



Programmatic Budgeting Business Intelligence Initiative

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15 September 2020



Today's Agenda

1. **What** is it?
2. **What** it is not.
3. **Why** Programmatic Budgeting?
4. **How** does it work?



What is it?



Sandy
HEART OF THE WASATCH



First and foremost... A management decision making tool.

This is not a finance initiative

Encourages collaboration in and between elected officials, staff and the community

Allows for the larger story to be told

Everyone should be interested and engaged for it to be successful





It is not a weapon

- It is not a cutting tool for the administration
- It is not designed to be used for pitting one department against another
- Not designed for elected officials to use against one another and the staff



Every Program Has a Future...



Creating new data unlocks unique insight



- Fundamental *business intelligence* to manage a 21st Century government
- *Every program offered*, how much it costs to provide it, cost recovery, population served, demand, degree of mandate, options to share, etc.
- Provide a consistent platform for accessing a program's resourcing needs

Insights lead to options for innovation



- *Entrepreneurially*, what are your options to generate new *revenue*: through regional in-sourcing, cost recovery, grants, philanthropy, fees and charges?
- *Opportunistically*, where can we free up and *repurpose resources* through efficiencies, leveraging partner organizations (internally and externally)?

Actionable ideas move the City forward



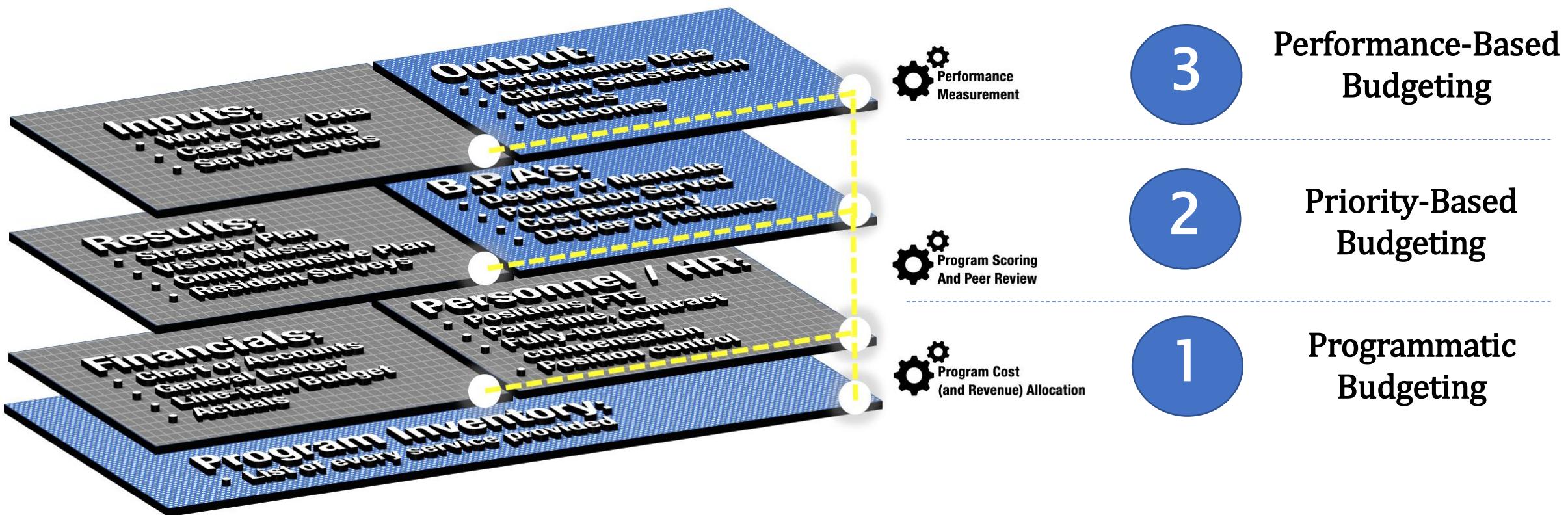
- *Amass resources* to invest in *new programs* that need to be launched, and current programs that need to be *enhanced*
- Execute on *revenue generation* ideas and *resource reallocation initiatives*
- *Fund the future* you're trying to create...



Data Layers

Process Techniques

Best Practices



Programmatic Budgeting: What Do We Provide, and How Much Does it Cost?

MAIN MENU
Site Navigation Kalamazoo 2019 - Final All Available MODEL EDITOR
Edit Program Inventory resourceX

Program Inventory

Edit Program Inventory Add a Program from SEARCH Combine Programs

ADD PROGRAM DOWNLOAD Browse... No file selected

Show 100 entries

Options	ServiceType	Department	Division	ProgNum	Program	Description
Update Delete	Governance	Public Services	City Fleet	9258	Accident Investigations and Disciplinary Administration	Investigate all accidents and progressive discipline exception of Public
Update Delete	Governance	Management Services	Financial Services	9139	Accounts Payable Processing	Complete vendor statements, obtaining W9 information, approve invoices for payment. Review monthly vendor statements. Compile annual data to support requisitions to ensure that payments can be made against
Update Delete	Governance	Management Services	Treasury	9172	Accounts Receivable	Invoice generation and mailings. Follow up on application of liens. Report and analyze non
Update Delete	Community	Community Planning & Development	Trades	108	ADA Compliance Reviews & Inspections	Review of construction plans for compliance with Americans with Disabilities Act requirements

