Approving and Applying Equity Initiatives to Impact Your Community

Jun 16, 2022 - Jun 16, 2022

01:00pm - 02:30pm ET

CHARTING AN EQUITABLE FUTURE

Around the country, cities are embracing new equity-focused data-driven strategies and practices to drive change in the wake of a crisis.

What Works Cities
City Budgeting for Equity & Recovery Program

RESULTS FOR AMERICA

Bloomberg Philanthropies

blue meridian partners

Municipal leaders from 28 cities participated in the CBER program:

- Akron (OH)
- Austin (TX)
- Birmingham (AL)
- Chattanooga (TN)
- Chula Vista (CA)
- Columbia (SC)
- Columbus (OH)
- Denver (CO)
- Durham (NC)
- Fort Collins (CO)
- Lincoln (NE)
- Madison (WI)
- New Orleans (LA)
- Oakland (CA)

- Peoria (IL)
- Philadelphia (PA)
- Providence (RI)
- Pueblo (CO)
- Rochester (NY)
- Salt Lake City (UT)
- Savannah (GA)
- Seattle (WA)
- Springfield (IL)
- Syracuse (NY)
- Tacoma (WA)
- Tampa (FL)
- Toledo (OH)
- West Palm Beach (FL)

resource X
reprogram your organization

Zachary Markovits
@ZachMarko

Historical approaches to budget crises have often caused undue and harmful consequences for the most vulnerable and marginalized residents. Thank you #GFOA2022 for an important panel on equity in budgeting to so we can focus on the groundbreaking inclusive and equitable solutions

You and 2 others

AUSTIN GFOA TEXAS
★ 2022 ★
JUNE 5-8

Enhancing equity is everyone's duty
(not just the Office of Equity)

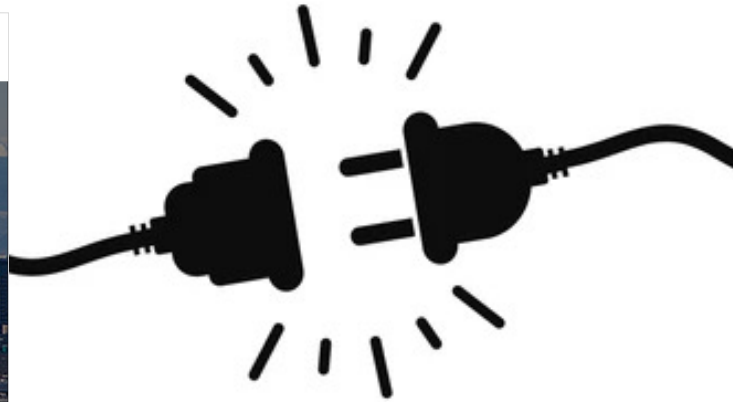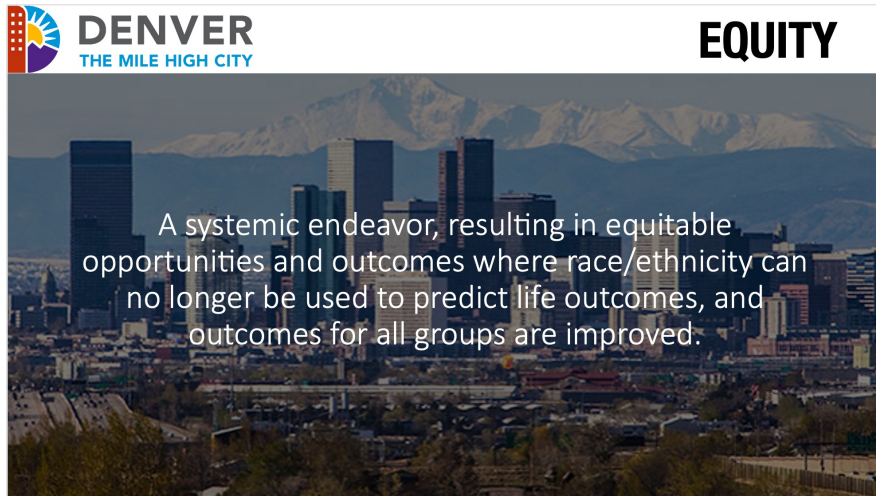How to generate initiatives
==within each department==
that will change the nature of how
programs are delivered,
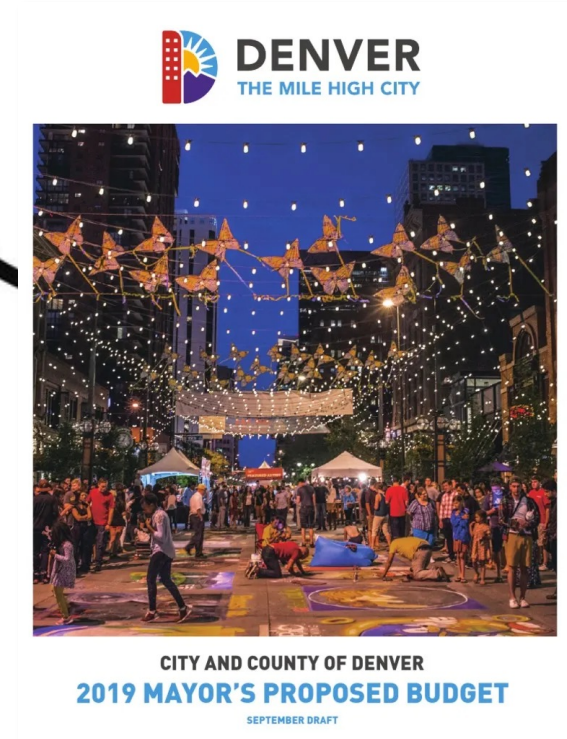==to increase impact on equity==

City & County of Denver, Colorado

Budgeting for Equity

Perceived Disconnect

Clear Definition
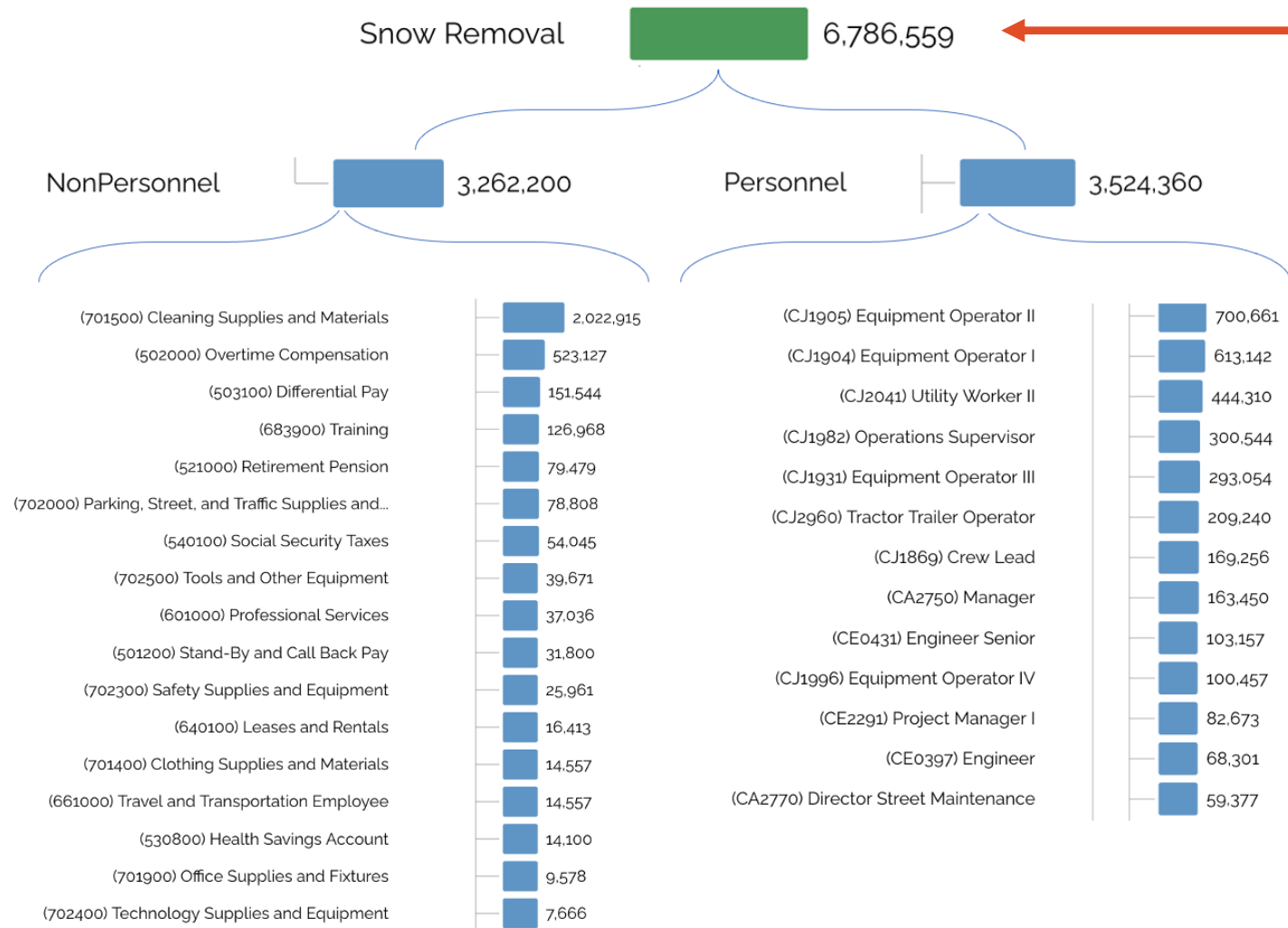of Equity Objective

Unclear How Budget
Supported Equity Objective

Account	Amount
(701500) Cleaning Supplies and Materials	2,022,915
(502000) Overtime Compensation	523,127
(503100) Differential Pay	151,544
(683900) Training	126,968
(521000) Retirement Pension	79,479
(702000) Parking, Street, and Traffic Supplies and…	78,808
(540100) Social Security Taxes	54,045
(702500) Tools and Other Equipment	39,671
(601000) Professional Services	37,036
(501200) Stand-By and Call Back Pay	31,800
(702300) Safety Supplies and Equipment	25,961
(640100) Leases and Rentals	16,413
(701400) Clothing Supplies and Materials	14,557
(661000) Travel and Transportation Employee	14,557
(530800) Health Savings Account	14,100
(701900) Office Supplies and Fixtures	9,578
(702400) Technology Supplies and Equipment	7,666

Job Code	Amount
(CJ1905) Equipment Operator II	700,661
(CJ1904) Equipment Operator I	613,142
(CJ2041) Utility Worker II	444,310
(CJ1982) Operations Supervisor	300,544
(CJ1931) Equipment Operator III	293,054
(CJ2960) Tractor Trailer Operator	209,240
(CJ1869) Crew Lead	169,256
(CA2750) Manager	163,450
(CE0431) Engineer Senior	103,157
(CJ1996) Equipment Operator IV	100,457
(CE2291) Project Manager I	82,673
(CE0397) Engineer	68,301
(CA2770) Director Street Maintenance	59,377

Recenter Budget and Equity Recommendations at Program Level (not line-item)

Program Data

Line-Item Data

Snow Removal — 6,786,559

More intuitive to identify initiatives to increase equity at the program/service level

NonPersonnel — 3,262,200

Personnel — 3,524,360

Line Item	Amount
(701500) Cleaning Supplies and Materials	2,022,915
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(683900) Training	126,968
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resourceX
reprogram your organization

PROGRAM:

Snow Removal

OPPORTUNITY TO INCREASE EQUITY:

Prioritize walkable pathways to bus stops (economic access), grocery stores, city services (libraries, parks, etc)

Goal: Better budget recommendations, truly aligned with Equity objective
Path to Action: 1.) define programs and costs, 2.) program insights for equity
Skills and Capacity: create better budget proposals and fund them

DENVER THE MILE HIGH CITY

EQUITY

A systemic endeavor, resulting in equitable opportunities and outcomes where race/ethnicity can no longer be used to predict life outcomes, and outcomes for all groups are improved.

PROGRAM:
Snow Removal

OPPORTUNITY TO INCREASE EQUITY:
Prioritize walkable pathways to bus stops (economic access), grocery stores, city services (libraries, parks, etc)

PROGRAM:
Impound Lot

OPPORTUNITY TO INCREASE EQUITY:
Reconsider (and forgive) fines that stand in the way of economic opportunity

TOOLS

Program Equity Analysis

Requires that city has a program based budget and definition of equity impact

Time intensive – rating of over 800 programs and cross dept. internal review team

Iterative Process – Ran into issues related to data to demonstrate impact and equity

Racial Equity Action Plans

Requires that departments establish goals and action plans for equity. These were discussed in all City Manager meetings prior to proposals.

Helps departments think of proposals to advance goals, including items that don't require funding

Iterative process – currently revising these plans and goals

Proposal Equity Analysis

Requires that staff provide responses to specific equity related questions for every budget proposal

Means that equity is included in all discussions on reductions or budget enhancement requests

Iterative process – still working to get detailed answers from departments (internal training, coaching, and learning process)

2021-2022
TACOMA
OPERATING & CAPITAL
BUDGET

9

OUR CHALLENGE AHEAD

How to generate initiatives
within each department
that will ==change the nature of how
programs are delivered==,
to increase impact on equity

Salt Lake City, Utah

Salt Lake City Equity Impact

June 16, 2022

Agenda

01. Introduction

Salt Lake City

02. Equity Process

Where did we come from?

Where are we now?

03. Current Budget Process

Department Driven

Budget Committee

04. Timeline

Program Based Budgeting

ERP Implementation

05. Final Thoughts

What does the future look like?

Introduction

Salt Lake City

- Mary Beth Thompson

    Chief Financial Officer

- John Vuyk

    Budget Director

> "Equity in Salt Lake City is acknowledging and addressing historic and current disparities experienced by our residents, businesses, neighborhoods, and visitors. Salt Lake City provides access to resources and opportunities that support everyone in overcoming barriers to their success so that our community today, and generations tomorrow, can thrive."

