COMMUNICATION, ACCESSIBILITY, & ACCOUNTABILITY

THE ABILITY TO SPEAK & THINK PROGRAMMATICALLY

ICMA | resourceX
reprogram your organization
www.resourcex.net

PARTICIPANT GUIDE

When you see this icon, go to that page in your Participant Guide.

ACTIVITY

TAKE THE "BORED" OUT OF BOARD MEETINGS

- Open your most recent Council Agenda.
- Pick one interesting, meaningful, or contentious Agenda item.
  - How does your line-item data support the discussion?

WE'LL REVISIT THIS IN A BIT

01

21st CENTURY BUDGTING

02

COMMUNICATE

03

OPTIMIZE RESOURCES

04

ACHIEVE RESULTS

05

COLLABORATE

06

INCORPORATE PBB

PROGRAM JOURNEY

LEARNING JOURNEY

01 In Real Life: Case Studies

02 Creating a Programmatic Language

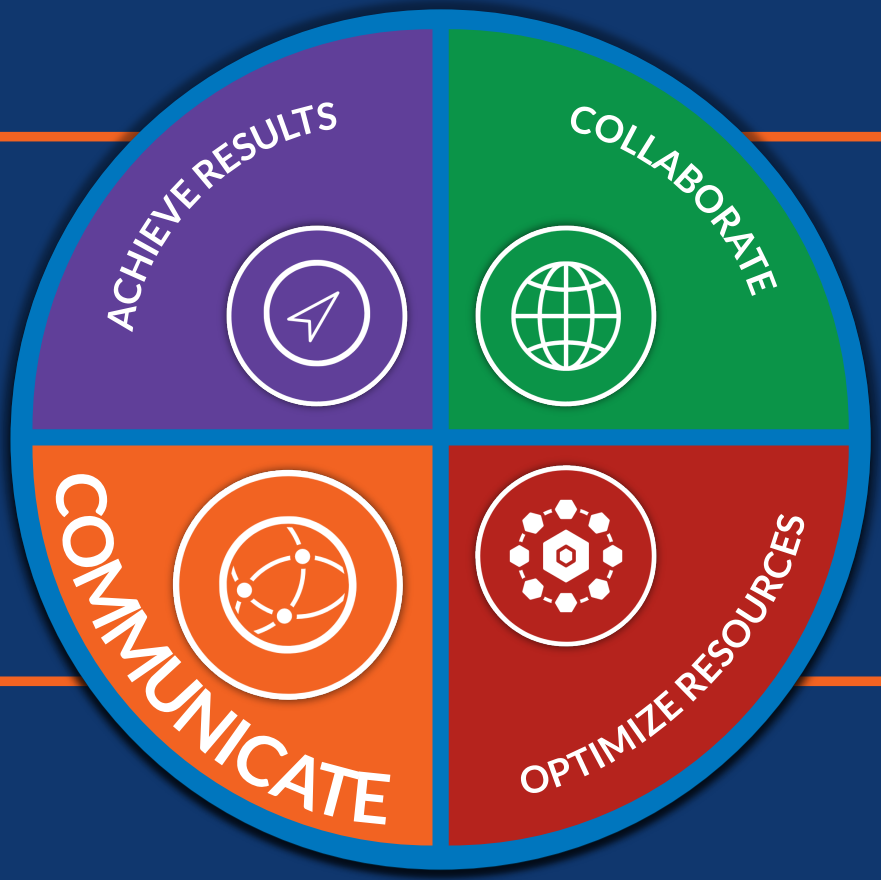
03 Why Does It Matter?

