Priority Based Budgeting

WELCOME TO

CONNECT

Chris Fabian, Erik Fabian

resourceX

tyler
technologies

"the challenges facing today's leaders require **something different** from our budget process"

SPENDING SMARTER: PRIORITY-BASED BUDGETING IN PITTSBURGH

The answer to funding climate work might not be spending more but spending smarter. **Cities can find money for climate action within their current budget through a process called priority-based budgeting, or PBB.**

When climate initiatives were dismissed as "unicorn projects," Pittsburgh's former Chief Resilience Officer Grant Ervin introduced a process with potential to create a dedicated climate budget without raising a cent in taxes. The city partnered with PBB specialists at ResourceX and put the existing line-item budget under the microscope. **Comparing actual spending against the impact of city services enabled Pittsburgh to better align its budget to its priorities.**

The result: Pittsburgh identified over $40 million in potential savings and new revenue that could be reallocated to meet the city's climate goals, and established a more effective and strategic budgeting process for years to come. Because of this success, Pittsburgh is seeking further opportunities to expand the PBB tool across other goals, such as equity.

Delivery Associates

NRDC | Bloomberg Philanthropies | American Cities Climate Challenge

As the impacts of climate change reach disastrous levels, communities are looking for promising and bold solutions — inevitably raising the question:

Who's footing the bill?

The answer to funding climate work might not be spending more but spending smarter. **Cities can find money for climate action within their current budget through a process called priority-based budgeting, or PBB.**

The result: Pittsburgh identified over $40 million in potential savings and new revenue that could be reallocated to meet the city's climate goals, and established a more effective and strategic budgeting process for years to come. Because of this success, Pittsburgh is seeking further opportunities to expand the PBB tool across other goals, such as equity.

Who's footing the bill?

Goal: find resources to fund climate and equity initiatives
Path to Action: 1.) define programs and costs, 2.) program insights for reallocation
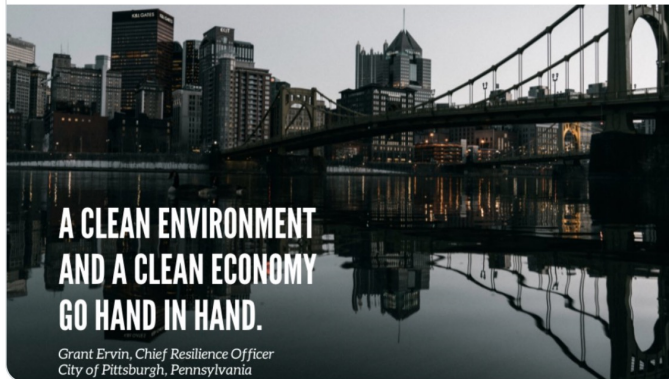
You Retweeted

bill peduto
@billpeduto

Beginning with our commitment to build a more resilient city & through strategic partnerships over the years, Pittsburgh was able to identify $41M in spending that has been repurposed to meet our sustainability goals. A new model of Priority Based Budgeting for cities.

Resource Exploration @_ResourceX · Jun 17

"The budget is not just a collection of numbers but an expression of a community's values + priorities"

Budgeting for climate: How the City of Pittsburgh strategically allocates resources for a sustainable future. Via @TheAtlas4Cities the-atlas.com/projects/budge... #climate #resilience

A CLEAN ENVIRONMENT AND A CLEAN ECONOMY GO HAND IN HAND.

Grant Ervin, Chief Resilience Officer
City of Pittsburgh, Pennsylvania

Pittsburgh, PA
Insight Workshop: **Potential of Insights Created**

Sourcing
29 insights — **$480 thousand**

Efficiencies
52 insights — **$3.1 million**

Service Levels
20 insights — **$19.7 million**

Fund Climate Action

$23m
From Resource Re-allocation

$18m
From New Revenue

Fees, Charges
50 insights — **$17.8 million**

In-sourcing Grant Funding

Taxes, Rates

$41 million
Resources available for service level increases and new programs

resourceX
reinventing fiscal analytics

Left panel — ResourceX application

resourceX — Fort Worth, TX — New Budget-2023 — All User Groups

Set Up | Data | Insights | Action | RX Admin

Program Cost Allocation ⓘ

Personnel | NonPersonnel | Revenue | Vertical view

✕ Clear All Filters
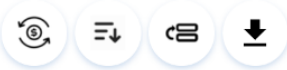
Program	Value
Police	323,988,454
Human Resources	143,388,342
Employee Benefits...	81,122,847
Retirees Benefits...	27,434,527
Workers Comp Admi...	12,805,761
Wellness Program	4,657,175
Unemployment Clai...	4,374,117
Payroll Managemen...	1,537,379
NonPersonnel	1,146,361
Personnel	391,018
Employee Communic...	1,472,312
Risk Management a...	1,160,555
HR Quality Assura...	1,083,876
Payroll Changes R...	1,007,903
Hiring and Applic...	978,782
Organizational Ma...	764,787
Employee Relation...	592,441
Employment Policy	548,955

PERSONNEL $391,018

Right panel — Press release

City Manager And Fort Worth Lab Celebrated As City Heroes

CITY MANAGER AND FORT WORTH LAB CELEBRATED AS CITY HEROES

Published on August 12, 2023

City Manager David Cooke and the newly formed Fort Worth Lab are hailed as "remarkable heroes" in a CitiesSpeak blog post published recently by the National League of Cities.

About the post: Under the headline **City Heroes: Celebrating Data and Analytics Innovators**, the blog post celebrates unsung heroes who are leveraging the power of data and analytics to drive positive change and improve the lives of residents.

Here is the text of the blog post:

City Manager David Cooke & Team, working in the City of Fort Worth, Texas, are playing a lead role in building the best budgeting and researching department in the nation. The vision blends the first phases of priority-based budgeting using software provider **ResourceX**, data analytics and organizational and departmental strategic plans. The new department is called FWLab.

Going forward, Fort Worth's team in data analytics will allow the City to optimize resource allocation, identify areas for improvement,and measure the impact of its budgeting decisions. In addition, establishing a data governance model and roll out of data analytics tools,will transform what was once-siloed departments into a connected system that enables data-driven decision-making and improves operational efficiency.

By leveraging data-driven insights through routine convenings, and narrating stories around data, Fort Worth continues to enhance its budgeting practices; and the teams' efforts have focused on aligning budget allocations with community needs and desired outcomes. By analyzing data and understanding the impact of various programs and initiatives, the City of Fort Worth can make