Equity Process

Chief Equity Officer

CBER Initiative

- Definition of Equity

- Program Based Budgeting

SLC Equity Impact   June 20, 2022

Current Budget Process

Prior to our work with CBER budgets were department driven

Budget Committee

Current budget year we implemented Program Based Budgeting in Finance and Police Departments

Finance

SLC Equity Impact   June 20, 2022

Program Based Budget Implementation

Program Inventory

Finance

Police

Program Costing

Used tools from Resource X to establish baseline costs for programs

Program Scoring

Developed a unique program scoring matrix for Salt Lake City

Used a modified version with the budget committee

Finance & Police FY2023 Initiatives

Equity played a big role in the initiatives forwarded to the Budget Committee

Complete change in PD

Next Steps

Expand to more Departments

New ERP

	Mandate	Reliance	Cost Recovery	Community Benefitting	Equity Impact - Process	Equity Impact - Outcome	Economic Development	Environment + Sustainability	Infrastructure
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2	Self Mandate	Other private sector entities provide this service	Program recovers < 50% of program expense	26% to 50% of Community Benefitting	Program design and decision making reflects some understanding of disparities in the city	Program helps some but not all stakeholders overcome unique barriers to success	Meets 3 - 4 Economic Development metrics	Meets 3 - 4 Environment + Sustainability metrics	Meets 3 - 4 Infrastructure metrics
4	State or Federal Mandate	City is the sole provider of this service	Program recovers 50% or more of program expense	Majority of Community (51%+) Benefitting	Program design and decision making reflects deep understanding of disparities in the city	Program allocates resources or creates opportunities that helps stakeholders overcome unique barriers to success	Meets 5 or more of Economic Development metrics	Meets all 5 Environment + Sustainability metrics	Meets 5 or more of Infrastructure metrics

Modified Scoring Matrix

To help the budget committee decide between projects from multiple departments with different goals this year the committee used a modified scoring matrix.

Shared with city council.

	Mandate	Reliance	Community Benefiting	Equity	Air Quality	Mayor Goals
0	There is no mandate	Other Public Sector entities provide this service	Less than 25% of the community is served	Benefits No Stake Holders	Decreases Air Quality	Does not meet any of the Mayor's Goals
2	Self Mandate	Other Private Sector entities provide this service	26%-50% of the community is served	Benefits Some Stakeholders	No impact on air Quality	Meets 1-2 of the Mayor's Goals
4	State or Federal Mandate	The City is the sole provider of this service	Greater than 50% of the community is served	Benefits all stakeholders	Improves Air Quality	Meets 3 or more of the Mayors's Goals

Finance Proposal

$40,000 in first year

$30,000 in one-time costs

Effort would better encourage these businesses to participate as vendors for the City

Purchasing Outreach

Help the small businesses understand the City's processes while streamlining the City's processes

Small business that are local they have better customer service and generate value that is hard to quantify with their visions for helping the City

Helps to keep the vendor "playing field" level.

Insight Description

Purchasing Outreach for minority and local businesses to better encourage their participation as vendors for Salt Lake City.

Insight Budget Impact

Would help the City bring in the best qualified vendors to lower costs and provide better efficiencies.

Complexity
- ● Low
- ○ High

Timeline
- ● Short Term
- ○ Long Term

On Going Exp	One Time Exp	On Going Rev	One Time Rev
10,000	30,000	0	0

Program Change
- ○ Status Quo
- ● Service Level Increase
- ○ Repurpose Resources - Program Efficency
- ○ Repurpose Resources - Decrease Service levels
- ○ Repurpose Resources - Outsource or Partner
- ○ Increase Revenues - Fees or Charges
- ○ Increase Revenues - In-sourcing or Grant Funding
- ○ Increase Revenues - Taxation or Rates
- ○ Other

Finance Proposal

$64,113 for 10 months

$1,000 in one-time costs

Have seen an increase of 18,136 units since beginning of program.

Good Landlord Position

Insight Description

Additional position for Good Landlord Unit - With the huge increase in the number of rental units in the City, the Good Landlord staff is overwhelmed and unable to keep up with the workload. Staff has been working 10 hours of overtime or more each week just to catch up and they are still behind on police reports and new owner notifications.

Complexity
- ● Low
- ○ High

Timeline
- ● Short Term
- ○ Long Term

Program Change
- ○ Status Quo
- ● Service Level Increase
- ○ Repurpose Resources - Program Efficency
- ○ Repurpose Resources - Decrease Service levels
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- ○ Increase Revenues - Taxation or Rates
- ○ Other

Insight Budget Impact

Will improve the turnaround time on police reports and new owner notifications. Since the inception of the Good Landlord Program the City has seen an increase of 18,136 rental units. The continued trend is about 2,000/yr. At $20 per unit the related revenue increase is approximately $53,680.

On Going Exp	One Time Exp	On Going Rev	One Time Rev
64,113	1,000	53,680	0

Anticipate an average of 2,000 additional units annually going forward
At the current rate of $20 per unit, an increase of nearly $53,000 in additional annual revenue is anticipated.
With the large increase in rental units, the Good Landlord staff is unable to keep up with the workload
Staff has been working 10 hours or more of overtime each week

23   **SLC Equity Impact**   June 20, 2022

Victim Advocate Program

Victim Advocates provide support and services to victims of crime including crisis intervention support, providing information, referrals, assisting through the court processes.

Victim Advocates also act as liaisons to law enforcement, prosecutors and other agencies to assist victims in all crime categories. They also provide training and education to community groups and individuals.

Victim Advocate Program

Program Insight #1 - 1.0 FTE SVU Victim Advocate

INSIGHT DESCRIPTION	INSIGHT BUDGET IMPACT
1.0 FTE SVU Victim Advocate	Fund a victim advocate position that is currently awarded through a federal OVC grant and that ends in August 2022.

Complexity	Timeline	On Going Exp	One Time Exp	On Going Rev	One Time Rev
Low	Short Term	$83,801	$3,000 (IMS)		

Victim Advocate Program

Program Insight #2 - Program Restructure

INSIGHT DESCRIPTION	INSIGHT BUDGET IMPACT
Program Restructure	Restructure the police department's Victim Advocate Program to create an effective management structure and advocate career ladder. - 1.0 FTE - NEW program director - 1.0 FTE - NEW volunteer coordinator - 2.0 FTE - reclassify two positions to senior victim advocates

Complexity	Timeline	On Going Exp	One Time Exp	On Going Rev	One Time Rev
Low	Long Term	$332,936	$6,000 (IMS)		

Victim Advocate Program

Program Insight #3 - Annual Program Budget

INSIGHT DESCRIPTION	INSIGHT BUDGET IMPACT
Annual Program Budget	Annual budget for program expenses including emergency supplies, cell phones, brochures, traumatic death handbooks, facility dog costs, laptops, jackets, training, translation services, wellness items for staff, and victim comfort items. These expenses have previously been covered through a grant program that is reducing award amounts.

Complexity	Timeline	On Going Exp	One Time Exp	On Going Rev	One Time Rev
Low	Short Term	$42,080			
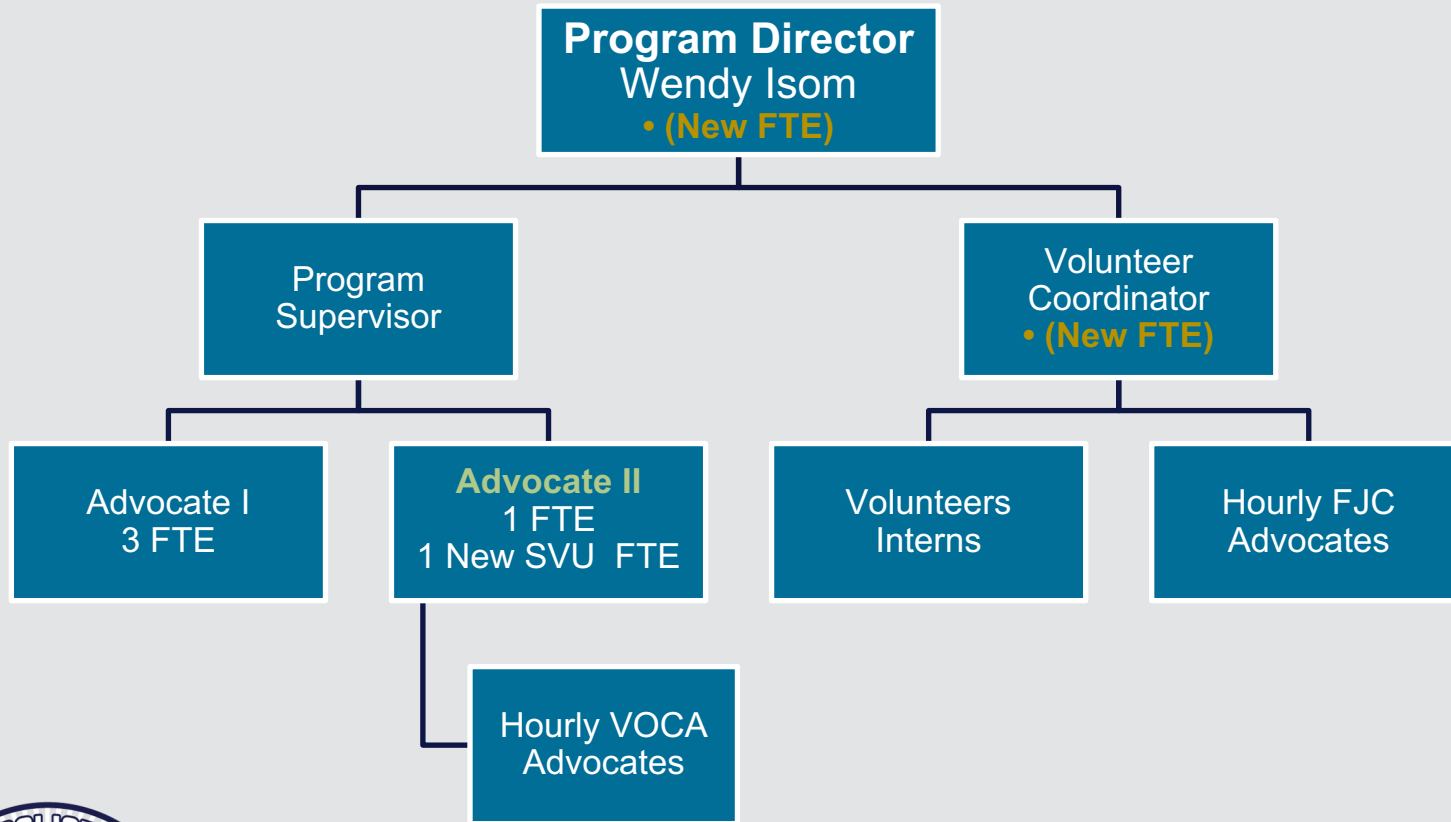
Victim Advocate Program - Scoring Matrix

	Mandate	Reliance	Cost Recovery	Community Benefit	Equity Impact - Process	Equity Impact - Outcome	Economic Development	Environment + Sustainability	Infrastructure
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Promising Youth Project

This is a comprehensive crime, violence, and gang reduction program.

The purpose of the Promising Youth Project is to provide promising youth with the opportunities and support needed to unlock their promising potential.

Promising Youth Project

<u>Program Insight #1 - 4.0 FTE Youth Specialists</u>

INSIGHT DESCRIPTION	INSIGHT BUDGET IMPACT
4.0 FTE Youth Specialists (11 months)	Funding for four full-time positions, three of which are currently funded on a federal grant which ends 7/31/22.

Complexity	Timeline	On Going Exp	One Time Exp	On Going Rev	One Time Rev
Low	Short Term	$258,980	$12,000 (IMS)		

Promising Youth Project

Program Insight #2 - Annual Program and Summer Opportunity Program Budget

INSIGHT DESCRIPTION	INSIGHT BUDGET IMPACT
Annual Program and Summer Opportunity Program Budget	Annual PYP program budget for expenses such as supplies, curriculum, training, etc. Will also include budget for the annual PYP Summer Opportunity. These expenses are currently funded through donations and grants and we expect to continue to partially supplement the this program through external funding sources as they are available.

Complexity	Timeline	On Going Exp	One Time Exp	On Going Rev	One Time Rev
Low	Short Term	$20,000		$5,000 (Donations)	

Promising Youth Project

By the Numbers: January 2021 – February 2022

- Cases Managed: *168*

- Youth Enrolled in Extra-curricular Activities: *153*

- Graduates of PYP: *81*

- Positive Interactions with Youth: *1,790*

- Community Partners: *60*

- SLC Schools Served: *36*

- School-based Sessions: **71**

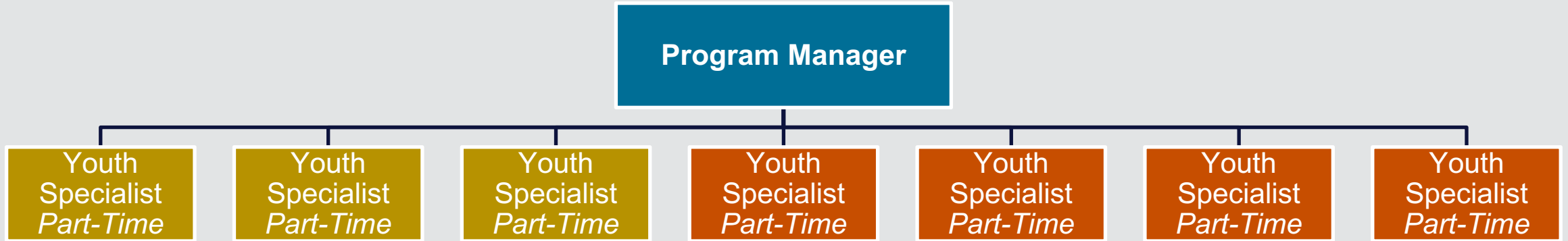- Home Visits (Welfare, Crisis, other types of visits): *750*

Summer Opportunity

- 2018 – **10** Youth Graduated
- 2019 – **29** Youth Graduated
- 2021 – **42** Youth Graduated
- 2022 – **100+** applications expected

"Unlocking Promising Potential"

PROMISING YOUTH PROJECT
by funding type

```
                          Program Manager
```

| Youth Specialist *Part-Time* | Youth Specialist *Part-Time* | Youth Specialist *Part-Time* | Youth Specialist *Part-Time* | Youth Specialist *Part-Time* | Youth Specialist *Part-Time* | Youth Specialist *Part-Time* |

Current organizational chart

FUNDING SOURCES

- COPS Grant
- Gang Prevention Intervention Programs (GPIP)
- City Funded

PROMISING YOUTH PROJECT
Proposed Restructure

Program Manager

Youth Specialist *Full-Time* · Youth Specialist *Full-Time* · Youth Specialist *Full-Time* · Youth Specialist *Full-Time* · Youth Specialist *Part-Time* · Youth Specialist *Part-Time* · Youth Specialist *Part-Time* · Youth Specialist *Part-Time*
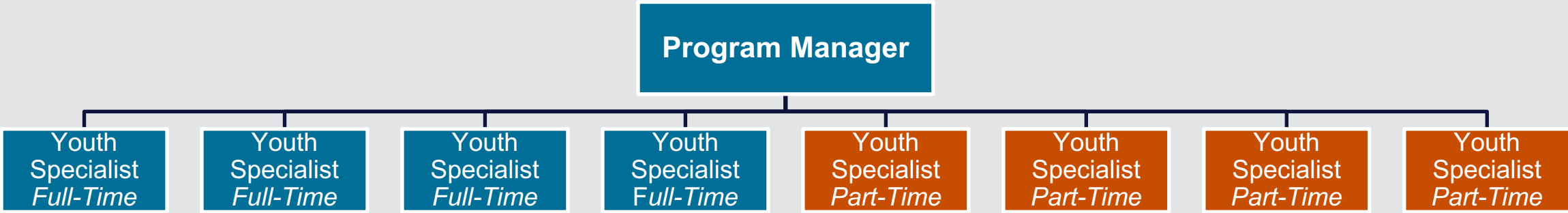
FUNDING SOURCES