Showing 1 to 25 of 544 entries

Previous 1 2 3 4 5 ... 22 Next



544
Programs
Identified
(each with a price,
workforce, cost recovery)

Final Product



Select Tabset

Results

Select Budget

FY20

Select a Service Area

All Available

Summary

TreePlot

Table

Reports

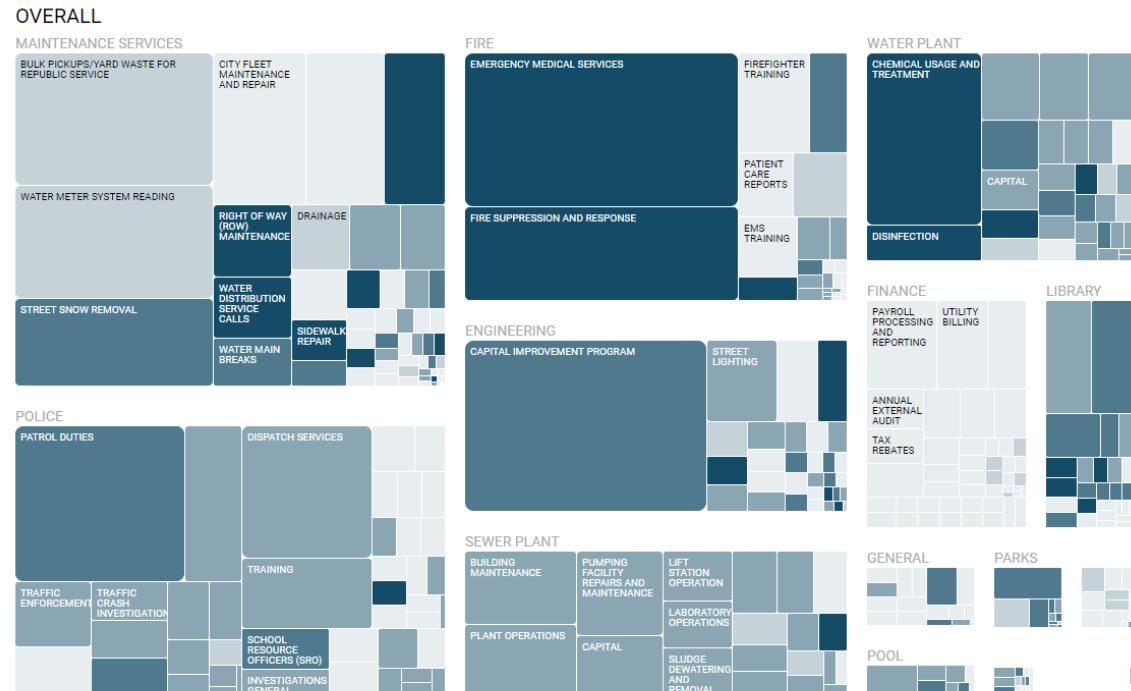
Click into the boxes below for more detail, you can click down to view details on Departments, Divisions, and Programs. Click "Overall" to return to the top.