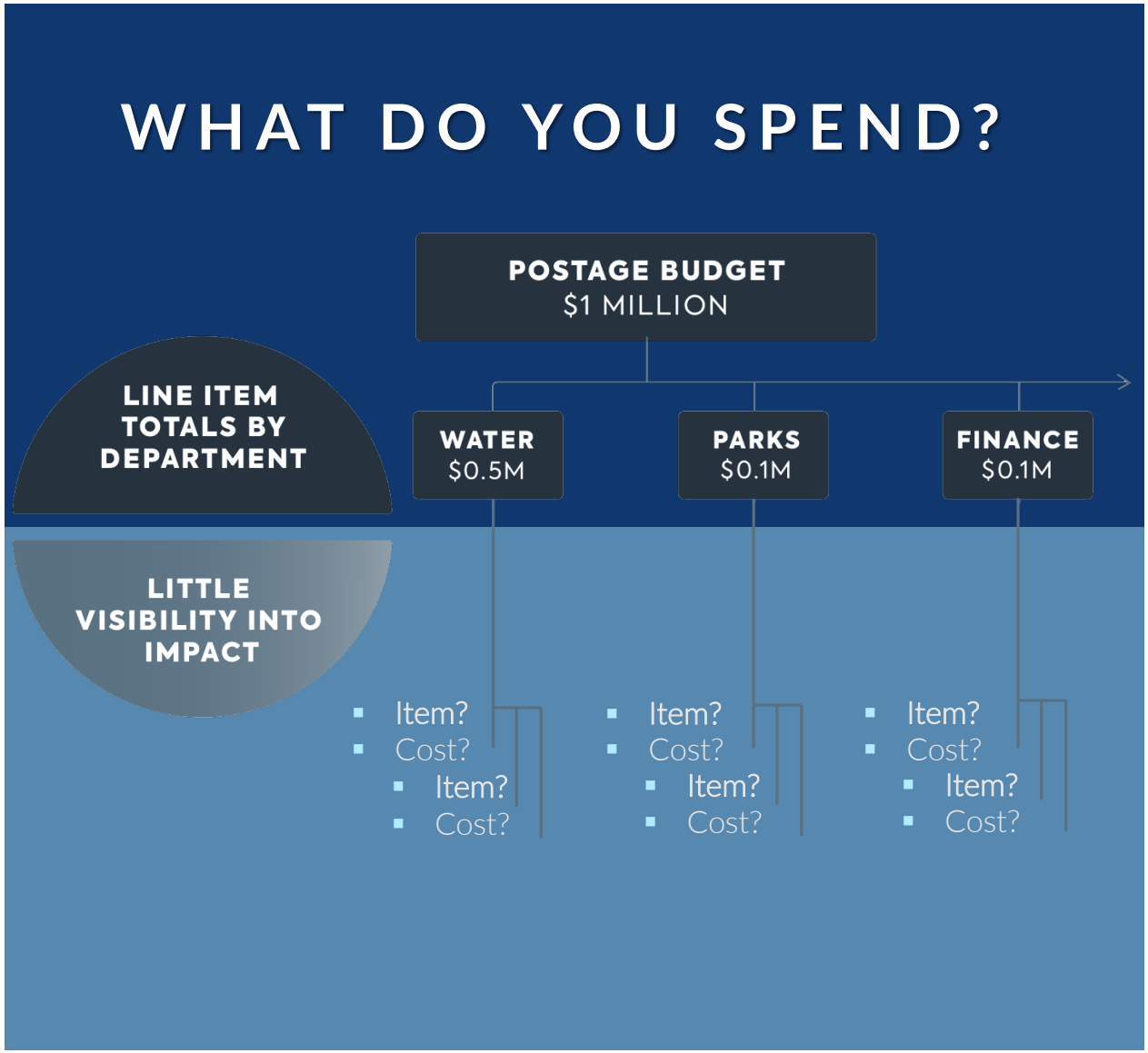
04 Proficiency and Mastery

COMMUNICATE

THE ABILITY TO SPEAK AND THINK PROGRAMMATICALLY

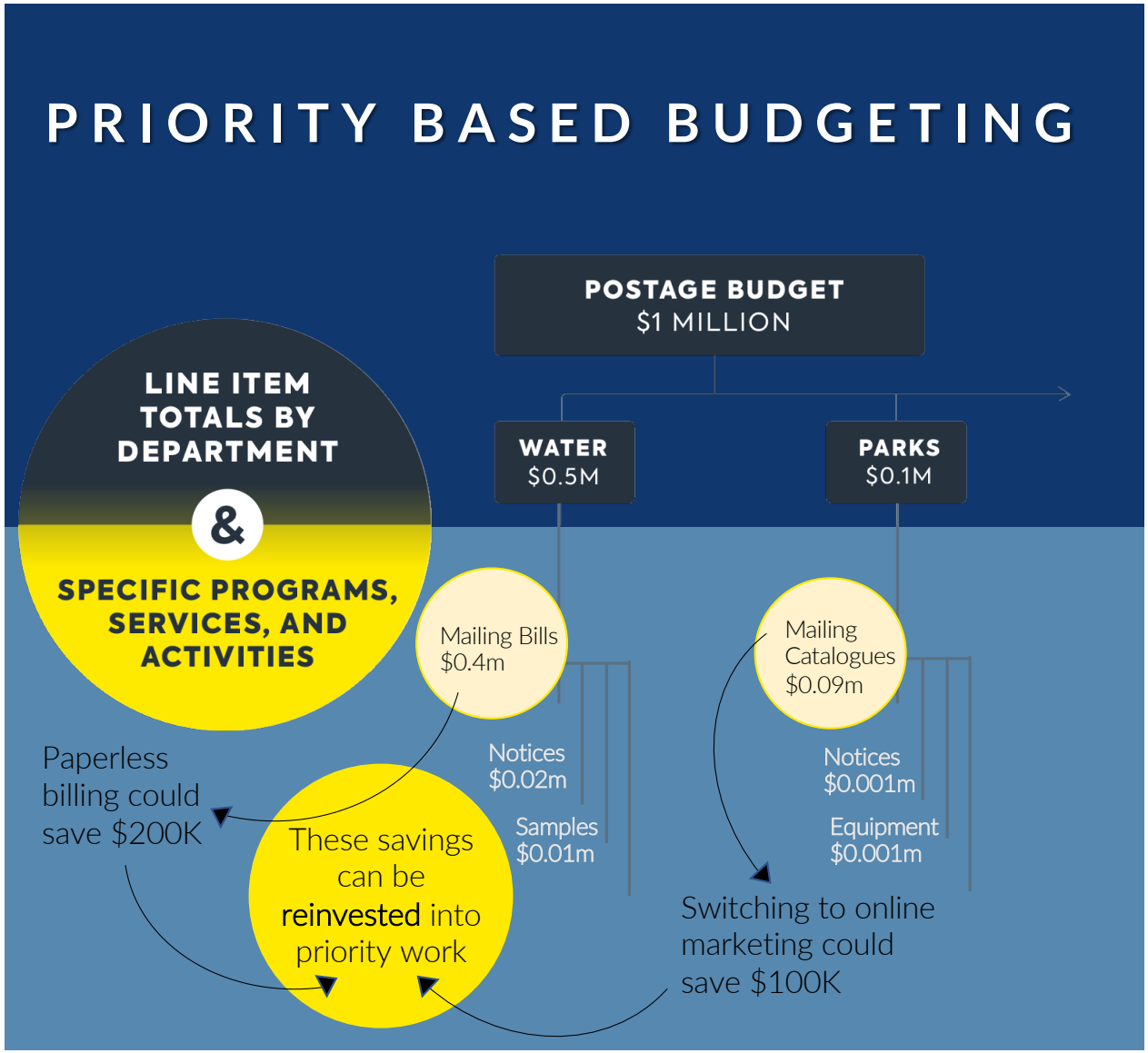
Applying program data in routine decision-making and communication within or outside of the budget process





FROM LINE ITEMS TO BETTER ALIGNMENT

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



HOW PBB DIFFERS FROM TRADITIONAL BUDGETING

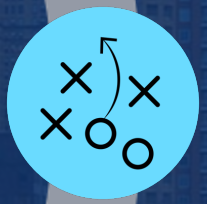
- PBB tracks costs and revenues under distinct programs, services, and activities, such as snow removal, trail maintenance, and utility billing

IN THE REAL
WORLD

SNOW REMOVAL
FLAGSTAFF, AZ

GOAL

- Clearly communicate the services offered by the City with regards to snow and how much it costs to offer them



PATH TO ACTION

- Identify programs
- Allocate costs and determine the total investment in snow-related programs
- Utilize program data for communication

SKILLS AND CAPACITY

- Apply data to internal and external communications and utilize data to assist with decisions about future service and resource needs

SNOW REMOVAL
FLAGSTAFF, AZ

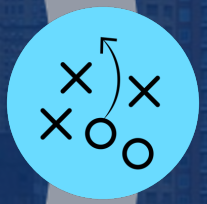
Search: snow

DirectCost	Program	Description
1,206,274	Snow Plowing	Remove snow and ice with plows and graders. Remove snow from downtown and select areas/Stack storage piles
360,527	Snow Operations	Mechanical relocation of ice and snow at city-owned sidewalks, parking lots including City Hall, civic spaces, Heritage Square, FUTS sytem, all recreation Centers, parking lots of parks. Additionally, courtesy berms relocation for the disabled.
220,860	Convention and Visitors Bureau Community Programming	Staff plan and produce five community programs per year to engage the community in fun activities which often result in business for the businesses in downtown: Route 66 day, Snowflake Festival with Santa, Community Skating Rink, Chocolate Walk, Train Day.
139,775	Airport Airfield Snow and Ice Control	Snow and ice control on the runways taxiways ramps and aircraft rescue and fire fighter access
89,181	Community Event Coordination	Plan and coordinate community events including Chocolate Walk, Flagstaff Train Day, Snowflake Festival, and other community events.
51,718	Snow Removal	Remove snow and ice with manpower, plows and salt spreaders

BOARDS & COMMISSIONS
BENICIA, CA

GOAL

- Identify ways to free up time and resources for reallocation to higher priority programs