- Gang Prevention Intervention Programs (GPIP) - Salt Lake City School District - FTE only
- City Funded

Promising Youth Program - Scoring Matrix

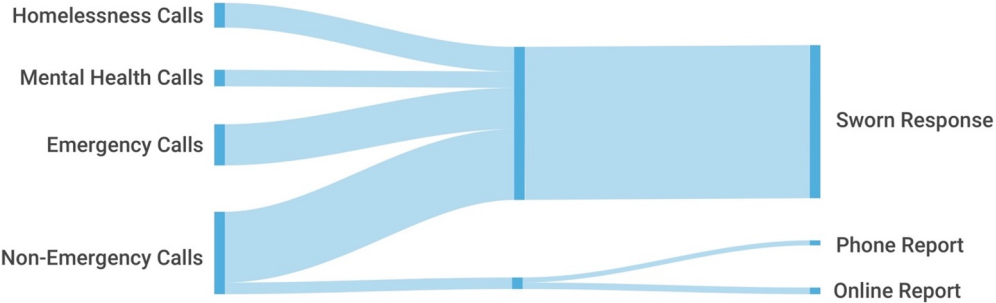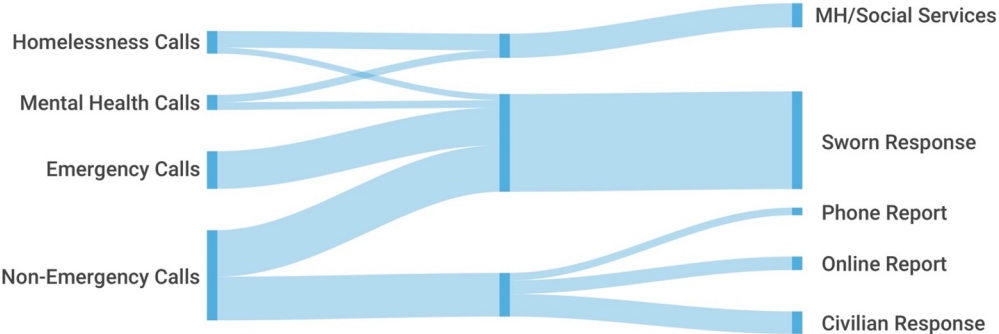|	Mandate	Reliance	Cost Recovery	Community Benefit	Equity Impact - Process	Equity Impact - Outcome	Economic Development	Environment + Sustainability	Infrastructure
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Civilian Response Team

The Civilian Response Team will be a public safety response to low-hazard, non-emergency police related calls-for-service. The intent is to augment and enhance the current police response within the city through diversity in response options.

The team will be an added program to the department's repertoire of services offered to community members, businesses, and visitors. It will have a defined leadership structure and consist of several full-time employees. Professional oversight, training, policy requirements, and codes of conduct will be the same as every other department employee.

Civilian Response Team

Program Insight #1 - 1.0 FTE Sworn Lieutenant / Program Director

INSIGHT DESCRIPTION	INSIGHT BUDGET IMPACT
1.0 FTE - Sworn Lieutenant	The Civilian Response Team is conceptualized to be a public safety response to low-hazard non-emergency police related calls-for-service. This would be in terms of both telephonic case reports and in-person responses during high call-volume times and days of the week. The intent is to augment and enhance the current police response service within the city through diversity in response teams; similar to the current co-response model with social workers. This lieutenant will be the director over the various aspects of the program – field response, telephonic case-reports, BWC audits, professional oversight, etc.

Complexity	Timeline	On Going Exp	One Time Exp	On Going Rev	One Time Rev
Low	Short Term	$225,143	$63,300 (IMS/FLEET)		

Civilian Response Team

Program Insight #2 - 12.0 FTE Civilian Response Specialists

INSIGHT DESCRIPTION	INSIGHT BUDGET IMPACT
12.0 FTE - Civilian Response Specialists	12 civilian employee FTEs to be hired on or about January 2023 to be trained and integrated into the program. These positions will be trained on proper response, safety, legal, and procedures prior to implementation of field work. Additional Training Unit staff or paid instructors may be needed to facilitate training.

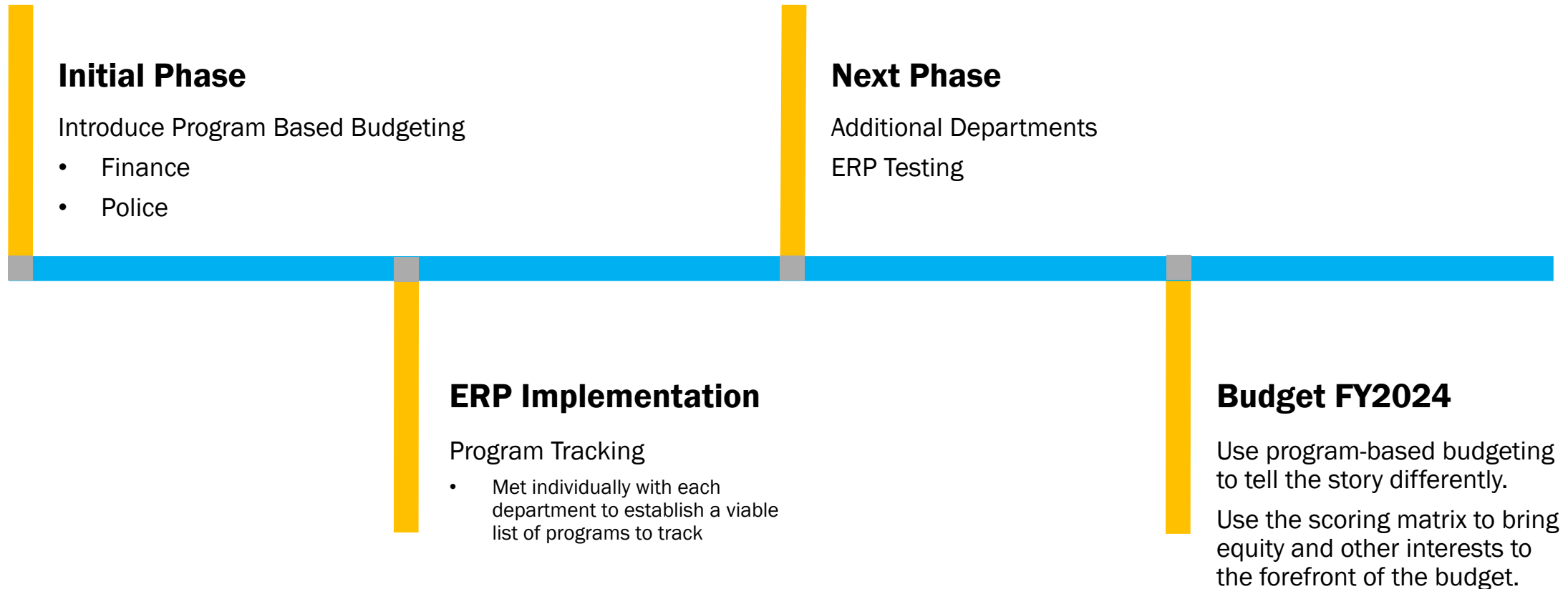| Complexity	Timeline	On Going Exp	One Time Exp	On Going Rev	One Time Rev
High	Long Term	$520,164	$351,000 (IMS/FLEET)		

Civilian Response Team - Scoring Matrix

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Timeline

Initial Phase

Introduce Program Based Budgeting

- Finance
- Police

Next Phase

Additional Departments

ERP Testing

ERP Implementation

Program Tracking

- Met individually with each department to establish a viable list of programs to track

Budget FY2024

Use program-based budgeting to tell the story differently.

Use the scoring matrix to bring equity and other interests to the forefront of the budget.

Final Thoughts

Program Based Budgeting

What are the programs and services we provide?

Which of those programs are most important?

Why are they most important?

Are there other programs or services that we should focus on in the future?

Are we doing what we can to promote equity?

Equity Lens

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Thank you

Questions

Salt Lake City

slcgov.com

OUR CHALLENGE AHEAD

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Program Based Budget Implementation

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Finance

Police

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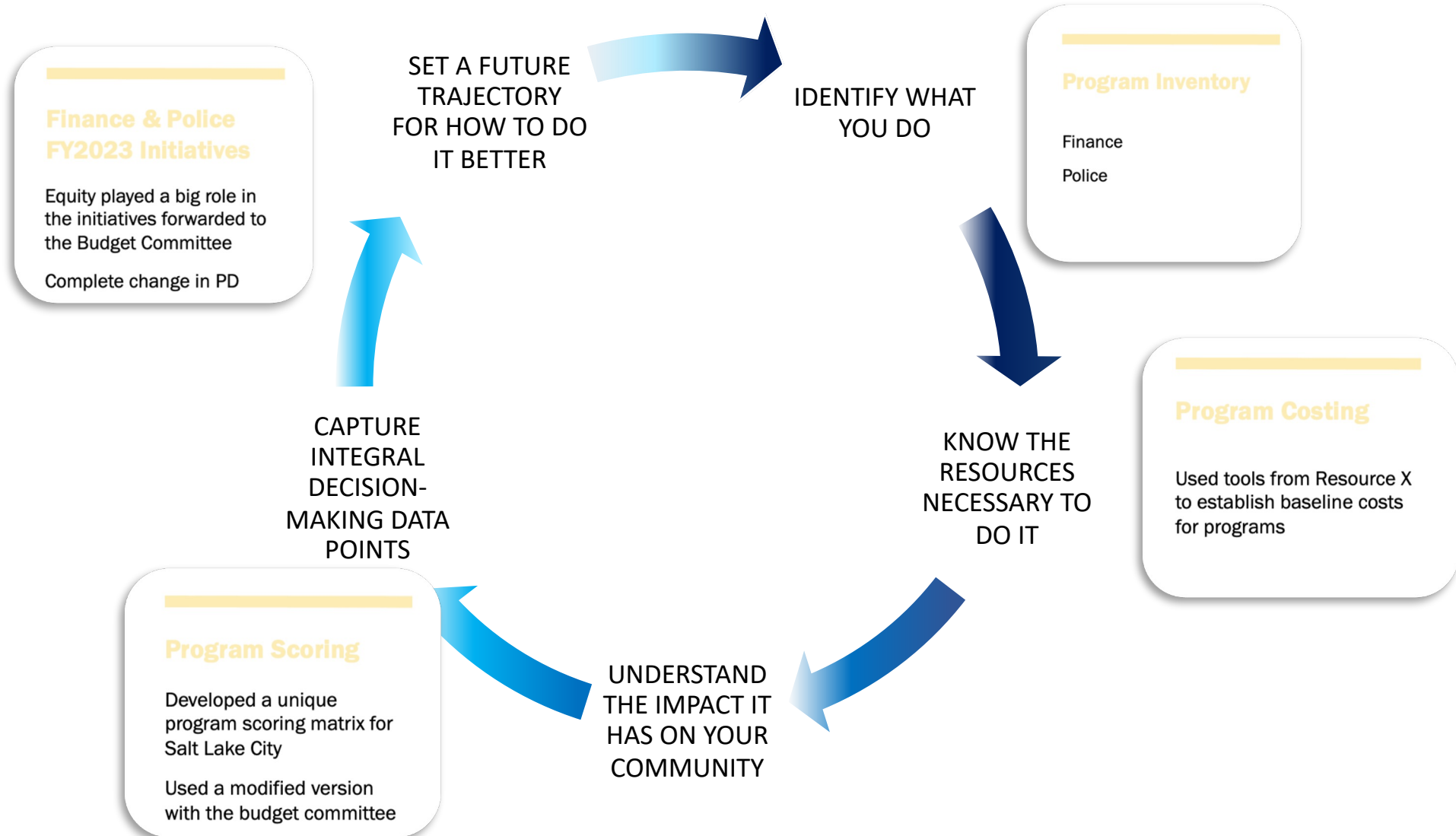Equity played a big role in the initiatives forwarded to the Budget Committee

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New ERP

DATA -> INSIGHTS -> ACTION

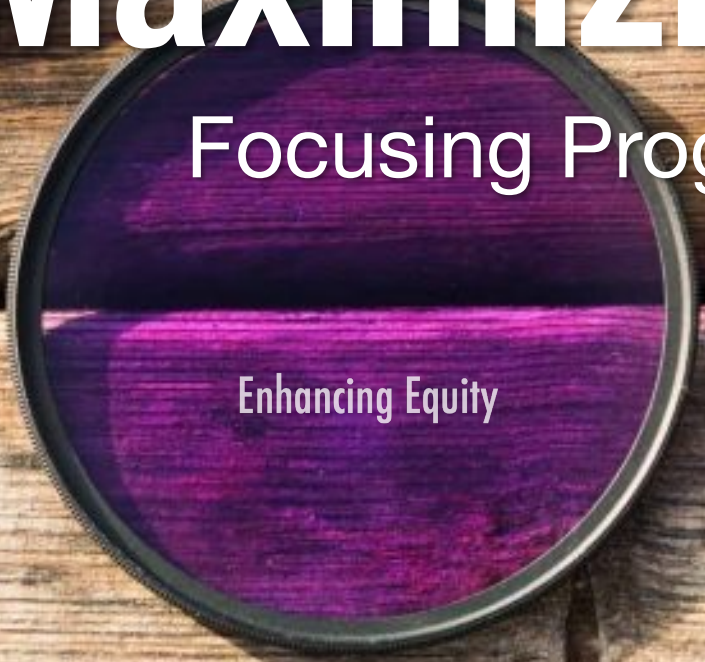**Finance & Police FY2023 Initiatives**

Equity played a big role in the initiatives forwarded to the Budget Committee

Complete change in PD

SET A FUTURE TRAJECTORY FOR HOW TO DO IT BETTER

IDENTIFY WHAT YOU DO

Program Inventory

Finance

Police

Program Costing

Used tools from Resource X to establish baseline costs for programs

KNOW THE RESOURCES NECESSARY TO DO IT

CAPTURE INTEGRAL DECISION-MAKING DATA POINTS

Program Scoring

Developed a unique program scoring matrix for Salt Lake City

Used a modified version with the budget committee

UNDERSTAND THE IMPACT IT HAS ON YOUR COMMUNITY

Partnerships

Repurposing Resources

Efficiency

Maximizing Insights

Focusing Program Opportunities

Enhancing Equity

Revenue Generation

EVERY PROGRAM HAS
A FUTURE

EVERY PROGRAM HAS
AN OPPORTUNITY

YOU HAVE NEW NEEDS…

EFFICIENCIES

Are there programs that would benefit from an automated process, technology upgrade, or simply a reimagination of who is qualified to support the program in order to free up human resources?