Value Proposition #1: Reframing the Budget around Results

tylertech.com

(%)	2019	2018	ObjType	Fund Code	Fund	Division Code	Division	Account Category	Object Code	Object	AcctComments	AcctL
0%	24,645	24,645	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	INTERNAL SERVICES	7340	WORKERS COMPENSATION		admin
0%	442	442	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	INTERNAL SERVICES	7515	EQUIP REPLACEMENT CHARGE		admin
0%	1,373	1,373	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	INTERNAL SERVICES	7520	EQUIPMENT SERVICES CHARGE		admin
0%	1,253	1,253	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	INTERNAL SERVICES	7535	VEHICLE REPLACEMENT CHARGE		admin
0%	51,501	51,500	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7008	CONTRACT SERVICES		admin
7%	210,613	210,470	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7011	PROFESSIONAL SERVICES		admin
0%	11,000	11,000	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7020	CONFERENCE, TRAINING, &MEETING		admin
0%	600	600	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7033	PRINTING & DUPLICATION		admin
0%	200	200	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7036	UNIFORM CONTRACT		admin
0%	30,615	30,615	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7040	COMPUTER MAINTENANCE		admin
0%	600	600	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7054	REPAIR & MAINT-VEH & EQUIP		admin
0%	2,600	2,600	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7114	FUEL		admin
0%	900	900	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7122	MAINTENANCE SUPPLIES		admin
0%	5,515	5,515	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7124	MEMBERSHIP/DUES/SUBSCRIPTION		admin
0%	1,500	1,500	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7134	OFFICE SUPPLIES		admin
0%	62	62	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7136	POSTAGE		admin
0%	3,000	3,000	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7142	TRAVEL AND MEALS		admin
0%	3,400	3,400	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7220	TELEPHONE		admin
0%	4,940	4,940	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7320	LIABILITY INSURANCE		admin
0%	1,100	1,100	NonPersonnel	010	GENERAL FUND	4010	PLANNING	CAPITAL OUTLAY	7420	FURNISHINGS & FIXTURES		admin
	0	0	NonPersonnel	360	VALERO GNSC	4010	PLANNING	CAPITAL OUTLAY	9999	PROJECT HOLDING ACCT		admin
0%	33,799	33,799	NonPersonnel	010	GENERAL FUND	4010	PLANNING	INTERNAL SERVICES	7340	WORKERS COMPENSATION		admin
0%	1,524	1,524	NonPersonnel	010	GENERAL FUND	4010	PLANNING	INTERNAL SERVICES	7515	EQUIP REPLACEMENT CHARGE		admin
0%	1,534	1,534	NonPersonnel	010	GENERAL FUND	4010	PLANNING	INTERNAL SERVICES	7520	EQUIPMENT SERVICES CHARGE		admin
0%	1,400	1,400	NonPersonnel	010	GENERAL FUND	4010	PLANNING	SERVICES & SUPPLIES	7001	ADVERTISING		admin
0%	19,800	19,800	NonPersonnel	010	GENERAL FUND	4010	PLANNING	SERVICES & SUPPLIES	7008	CONTRACT SERVICES		admin
248%	197,303	202,310	NonPersonnel	010	GENERAL FUND	4010	PLANNING	SERVICES & SUPPLIES	7011	PROFESSIONAL SERVICES		admin
0%	11,000	11,000	NonPersonnel	010	GENERAL FUND	4010	PLANNING	SERVICES & SUPPLIES	7020	CONFERENCE, TRAINING, &MEETING		admin
0%	1,600	1,600	NonPersonnel	010	GENERAL FUND	4010	PLANNING	SERVICES & SUPPLIES	7033	PRINTING & DUPLICATION		admin
0%	9,398	9,398	NonPersonnel	010	GENERAL FUND	4010	PLANNING	SERVICES & SUPPLIES	7040	COMPUTER MAINTENANCE		admin
0%	600	600	NonPersonnel	010	GENERAL FUND	4010	PLANNING	SERVICES & SUPPLIES	7054	REPAIR & MAINT-VEH & EQUIP		admin
0%	500	500	NonPersonnel	010	GENERAL FUND	4010	PLANNING	SERVICES & SUPPLIES	7122	MAINTENANCE SUPPLIES		admin
0%	5,600	5,600	NonPersonnel	010	GENERAL FUND	4010	PLANNING	SERVICES & SUPPLIES	7124	MEMBERSHIP/DUES/SUBSCRIPTION		admin
	0	0	NonPersonnel	010	GENERAL FUND	4010	PLANNING	SERVICES & SUPPLIES	7126	MISCELLANEOUS		admin
0%	1,500	1,500	NonPersonnel	010	GENERAL FUND	4010	PLANNING	SERVICES & SUPPLIES	7134	OFFICE SUPPLIES		admin
0%	3,420	3,420	NonPersonnel	010	GENERAL FUND	4010	PLANNING	SERVICES & SUPPLIES	7136	POSTAGE		admin
0%	5,000	5,000	NonPersonnel	010	GENERAL FUND	4010	PLANNING	SERVICES & SUPPLIES	7142	TRAVEL AND MEALS		admin
0%	700	700	NonPersonnel	010	GENERAL FUND	4010	PLANNING	SERVICES & SUPPLIES	7220	TELEPHONE		admin
0%	7,420	7,420	NonPersonnel	010	GENERAL FUND	4010	PLANNING	SERVICES & SUPPLIES	7320	LIABILITY INSURANCE		admin
0%	10,951	10,951	NonPersonnel	010	GENERAL FUND	4010	PLANNING	SERVICES & SUPPLIES	9999	PROJECT HOLDING ACCT		admin
0%	429,980	429,980	NonPersonnel	240	CDD GRANTS	4010	PLANNING	SERVICES & SUPPLIES	7310	COMMUNITY GRANTS		admin

Generic Line-item Data

Diff(val)	Diff(%)	2019	2018	ObjType	Fund Code	Fund	Division Code	Division	Account Category	Object Code	Object	AcctComments	AcctL
$ (0.00)	0%	24,645	24,645	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	INTERNAL SERVICES	7340	WORKERS COMPENSATION		admin
$ (0.00)	0%	442	442	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	INTERNAL SERVICES	7515	EQUIP REPLACEMENT CHARGE		admin
$ (0.00)	0%	1,373	1,373	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	INTERNAL SERVICES	7520	EQUIPMENT SERVICES CHARGE		admin
$ (0.00)	0%	1,253	1,253	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	INTERNAL SERVICES	7535	VEHICLE REPLACEMENT CHARGE		admin
$ 1.37	0%	51,501	51,500	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7008	CONTRACT SERVICES		admin
$ 143.27	7%	210,613	210,470	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7011	PROFESSIONAL SERVICES		admin
$ -	0%	11,000	11,000	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7020	CONFERENCE, TRAINING, &MEETING		admin
$ -	0%	600	600	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7033	PRINTING & DUPLICATION		admin
$ -	0%	200	200	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7036	UNIFORM CONTRACT		admin
$ -	0%	30,615	30,615	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7040	COMPUTER MAINTENANCE		admin
$ -	0%	600	600	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7054	REPAIR & MAINT-VEH & EQUIP		admin
$ -	0%	2,600	2,600	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7114	FUEL		admin
$ -	0%	900	900	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7122	MAINTENANCE SUPPLIES		admin
$ -	0%	5,515	5,515	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7124	MEMBERSHIP/DUES/SUBSCRIPTION		admin
$ -	0%	1,500	1,500	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7134	OFFICE SUPPLIES		admin
$ -	0%	62	62	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7136	POSTAGE		admin
$ -	0%	3,000	3,000	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7142	TRAVEL AND MEALS		admin
$ -	0%	3,400	3,400	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7220	TELEPHONE		admin
$ -	0%	4,940	4,940	NonPersonnel	010	GENERAL FUND	4020	BUILDING INSPECTION	SERVICES & SUPPLIES	7320	LIABILITY INSURANCE		admin
$ (0.00)	0%	1,100	1,100	NonPersonnel	010	GENERAL FUND	4010	PLANNING	CAPITAL OUTLAY	7420	FURNISHINGS & FIXTURES		admin
$ -		0	0	NonPersonnel	360	VALERO GNSC	4010	PLANNING	CAPITAL OUTLAY	9999	PROJECT HOLDING ACCT		admin
$ (0.00)	0%	33,799	33,799	NonPersonnel	010	GENERAL FUND	4010	PLANNING	INTERNAL SERVICES	7340	WORKERS COMPENSATION		admin
$ (0.00)	0%	1,524	1,524	NonPersonnel	010	GENERAL FUND	4010	PLANNING	INTERNAL SERVICES	7515	EQUIP REPLACEMENT CHARGE		admin
$ (0.00)	0%		1,534	NonPersonnel	010	GENERAL FUND	4010		INTERNAL SERVICES	7520	EQUIPMENT SERVICES CHARGE		admin
$ -			1,400	NonPersonnel	010	GENERAL FUND	4010		SERVICES & SUPPLIES	7001	ADVERTISING		admin
$ -			800	NonPersonnel	010	GENERAL FUND			SERVICES & SUPPLIES	7008	CONTRACT SERV		admin
$ (5,007,				NonPersonnel	010	GENERAL FUND			SERVICES & SUPPLIES	7011	PROFESSION		admin
$				NonPersonnel	010	GENERAL FUND			SERVICES & SUPPLIES	7020	CONFERE		admin
$				nPersonnel	010	GENERAL FUN			SERVICES & SUPPLIES	7033	PRINTI		admin
$				Personnel	010	GENERAL FU			SERVICES & SUPPLIES	7040	COMP		admin
$				rsonnel	010	GENERAL F			SERVICES & SUPPLIES	7054	REPA		admin
$					010	GENERAL			SERVICES & SUPPLIES	7122	MA		
$					010	GENERAL			SERVICES & SUPPLIES	7124	ME		
$					010	GENERAL			SERVICES & SUPPLIES	7126	MIS		
$					010	GENERAL			SERVICES & SUPPLIES	7134	OFF		
$				sonnel	010	GENERAL F			SERVICES & SUPPLIES	7136	POS		
$				rsonnel	010	GENERAL F			SERVICES & SUPPLIES	7142	TRAV		admin
$				onnel	010	GENERAL FU			SERVICES & SUPPLIES	7220	TELEP		admin
$				NonPersonnel	010	GENERAL FUND			SERVICES & SUPPLIES	7320	LIABILI		admin
$				NonPersonnel	010	GENERAL FUND			SERVICES & SUPPLIES	9999	PROJECT H		admin
$ (0.00)			980	NonPersonnel	240	CDD GRANTS			SERVICES & SUPPLIES	7310	COMMUNITY		admin

Are we getting Safer and More Prosperous?