OVERALL

PUBLIC WORKS



Result Alignment: Most More Less Least None



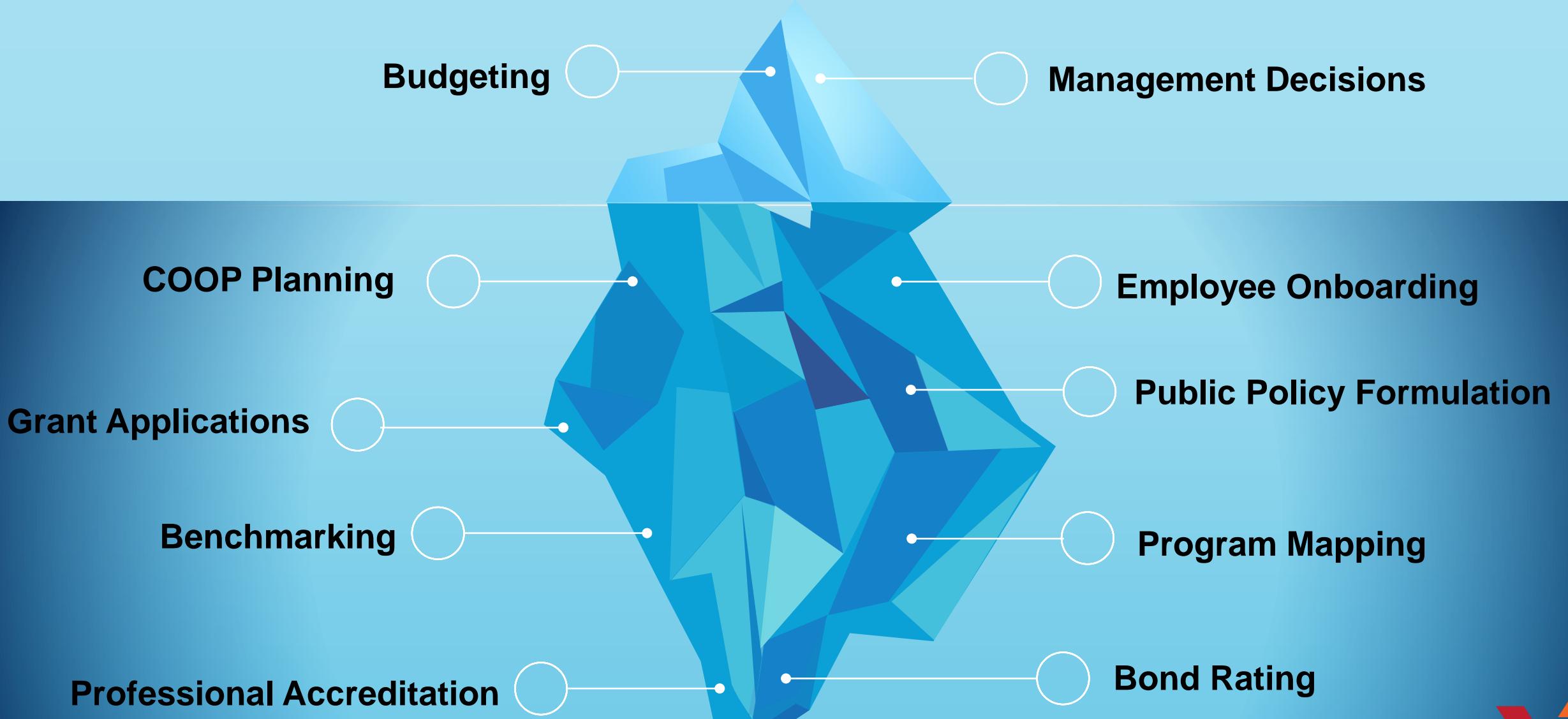


Why do it?

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Programmatic Based Business Intelligence Uses



The Problem



Accessibility

Are you implementing PBBi to make it easier for the public to see what and how their tax money is being allocated?



Prickly Issues

Looking for a way to help diffuse other prickly issues relating to budgeting and decision making?



Zero Sum Game

Looking for a way to end the zero-sum budget game where some departments win and others lose?



Organizational Efficiency

Looking for a way to generate data that can help with programmatic and organizational efficiency?



Insufficient Resources

Finding it difficult to fund both capital and operational needs?



Benefits of a Program Initiative

- Better way of approaching the budget and decision-making process
 - Inclusive
 - Accountability
 - Aligns community strategies with service delivery
 - Encourages collaboration
 - Allows policy makers and policy implementers to work hand in hand
- Aids in defining roles
 - Policy
 - Execution
- Prepares an organization for when a fiscal emergency does occur
- Resulting data can be shared with community
- Process can involve the public in helping establish key priorities



Line Item Budgeting Just Wasn't Working

Maintaining the Status Quo is a recipe for stagnation.



What did I find out?



- It's not all about the budget!
- This is a fantastic management decision making tool
- PBBi takes leadership at all levels
- PBBi requires change management
- How to guarantee failure with implementation



What did I find out?



- PBBi is a journey not a destination
- Programs tell much better stories than line items
- Programs are a great conversation starter
- You learn a lot about your organization through programs



PBB Blue Print

To Fund the Future

We have new needs...

- ...to launch **new programs** to tackle emerging challenges
- ...to **enhance current programs** that need additional resources

⋮

We have no new needs...

- Preserve, maintain current services
- Or, seek to lower tax rates or refund tax-payers

PBBI is a tool, a means to an end...

PBB Blue Print

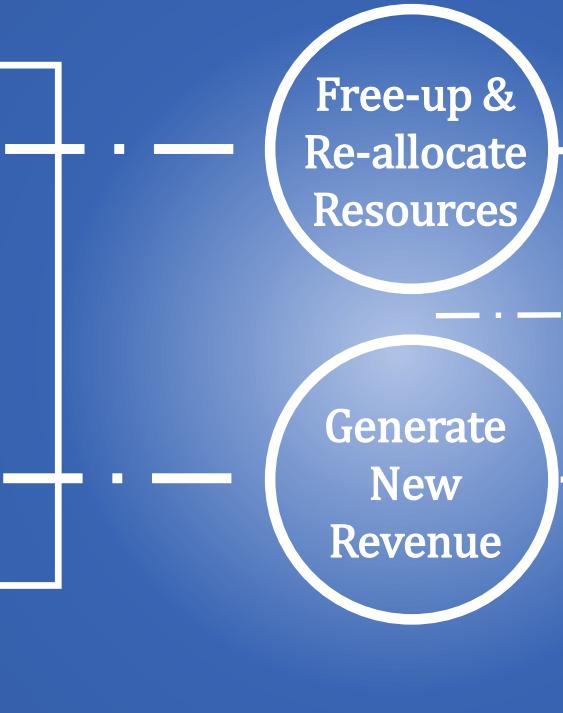
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We have 2 basic levers...