FEES, CHARGES, AND GRANT FUNDING

Is it prudent to revisit the fee structure of a program, or to consider an entrepreneurial approach to the program's provision?

SOURCING

Can a partner support the provision of your program in order to free up internal resources?

SERVICES LEVELS

Is the current level at which program is being provided appropriate based on demand, mandate, or population served? Can the same outcome be achieved at a different service level?

TAXES AND RATES

Always a last resort, and a great lens through which to examine all other options: What can we do differently to avoid reliance on additional revenue from tax and rate payers?

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.
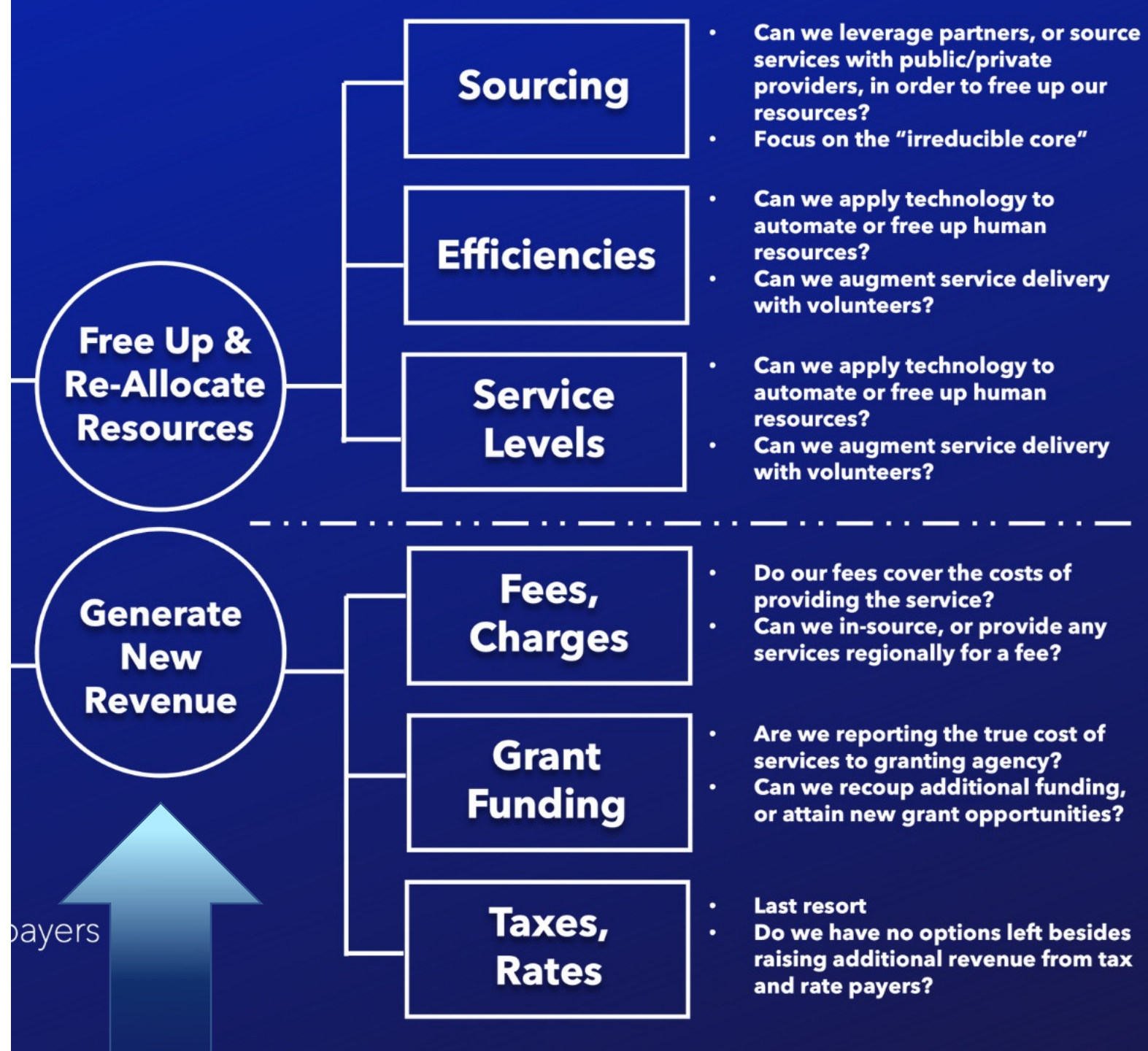• Or, seek to lower rates or refund tax-

Enhancing Equity

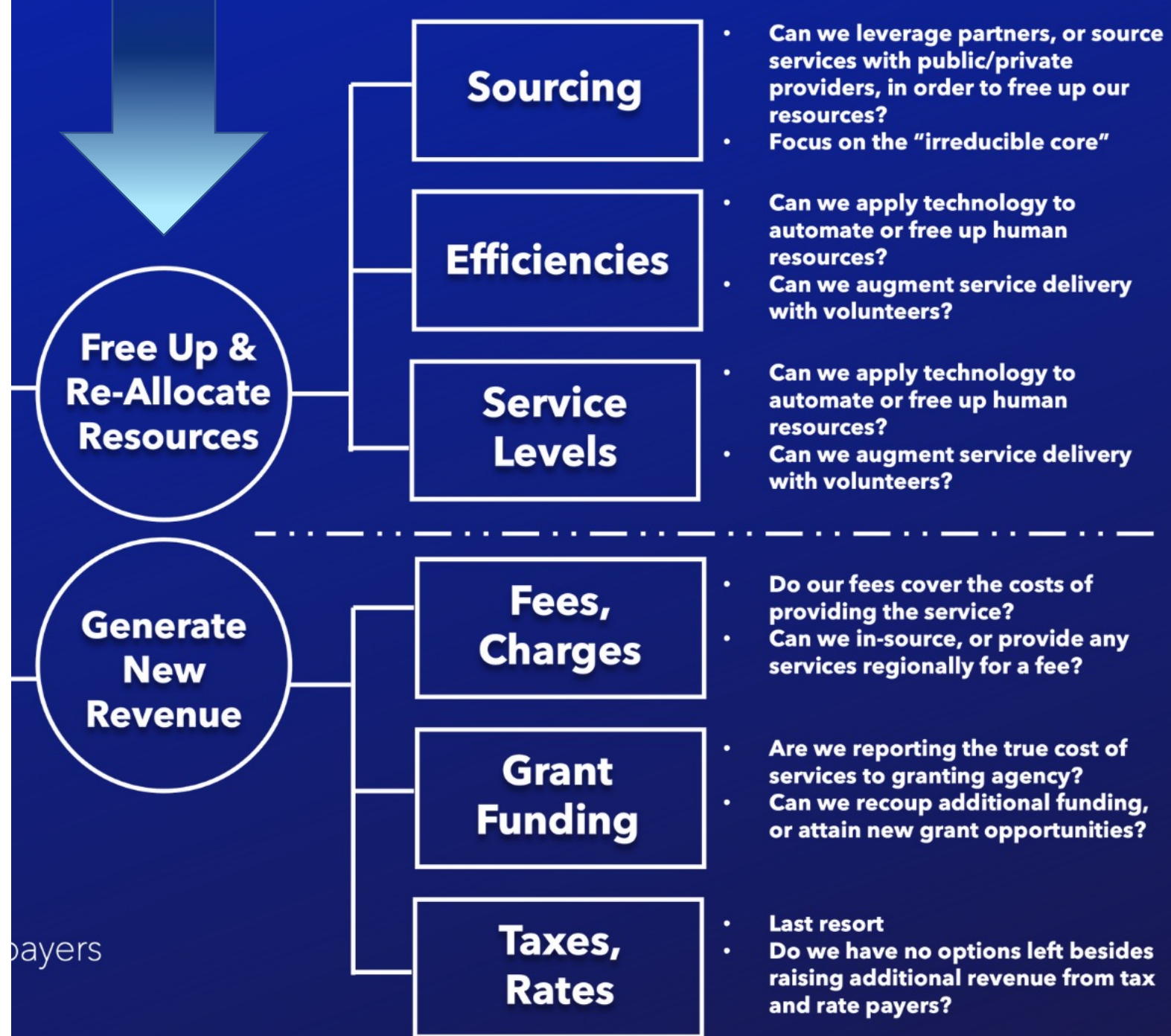WHAT EQUITY ENHANCING PROGRAMS IN YOUR DEPARTMENT NEED TO GROW?

HOW COULD YOU TRANSFORM YOUR PROGRAMS TO INCREASE EQUITY?

WHAT NEW PROGRAMS CAN YOU IMAGINE YOU WILL NEED TO LAUNCH?

ENTREPRENEURIAL OPPORTUNITY: REVENUE GROWTH

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?

payers

OPPORTUNISTIC OPPORTUNITY:

FREE UP AND REPURPOSE

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

Set Up | Data | Insights | Action | RX Admin | Support

1. Set up ⓘ

Select ResourceX program department starter inventory

Economic Development ✕ ▼

Program Department name

Program Division name

Select ResourceX program categorie(s) ▼

☐ Check this box if you want to use only program departments and program divisions from your organization's financial data.

Next

Account Number	Fund	Total Cost	Summary
101.260.730.980.2420.1312.155.170	General Fund	41,225	Auto Supplies & Fuel
101.260.730.980.2420.1312.155.172	General Fund	17,570	Books & Professional Materials
101.260.730.980.2420.3114.155.172	General Fund	799	Books & Professional Materials
101.260.750.540.2440.1300.155.172	General Fund	366	Books & Professional Materials
101.260.730.980.2420.1315.155.172	General Fund	304	Books & Professional Materials
101.260.750.540.2440.1303.155.172	General Fund	45	Books & Professional Materials
101.260.820.1000.2460.3161.155.176	General Fund	225,000	Contracted & Miscellaneous Services
101.260.820.1000.2460.3118.155.176	General Fund	100,600	Contracted & Miscellaneous Services
101.260.820.1000.2460.1310.155.176	General Fund	99,843	Contracted & Miscellaneous Services
101.260.820.1000.2460.3162.155.176	General Fund	30,000	Contracted & Miscellaneous Services
101.260.750.540.2440.1300.155.176	General Fund	19,096	Contracted & Miscellaneous Services
101.260.730.980.2420.3114.155.176	General Fund	15,177	Contracted & Miscellaneous Services
101.260.820.1000.2460.3119.155.176	General Fund	9,819	Contracted & Miscellaneous Services
101.260.730.980.2420.1312.155.176	General Fund	5,218	Contracted & Miscellaneous Services
101.260.750.540.2440.1301.155.176	General Fund	3,834	Contracted & Miscellaneous Services
101.260.750.540.2440.1303.155.176	General Fund	473	Contracted & Miscellaneous Services
101.260.730.980.2420.1315.155.176	General Fund	95	Contracted & Miscellaneous Services
101.260.100.100.1000.3112.155.169	General Fund	39,645	Minor Equip
101.260.730.980.2420.1312.155.169	General Fund	15,138	Minor Equip
101.260.730.980.2420.1315.155.169	General Fund	5,822	Minor Equip
101.260.750.540.2440.1300.155.169	General Fund	3,128	Minor Equip
101.260.750.540.2440.1303.155.169	General Fund	637	Minor Equip
101.260.820.1000.2460.3161.155.169	General Fund	606	Minor Equip
101.260.750.540.2440.1301.155.169	General Fund	98	Minor Equip
101.260.730.980.2420.3115.155.169	General Fund	30	Minor Equip
101.260.730.980.2420.3114.155.169	General Fund	24	Minor Equip
101.260.730.980.2420.1315.155.160	General Fund	43,000	Overtime
101.260.730.980.2420.1312.155.160	General Fund	1,300	Overtime
101.260.750.540.2440.1300.155.171	General Fund	12,245	Postage
101.260.730.980.2420.1312.155.171	General Fund	5,947	Postage
101.260.750.540.2440.1301.155.171	General Fund	3,132	Postage
101.260.750.540.2440.1303.155.171	General Fund	616	Postage
101.260.730.980.2420.1315.155.171	General Fund	186	Postage
101.260.820.1000.2460.3119.155.171	General Fund	140	Postage
101.260.730.980.2420.1315.155.175	General Fund	202,696	Professional Services
101.260.750.540.2440.1303.155.175	General Fund	178,437	Professional Services
101.260.750.540.2440.1300.155.175	General Fund	66,439	Professional Services
101.260.100.100.1000.3112.155.175	General Fund	65,254	Professional Services
101.260.750.540.2440.1301.155.175	General Fund	20,000	Professional Services
101.260.820.1000.2460.1310.155.175	General Fund	12,581	Professional Services
101.260.730.980.2420.1312.155.175	General Fund	7,873	Professional Services
101.260.730.980.2420.1312.155.182	General Fund	36,000	Software Maint & License
101.260.730.980.2420.1312.155.168	General Fund	9,220	Supplies
101.260.750.540.2440.1300.155.168	General Fund	7,422	Supplies
101.260.100.100.1000.3112.155.168	General Fund	1,811	Supplies
101.260.730.980.2420.1315.155.168	General Fund	1,737	Supplies
101.260.750.540.2440.1301.155.168	General Fund	1,098	Supplies
101.260.820.1000.2460.1310.155.168	General Fund	1,060	Supplies
101.260.750.540.2440.1303.155.168	General Fund	931	Supplies

Set Up | Data | Insights | Action | RX Admin | Support

① ——————————— ② ——————————— ③

1.Set up ⓘ

Select ResourceX program department starter inventory

Code Enforcement ⊗   ✕ ▾

                                              Open

Program Department name

Program Division name

Select ResourceX program categorie(s)   ▾

☐ Check this box if you want to use only program departments and program divisions from your organization`s financial data.

Next

Service Type	Program name
Community	Foreclosed and Vacant Property Enforcement
Community	Clear Site Triangle Violation Enforcement
Community	Citation Issuance and Prosecution Support
Community	Public Right of Way Nuisance Enforcement
Community	Mobile Food Vending Vehicle Enforcement
Community	Derelict Vehicle Code Enforcement
Community	Unsafe Conditions or Buildings
Community	Neighborhood Code Enforcement
Community	Sign and Banners Enforcement
Community	Off Site Signage Enforcement

Finance Proposal

$64,113 for 10 months

$1,000 in one-time costs

Have seen an increase of 18,136 units since beginning of program.

Good Landlord Position

Anticipate an average of 2,000 additional units annually going forward
At the current rate of $20 per unit, an increase of nearly $53,000 in additional annual revenue is anticipated.
With the large increase in rental units, the Good Landlord staff is unable to keep up with the workload
Staff has been working 10 hours or more of overtime each week

Insight Description

Additional position for Good Landlord Unit - With the huge increase in the number of rental units in the City, the Good Landlord staff is overwhelmed and unable to keep up with the workload. Staff has been working 10 hours of overtime or more each week just to catch up and they are still behind on police reports and new owner notifications.

