



# PRIORITY BASED BUDGET


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Board of Public Utilities  
November 9, 2020

# OVERVIEW


1. What is PBB?
2. How does it work?
3. What are the expectations?
4. What is the status and Timeline?






## PRIORITY-BASED BUDGETING (PBB)


### 101




#### What is Priority-Based Budgeting (PBB)?

PBB takes a new, comprehensive approach to align the City's budget to the City's strategic plan (anticipated completion in October 2020). The City has partnered with ResourceX to implement PBB as the next step in our citywide strategic planning process. PBB aims to identify and determine the cost of all City programs and align our budget with the strategic priorities set by the City Council and answers:

**What do we do?**

**What does it cost?**

**Does it align with our strategic priorities?**

THREE CRITICAL QUESTIONS

PBB starts with department users completing an inventory of all City programs, identifying associated revenue and costs, and determining how closely each program aligns with the Council's priorities. This process will ultimately produce citywide insights about all programs offered and help the City make decisions about how to allocate resources, increase revenue, and enhance City programs.

#### THIS PROCESS IS BROKEN DOWN INTO 5 STEPS:

1. **Program Inventory** – Determine all programs and services we offer.

2. **Program Costing** – Allocate line-item cost/revenue to programs, identify true cost of programs.


3. **Identify Results** – Answers the question of "What do we want to achieve?"

4. **Program Scoring** – Assign scores to programs based on alignment with Council's Strategic Priorities and the City's Strategic Plan.

5. **Take Action & Apply the Data** – Use program insights to optimize our resources for maximum program efficiency. Utilize our findings to unlock new resources or generate new revenue.


#### How are the strategic planning process, program insights, and priority-based budgeting related?

##### STRATEGIC PLANNING PROCESS




Identify our priorities for the next 5 years. City Council Direction.

##### PROGRAM INSIGHTS



Apply our findings to optimize our resources for program efficiency.

##### BUDGET DEVELOPMENT



Develop a budget based on strategic priorities and program insights.

#### Why priority-based budgeting now?

As a follow-up to our strategic planning process, the next steps are to identify our programs and their associated revenue and costs, align the programs to the City Council's strategic priorities, and create program insights to help us make decisions for the **allocation of City resources during future budget cycles**. Allocating resources in this manner is known as priority-based budgeting. By reviewing programs and City resources through the lens of the strategic plan, we can create a budget that directly supports the achievement of our strategic priorities.

#### What does the timeline look like?

Our goal is to wrap up the PBB process by **December 2020** when the next year's budget process will begin.

#### FOR MORE INFORMATION, CONTACT:

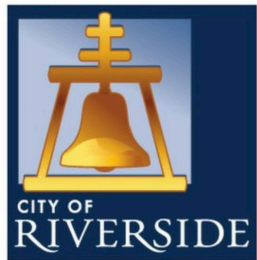
**Brandi Becker**  
BBecker@RiversideCA.gov

**Donna Finch**  
DFinch@RiversideCA.gov

# THREE QUESTIONS OF PRIORITY BASED BUDGETING



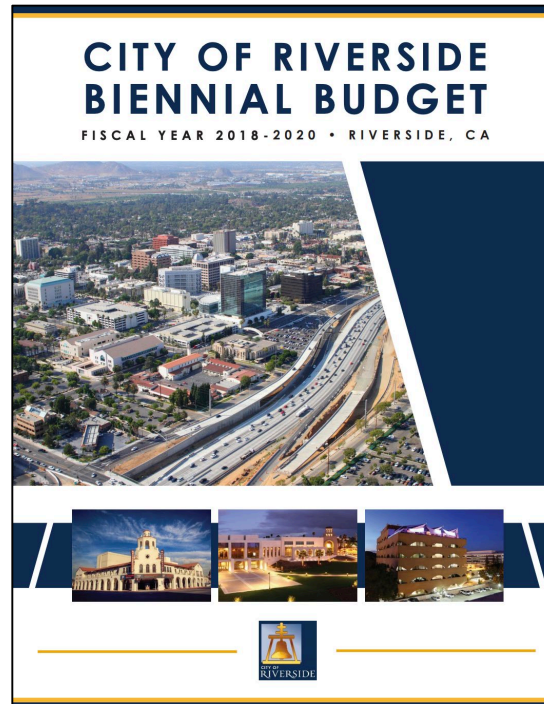
## Question 1: What do we do?