PATH TO ACTION

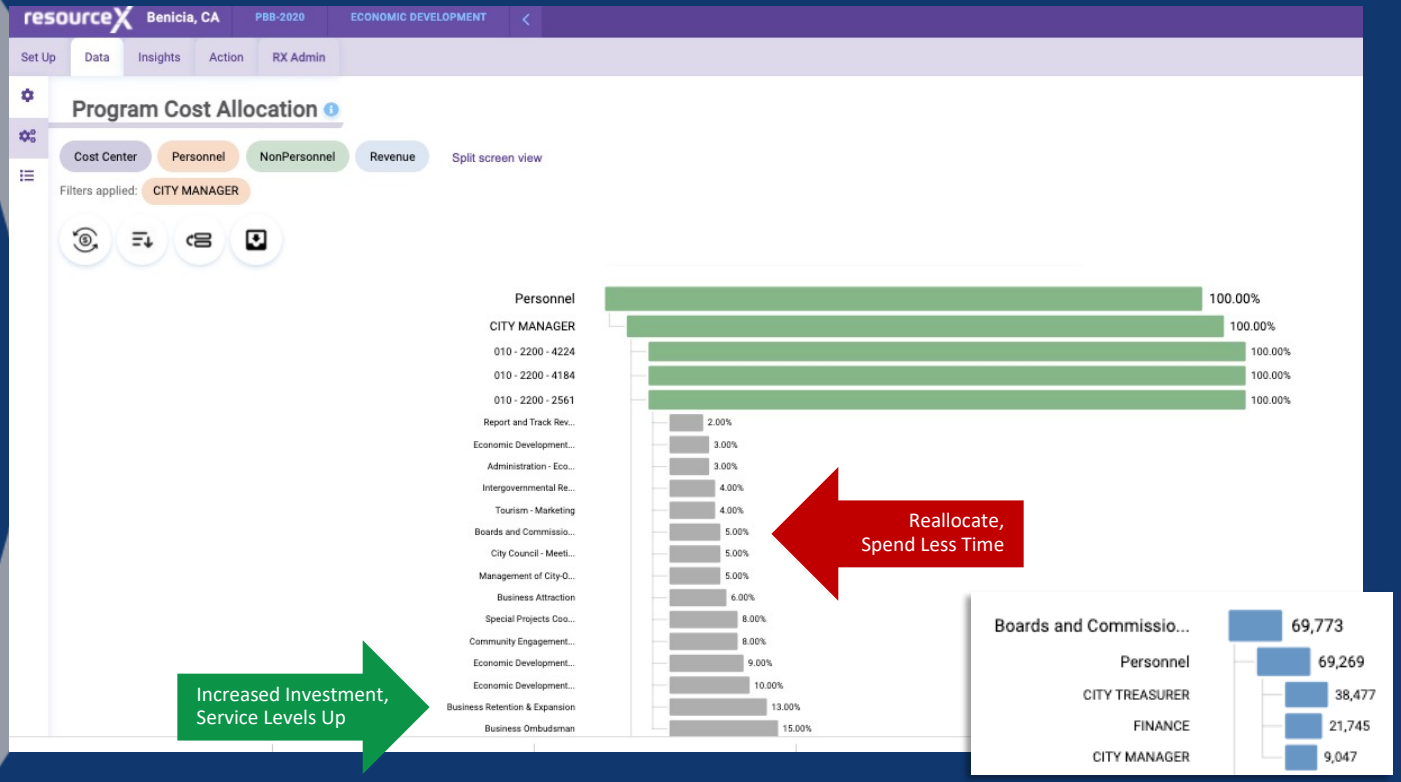
- Define programs and allocate resources
- Evaluate programs against results
- Review programs with lower alignment to find opportunities for reallocation

SKILLS AND CAPACITY

- Master the ability to communicate where resources can be utilized more effectively and efficiently