PBB Blue Print

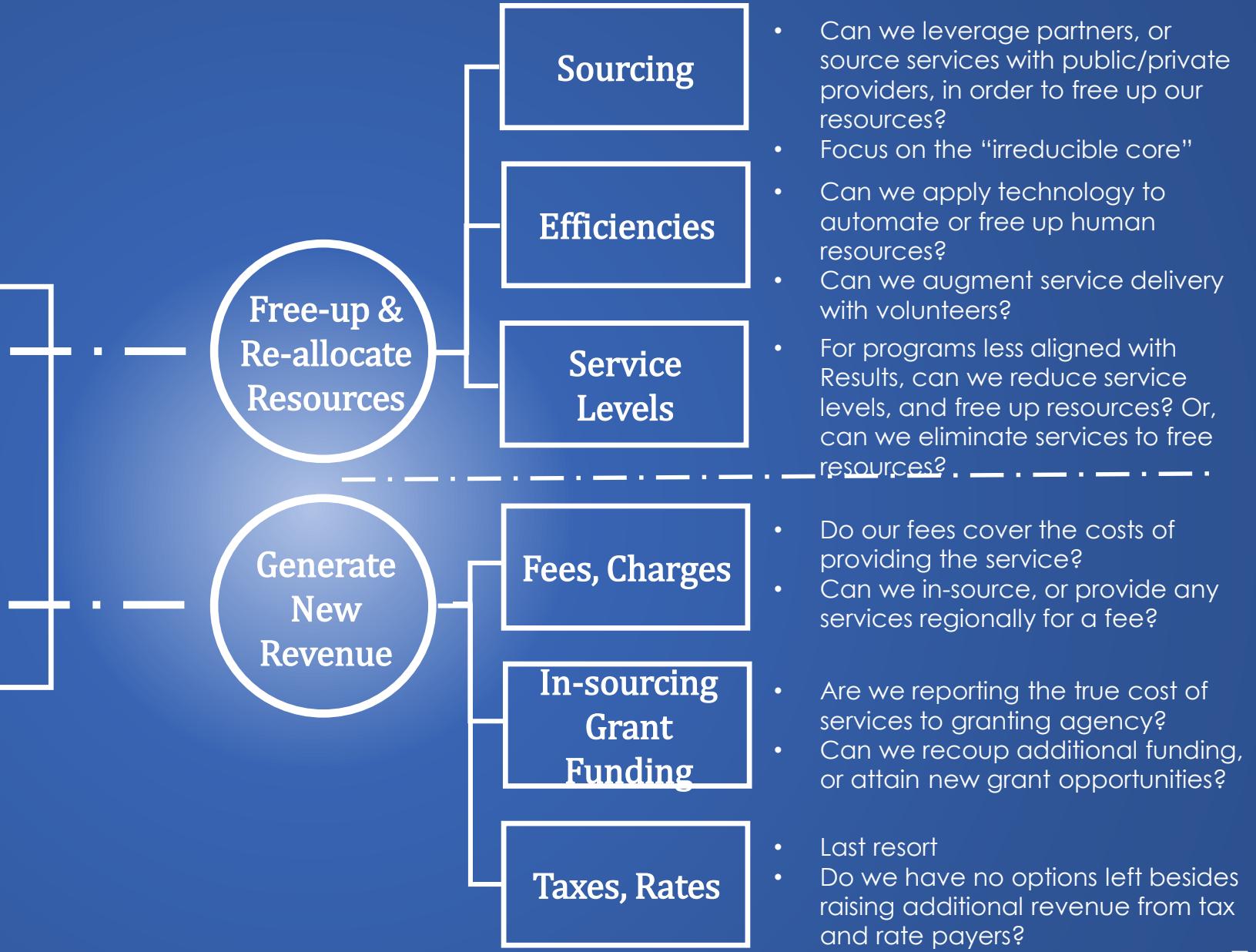
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City of South Jordan, Utah

2016-2020 (current)

We have new needs...

18%

\$10.2 million

Increased investment in
service level increases and
new programs

11%
From Resource
Re-allocation

7%
From New
Revenue

Sourcing
5% freed up

Efficiencies
3% freed up

Service Levels
3% freed up

Fees, Charges

6% new revenue
In-sourcing
Grant Funding

1% tax revenue
Taxes, Rates

\$2.6 million

\$1.7 million

\$1.5 million

\$3.5 million

\$711,607

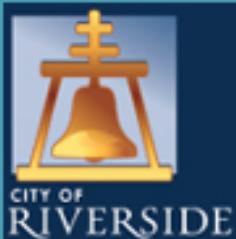
resourceX
reinventing fiscal analytics



How does
implementation
work?

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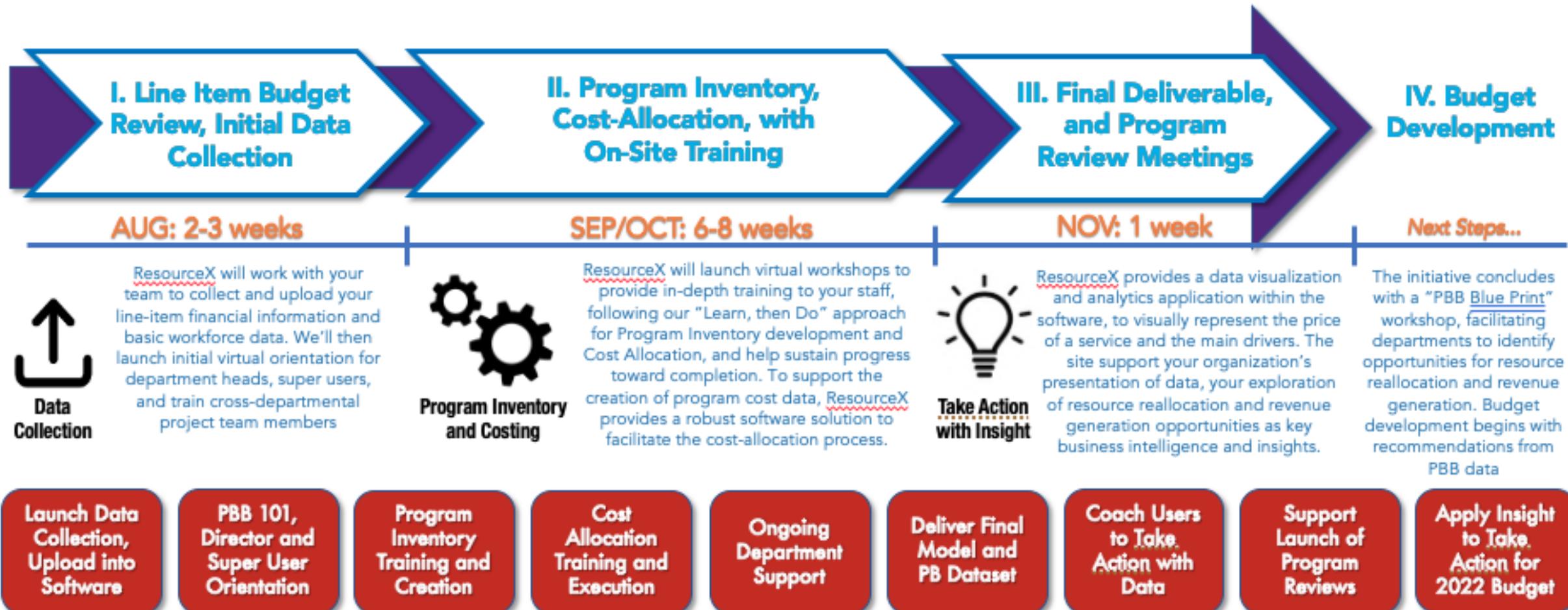