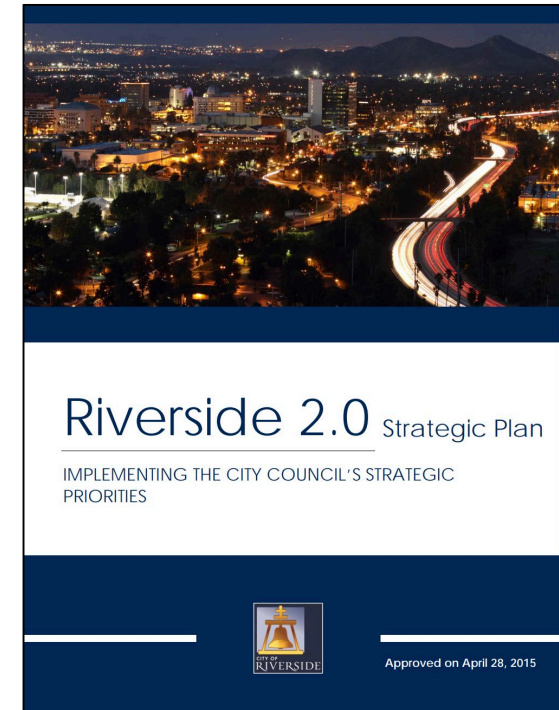
- Budget Development
- Crack Sealing
- Emergency Calls for Service
- Fire & EMS Response
- Library Circulation
- Special Events
- Youth Sports