Complexity
- ● Low
- ○ High

Timeline
- ● Short Term
- ○ Long Term

Program Change
- ○ Status Quo
- ● Service Level Increase
- ○ Repurpose Resources - Program Efficency
- ○ Repurpose Resources - Decrease Service levels
- ○ Repurpose Resources - Outsource or Partner
- ○ Increase Revenues - Fees or Charges
- ○ Increase Revenues - In-sourcing or Grant Funding
- ○ Increase Revenues - Taxation or Rates
- ○ Other

Insight Budget Impact

Will improve the turnaround time on police reports and new owner notifications. Since the inception of the Good Landlord Program the City has seen an increase of 18,136 rental units. The continued trend is about 2,000/yr. At $20 per unit the related revenue increase is approximately $53,680.

On Going Exp	One Time Exp	On Going Rev	One Time Rev
64,113	1,000	53,680	0

Insight Workshops

3-day process to create actionable program recommendations:
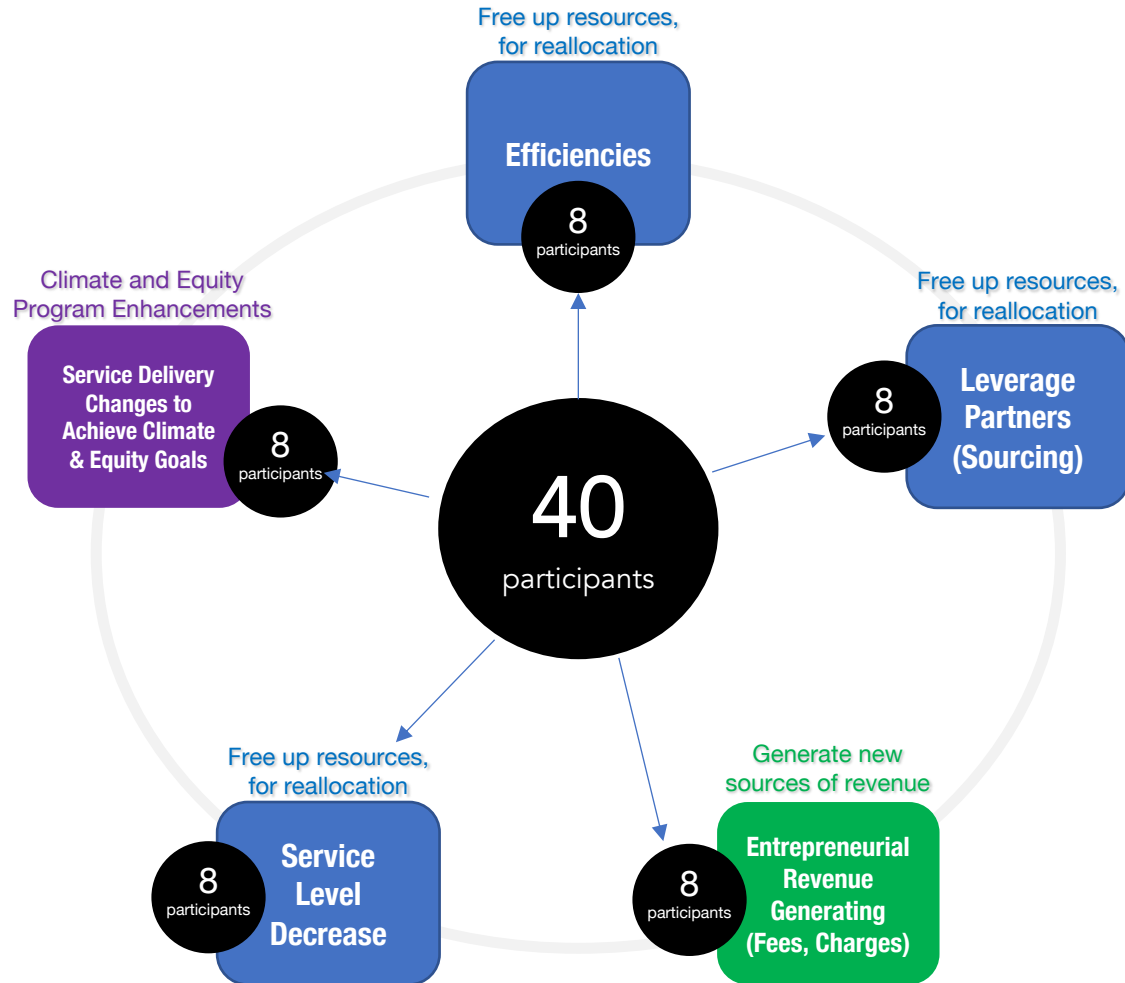- To advance equity
- To generate new revenue
- To repurpose resources within
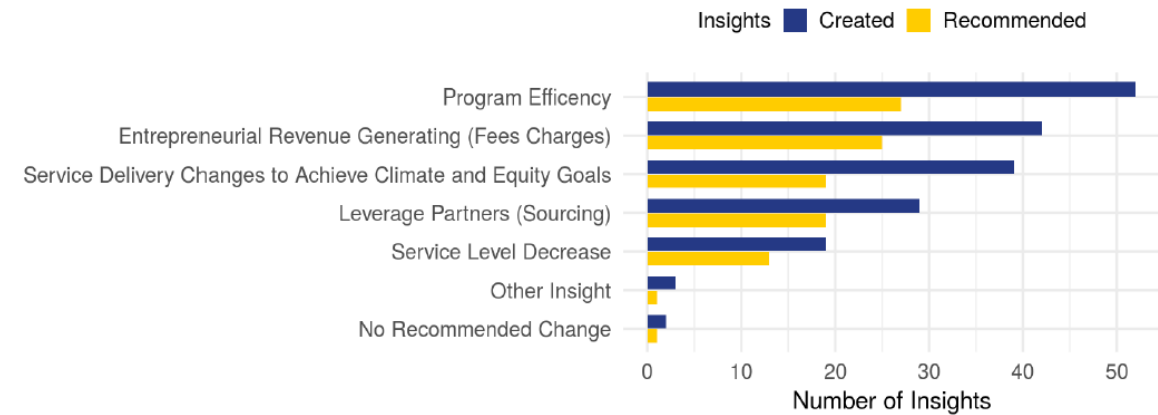
Today is:
DAY 1
(out of 3)

Insight Workshops Day 1:
Identify Opportunities at the Program Level

Free up resources, for reallocation

Efficiencies
8 participants

Climate and Equity Program Enhancements

Service Delivery Changes to Achieve Climate & Equity Goals
8 participants

Free up resources, for reallocation

Leverage Partners (Sourcing)
8 participants

40 participants

Free up resources, for reallocation

Service Level Decrease
8 participants

Generate new sources of revenue

Entrepreneurial Revenue Generating (Fees, Charges)
8 participants

Create Insights

Application Development: Technical and business operations support of line-of-business applications.
Total Cost: 2,286,884

Add Insight | Program Details

Insight Description
Inventory Apps supported (find out if we have un-used licenses/seats)

Insight Budget Impact
Ongoing cost reduction

Complexity
- None Selected
- ● Low
- High

Timeline
- None Selected
- ● Short Term
- Long Term

On Going Exp	One Time Exp	On Going Rev	One Time Rev
0	-750,000	0	0

Program Change
- No Recommended Change
- Program Efficency
- Leverage Partners (Sourcing)
- Entrepreneurial Revenue Generating (Fees Charges)
- Service Level Decrease
- ● Service Delivery Changes to Achieve Climate and Equity Goals
- Other Insight

+ ADD INSIGHT

Goal 1: 200 insights
40 people X 5 stations = 200 insights

Goal 2: $12.5 million
5% of $250m in costs loaded

Program Insight Workshop #1:

In workshop one we were able to introduce everyone to the concept of insights. Then, we met in smaller groups for the rest of the day. We were able to generate 186 initial insights.

Insight Program Changes

Insight	Number	On Going Exp	One Time Exp	On Going Rev	One Time Rev
Program Efficency	52	-3,178,825	1,405,300	822,500	10,000
Entrepreneurial Revenue Generating (Fees Charges)	42	0	75,000	2,257,500	205,000
Service Delivery Changes to Achieve Climate and Equity Goals	39	-18,463,200	92,295,000	2,250,000	10,800,000
Leverage Partners (Sourcing)	29	-427,800	-35,000	473,000	75,000
Service Level Decrease	19	-1,099,500	0	5,000	750,000
Other Insight	3	-50,000	0	0	0

Insight Workshops

3-day process to create actionable program recommendations:
- To advance equity
- To generate new revenue
- To repurpose resources within

Today is:
DAY 2
(out of 3)
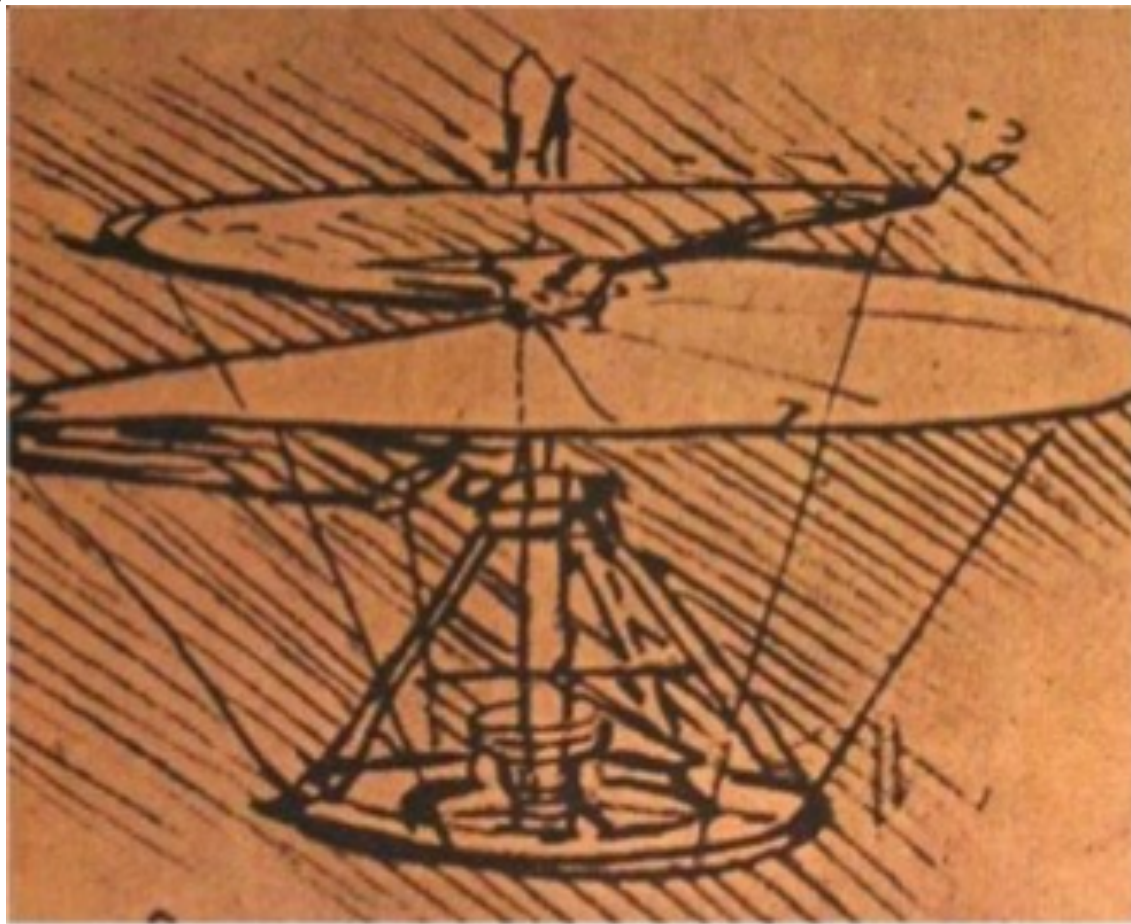
From Idea to Execution

Program Insight Workshop #2:

Workshop two focused on filtering the insights to create a list of recommended insights. Small groups had access to all insights and provided clarifying details to the insights that they thought were best to move forward with. Pittsburgh recommended 105 insights at the end of workshop #2.

Program Changes

Insights ■ Created ■ Recommended

Category	
Program Efficency	
Entrepreneurial Revenue Generating (Fees Charges)	
Service Delivery Changes to Achieve Climate and Equity Goals	
Leverage Partners (Sourcing)	
Service Level Decrease	
Other Insight	
No Recommended Change	

Number of Insights

1. **Please further explain WHY you are recommending this insight.**

   Reduce hidden operating expenses associated with travel time and labor for small parks. Air pollution associated with equipment (mowers and trimmers) and vehicles

2. **Please specify WHAT needs to happen to ensure success.**

   GPS and GIS coding of a park, GPS coordinates, an appropriate park location to use as a trial run, installation of infrastructure to support robot, training for personnel to program and maintain the robot.

3. **Please specify WHO this change will impact.**

   Parks Maintenance, Heavy Equipment, I&P

4. **Please specify WHAT resources are required.**

   Monetary investment in setting up a robot mower, a shed to house the mower in, solar panels?, battery backup, electrical connections, personnel trained in programming the robot.

5. **Please include anything else we may need to know.**

Insight Workshops

3-day process to create actionable program recommendations:
- To advance equity
- To generate new revenue
- To repurpose resources within

Today is:
DAY 3
(out of 3)

Today's Agenda

All together (one room in Zoom)

- 5-min   Welcome, Recap of Day 2, Expectations for Day 3
- 20-min   Complete Additional Insight Particular (Day 2) forms for all Insights you'd like to see advanced
- 5-min   Instruction for Day 3

Stump Speeches (breakout rooms)

- 10-min   **Round 1:** 2x (4-min) speeches and voting
- 10-min   **Round 2:** 2x (4-min) speeches and voting

Final Voting (one room in Zoom)

- 20-min   Individual Work: Insight Review and Voting
- 5-min   Top 3 Insights – Award Ceremonies

Wrap-up and Next Steps

- 5-min   Observations and comments from participants
- 5-min   Next steps from here (CBER)

Program Insight Workshop #3:

The third workshop gave the team time to refocus on recommending insights and allowed them to approve insights to move forward with.

To approve insights, members of breakout groups were given the ability to give "stump speeches" to the rest of their group. The group voiced any general challenges which were addressed in the recommendations.

If the insight was deemed worthy by the group, it was approved to move forward. Overall, 98 insights were approved for implementation.