Are we funding Economic Vitality?

How is this budget building Sustainability?

THE CITY OF BENICIA CALIFORNIA

Programs That Serve You – Priority Based Budgeting. The City Council and community members identified six (6) "Results", also known as strategic goals, which the City of Benicia aspires to achieve with our programs and services. They are shown below. Click across the tabs to read about each goal and their definitions.

GOOD GOVERNANCE	PROTECT & ENHANCE THE ENVIRONMENT	PROTECT COMMUNITY HEALTH & SAFETY	PRESERVE & ENHANCE INFRASTRUCTURE	STRENGTHEN ECONOMIC & FISCAL CONDITIONS	MAINTAIN & ENHANCE A HIGH QUALITY OF LIFE

45 Programs
Click for more info

- Reduce or mitigate factors such as greenhouse gas emissions and energy consumption, that negatively impact the environmental quality of water, land and air
- Provide for safe and reliable water supply and the conservation of all resources
- Promote sustainable development (business, housing, transportation and noise) that align with protecting and preserving natural resources
- Plan for environmental sustainability

Highlighted Programs

PROGRAM	COST
Wastewater Collection System Maintenance, Repair and Replacement	$2,211,478
Water Supply and Drought Management	$35,776
Climate Action Plan (CAP) Implementation	$31,145
Greenbelt Maintenance	$21,785

All Programs

Search:

Use search to filter the table and values shown.

Program Spending: $87,384,248

Programs Offered: 378

Planning for Natural Hazards

Description: The Community Development Department assists the City in anticipating and planning for natural hazards. In addition to the General Plan (1999), the City has recently adopted such things as a Local Hazard Mitigation Plan (LHMP) and prepared a Climate Vulnerability Study and Adaptation Plan. The LHMP (last adopted in 2017) is required pursuant to the Federal Emergency Management Agency (FEMA) and must be updated every five years per Federal law. The Community Development Department provides support in LHMP planning to the Fire Department, who is lead department on implementation and reporting.

Total Cost: 29,758.77

FTE: 0.11

Total Cost   **Positions**   **Operating Costs**   **Program Revenue**

Personnel Cost: 22,515

Other (5.44%)
BLDG INSP I/II (5.41%)
ASSOCIATE PLANNER (5.98%)
CDD DIRECTOR (12.97%)
BLDG OFFICIAL (70.2%)
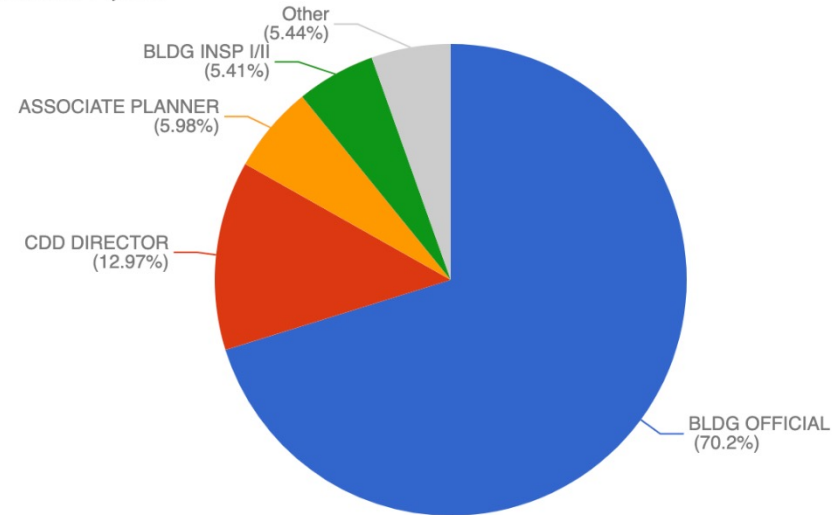
Position	Cost	Allocation
BLDG OFFICIAL	15,806	0.08
CDD DIRECTOR	2,921	0.02
ASSOCIATE PLANNER	1,347	0.01
BLDG INSP I/II	1,217	0.01
ASSISTANT PLANNER	675	0.01

What are Pittsburgh's budget priorities

The budget is one of the most powerful tools for influencing change. If you want to know what a city's priorities are, look at how it plans to spend its money.

The City of Pittsburgh is committed to spending valuable tax-payer funds in the most strategic and fiscally responsible way. The City has developed priorities to strategically align resources (money) towards outcomes that provide the greatest impact for residents and the community. These priorities include:

- **Safe Neighborhoods** - Infrastructure, Housing, Environment and Lifelong Learning
- **Welcoming Communities** - Resident Empowerment, Cultural Celebration and Social Fulfillment
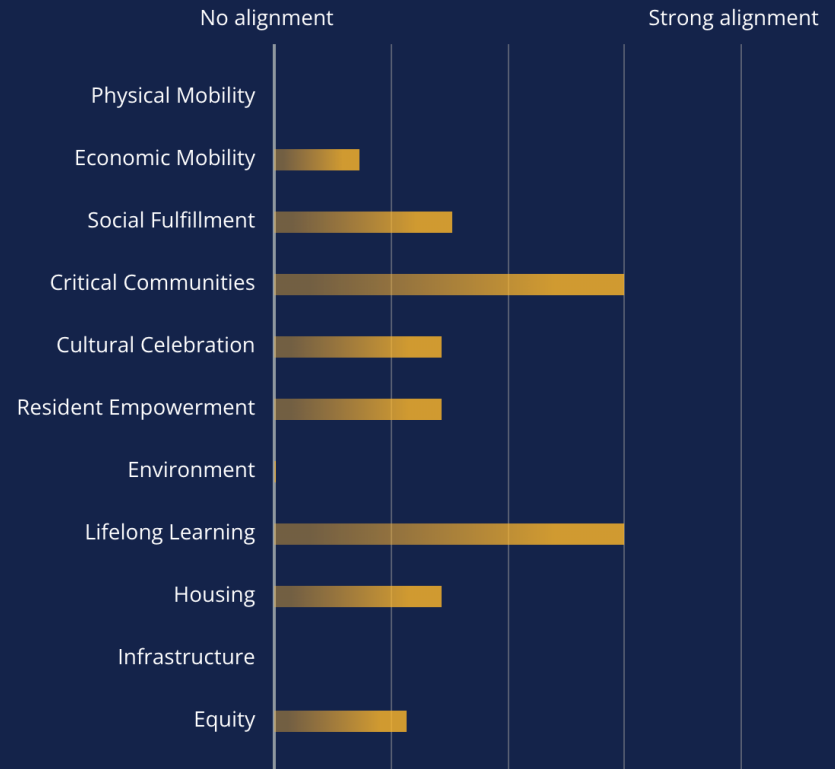- **Thriving People** - Economic Mobility, Physical Mobility, Critical Community and Equity

PITTSBURGH BUDGET PRIORITIES

Safe Neighborhoods	Welcoming Communities	Thriving People
Infrastructure	Resident Empowerment	Economic Mobility
Environment	Cultural Celebration	Critical Communities
Housing	Social Fulfillment	Physical Mobility
Lifelong Learning		Equity

Budget data for Bureau of Police

Program: [All ⌄]

Program budgets

Police Zones (1-6)
$7.43M

Intelligence
$3.50M

Narcotics & Vice
$7.12M

Major Crimes
$7.51M

Operations
$78.31M

Program priorities

No alignment   Strong alignment

Physical Mobility

Economic Mobility

Social Fulfillment

Critical Communities

Cultural Celebration

Resident Empowerment

Environment

Lifelong Learning

Housing

Infrastructure

Equity

Budget	% of city program budget
$120.45M	19.5%

Breakthrough in Budgeting: Concept and Technology

- **Replicable path from line-items to programs (program budgeting)**
- **Replicable path from programs to Results (Priority Based Budgeting)**
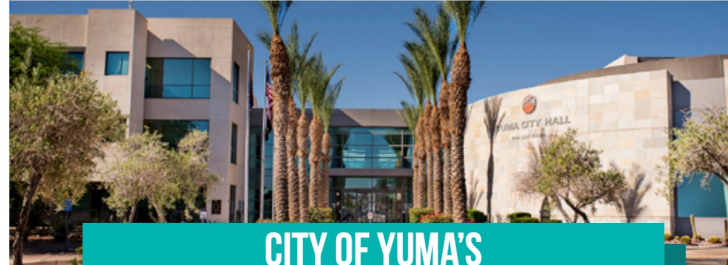- **Visualization of the investment in Results**

STRATEGIC PLAN
FOR THE CITY OF YUMA, ARIZONA
2021-2025

UPDATE APPROVED BY CITY COUNCIL ON APRIL 21, 2021

INITIAL STRATEGIC PLAN ADOPTED BY CITY COUNCIL ON DECEMBER 16, 2020

CITY OF YUMA'S VISION AND STRATEGIC OUTCOMES

VISION

Yuma is a thriving, safe and prosperous community with opportunities powered by innovation, partnerships, collaboration and robust education – a unique place that all generations are proud to share.