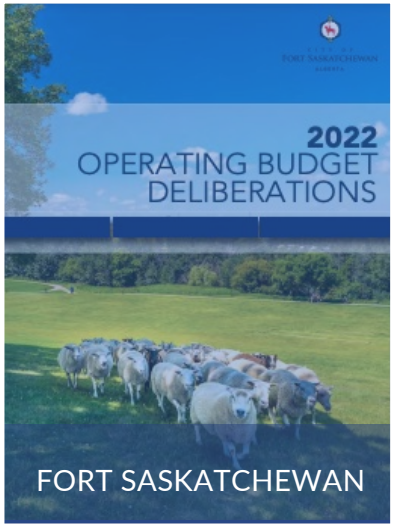
BOARDS & COMMISSIONS

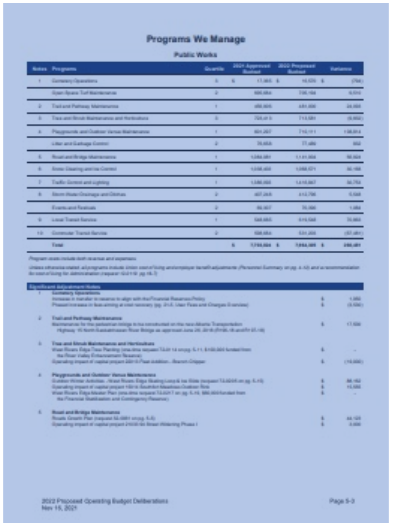
BENICIA, CA



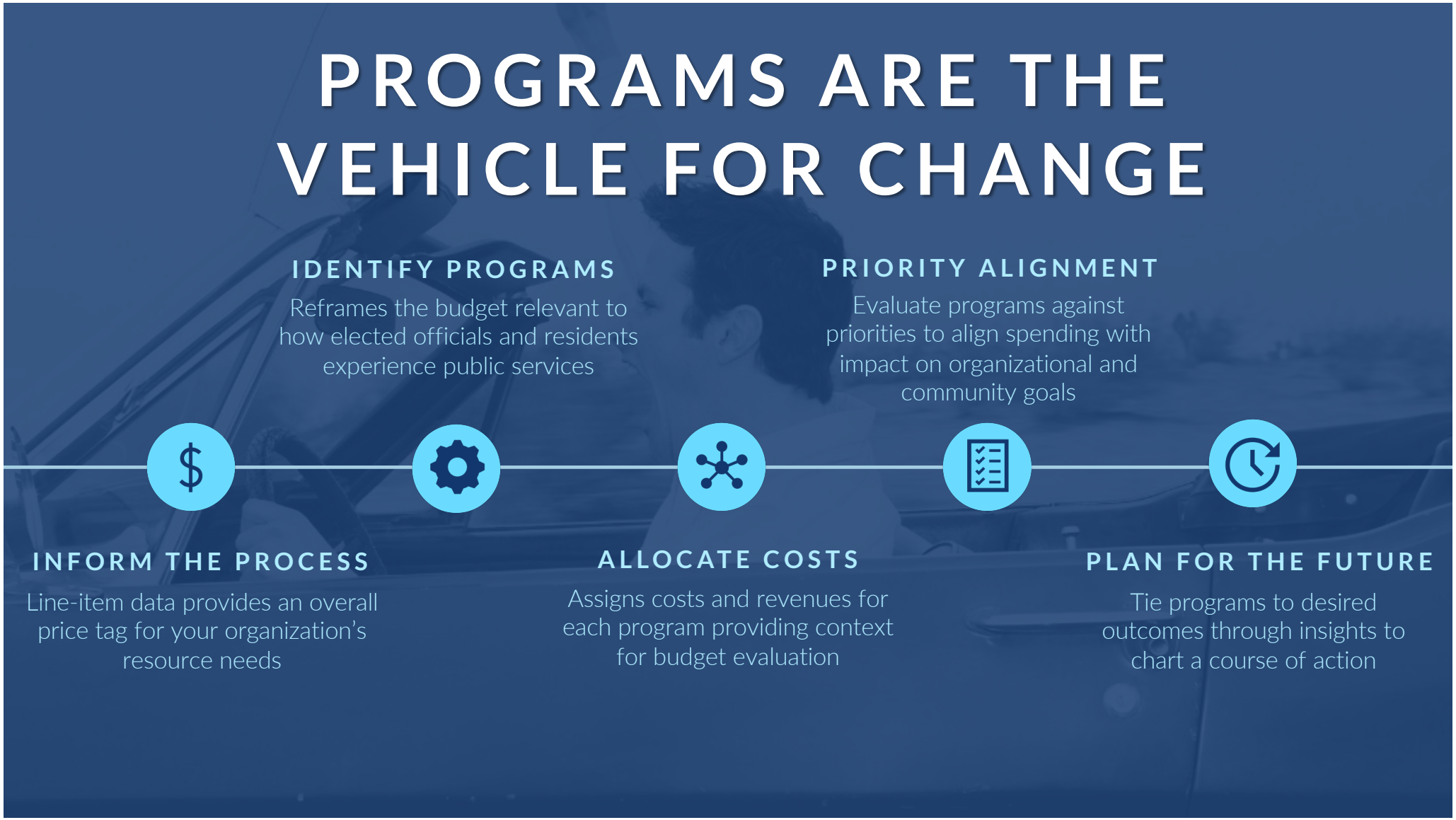
4

GOAL: BUDGET BOOK PRESENTATION AND APPLYING PROGRAM BUSINESS INTELLIGENCE





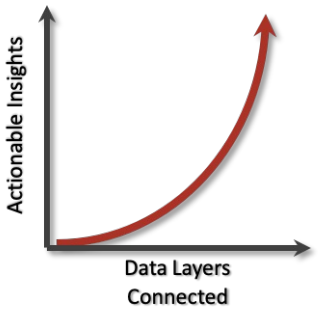
5
CREATING A
SHARED LANGUAGE

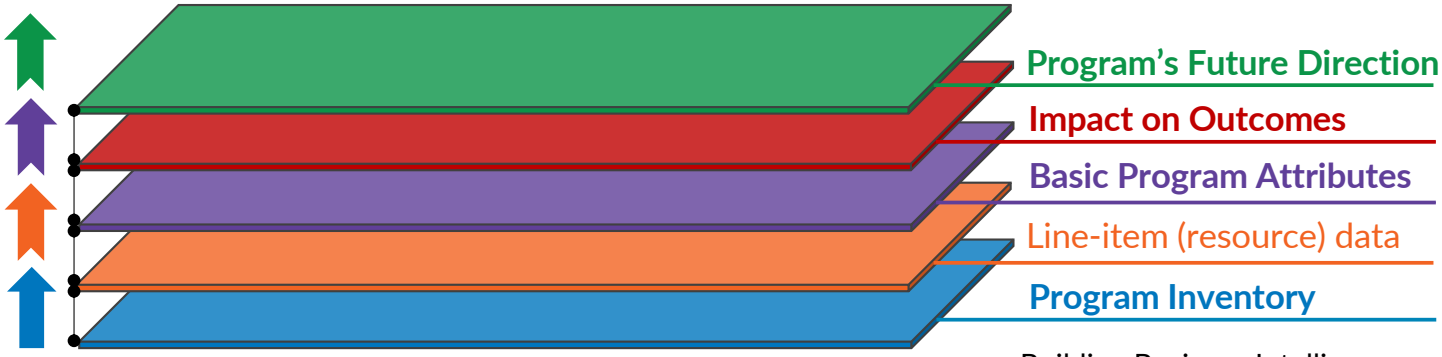

PROGRAMS ARE THE VEHICLE FOR CHANGE
IDENTIFY PROGRAMS
Reframes the budget relevant to how elected officials and residents experience public services
PRIORITY ALIGNMENT
Evaluate programs against priorities to align spending with impact on organizational and community goals
INFORM THE PROCESS
Line-item data provides an overall price tag for your organization's resource needs
ALLOCATE COSTS
Assigns costs and revenues for each program providing context for budget evaluation
PLAN FOR THE FUTURE
Tie programs to desired outcomes through insights to chart a course of action

HOW'S IT DONE?

CREATE DATA

- Program Inventory
- Program Costs
- Program Scores
- Program Performance Metrics





Building Business Intelligence
(Layering Data)

What is a service that you advertise that you provide?

Do you offer a service to a particular segment of your population?

Do you do something unique?

Do you collect a fee or receive a grant for a service?

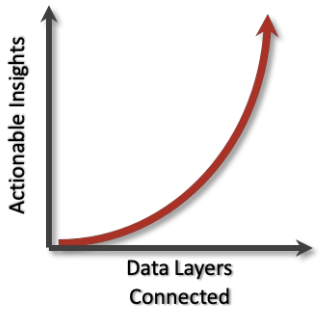
Are you mandated to provide something?

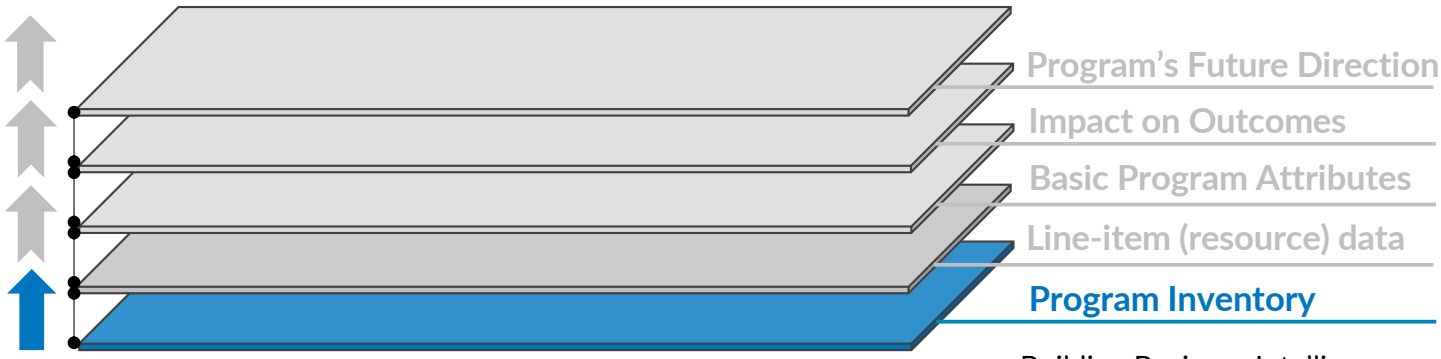
Is there someone in your community who does something similar to a service you provide?

WHAT DO YOU DO?

CREATE DATA

- Program Inventory
- Program Costs
- Program Scores
- Program Performance Metrics





Building Business Intelligence
(Layering Data)

Would your residents know what this department provides?

How would you communicate the budget increases?