Insights Complexity and Timeline Matrix

Complexity	Timeline	Created	Recommended	Approved
Low	Short Term	76	46	45
Low	Long Term	40	16	15
High	Short Term	16	12	9
High	Long Term	54	31	29
Total	-	186	105	98

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**

$23m
From Resource
Re-allocation

Service Levels
20 insights   **$19.7 million**

Fund Climate Action

$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

TOOLS

Program Equity Analysis

- Requires that city has a program based budget and definition of equity impact

- Time intensive – rating of over 800 programs and cross dept. internal review team

- Iterative Process – Ran into issues related to data to demonstrate impact and equity

Racial Equity Action Plans

- Requires that departments establish goals and action plans for equity. These were discussed in all City Manager meetings prior to proposals.

- Helps departments think of proposals to advance goals, including items that don't require funding

- Iterative process – currently revising these plans and goals

Proposal Equity Analysis

- Requires that staff provide responses to specific equity related questions for every budget proposal

- Means that equity is included in all discussions on reductions or budget enhancement requests

- Iterative process – still working to get detailed answers from departments (internal training, coaching, and learning process)

2021-2022
TACOMA
OPERATING & CAPITAL
BUDGET

Promising Youth Project

By the Numbers: January 2021 – February 2022

- Cases Managed: *168*

- Youth Enrolled in Extra-curricular Activities: *153*

- Graduates of PYP: *81*

- Positive Interactions with Youth: *1,790*

- Community Partners: *60*

- SLC Schools Served: *36*

- School-based Sessions: **71**

- Home Visits (Welfare, Crisis, other types of visits): **750**

Summer Opportunity

- 2018 – **10** Youth Graduated
- 2019 – **29** Youth Graduated
- 2021 – **42** Youth Graduated
- 2022 – **100+** applications expected

Promising Youth Project

"Unlocking Promising Potential"

THANK YOU !!!

How to generate initiatives
within each department
that will <mark>change the nature of how
programs are delivered</mark>,
to increase impact on equity

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==
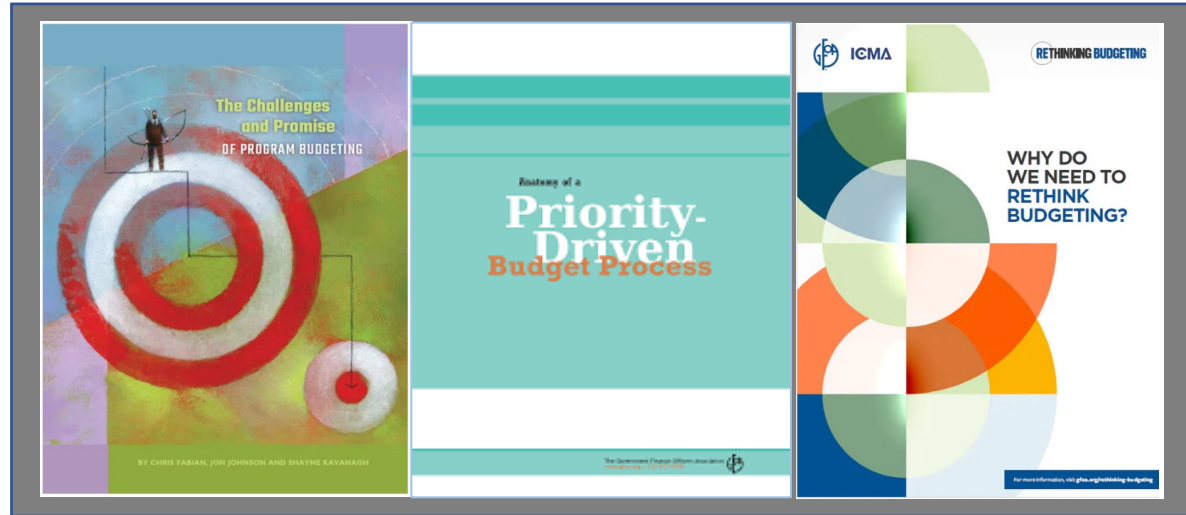
Program/Priority
Based Budgeting

- 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)
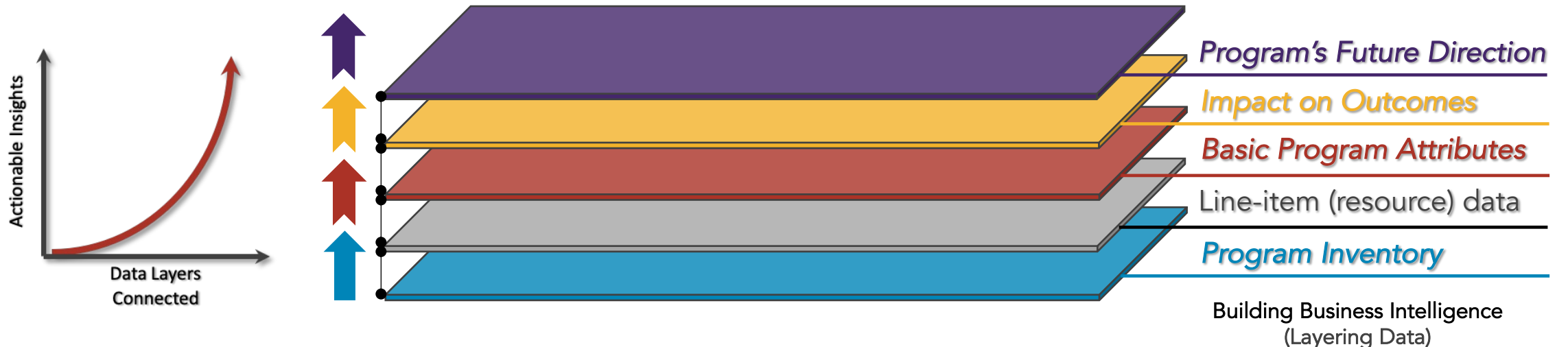
Program Inventory

resourceX   Littleton   FY2021-2021   All Cost Centers   ‹

Welcome, cfabian@resourcex.net

Set Up | Data | Insights | Action | RX Admin | Support

⚙ Program Inventory ⌄
  ⚙ Inventory Builder
  ⚙ Edit Program Inventory
  ⚙ Add From Search
  ⚙ Combine Programs
⚙ Program Cost Allocation
☰ Program Scoring ›
📊 Budget Requests ⌄
  🔍 Summary Of Requests
  📊 Create Budget Requests
  🔍 Created Requests
  🔍 Review Requests
  📊 Requests Purpose
📄 Reports ›

② ③

arter inventory

✕ ⌄
  Open

egorie(s) ⌄

o use only program
divisions from your
a.

Next

Service Type		Program name	
	🔽		🔽
Community		Foreclosed and Vacant Property Enforcement	
Community		Clear Site Triangle Violation Enforcement	
Community		Citation Issuance and Prosecution Support	
Community		Public Right of Way Nuisance Enforcement	
Community		Mobile Food Vending Vehicle Enforcement	
Community		Derelict Vehicle Code Enforcement	
Community		Unsafe Conditions or Buildings	
Community		Neighborhood Code Enforcement	
Community		Sign and Banners Enforcement	
Community		Off Site Signage Enforcement	

Program Inventory

Program Budgeting

Set Up | Data | Insights | **Action** | RX Admin | Support

✓ ——————————— ② ——————————— ③

Program: Climate Action

Program Description: Flagstaff equity atlas. Maps disparities, vulnerabilities, climate risk. Informs decisions city-wide

**Total Cost:** $467,626

Type: NonPersonnel

[+ Add] [✎ Edit] [🗑 Delete]

Add From Scratch 🔘

Account Description
Computer Equipment ✕ ▾   Create New From Existing ☐

Object Number
4301

Total Cost *
1250

+ Add another row

Program Request

Climate Action

Flagstaff equity atlas. Maps disparities, vulnerabilities, climate risk. Informs decisions city-wide

How does this request impact the program service level?: **Enhances service level**

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

Select

[Add]

Account Number	Account Description	Object Number	Total Cost	Allocation	Program Cost	Request	New Program Cost
214-01-170-0661-0-4363	Janitor and Cleaning Supplies	4363	$188	12.50	$24	$0	$24
214-01-170-0667-0-4349	Promotional Materials	4349	$2,000	6.00	$120	$0	$120
214-01-170-0661-0-4359	Building Structure Materials and Supplies	4359	$750	12.50	$94	$0	$94
214-01-170-0661-0-4262	Registration	4262	$1,800	12.50	$225	$0	$225
214-01-170-0661-0-4290	Other Miscellaneous Services	4290	$4,880	25.00	$1,220	$0	$1,220
214-01-170-0661-0-4301	Computer Equipment	4301	$1,250	25.00	$312	$0	$312
214-01-170-0661-0-4342	Office Supplies	4342	$750	25.00	$188	$0	$188

Line-item (resource) data
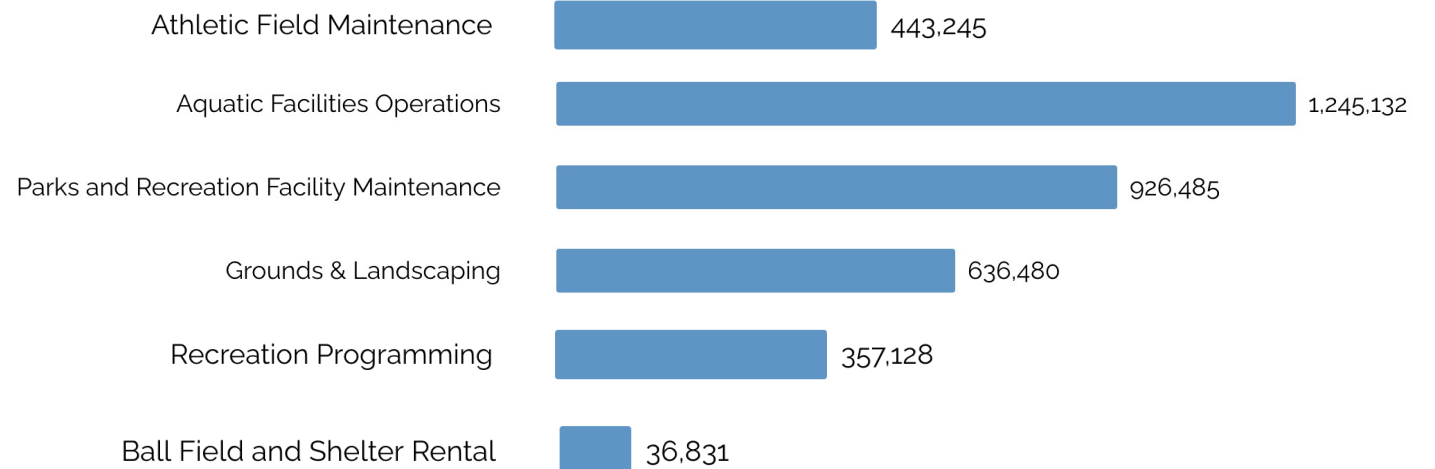
Program Inventory
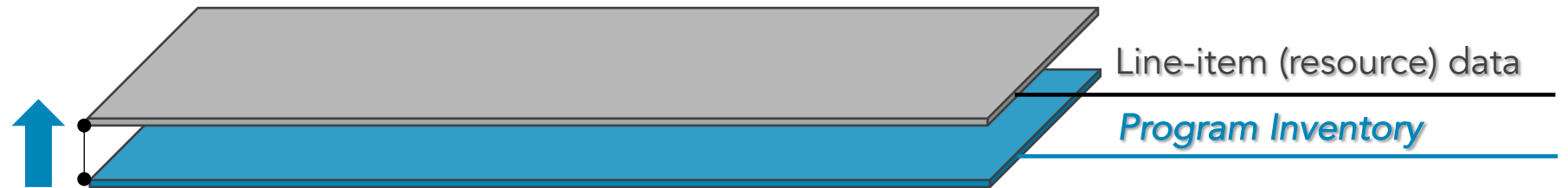
From Line-items to Programs

PARKS and RECREATION
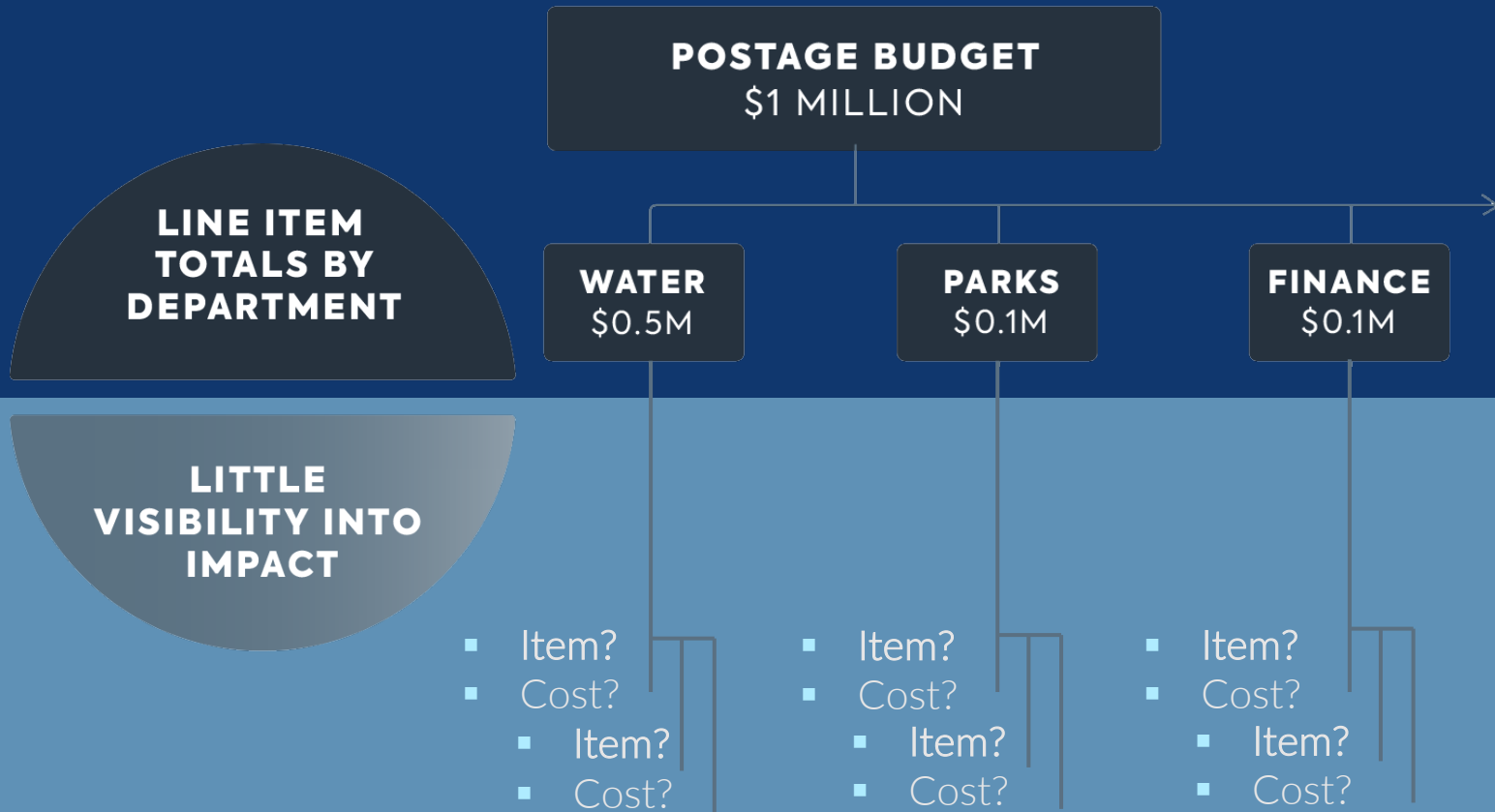
BUDGET HIGHLIGHTS
FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET
Operating Budget			
Personal Services	$ 6,596	$ 6,713	$ 6,403
Materials and Supplies	856	846	855
Other Services and Charges	12,281	12,399	12,307
Operating Capital	524	367	357
Total Operating Budget	**20,257**	**20,325**	**19,922**
Capital Budget	2,690	10,625	10,625
Total Budget	**$ 22,947**	**$ 30,950**	**$ 30,547**

Program	Amount
Athletic Field Maintenance	443,245
Aquatic Facilities Operations	1,245,132
Parks and Recreation Facility Maintenance	926,485
Grounds & Landscaping	636,480
Recreation Programming	357,128
Ball Field and Shelter Rental	36,831

WHAT DO YOU SPEND?