STRATEGIC OUTCOMES

SAFE & PROSPEROUS
Yuma is a safe and prosperous city that supports thriving businesses, access to education, and multi-generational opportunities.

ACTIVE & APPEALING
Yuma plans and leverages its natural resources, public spaces and cultural amenities to support an active and appealing community.

CONNECTED & ENGAGED
Yuma is connected and engaged through active communication, forward-looking partnerships, and ongoing public involvement.

UNIQUE & CREATIVE
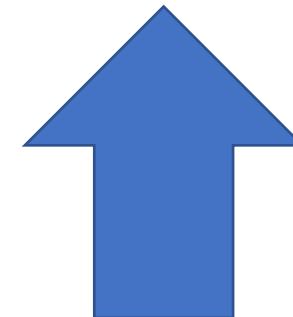Yuma is a unique and creative community, built on our shared history, sense of place, and civic pride.

RESPECTED & RESPONSIBLE
Yuma is a trusted steward of City resources; relied upon to provide premier services and regional leadership.

Program Description	Department	Core Service Level	Category	Taxation 2021	2022
Service Reduction	Transit	Yes		(1,100,000)	(1,100,000)
Parking Lot Snow Removal	Facility Services	Yes	Safety	(76,700)	(76,800)
Weed Act Enforcement	Regulatory Services	Yes		(90,000)	(90,000)
Parks Maintenance Option 1	Parks	Yes	KPMG	(128,500)	(128,500)
Parks Lifecycle Replacement Option 1	Parks	Yes		(75,000)	(75,000)
Surface Repairs and Boulevard Restoration Option 2	Parks	Yes		(33,000)	(33,000)
Pest Management Option 1	Parks	Yes		(43,400)	(43,400)
Pest Management Option 2	Parks	Yes		(86,500)	(86,500)
Playgrounds Option 1	Parks	Yes	Safety	(33,800)	(33,800)
Public Event Support Option 2	Parks	Yes		(40,000)	(40,000)
Reduction of Administrative Support Services	Infrastructure Administration	No		(16,500)	(16,500)
Asset Management Special Services & Studies and Contractual Services	Infrastructure Administration	No		(11,100)	(11,100)
Reduction in Special Services & Studies	311	No		(17,300)	(17,300)
Transportation Admin	Transportation	No	Safety	(56,000)	(56,000)
Sidewalk, Pathway and Bridge Maintenance Option 1	Transportation	Yes	Safety	(55,000)	(55,000)
Sidewalk, Pathway and Bridge Maintenance Option 2	Transportation	Yes	Safety	(85,000)	(85,000)
Traffic Operations and Signals	Transportation	Yes		(135,000)	(135,000)
Road Maintenance and Operating Transfers Option 1	Transportation	Yes		(200,000)	(200,000)
Street Sweeping Option 1	Transportation	Yes		(85,000)	(85,000)
Transportation Snow and Ice Option 1	Transportation	Yes		(190,000)	(190,000)
Reduction in Service Level - Junior Hockey Games	ENMAX	Yes	Safety	(60,750)	(60,750)
Custodial Service Reduction	Facility Services	Yes	Safety	(282,000)	(282,000)
Break Relief Reduction	PSCC	No		(311,000)	(311,000)
Reduce R3 Peak Position Hours	PSCC	Yes		(100,000)	(100,000)
NOKA Spay/Neuter Program Grant	Regulatory Services	No		(45,000)	(45,000)
General Maintenance Option 1	Parks	Yes		(198,500)	(198,500)
Seasonal Displays Option 1	Parks	No		(141,000)	(141,000)
Dryland Mowing Option 2	Parks	Yes	KPMG	(105,000)	(105,000)
Parks Maintenance Option 2	Parks	Yes	KPMG	(297,500)	(297,500)
General Maintenance Option 2	Parks	Yes		(463,500)	(463,500)
Seasonal Displays Option 2	Parks	No		(155,000)	(155,000)
Playgrounds Option 2	Parks	Yes		(63,000)	(63,000)
Parks Lifecycle Replacement Option 2	Parks	Yes		(200,000)	(200,000)
Street Sweeping Option 2	Transportation	Yes		(285,000)	(285,000)
Road Maintenance and Operating Transfers Option 2	Transportation	Yes		(400,000)	(400,000)
Transportation Snow and Ice Option 2	Transportation	Yes		(455,000)	(455,000)
Lifecycle Reduction Option 1	Facility Services	Yes	Lifecycle	(212,609)	(243,181)
Lifecycle Reduction Option 2	Facility Services	Yes	Lifecycle	(383,601)	(449,272)
Increase User Fees	Rec & Culture	No	KPMG	(200,000)	(200,000)
Grants & Fee For Service	Rec & Culture	No	KPMG	(171,000)	(171,000)
Fritz Sick Centre/LSCO Janitorial	Rec & Culture	Yes		(266,100)	(266,100)
Increase to User Fees	HSNC	No		(5,000)	(5,000)
Security Patrols at Transit Park N'Ride	Facility Services	Yes	Safety	(142,700)	(142,700)
Closure of Fritz Sick Pool	Rec & Culture	Yes		(359,540)	(359,540)
Civic Ice Centre Closure	Rec & Culture	Yes		(263,419)	(263,419)
Westminster Pool Closure	Rec & Culture	Yes		(137,626)	(137,626)
Information Services - Materials Reduction Option 1	HSNC	No		(10,192)	(10,192)
Information Services - Materials Reduction Option 2	HSNC	No		(16,884)	(16,884)
Conservation Projects Reduction	HSNC	Yes		(33,000)	(33,000)
Relief Coverage	Transit	No		(111,145)	(111,145)
Allied Arts Council Fee for Service	Community - Council Referral		FFS	95,567	95,567
Southern Alberta Art Gallery Fee for Service	Community - Council Referral		FFS	76,000	76,000
Southern Alberta Ethnic Association Fee for Service	Community - Council Referral		FFS	105,000	102,000
Nikka Yuko Japanese Garden Fee for Service	Community - Council Referral		FFS	171,190	171,190
Lethbridge Sport Council Fee For Service	Community - Council Referral		FFS	55,000	55,000
Mayor & City Council Wage Freeze	City Council			(19,700)	(27,900)
Mayor & City Council Travel & Per Diem	City Council			(56,000)	(56,000)
Eliminate Business License Fee Increase	Regulatory Services			33,000	33,000
				(16,185,886)	(17,077,249)
				(15,990,018)	(16,938,034)
		Total Option 1s		(1,615,801)	(1,646,373)
		Total Contributed (10%)		(14,374,217)	(15,291,661)

Regional Plan Update and Management

Program Description
An update to the Regional Plan is required every 10 ten years which must be sent to the voters for ratification. The Regional Plan is the General Plan for the City of Flagstaff. The General Plan is a comprehensive long-range plan for the development of the City and includes statement of community goals and policies, maps, concept plans, and strategies. It covers a wide variety of topics including housing, business, recreation, open space, natural resources, and public facilities. Once a plan is approved annual reports are prepared on the statistical data that supports the Regional Plan. Prepare, process and coordinate amendments to the Regional Plan.