Department Mission: To manage the planning, development, and growth of the municipality in a manner that results in a pleasant, safe, attractive, and sustainable environment and that enhances the quality of life for all our citizens and visitors.

expenditures	ACT 19-20	BUD 20-21	EST 20-21	BUD 21-22
Personnel Services	1,255,911	1,308,314	1,299,604	1,461,091
Supplies	43,784	36,041	32,853	48,954
Maintenance	30,593	18,470	13,022	19,111
Contractual Services	119,921	241,686	241,686	240,754
Capital Replacement/Lease	32,787	33,042	33,042	37,694
Capital Outlay	18,600	-	-	-
TOTAL DEPTARTMENT BUDGET	$1,501,596	$1,637,553	$1,620,207	$1,807,604

Special Event Permitting

Short Term Rental Regulation

Building Code Enforcement

Pool Licensing and Inspections

Certificates of Occupancy

Contractor Registration

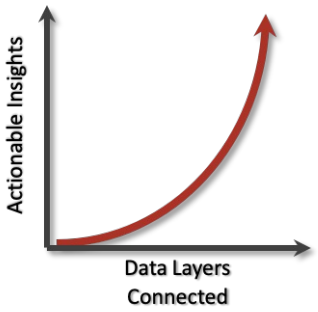
What if the expenditures were made relevant to services that residents experience?

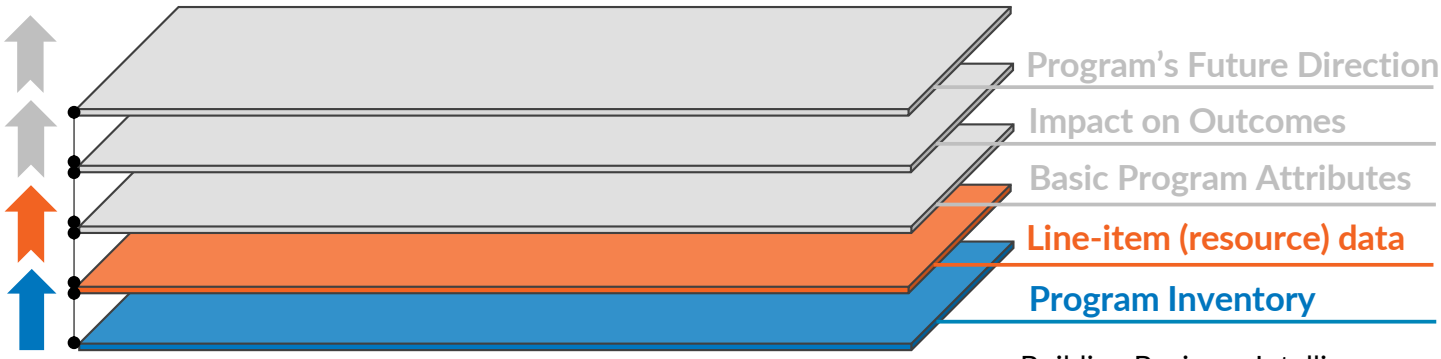
expenditures	ACT 19-20	BUD 20-21	EST 20-21	BUD 21-22
Personnel Services	1,255,911	1,308,314	1,299,604	1,461,091
Supplies	43,784	36,041	32,853	48,954
Maintenance	30,593	18,470	13,022	19,111
Contractual Services	119,921	241,686	241,686	240,754
Capital Replacement/Lease	32,787	33,042	33,042	37,694
Capital Outlay	18,600	-	-	-
TOTAL DEPTARTMENT BUDGET	$1,501,596	$1,637,553	$1,620,207	$1,807,604

WHAT DOES IT COST?

CREATE DATA

- Program Inventory
- Program Costs
- Program Scores
- Program Performance Metrics





Building Business Intelligence
(Layering Data)

PROGRAM: BUILDING CODE ENFORCEMENT

ASSOCIATED PERSONNEL

Building Inspector
Plans Examiner
Director of Developmental Services
Combination Building Inspector
Building Inspector
Sr Building Inspector
Building Official
Code Enforcement Official

TOTAL COST OF FTE

$77,240.89

ASSOCIATED NONPERSONNEL

Info Services Contribution
Comp Software Maint/Licensing
Tools/Equip $1-$4999
Special Services
Wearing Apparel and Uniforms
Dues
Fuels and Lubricants
Equipment Replacement
Communications – Office System
Postage/Shipping
Motor Vehicles-BFS
Communications – Cellular
Office Supplies
Computer Hardware/Software
Medical & Surgical Supplies
Travel & Training

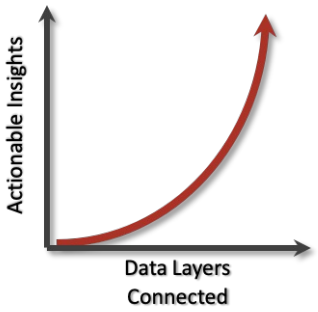
TOTAL COST OF NONPERSONNEL

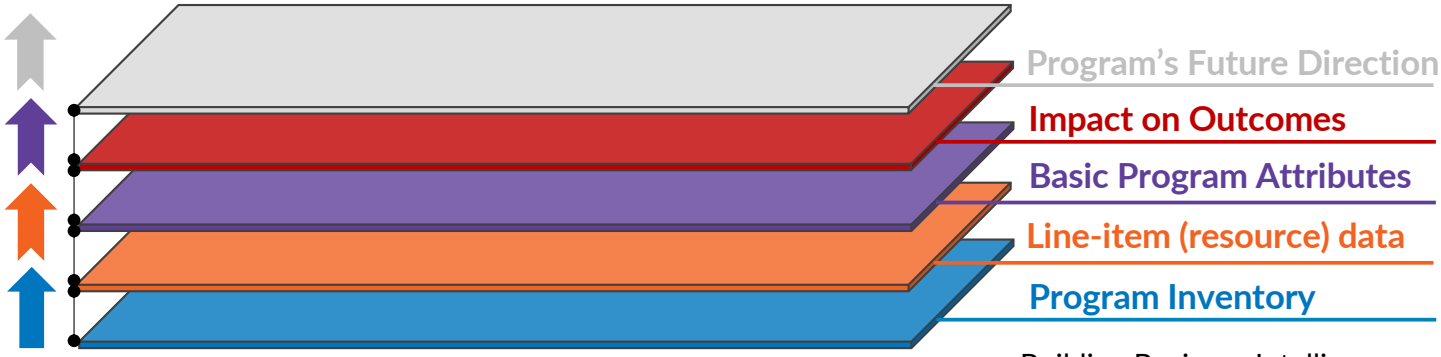
$13,909.82

WHY DO YOU DO IT?