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?

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.).
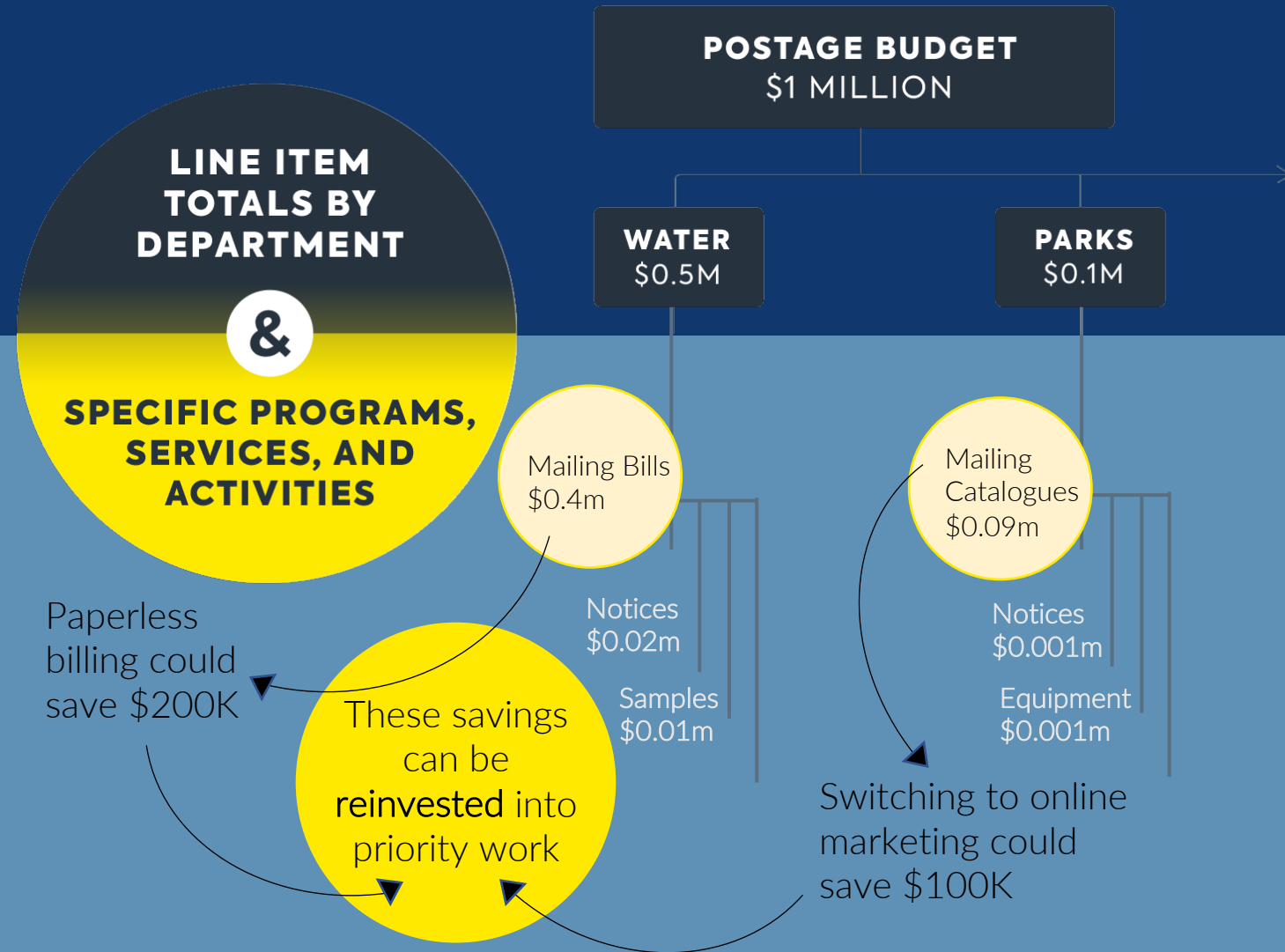
MAIN MENU
Site Navigation
St. Albert
2019 - PBB
All Available
MODEL EDITOR
Edit Program Inventory
resourceX

Complete Program Costing using the Online Allocator or Downloadable Template.

Select User Group for Program Costing

All Available

Program Costing - Online Allocator

Allocation Summary

Program	Cost
Recreation and Parks	17,186,598
Community Services	14,589,939
Water	13,558,028
Wastewater	13,214,331
Solid Waste Management	7,166,431
Curbside recycling collection	2,087,193
Curbside organic collection	1,977,517
Curbside Garbage collection	1,221,247
Recycling Depot	987,396
Compost Depot	772,554
Public Education	114,498
Public Communication	6,936

CURBSIDE GARBAGE COLLECTION
$1,221,247

Program Cost Summary - **Curbside Garbage collection**

Program Description: Collection, processing and disposal of landfill, organic waste and recyclable material for residents, City facilities and community schools. The service includes Take it or leave it and large item pickup and drop off.

Program Comments | Program Cost Summary

Total Cost: 1,221,247

Personnel Cost: 188,578   Program FTE: 1.99

Current Allocation	Program Cost	CostCenter- P	Position Title	Position Number	Account Name	Name
34.00	1,886	Solid Waste Management Administration	Senior Process Analyst	PW80021	(6001) Salaries - Regular	02-9000-(
34.00	2,325	Solid Waste Management Administration	Administrative Assistant	PW003	(6001) Salaries - Regular	02-9000-(
34.00	3,032	Solid Waste Management Administration	PW Office Administrator	PW002	(6001) Salaries - Regular	02-9000-(
34.00	3,376	Solid Waste Collection & Disposal	CUPE 941 - Regular - Overtime	CUPE 941 - Regular - Overtime	(6031) CUPE Wages - Overtime	02-9000-(
34.00	4,119	Solid Waste Collection & Disposal	CUPE 941 - Casual Wages	CUPE 941 - Casual Wages	(6037) CUPE Wages - Casual - Regular	02-9000-(
25.00	4,275	Solid Waste Management Administration	Administrative Associate PPT	PW0009	(6001) Salaries - Regular	02-9000-(
25.00	5,641	Solid Waste Management Administration	Administrative Associate	PW80026	(6001) Salaries - Regular	02-9000-(
34.00	8,008	Solid Waste Management Administration	Process Analyst	PW80027	(6001) Salaries - Regular	02-9000-(
33.00	8,068	Solid Waste Collection & Disposal	Solid Waste Operator	PW81000	(6030) CUPE Wages - Regular	02-9000-(

NonPersonnel Cost: 1,032,669

Current Allocation	Program Cost	CostCenter- NP	Account Object	Project Name	Account
33.00	99	Solid Waste Collection & Disposal	(6145) Corporate Memberships		02-9000-9100--6145
33.00	264	Solid Waste Management Administration	(6145) Corporate Memberships		02-9000-9050--6145
33.00	429	Solid Waste Collection & Disposal	(6930) Miscellaneous Expenses		02-9000-9100--6930
33.00	660	Solid Waste Management Administration	(6100) Training & Development		02-9000-9050--6100
33.00	660	Solid Waste Collection & Disposal	(6100) Training & Development		02-9000-9100--6100
33.00	891	Solid Waste Collection & Disposal	(6404) Telephone & Mobile Device Charges		02-9000-9100--6404
33.00	990	Solid Waste Collection & Disposal	(6140) Other Travel & General Expenses		02-9000-9100--6140
33.00	1,221	Solid Waste Management Administration	(6140) Other Travel & General Expenses		02-9000-9050--6140
33.00	1,650	Solid Waste Collection & Disposal	(6165) Printing, Copying & Binding		02-9000-9100--6165
33.00	1,650	Solid Waste Collection & Disposal	(6520) Staff Allowances		02-9000-9100--6520

Program Revenue: 1,296,042

Current Allocation	Program Revenue	CostCenter- NP	Account Object	Project Name	Account
33.00	644,094	Solid Waste Collection & Disposal	(4143) Solid Waste Fees		02-9000-9100--4143
33.00	639,738	Solid Waste Collection & Disposal	(4141) Flat Rate Charges		02-9000-9100--4141
33.00	12,210	Solid Waste Collection & Disposal	(4144) Refuse Stickers		02-9000-9100--4144

Close

APPLYING INSIGHTS TO PROGRAM DATA

ResourceX OnlinePBB Tools

CREATE A PROGRAM INVENTORY

This initial and invaluable step creates the backbone of all future data layers and is the platform on which you can apply Insights to take action.

ASSOCIATE THE FINANCIAL IMPACT

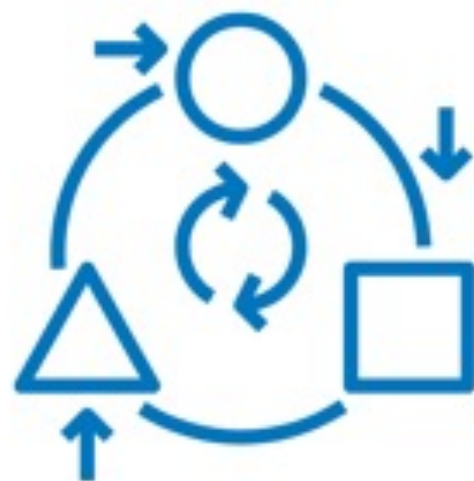Each Insight created can be further described by adding the OnGoing and One-Time Revenue and Expense impacts.

EVERY PROGRAM HAS A FUTURE

Tag each program with an opportunity that aids in the achievement of your set goals and priorities.

DETERMINE COMPLEXITY OF TAKING ACTION

Knowing an opportunity exists is an important piece of data, and outlining the steps required to take action on that opportunity is crucial. Identify level of complexity and timeline to create a richer data set of Insights.

www.resourcex.net

resourceX

Scoring Rubric: Basic Program Attributes

	Eligibility	Complexity	Cost	Community Feedback	Equity
0	Does not meet Treasury guidelines	Highly Complex: Requires 12+ months to implement	$5M+ $$$	Less than 25% of community support	No impact on City equity goals
2	Likely meets Treasury guidelines	Medium Complex: Requires 3-12 months to implement	$1M to $5M $$	26% to 50% of community support	Some impact on City equity goals
4	Clearly meets Treasury guidelines	Light Complex: Can be implemented in 3 months or less	$0 to $1M $	Majority of community (51%+) is benefitting	High impact on City equity goals

Score by BPA

City of Pittsburgh, Pennsylvania
Resources for Climate and Equity

PRESS RELEASE

Bloomberg Philanthropies Announces the American Cities Climate Challenge to Support Mayors Tackling Climate Change in the United States

70

$70 million dollars committed to help a select group of cities Develop climate action plans, with specific initiatives and costs **(2018)**

June 01, 2018

NEW YORK, NY – Today, Michael R. Bloomberg, the United Nations Secretary-General's Special Envoy for Climate Action and co-chair of America's Pledge, announced the $70 million American Cities Climate Challenge, a major new effort to expedite progress in reducing greenhouse gas (GHG) emissions while growing local economies during a time of inaction from the federal government.
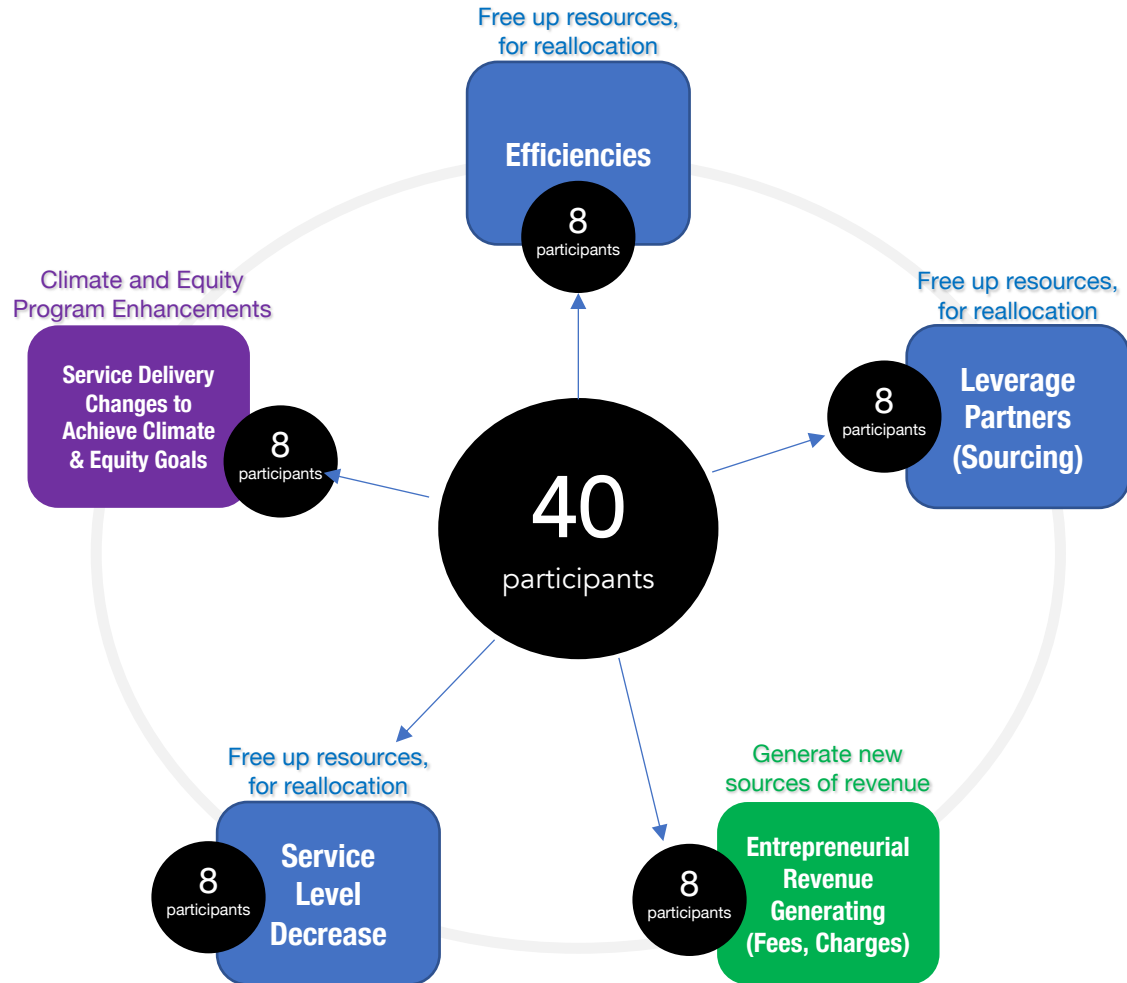
MEDIA CONTACTS