Program Budget

	Total Cost	Requested Amount	Proposed Total Cost
Personnel	$98,274	$0	$98,274
NonPersonnel	$13,806	$1,800	$15,606
Revenue	$0	$0	$0
Total	$112,080	$1,800	$113,880

Budget Request Description
Additional Printing Costs for the Regional Plan Update

Box Choices

How does this request impact the program service level?: Maintains service level

Is this request Recurring or One-time? (select one): One-time

Is this a new funding request or a base budget reallocation request?: New Funding Request

Priority Based Budgeting Analysis

Cost Allocations
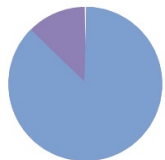
Non Personnel Cost - $13,806
Personnel Cost - $98,274

Quartile Alignment

(1) - Most
(2) - More
(3) - Less
(4) - Least

BPA Section

MANDATED to PROVIDE PROGRAM - Federal/state mandate

RELIANCE on CITY to PROVIDE PROGRAM - City is sole provider of service (including contracting out services)

CHANGE in DEMAND for the PROGRAM - Increasing Demand

CAPACITY to SERVE - The program has the capacity to serve more than 50% of the intended population

COST RECOVERY of PROGRAM - 1% - 50% cost recovery

...mmunity Development

...summary of programs and their total requested amount and potential new total

Program	Total Cost	Requested Amount	Proposed Total Cost
CD Personnel	$23,591	$4,000	$27,591
Inspections	$1,488,475	$200	$1,488,675
Planning Discretionary Review	$231,757	$512	$232,268
Code Compliance	$376,883	$1,252	$378,135
Regional Plan Update and Management	$112,080	$202,716	$314,796
Neighborhood & Specific Plans	$137,007	$512	$137,519
Zoning and Subdivision Code Management	$126,370	$810	$127,179
Affordable Housing Unit Creation	$177,282	$110,000	$287,282
Community Development Block Grant Management	$1,407,201	$325,000	$1,732,201
Intra-divisional Engineering Assistance and Support	$39,288	$35,000	$74,288
Traffic Systems Management	$224,176	$73,900	$298,076
Direct Rental Assistance	$4,863,450	$1,636,550	$6,500,000
Engineering Plan/Permit Review	$405,868	$22,000	$427,868
Section 8 Client Management	$145,443	$50,750	$196,193
Public Housing: Residential Property Maintenance	$1,732,136	$20,500	$1,752,636
Housing Community Information and Referrals	$39,806	$10,000	$49,806
Plan / Permit / Project Review	$1,058,857	$1,250	$1,060,107
Total	$12,589,669	$2,494,950	$15,084,619

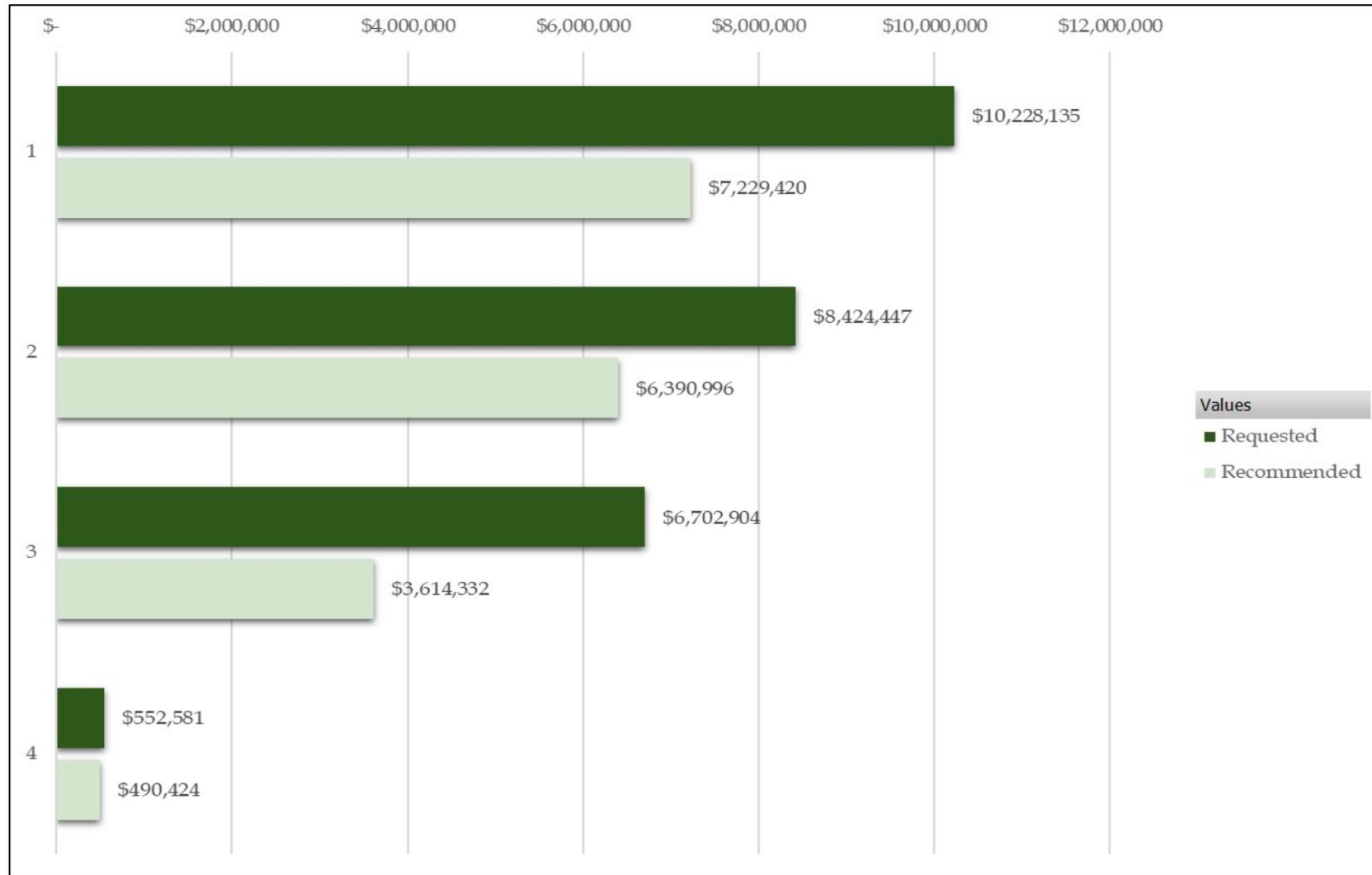...detailed outline of the impact every request has on program listed above.

...nd Request Description	Requested Total	Decision Status
...nel		
...d Public Manager	$4,000	Approved
...		
...on supplies and equipment	$200	Approved
...scretionary Review		
...al Regional Plan Advertising	$512	Approved
...pliance		
...al Regional Plan Advertising	$1,252	Approved
...an Update and Management		
...e to support Scenario Planning and Hybrid Public Engagement	$0	Approved
...al Printing Costs for the Regional Plan Update	$1,800	Approved
...ditor for the Regional Plan Update	$20,000	Approved