City of Riverside, California

Program Based Business Intelligence



DRAFT PBBi Implementation Plan and Timeline DRAFT

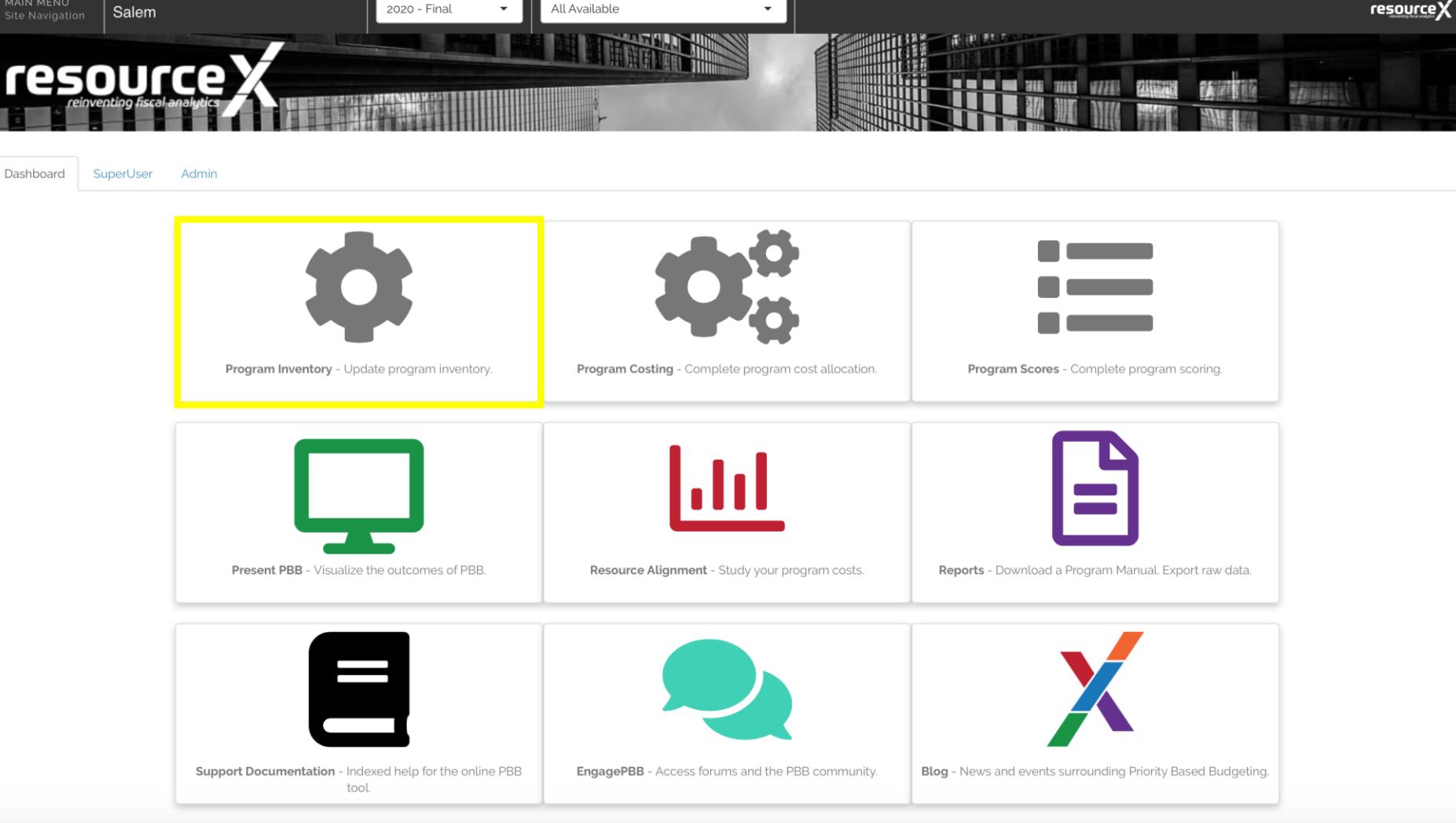


Program Inventory

What Services Do We Offer?

MAIN MENU
Site Navigation Salem 2020 - Final All Available resourceX

Dashboard SuperUser Admin



Program Inventory - Update program inventory.