CREATE DATA

- Program Inventory
- Program Costs
- Program Scores
- Program Performance Metrics





Building Business Intelligence
(Layering Data)

MEASURE INFLUENCE ON RESULTS

- Economic Development & Vitality
- Safe and Secure Environment
- Sustainable Infrastructure
- Access to Cultural, Historical, and Recreational Opportunities
- Well Designed, Livable Community
- Good Governance

EVALUATION CRITERIA

Special Event Permitting $343,146.97	Short Term Rental Regulation $9,219.31
Building Code Enforcement $91,150.72	Pool Licensing & Inspections $36,309.88
Certificates of Occupancy $147,058.63	Contractor Registration $27,660.99

BASIC PROGRAM ATTRIBUTES

- Degree of Mandate
- Degree of Reliance Upon the City
- Degree of Cost Recovery
- Size of Population Served
- Change in Demand

HIGHLY MANDATED

BENEFITS MAJORITY OF THE POPULATION

CITY IS THE SOLE PROVIDER

STRONG INFLUENCE ON SAFETY

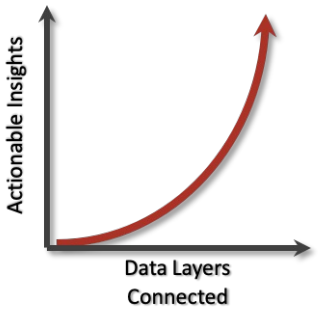
STRONG INFLUENCE ON GOOD CUSTOMER SERVICE

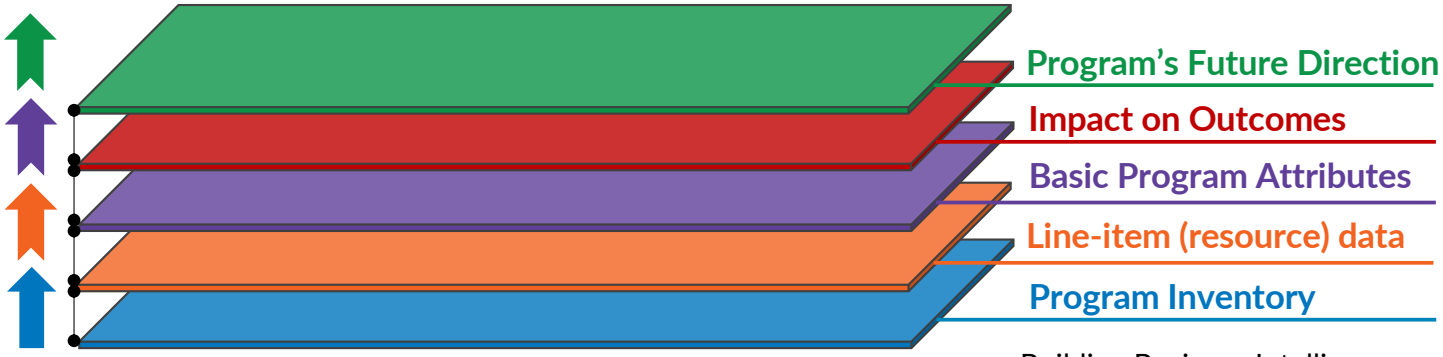
MINOR INFLUENCE ON GOOD TRANSPORTATION SYSTEMS

HOW DO YOU WANT TO DO IT IN THE FUTURE?

CREATE DATA

- Program Inventory
- Program Costs
- Program Scores
- Program Performance Metrics





Building Business Intelligence
(Layering Data)

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

- **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?

Generate New Revenue

- **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?