CITY OF FLAGSTAFF
Community Priorities

Environmental Stewardship

High Performing Governance

Safe & Healthy Community

Inclusive & Engaged Community

Sustainable, Innovative Infrastructure

Key Community Priorities

Total Budget Requests* – All Funds

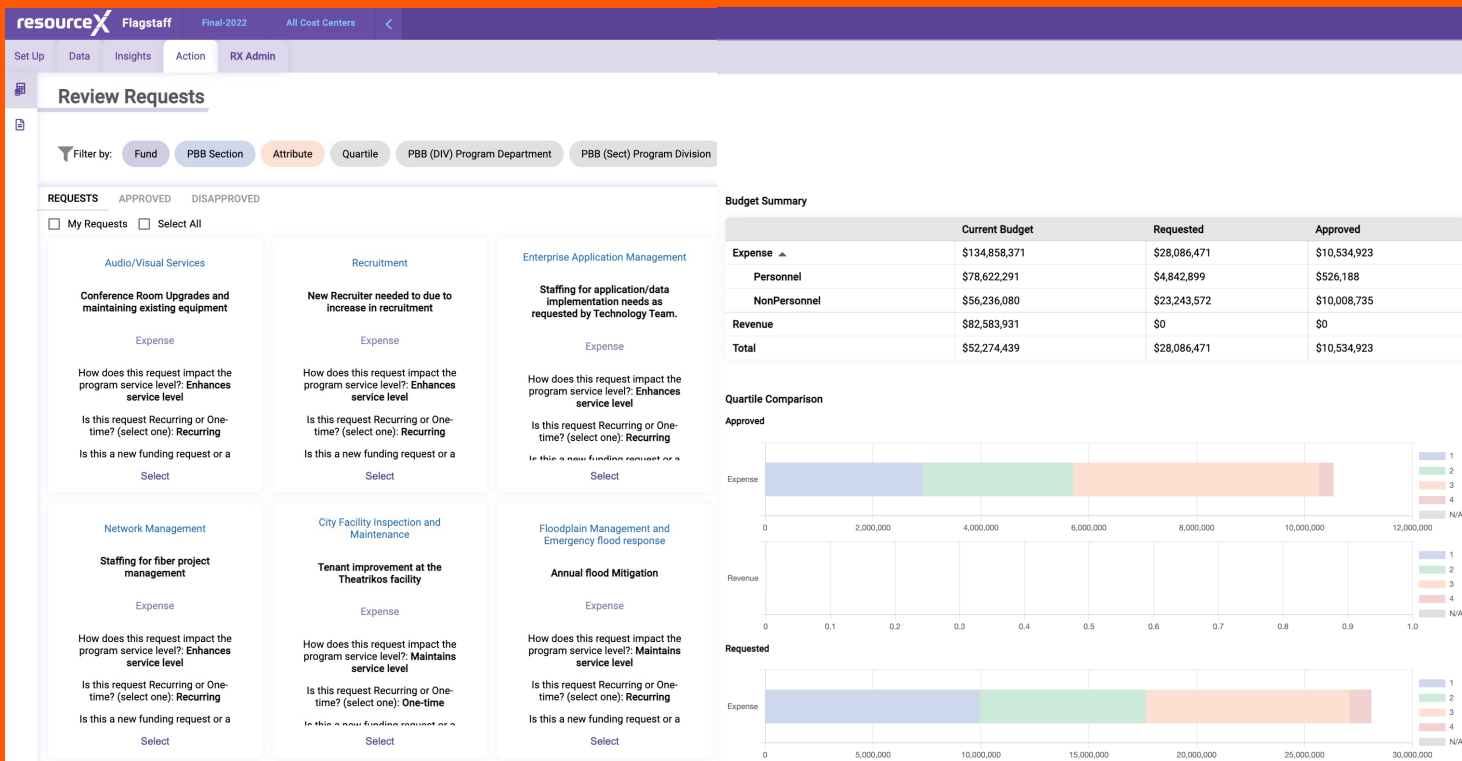Total Requested:
$25,908,067

Total Recommended:
$17,725,173

*Excludes capital
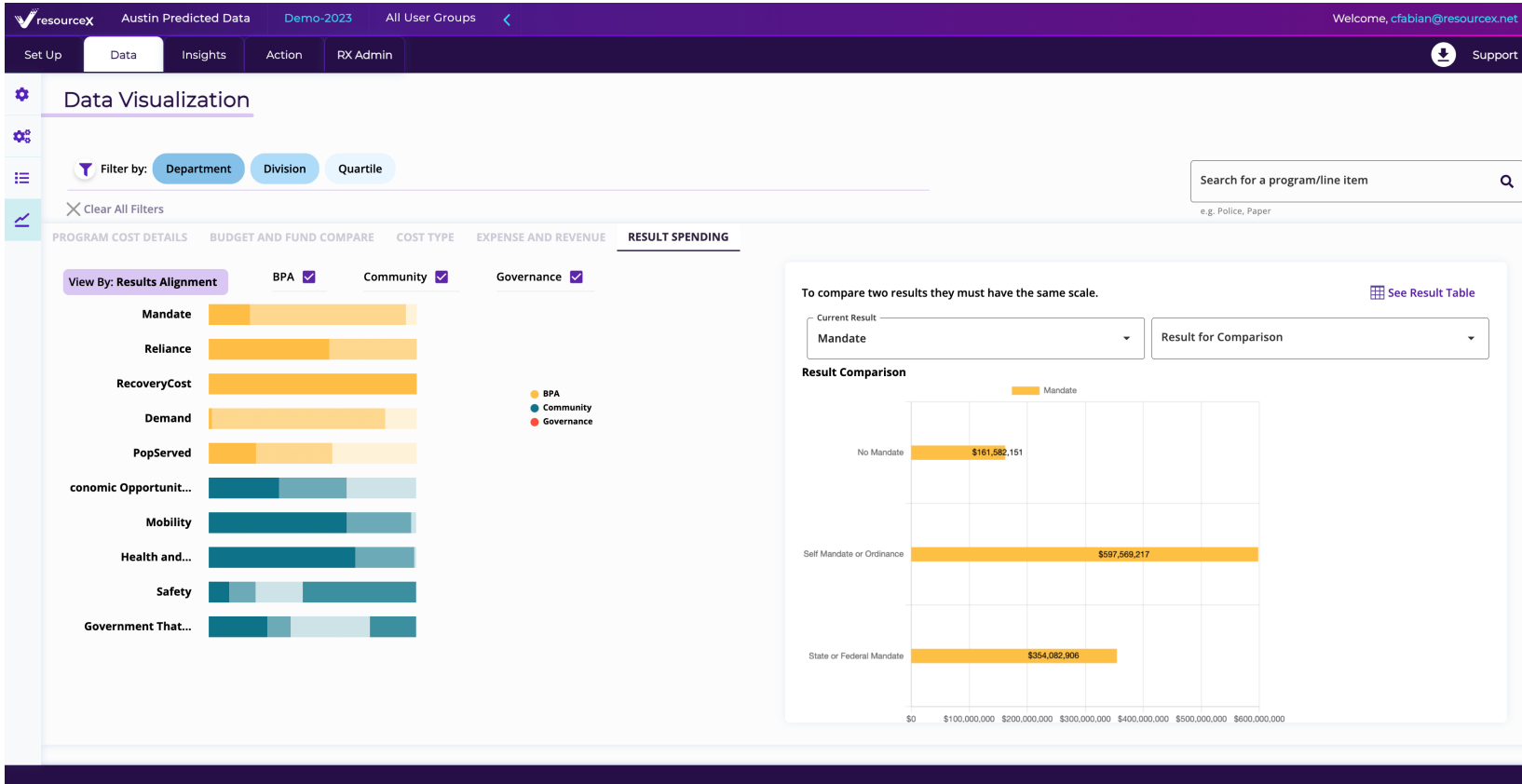
Breakthrough in Budgeting: Concept and Technology

- **Proposal evaluation and deliberation is data-rich**
- **All budgeted spending is evaluated and prioritized**
- **Approved (and denied) spending decisions, based on consistent, rigorous consideration of alignment with Results**

How much of your budget is invested in programs that are:

- Not mandated?
- Demand is decreasing?
- Offered by another organization?
- Less aligned with your priorities?
- Don't recover their costs?

PBB Blueprint
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...
- Maintain, preserve current services.
- Or, seek to lower rates or refund tax-payers

Free Up & Re-Allocate Resources

Generate New Revenue

Sourcing
- Can we leverage partners, or source services with public/private providers, in order to free up our resources?
- Focus on the "irreducible core"

Efficiencies
- Can we apply technology to automate or free up human resources?
- Can we augment service delivery with volunteers?

Service Levels
- Can we apply technology to automate or free up human resources?
- Can we augment service delivery with volunteers?

Fees, Charges
- Do our fees cover the costs of providing the service?
- Can we in-source, or provide any services regionally for a fee?

Grant Funding
- Are we reporting the true cost of services to granting agency?
- Can we recoup additional funding, or attain new grant opportunities?

Taxes, Rates
- Last resort
- Do we have no options left besides raising additional revenue from tax and rate payers?

Goal: find resources to fund climate and equity initiatives
Path to Action: 1.) define programs and costs, 2.) program insights for reallocation

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bill peduto ✓
@billpeduto

Beginning with our commitment to build a more resilient city & through strategic partnerships over the years, Pittsburgh was able to identify $41M in spending that has been repurposed to meet our sustainability goals. A new model of Priority Based Budgeting for cities.

Resource Exploration @_ResourceX · Jun 17
"The budget is not just a collection of numbers but an expression of a community's values + priorities"

Budgeting for climate: How the City of Pittsburgh strategically allocates resources for a sustainable future. Via @TheAtlas4Cities the-atlas.com/projects/budge... #climate #resilience

A CLEAN ENVIRONMENT AND A CLEAN ECONOMY GO HAND IN HAND.

Grant Ervin, Chief Resilience Officer
City of Pittsburgh, Pennsylvania

Pittsburgh, PA
Insight Workshop: **Potential of Insights Created**

Sourcing
29 insights
$480 thousand

Efficiencies
52 insights
$3.1 million

Service Levels
20 insights
$19.7 million

Fund Climate Action

$23m
From Resource Re-allocation

$18m
From New Revenue

Fees, Charges
50 insights
In-sourcing Grant Funding
$17.8 million

Taxes, Rates

$41 million
Resources available for service level increases and new programs

resourceX
reinventing fiscal analytics

WHAT DO YOU SPEND?