Program Costing - Complete program cost allocation.

Program Scores - Complete program scoring.

Present PBB - Visualize the outcomes of PBB.

Resource Alignment - Study your program costs.

Reports - Download a Program Manual. Export raw data.

Support Documentation - Indexed help for the online PBB tool.

EngagePBB - Access forums and the PBB community.

Blog - News and events surrounding Priority Based Budgeting.



180,000+ programs to guide you

200+ implementations since 2008

Program Inventory i

[Edit Program Inventory](#) [Add a Program from SEARCH](#) [Combine Programs](#)

Search from a list of programs used by others in the PBB community. Then select programs to add to your inventory.

The Program's name and description will be added to your Inventory where you may further update the program fields. Scores listed here will NOT be transferred to your organization.

Add highlighted Programs to selected User Group

City Manager [Add Programs](#)

Show [100](#) entries Search:

Org	RX_Department	Department	Division	Program	Description
All	All	All	All	All	All
Idaho Falls, ID	Police	Police	Animal Services	Animal Sheltering	Sheltering of stray/homeless animals
Rapid City, SD	Citizen (Public) Engagement	Community Resources	Community Development	City Initiatives for Homelessness, Affordable Housing and Prosperity	Community coordination, collaboration and enlistment for addressing City initiatives on Homelessness, Affordable Housing, and Prosperity.
Goodyear, AZ	City/County Administrator's (Manager's) Office	City Manager	Intergovernmental Relations (1320)	Community Partnerships & Support	Community Organization Partnership & Support: Support various community organizations through serving on boards and/or committees, participating in meetings and supporting events. (i.e., Three Rivers Historical Society; Homeless Youth Connection; YMCA, Southwest Valley Chamber of Commerce; Estrella Mountain Community College; Homeless Youth Connection; Westmec; Rotary; Arizona Department of Transportation (ADOT)school districts, other municipalities
Douglas County, NV	Neighborhood Services	Community Services	Social Services - General (551)	Emergency housing and transitional housing	Funded through various grants to assist homeless Douglas County residents with housing and short and long term case management.
Toledo, OH	Neighborhood Services	Neighborhoods	Administrative Services	Emergency Solutions Grant (ESG) Administration and Compliance	Details and functions of the Emergency Solutions Grant consist of providing funding to Homeless Service Providers who are non-profits and qualify for the Emergency Solutions Grant funding. All non-profit agencies Emergency Solutions Grant funding MUST be monitored to ensure compliance with HUD regulations, the Federal Cash Transaction Report is mandated by HUD and provides a quarterly financial report on ESG that has to be prepared. Drawing down of the HUD funding for reimbursement of expenditures has to be done. Review and approval of non-profits requests for reimbursement of the HUD dollars is done. Accounting Responsibilities. Accounts Payable. Accounts Receivable. Budget

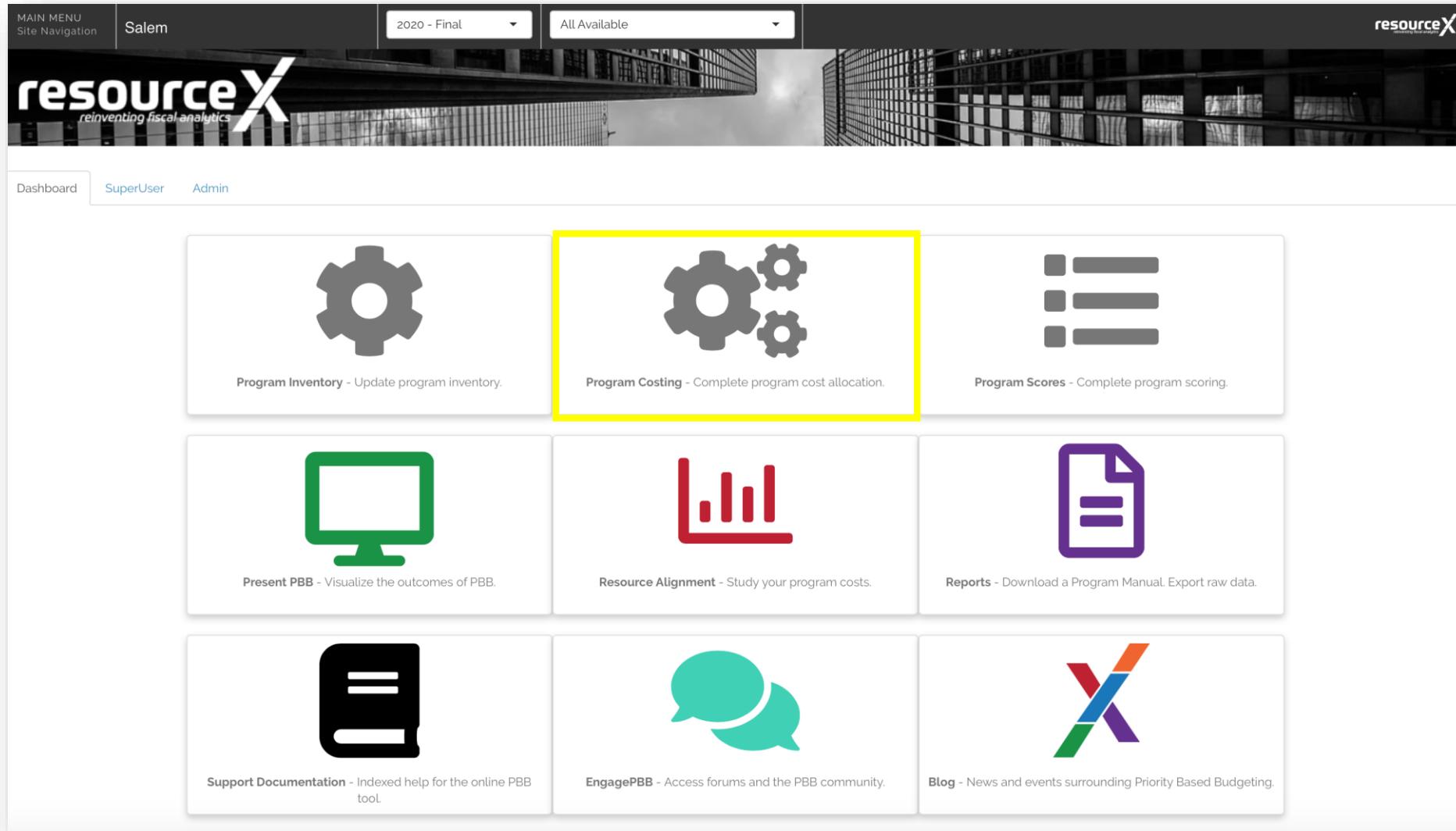
Showing 1 to 26 of 26 entries (filtered from 27,646 total entries)