Jake Thompson

202-289-2387, jthompson@nrdc.org

City of Pittsburgh

CLIMATE ACTION PLAN

Version 3.0

Insight Workshops Day 1:
Identify Opportunities at the Program Level

Free up resources, for reallocation

Efficiencies

8 participants

Climate and Equity Program Enhancements

Service Delivery Changes to Achieve Climate & Equity Goals

8 participants

Free up resources, for reallocation

Leverage Partners (Sourcing)

8 participants

40 participants

Free up resources, for reallocation

Service Level Decrease

8 participants

Generate new sources of revenue

Entrepreneurial Revenue Generating (Fees, Charges)

8 participants

Create Insights

Application Development: Technical and business operations support of line-of-business applications.
Total Cost: 2,286,884

Add Insight   Program Details

Insight Description

Inventory Apps supported (find out if we have un-used licenses/seats)

Insight Budget Impact

Ongoing cost reduction

Complexity
- None Selected
- Low
- High

Timeline
- None Selected
- Short Term
- Long Term

On Going Exp	One Time Exp	On Going Rev	One Time Rev
0	-750,000	0	0

Program Change
- No Recommended Change
- Program Efficency
- Leverage Partners (Sourcing)
- Entrepreneurial Revenue Generating (Fees Charges)
- Service Level Decrease
- Service Delivery Changes to Achieve Climate and Equity Goals
- Other Insight

+ ADD INSIGHT

Goal 1: 200 insights
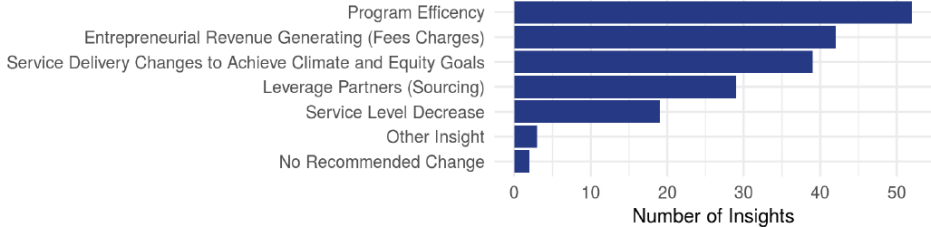40 people X 5 stations = 200 insights

Goal 2: $12.5 million
5% of $250m in costs loaded

Program Insight Workshop #1:

In workshop one we were able to introduce everyone to the concept of insights. Then, we met in smaller groups for the rest of the day. We were able to generate 186 initial insights.
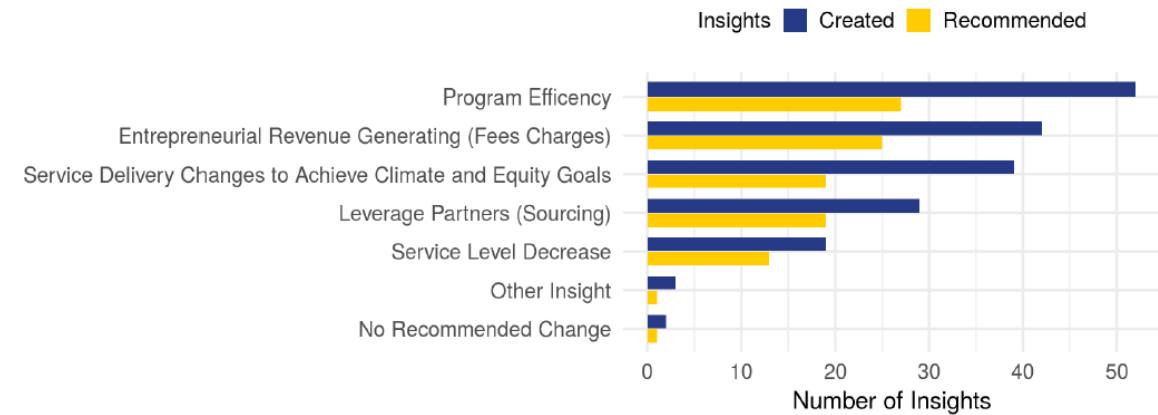
Insight Program Changes

Insight	Number	On Going Exp	One Time Exp	On Going Rev	One Time Rev
Program Efficency	52	-3,178,825	1,405,300	822,500	10,000
Entrepreneurial Revenue Generating (Fees Charges)	42	0	75,000	2,257,500	205,000
Service Delivery Changes to Achieve Climate and Equity Goals	39	-18,463,200	92,295,000	2,250,000	10,800,000
Leverage Partners (Sourcing)	29	-427,800	-35,000	473,000	75,000
Service Level Decrease	19	-1,099,500	0	5,000	750,000
Other Insight	3	-50,000	0	0	0

Program Insight Workshop #2:

Workshop two focused on filtering the insights to create a list of recommended insights. Small groups had access to all insights and provided clarifying details to the insights that they thought were best to move forward with. Pittsburgh recommended 105 insights at the end of workshop #2.

Program Changes

Insights ■ Created ■ Recommended

- Program Efficency
- Entrepreneurial Revenue Generating (Fees Charges)
- Service Delivery Changes to Achieve Climate and Equity Goals
- Leverage Partners (Sourcing)
- Service Level Decrease
- Other Insight
- No Recommended Change

Number of Insights

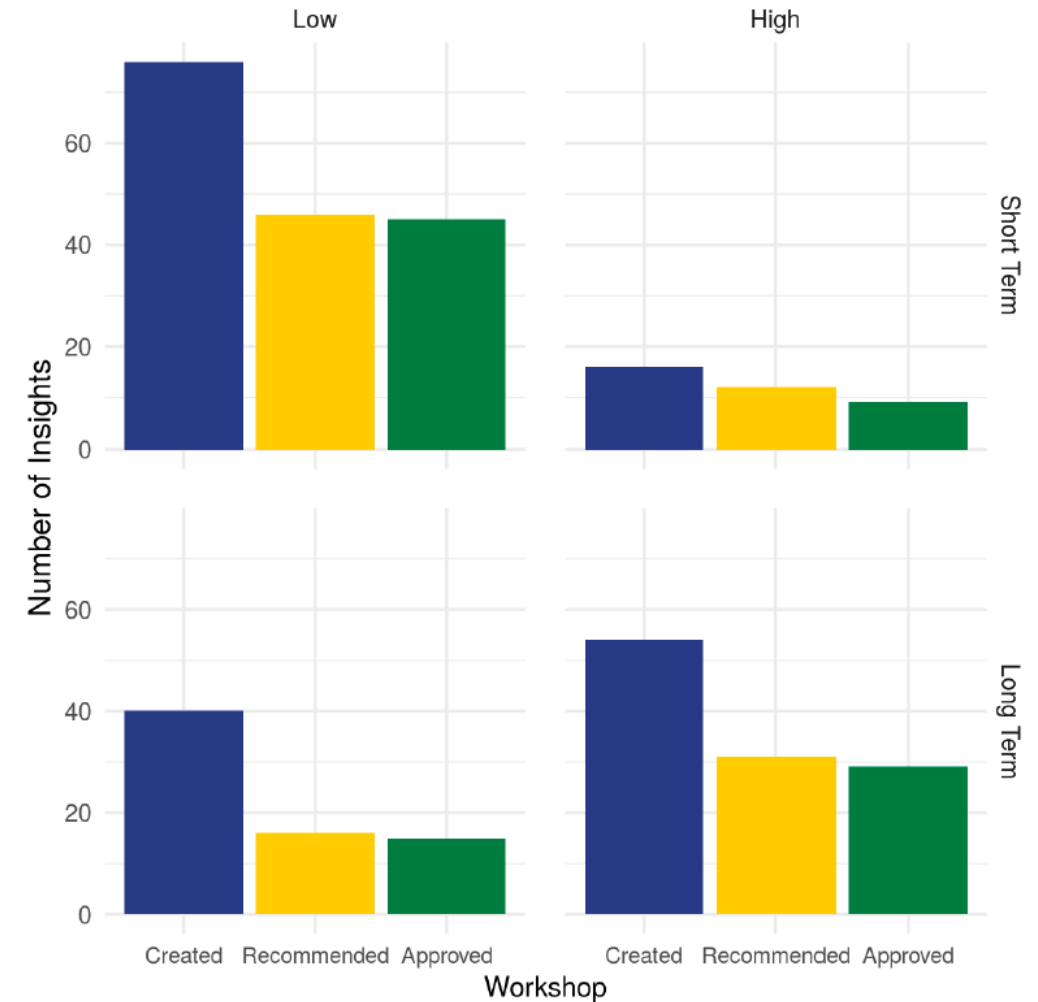| 1. Please further explain WHY you are recommending this insight. |
|---|
| Reduce hidden operating expenses associated with travel time and labor for small parks. Air pollution associated with equipment (mowers and trimmers) and vehicles |
| **2. Please specify WHAT needs to happen to ensure success.** |
| GPS and GIS coding of a park, GPS coordinates, an appropriate park location to use as a trial run, installation of infrastructure to support robot, training for personnel to program and maintain the robot. |
| **3. Please specify WHO this change will impact.** |
| Parks Maintenance, Heavy Equipment, I&P |
| **4. Please specify WHAT resources are required.** |
| Monetary investment in setting up a robot mower, a shed to house the mower in, solar panels?, battery backup, electrical connections, personnel trained in programming the robot. |
| **5. Please include anything else we may need to know.** |
| |

Program Insight Workshop #3:

The third workshop gave the team time to refocus on recommending insights and allowed them to approve insights to move forward with.

To approve insights, members of breakout groups were given the ability to give "stump speeches" to the rest of their group. The group voiced any general challenges which were addressed in the recommendations.

If the insight was deemed worthy by the group, it was approved to move forward. Overall, 98 insights were approved for implementation.

Insights Complexity and Timeline Matrix

Complexity	Timeline	Created	Recommended	Approved
Low	Short Term	76	46	45
Low	Long Term	40	16	15
High	Short Term	16	12	9
High	Long Term	54	31	29
Total	-	186	105	98

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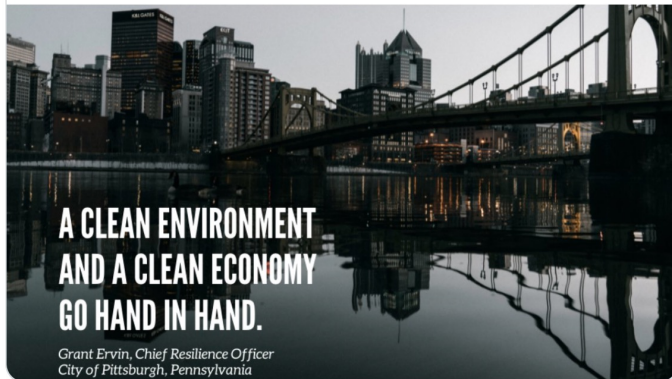
You Retweeted

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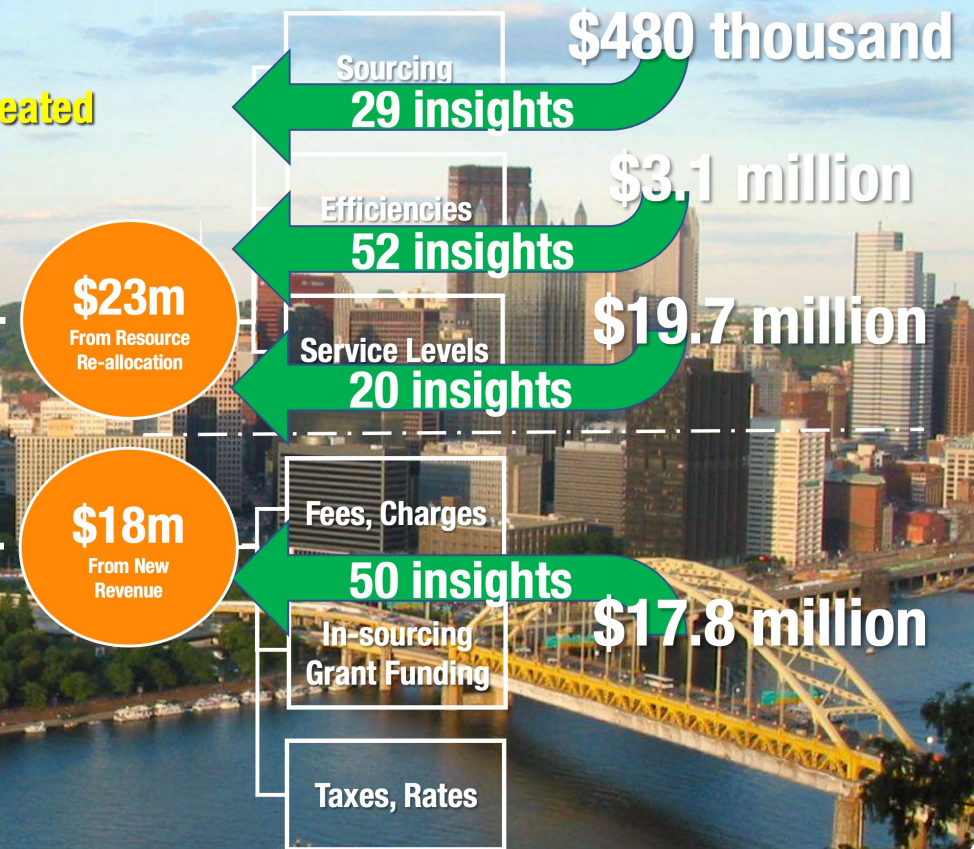
A CLEAN ENVIRONMENT AND A CLEAN ECONOMY GO HAND IN HAND.

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**

$23m
From Resource Re-allocation

Fund Climate Action

$18m
From New Revenue

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

Taxes, Rates

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

resourceX
reinventing fiscal analytics

Thank you!

For more information, contact:

Chris Fabian, CEO
cfabian@resourcex.net