FROM LINE ITEMS TO BETTER ALIGNMENT

LINE ITEM TOTALS BY DEPARTMENT

LITTLE VISIBILITY INTO IMPACT

POSTAGE BUDGET
$1 MILLION

WATER
$0.5M

PARKS
$0.1M

FINANCE
$0.1M

- Item?
- Cost?
  - Item?
  - Cost?

- Item?
- Cost?
  - Item?
  - Cost?

- Item?
- Cost?
  - Item?
  - Cost?

- Traditional budgets track line items (such as postage, paper, gas and tires) by department (Parks, Public Works, Legal, etc.).

Implementation:
Process Steps

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5 TAKE ACTION

Resource Reallocation   Budget Development

3 PROGRAM COSTING

4 PROGRAM SCORING

1 LINE ITEM DATA

2 PROGRAM INVENTORY

Program Inventory

Answers the Question
What do we do?

Fire & EMS Response

Special Events

Budget Development

Payroll Processing

Snow Plowing

Youth Sports

Breakthrough:
Ease your Process with
Predicted Data

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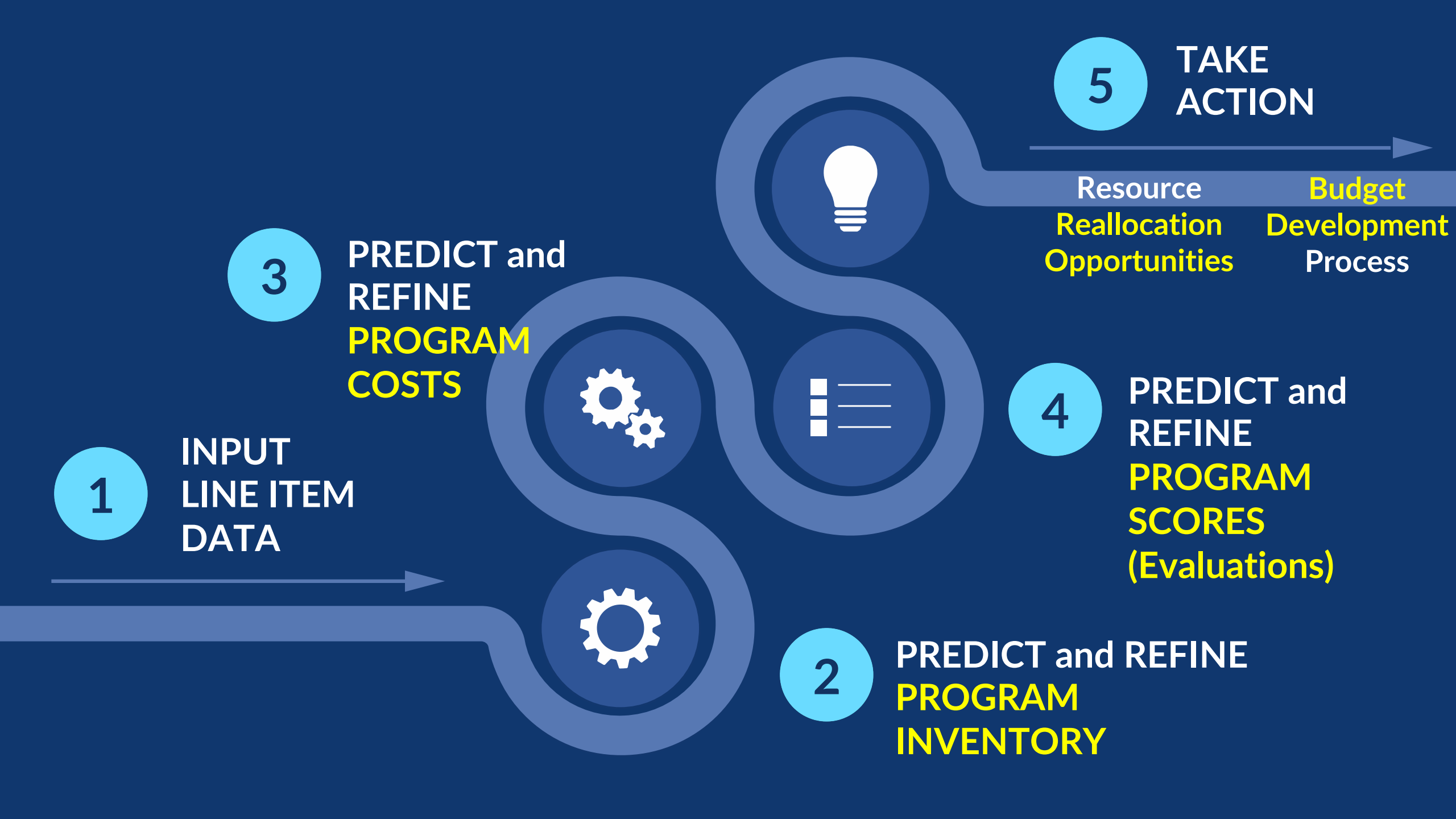
resourceX

2022 Impact Report

Our Next Frontier:
Machine Learning, Data, and Predictive Analytics

Priority-based budgeting provides a repeatable path to identify the link between programs and priorities.

Since its first application in 2008, more than 300 local governments have implemented the process of inventorying programs and evaluating the influence of those programs on priorities, such as those identified in the NLC report.

Today's PBB practitioners have applied resource nimbleness to reallocate millions to climate action plans (just like Pittsburgh, PA) and transform the budget process to build more equitable communities (like the City Budgeting for Equity and Recovery initiative).

The fact that more than 300 local government practitioners have implemented PBB is wonderful. However, with more than 90,000 local government entities in the US alone, PBB needs to be more accessible. And with new technological breakthroughs, we are pleased to announce our path forward for PBB.

This year, we tested our first predicted program data sets with the City of Albuquerque, New Mexico. Several departments implemented the PBB methodology flawlessly, but one of the city's major public-safety-oriented departments was short-staffed—a challenge that many of our organizations face. But with the power of machine learning, the city was able to experience fully scored programs and predicted program costs, reducing their work to simply picking an option from the ResourceX program inventory builder and loading their strategic plan.

Priority-based budgeting provides a repeatable path to identify the link between programs and priorities.

Number of Programs by Department

- Public Works
- City & County Administration
- Parks, Recreation, & Culture
- Police, Safety, & Sheriff
- Finance
- Planning & Development
- Fire
- Health & Human Services
- Information Technology
- Economic Development
- Utilities
- Human Resources
- Court
- Elected Officials
- Legal
- Water
- Clerk's Office
- Attorney
- Facility
- Airport
- Engineering
- Fleet
- Transit
- Equity
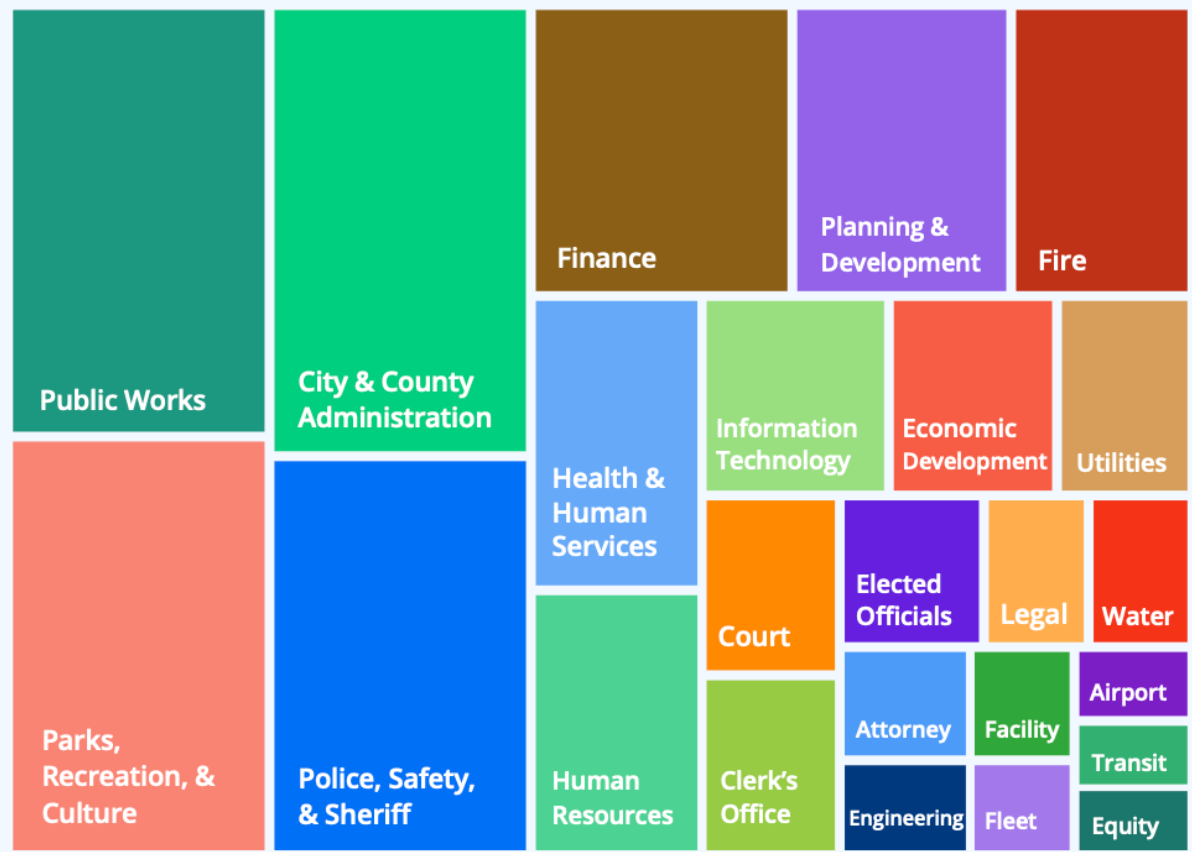
Budgets of All Sizes Benefit from Priority-Based Budgeting

