels for future needs. Over time work in the area will be transitioned to staff, reducing reliance on consultants.

The recommended budget includes two positions needed to begin database and analytics work, and to transition work from consultants to staff over time.

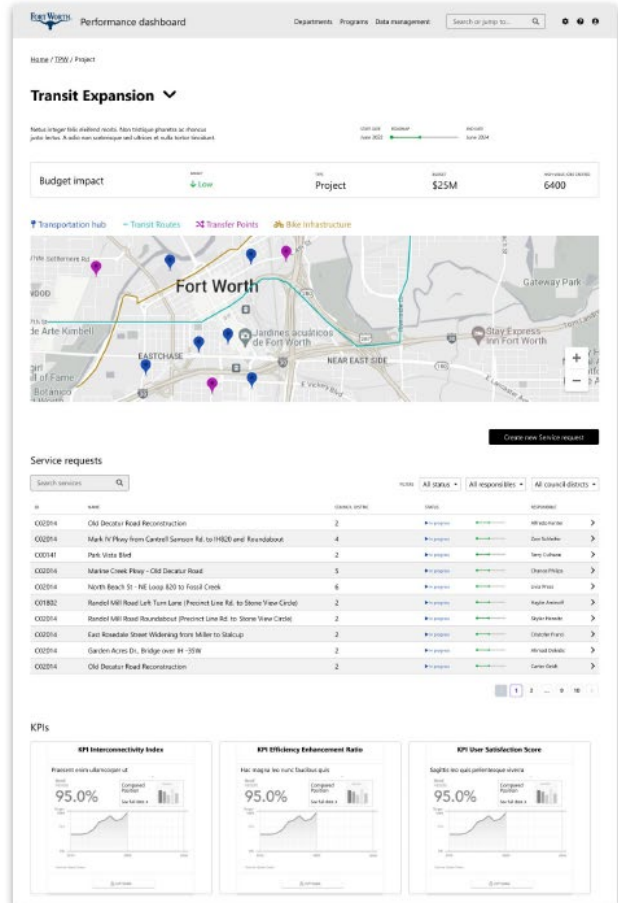
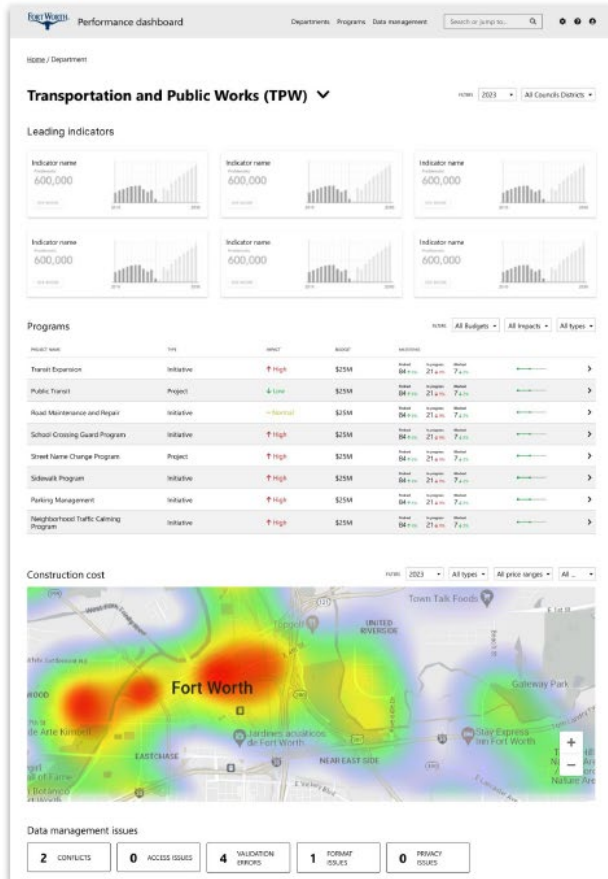
TPW Groups, 2017-2023

Gray lines = Median of count and percent; Total groups = 61; groups with < 10 WOs removed



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Strategic Foresight Studies

Conducted by a contracted futurist, the first study kicks off in September 2023, focusing on the future of artificial intelligence and use of drones. We recommend contracting for two studies per year beginning in FY2024. These studies will ensure that Fort Worth is proactively pursuing topics of impact and interest, the results of which will greatly enhance long-range planning and future service delivery planning to ensure our readiness for the future.