Building Code Enforcement $91,150.72

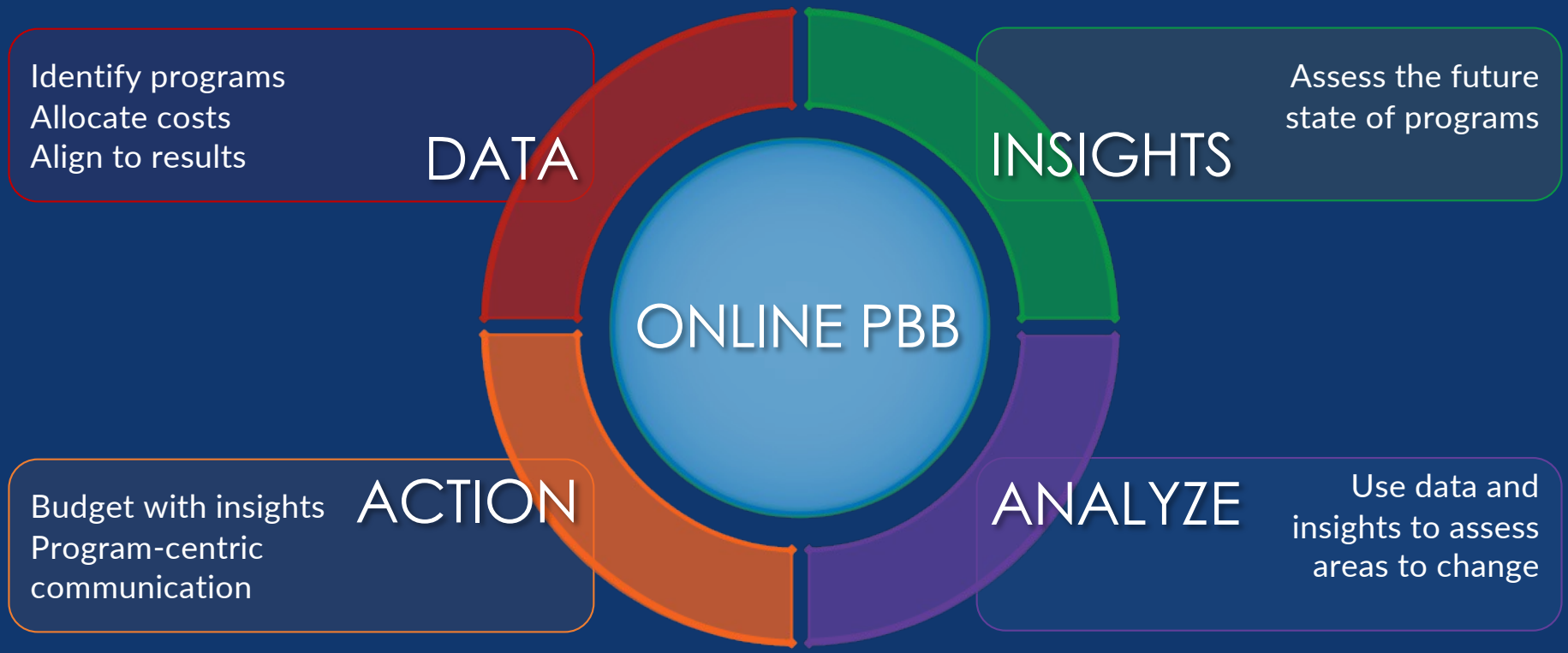
PROGRAM INSIGHTS

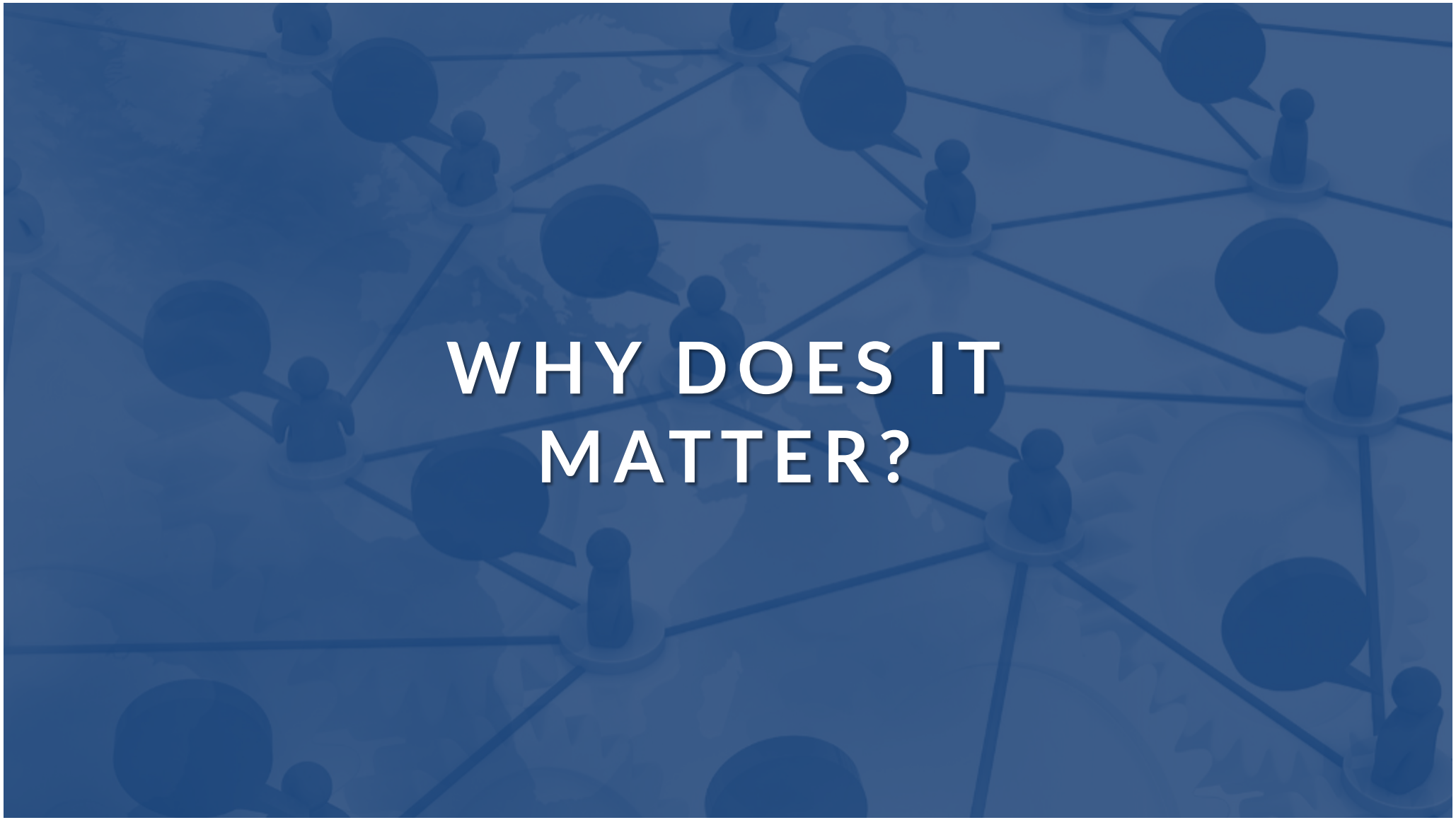
SUGGESTS THE PROGRAM'S FUTURE

INCREASE COST RECOVERY

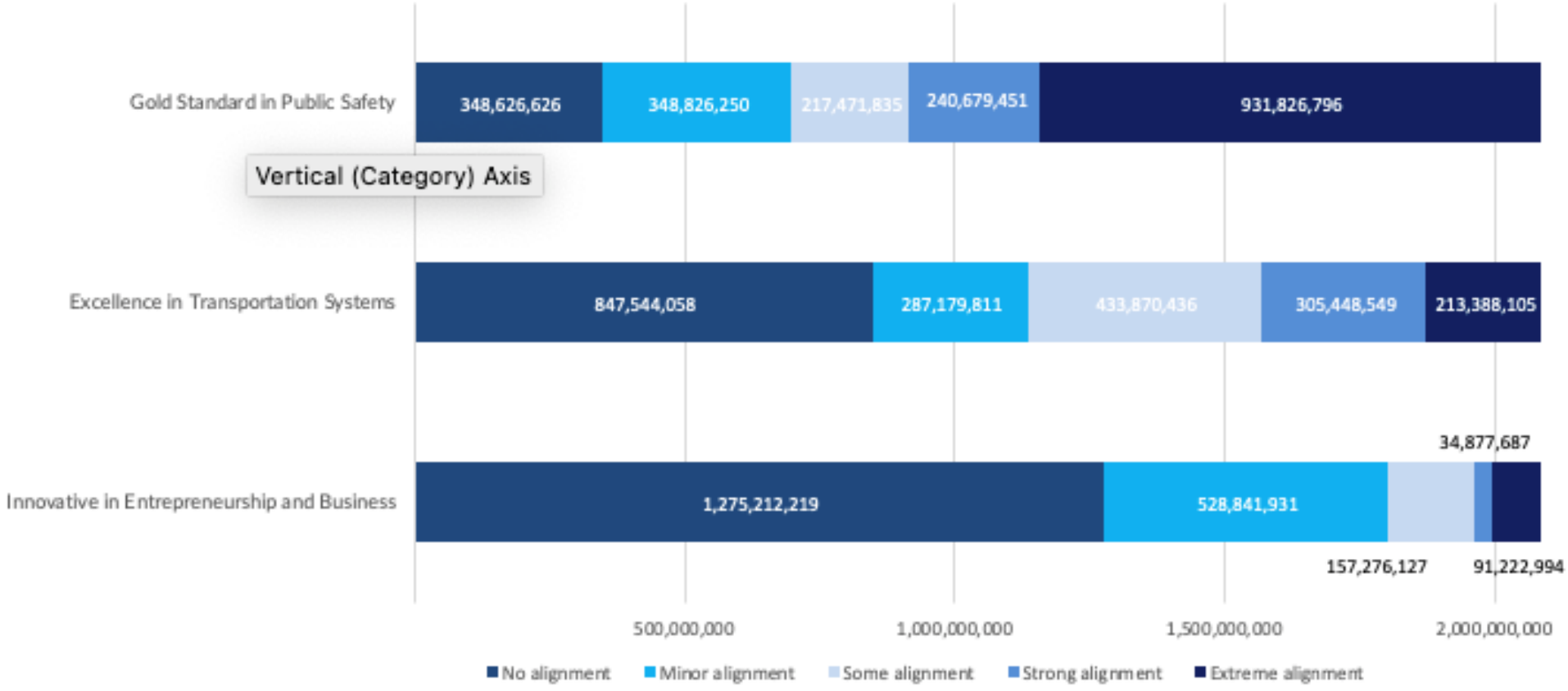
VALIDATED BY EVALUATION DATA POINTS

DATA CREATION AND UTILIZATION IN ONLINEPBB

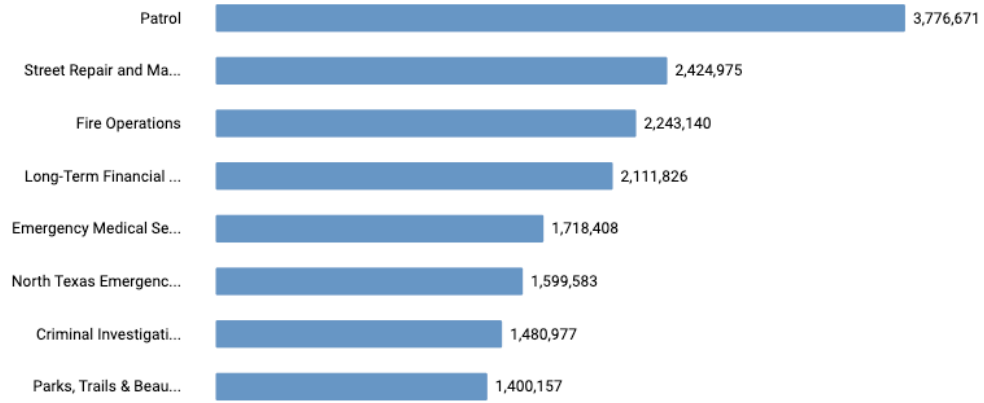



WHY DOES IT
MATTER?