## Question 2: What does it cost?

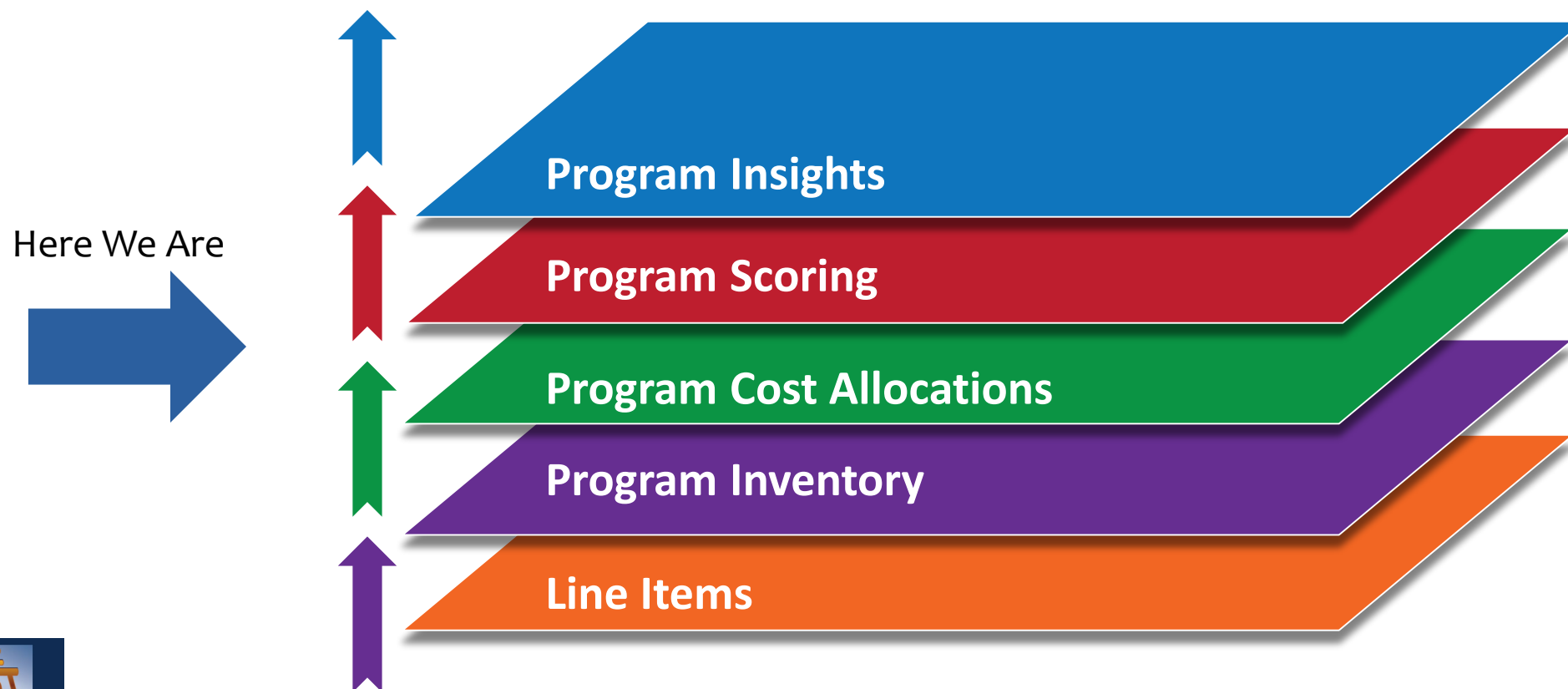


## Question 3: Why are we in business?



# PBB OVERVIEW

Business intelligence is developed by building data layers around programs.





# SHORT TERM GOALS

1. Establish communication and educate project stakeholders (internal, elected, public)
2. Develop citywide support and understanding of the PBB process
3. 100% participation and utilization from all departments
4. Identify all programs and services that the City provides
5. Understand where the City is allocating its resources and how that aligns with the City's strategic plan
6. Develop program insights
7. Take initial steps to realign resources to support City Council's priorities



# LONG TERM GOALS

1. Change the way people think about budgeting
2. Achieve a clear understanding and documentation of the City's programs and resources
3. Fully align funding priorities with programs and services that further the City Council's strategic priorities
4. Create partnerships to provide programs more effectively and efficiently
5. Be adept at realigning resources in times of fiscal challenge
6. Assess program effectiveness through performance measures
7. Develop department/division level KPIs to track program success
8. Consider inclusion of CIP budget



# PBB OVERVIEW

How are the strategic planning process, program insights, and priority-based budgeting related?

## STRATEGIC PLANNING PROCESS



Identify **our priorities** for the next 5 years.  
City Council Direction.

## PROGRAM INSIGHTS



Apply our findings to **optimize** our resources for **program efficiency**.

## BUDGET DEVELOPMENT



Develop a **budget based** on **strategic priorities** and **program insights**.

# PROGRAM INVENTORY

https://onlinepbb.net

onlinepbb.net

MAIN MENU  
Site Navigation

City of Riverside

2021 - Final

All Available

MODEL EDITOR  
Edit Program Inventory

resourceX

## Program Inventory

Edit Program Inventory   Add a Program from SEARCH   Combine Programs

ADD PROGRAM   DOWNLOAD   Browse... No file selected

Show  entries

Search:

Options	ServiceType	Department	Division	ProgNum	Program	Description	ProgID
<a href="#">Update</a> <a href="#">Delete</a>	Governance	RPU - Electric	6120 - Electric - Power Supply Operation	915	Validation of all CAISO Settlement Statements and financial Power Supply costs	Validation of all CAISO Settlement Statements, CAISO credits and charges, and Bilateral Wholesale Power and Gas Transactions. Tracking and verification of all related Power Supply costs; serve as liaison support for Utility Finance.	1201
<a href="#">Update</a> <a href="#">Delete</a>	Governance	RPU - Electric	6110- Energy Delivery Engineering	none	Vault Replacement and Repair Program	Identifies deteriorated underground structures with insufficient remaining structural strength to meet design loading and to initiate projects to rehabilitate or replace deteriorated structures to meet design loads and accommodate planned future improvements. The goal is to prevent underground structure failures; extend underground structure service life; reduce the frequency and number of customers affected by outages and the associated operations and maintenance costs.	1571
<a href="#">Update</a> <a href="#">Delete</a>	Community	RPU - Water	6210 - Water - Engineering	968	General Management: Training, Equipment Upgrades, Customer Engagement Support and Collaboration on Demand Management Efforts, Legal Services, Training, Meeting and Travel	Five Agency Technical Committee Participation. Discussions on similar projects and programs aimed at sharing information that would be valuable for RPU with Eastern Municipal Water District, Coachella Water District, Desert Water Agency, and Western Municipal Water District. Maintain current agreements with PRPs and pursue future PRPs for groundwater remediation of contaminants. Participation in Industry committees, and training for contact hours needed for State certifications required for employment.	1227
<a href="#">Update</a> <a href="#">Delete</a>	Community	RPU - Water	6210 - Water - Engineering	969	Other Water System Relocations: Facility Relocations for Outside Agencies and Property Evaluations	Property evaluations for water projects and facilities.	1228