Previous 1 Next



Program Costing

What does it cost us to do what we do? (And do we collect revenue?)



MAIN MENU
Site Navigation | Salem | 2020 - Final | All Available | resourceX

resourceX reinventing fiscal analytics

Dashboard SuperUser Admin

Program Inventory - Update program inventory.

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Program Scoring

Measure Influence on Results

Safe &
Welcoming
Neighborhoods

Economic
Prosperity

Orderly
Development

Building
Infrastructure
& Improving
Mobility

Supporting
Culture and
Recreation

High
Performance
Government

Basic Program Attributes

Degree of
Mandate

Degree of
Reliance
upon the
City

Degree of
Cost
Recovery

Size of
Population
Served

Change in
Demand



Programmatic Budgeting

Present Site Deliverable



GOOD
GOVERNANCE

NATURAL
ENVIRONMENT
STEWARDSHIP

SAFE COMMUNITY

SAFE AND
RELIABLE
INFRASTRUCTURE

STRONG AND
DIVERSE ECONOMY

WELCOMING AND
LIVABLE
COMMUNITY

ALL RESULTS

Fosters a climate of safety for individuals in homes, businesses, neighborhoods, and public places.

Plans for and provides timely and effective response to emergencies and natural disasters.

Encourages partnerships to proactively prevent crime, and provide education on personal and community safety.

Encourages sustainable community redevelopment and rehabilitation practices.

Offers activities and intervention programs that promote positive youth development.

Select Tabset

Results

Select Budget

FY20

Select a Service Area

All Available

TreePlot

Table

Click into the boxes below for more detail, you can click down to view details on Departments, Divisions, and Programs. Click "Overall" to return to the top.

In the plot below, each box represents a program. The size of the box shows cost. Box shade indicates how significant the program is to achieving the result. The darker the shade the more aligned the program is with the selected result.