- Greater than $1B — 5% — $3.2 B
- $750M-$1B — 3%
- $500M-$750M — 14%
- $400M-$500M — 8%
- $300M-$400M — 9%
- $200M-$300M — 5%
- $100M-$200M — 14%
- Under $100M — 42% — $13.5 B
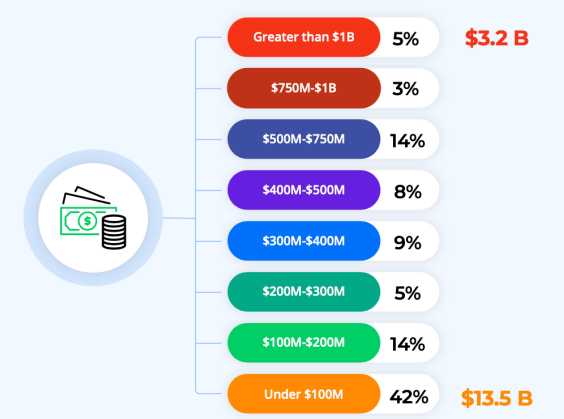
Our Community Consists of Organizations of All Sizes

- 4,700
- Under 50,000 — 27%
- 50,000-100,000 — 25%
- 100,000-250,000 — 26%
- 250,000-500,000 — 13%
- More than 500,000 — 9%
- 980,000
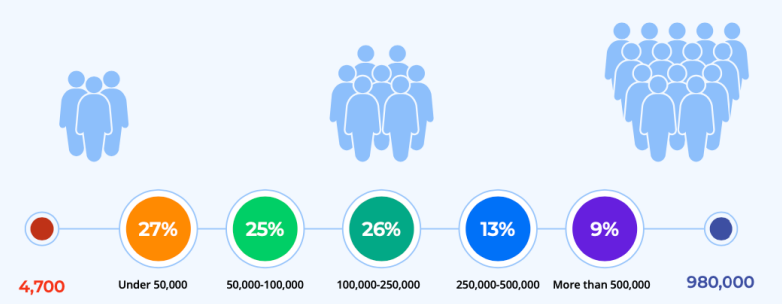
Let Data Lead the Way

Priority-based budgeting solves budgeting challenges and improves local governments' chances for success in tackling massive societal challenges. With more than a decade of experience in program- and priority-based budgeting, ResourceX provides invaluable experience and data to support organizations in their data creation and application.

Analysis by Population Size

Population Size	% of Client Within Population Ranges	Budget Size	Percentage of Programs Identified as Community	Percentage of Programs Identified as Governance	Average Total Programs in Inventory
Under 25K	18%	$34,859,865.00	66%	34%	276
25K-50K	9%	$68,701,000.00	64%	36%	344
50K-75K	11%	$91,501,285.71	74%	26%	343
75K-100K	14%	$272,078,111.11	62%	38%	604
100K-250K	26%	$292,295,941.18	65%	35%	601
250K-500K	12%	$597,251,930.00	64%	36%	446
>500K	8%	$1,823,472,600.00	64%	36%	329

ResourceX has over 10 years of program scoring data. Through machine learning we can now provide a starting inventory with predictive scoring to support an accelerated implementation.

Accounts Payable
- 3 Mandate
- 1 Workforce
- 4 Population Served
- 4 Fiscal Responsibility

911 Communication
- 0 Cost Recovery
- 4 Population Served
- 4 Demand
- 2 Infrastructure

Pothole Repair
- 1 Mandate
- 0 Reliance
- 4 Demand
- 4 Population Served

Code Enforcement
- 3 Reliance
- 2 Mandate
- 4 Population Served
- 3 Safety

Finance

Program	
Accounts Payable Processing	
Budget Development	
Payroll Processing and Reporting	
Business Licensing	
Cashiering and Payment Receipt Processing	
Grant Application Review and Approval	
Accounts Receivable Processing	
Capital Budget Development, Approval, and Monitoring	
Bank Reconciliations	
Purchase Order Management	
Financial Reporting	
General Ledger Maintenance	
Financial Planning and Monitoring	
Grant Analysis Monitoring and Reporting	
Comprehensive Annual Financial Report CAFR Preparation	
Bank and Treasury Management	
Cash and Investment Management	
Request for Proposals RFP Management	
Procurement Card P Card Management	
Priority Based Budget Management	
Internal Control Policy Development	
Vendor Registry	
Debt Planning and Management	
Invitations for Bid IFB Management	
Capital Asset Reporting	
Unclaimed Property Filings	
Performance Management	
Contract and Agreement Management	
Rating Agency and Investor Relations	

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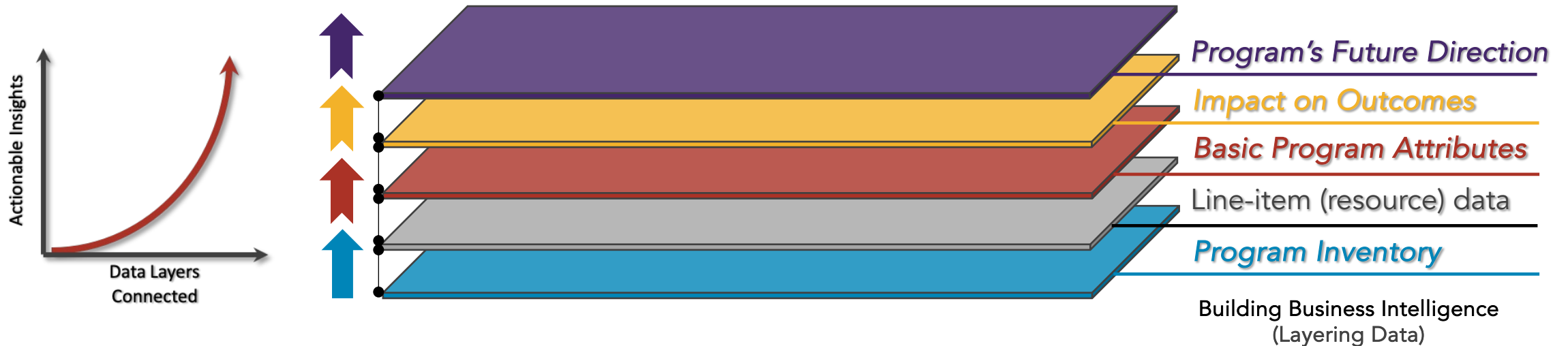
GPT

For

PBB

Line-item
Budgeting

- Good for informing broad decisions that impact cost types (personnel, capital, training, etc)
- Especially useful for decisions of non-personnel nature (defer capital, suspend travel, reduce fuel and supplies)
- ==Lacks connection to impacts on services, service-levels, and outcomes==

Priority Based
Budgeting

- Imperative data to answer:
  - What programs need more resources?
  - What programs can we do less of?
  - What programs can we change how we deliver?
  - Where can we partner?
- Programs are a vehicle for analyzing, communicating change, and a platform for insight and action

Actionable Insights

Data Layers Connected

Program's Future Direction
Impact on Outcomes
Basic Program Attributes
Line-item (resource) data
Program Inventory

Building Business Intelligence
(Layering Data)

Thank you!

Stop by our booth, and contact us at:
Chris.Fabian@tylertech.com