Showing 876 to 900 of 908 entries

Previous 1 ... 33 34 35 36 37 Next





# PROGRAM COSTING

## Program Insights and Cost Summary - Utility Customer Account Inquiries and Assistance

**Program Description:** Provide electric, water, sewer and trash customer service via phone, email, and in person, including new service / disconnect service. Receive payments. Coordinate payment arrangements. Accept fire hydrant application process. Explain billing to customers. Sell bus passes.

[Program Insights](#)[Edit Program Description](#)[Program Cost Summary](#)

Total Cost: 3,550,455

Personnel Cost: 3,290,112

Program FTE: 40.31

Current Allocation	Program Cost	Position Name	Position ID	Name	Account
0.87	662	Senior Administrative Assistant	600353001	Vacant	510-6000000-600353001
0.87	3,183	Utilities General Manager	607420001	Corbin, Todd M	510-6000000-607420001
2.63	6,712	Utilities Assistant General Manager - Finance / Administration	608376001	Myers, Carlie Michele	510-6000000-608376001
2.94	1,670	Senior Office Specialist	600082004	Dustin, Hannah Elizabeth	510-6015000-600082004
100.00	88,995	Utilities Customer Service Representative II	600610011	Cacho, Rosalie Ann	510-6015000-600610011
100.00	79,228	Utilities Customer Service Representative II	600610012	Covey, Diana Lynn	510-6015000-600610012
100.00	75,481	Utilities Customer Service Representative II	600610013	Woodward, Tori Shavon	510-6015000-600610013
100.00	79,228	Utilities Customer Service Representative II	600610016	Smith, Julie A	510-6015000-600610016
100.00	87,272	Utilities Customer Service Representative II	600610018	Cervantes, Martha Hilda	510-6015000-600610018
100.00	79,228	Utilities Customer Service Representative II	600610019	Tarpley, Bridgett A	510-6015000-600610019

NonPersonnel Cost: 260,342

Current Allocation	Program Cost	GL Object Description	GL Object	Account
0.90	5,146	Professional Services	421000	510-6000000-421000
0.90	3,401	Professional Services	421000	510-6000010-421000
0.90	225	Prof Services/Internal	421001	510-6000010-421001
0.90	721	Outside Legal Services	421100	510-6000000-421100
0.90	90	Telephone	422100	510-6000000-422100
0.90	90	Telephone	422100	510-6000010-422100
0.90	283	Telephone - Cellular	422120	510-6000000-422120
0.90	2,703	Electric	422200	510-6000010-422200
0.90	45	Gas	422300	510-6000010-422300



# PROGRAM SCORING

Program Scoring

Complete Program Scoring from the Program or Result perspective.

Select User Group for Program Scoring

RPU - Administration

Scoring by ResultScoring by Program

Scoring by Result Click on the bars to see the scores by result.

Result Type:

BPA

Community Trust	
Equity	
Fiscal Responsibility	
Innovation	
Mandate	
PopServed	
RecoveryCost	
Reliance	
Sustainability and Resiliency	
Demand	

Program Scoring

Complete Program Scoring from the Program or Result perspective.

Select User Group for Program Scoring

RPU - Administration

Scoring by ResultScoring by Program

Scoring by Result Click on the bars to see the scores by result.