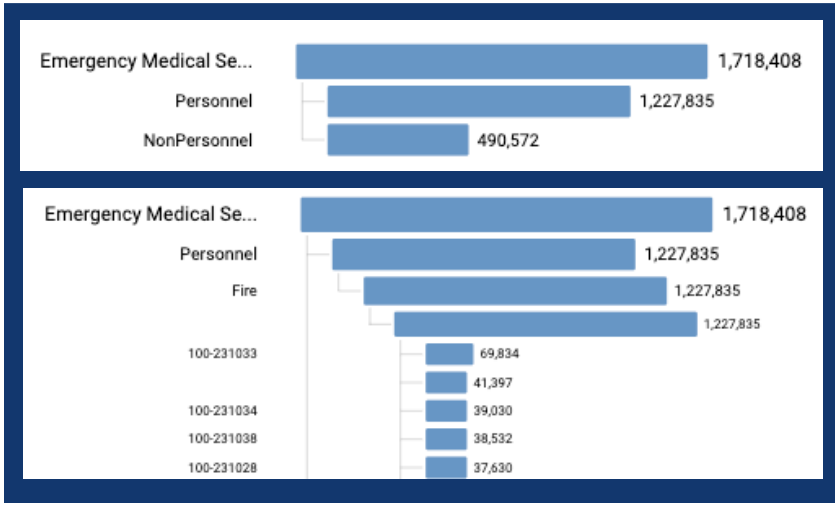
COMMUNICATE SPENDING TOWARDS PRIORITIES

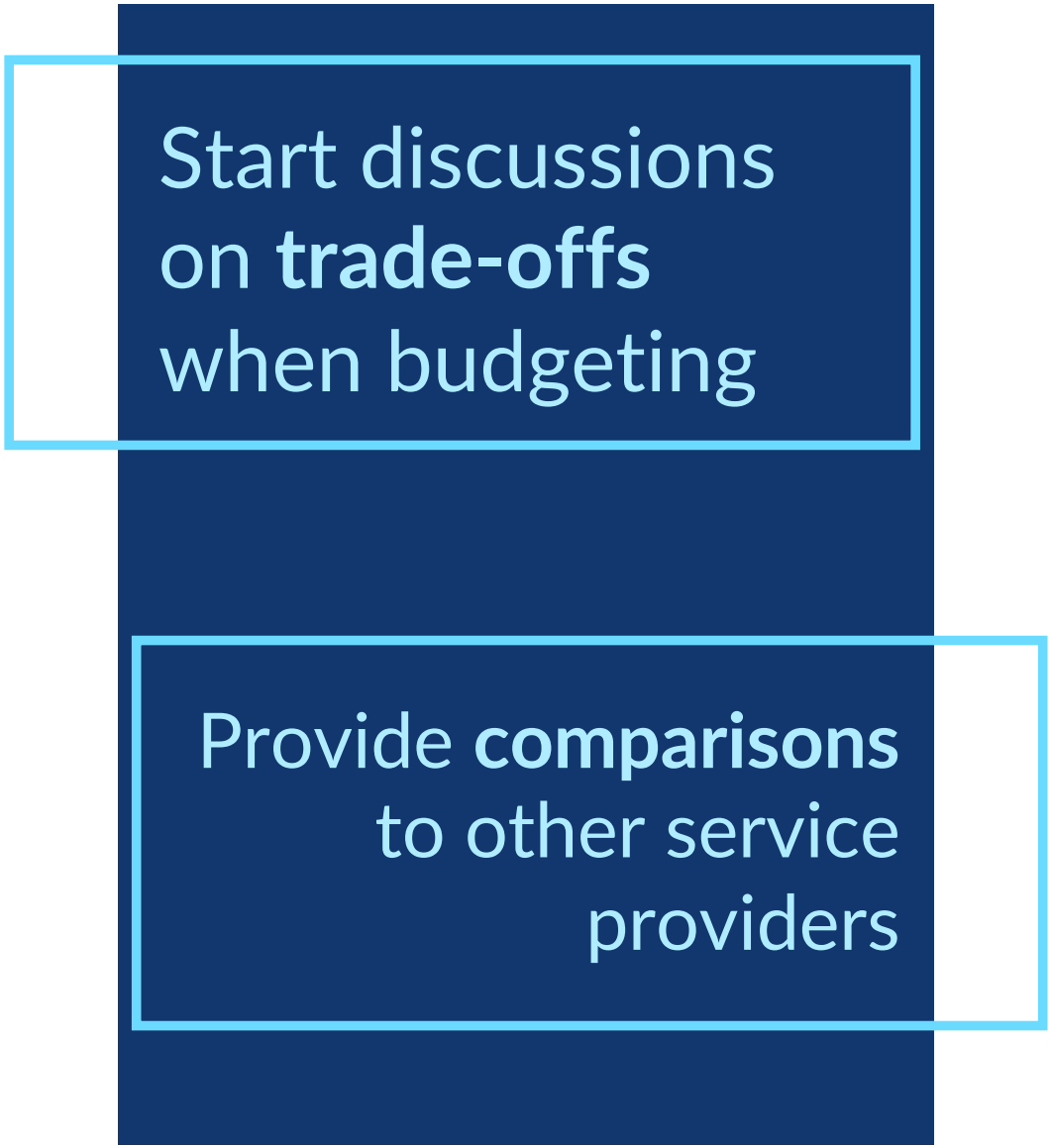


CREATE TRANSPARENCY BY SHOWING WHAT YOU DO AND WHAT IT COSTS



BREAK IT DOWN INTO ITS COMPONENT PARTS




Start discussions on **trade-offs** when budgeting
Provide **comparisons** to other service providers

REVISITING YOUR AGENDA

TAKE THE "BORED" OUT OF BOARD MEETINGS

- Open your most recent Council Agenda.
- Pick one interesting, meaningful, or contentious Agenda item.
  - How could program data support the discussion?

COMMUNICATION, ACCESSIBILITY, & ACCOUNTABILITY

COMMUNICATE WITH PROGRAM DATA

- "Talk programmatically"
- Use Program Data in the Budget Document
- Reference Program Data in Council meetings
- Post Program Data online for citizens
- Share utilization reports internally among departments
- Incorporate Fiscal Health forecasting and scenario planning

CONDUCT ANALYSES USING PROGRAM DATA

- Rate/Fee Studies
- Benchmarking Studies

MAKE DECISIONS DRIVEN BY PROGRAM DATA

- Base budget decisions on Program Data
- Classify "essential" vs "non-essential" workers in continuity of operations planning

RESOURCE
REALLOCATION &
MAXIMIZATION
THE UTILIZATION OF THE PBB BLUEPRINT TO
OPTIMIZE & MAZIMIZE RESOURCES
UP NEXT
ICMA
resourceX
reprogram your organization
www.resourcex.net