Result Alignment: Most More Less Least None

OVERALL

COMMUNITY

CONSTRUCTION PROJECT
DELIVERY

WASTEWATER
TREATMENT PLANT
OPERATIONS

WATER
TREATMENT
OPERATIONS

INFRASTRUCTURE
PLANNING

FIRE, EMERGENCY MEDICAL, AND RESCUE
INCIDENT RESPONSE

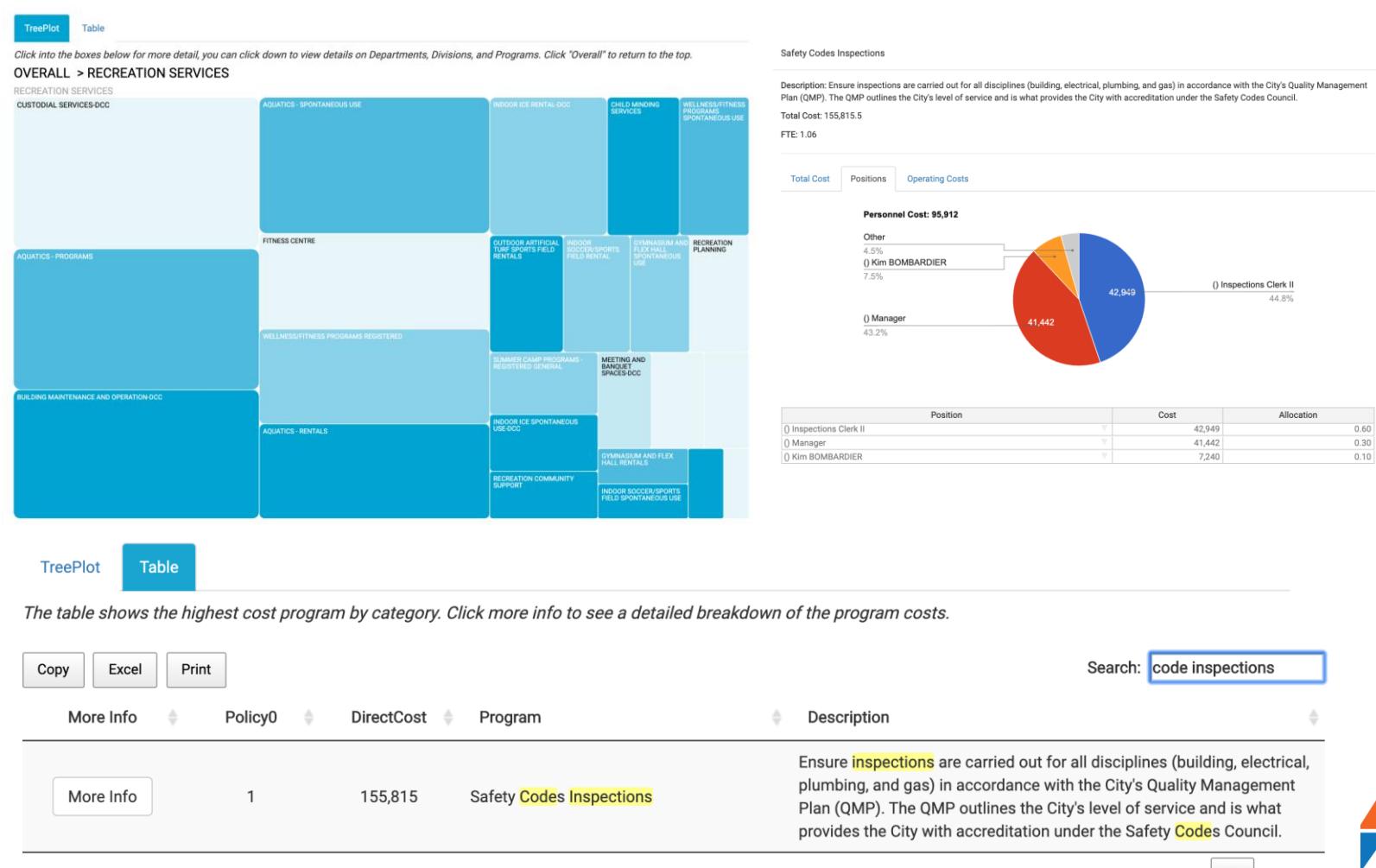
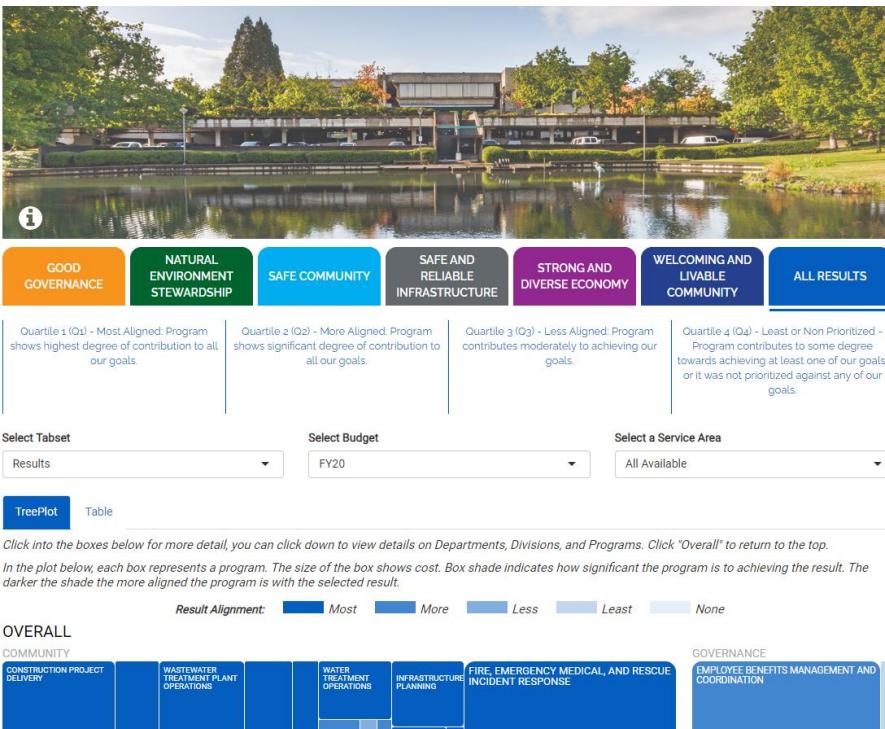
GOVERNANCE

EMPLOYEE BENEFITS MANAGEMENT AND
COORDINATION

Tell your story
graphically!



Present Site Deliverable



Insights

Program Insights and Cost Summary - Fire, Emergency Medical, and Rescue Incident Response

Program Description: Emergency response for all-hazard mitigation within the community (medical, fire and special rescue) for calls within City of Salem.

Program Insights

Edit Program Description

Program Cost Summary

Program future and insight specific to this dataset

What is the future for this program

- Status Quo
- Service Level Increase
- Repurpose - Service Level Decrease
- Partnership
- Cost Recovery
- Other
- Service Level Increase - Launch New Program
- Service Level Increase - Current Program
- Repurpose Resources - Efficiency
- Repurpose Resources - Sourcing
- Partnership - Insource
- Partnership - Outsource
- Revenue Generator - Grant Funding
- Revenue Generator - In-Sourcing
- Other - Efficiency

Add an insight how this can be achieved.

Emergency Operations Division is not staffed to meet the current service demands of the City of Salem and continues to fall well short of City Council established response time goals. There is an immediate need for at least 1 more advanced

Save Changes

Insight Summary

Program Costing - Online Allocator

Allocation Summary