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Comprehensive Planning

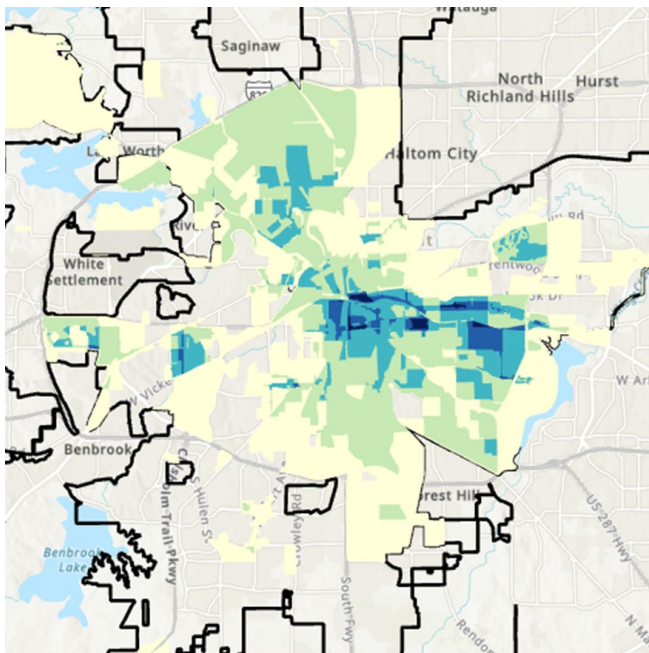
The development of the new 2050 Comprehensive Plan, including robust, inclusive public engagement, will be a major effort of the planning division in FY24. Alongside ongoing comprehensive planning efforts, the division will also begin to focus on the development of two small area plans per year. These plans provide enhanced planning at a micro level and will bridge the gap between the large-scale, long-term comprehensive plan and more specific neighborhood needs. Further, these area plans will work alongside and support other critical efforts, including corridor, open space and other planning. In addition, this component has a renewed focus on coordination of the Trinity River Vision (TRV) project

The recommended budget includes two positions, one to support small area planning efforts and one to support TRV coordination. The position that supports TRV is currently filled as an “overage” in the current year.

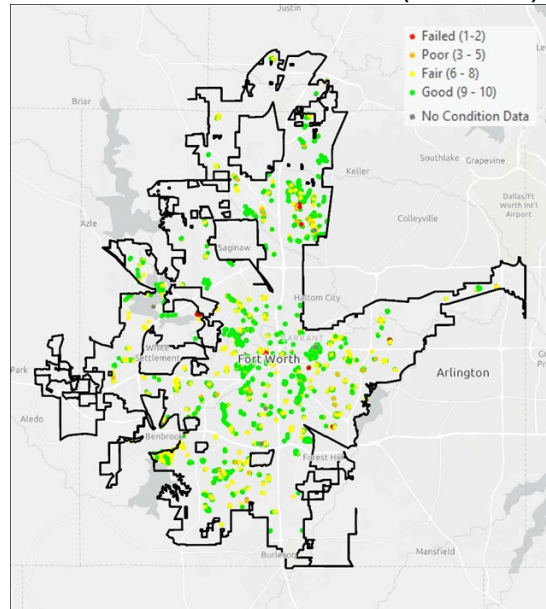
Strategic Investment Plan

This plan leverages data to enhance coordination related to the location, timing, and financing of capital improvement over a multi-year period. Comprised of three components, the plan contains a series of maps that identify the intersection of various unfunded needs and will recommend goals that promote a higher return on investment known as the Strategic Investment Areas. Through the use of the Strategic Investment Plan, the City of Fort Worth will be able to facilitate coordination efforts between City departments and other partners, improve communication and transparency about citywide infrastructure, and prepare for future funding and leveraging opportunities, which together will ensure the City of Fort Worth is strategically planning for growth.

This effort includes the development of a land use fiscal impact analysis tool for use in making land use decisions.



Infrastructure Needs Assessment (PARD Pilot)



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This program, which will be fully deployed over the course of FY24, will put in place mechanisms for department strategic work plans to track and report key data and performance measures. Over 45 short, facilitated Stat meetings will be conducted with executive leadership to take place over the course of each year. Led by the Lab, this program will identify and pursue projects related to organizational themes, areas for improvement or evaluation, opportunities to collaborate, and critical needs. Built to operate in concert with priority-based budgeting and data analytics, this program will heighten focus and transparency on results related to Council's Strategic Vision Priorities.

The recommended budget includes two positions to support this and other program initiatives.

GFOA Budget Fellowship

In partnership with the University of North Texas MPA program and the Government Finance Officers Association (GFOA), this program will bring up to four fellows to the FWLab on an annual basis, providing students with real-world experience and enhancing the capacity of the Lab through execution of value-add projects and analysis, particularly in the area of priority-based budgeting. Another intended outcome of this program is to build a workforce pipeline to fill analyst positions organization wide.

Sunrise Reviews

This program will not begin until FY2025. There are no associated requests this year.

Lean Six Sigma

This program will not begin until FY2025. There are no associated requests this year.

FY2024 Recommended Budget Enhancements for the FWLab: \$3,893,408.00Major Contracts: \$1,536,925.00.

Includes funding for Phase II for priority-based budgeting and data analytics, as well as for land-use fiscal impact analysis, strategic foresight, and planning efforts.

Staffing: \$2,023,944.00. (includes benefits, technology, etc.)

\$1,011,542.00 of this amount is for continued funding of four positions that were added during FY2023 and are currently filled and operational. It also includes funding related to the reclassification of several positions that occurred during the restructure of the Lab.

Administrative/Other: \$332,539.00.

This includes funding for four fellows, specialized group printing, software license costs, and overhead for routine corporate advisory board and leadership steering committee meetings.

If you have questions concerning this information, please contact Clay Pearson, Interim Chief Transformation Officer, 817-392-6222 or clay.pearson@fortworthtexas.gov.

David Cooke
City Manager