Result Type:

Community

Arts, Culture and Recreation	
Community Well-Being	
Economic Opportunity	
Environmental Stewardship	
Infrastructure, Mobile & Connect	



# PROGRAM INSIGHTS

## Program Reports

### Customer Service Requests

**User Group:** RPU - Administration

**Total Cost:** 1,604,117    **FTE:** 17.87    **Personnel:** 1,429,640    **NonPersonnel:** 174,478

**Quartile:** 1

**Final score (out of 100):** 0

**Description:** Submit service requests via phone, email or website. Liaison with the EOC. Provide information requests at State, County and City level. Provide community outreach. Provide monthly reporting to City Council, City Manager and departments on service requests.

**Comment:** none

**Insight:** NA

#### Basic Program Attributes:

Score	BPA	Definition
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#### Results:

Score	Result
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## Program Reports

### Education Outreach

**User Group:** RPU - Administration

**Total Cost:** 316,980    **FTE:** 2.8    **Personnel:** 276,479    **NonPersonnel:** 40,501

**Quartile:** 1

**Final score (out of 100):** 0

**Description:** Stem-Pull program, RUSD and AUSD outreach.

**Comment:** none

**Insight:** NA

#### Basic Program Attributes:

Score	BPA	Definition
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#### Results:

Score	Result
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# FINAL PRODUCT



UNIQUE LIFESTYLE AND CHARACTER	ECONOMIC VITALITY	ENHANCE NEIGHBORHOODS	PRESERVE MEANINGFUL OPEN SPACE	SEEK SUSTAINABILITY	ADVANCE TRANSPORTATION	GOOD GOVERNANCE
Provide analysis planning and policy development which supports data-informed decision-making	Communicate effectively about city programs and services	Support fiscally-sound policies and operations and effective resource management	Encourage a high-performing and innovative organization and work culture	Ensure community is prepared to respond to emergencies	Implement reliable and innovative technology solutions to provide and support city functions	

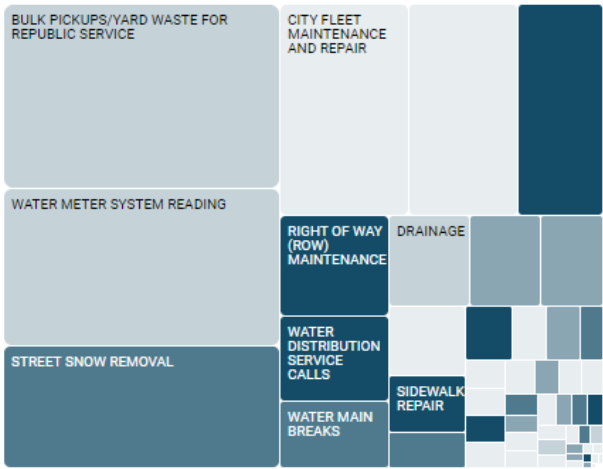


# FINAL PRODUCT

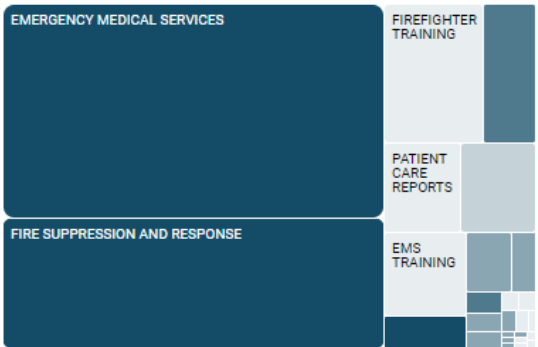
Result Alignment:  Most  More  Less  Least  None

## OVERALL

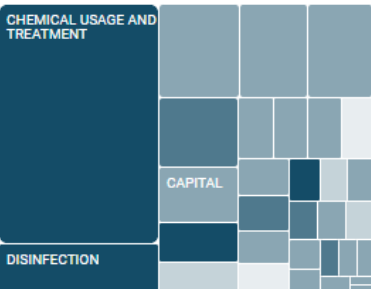
### MAINTENANCE SERVICES



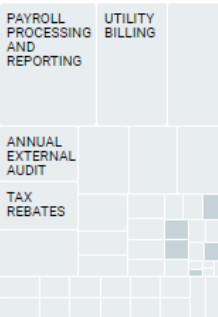
### FIRE



### WATER PLANT



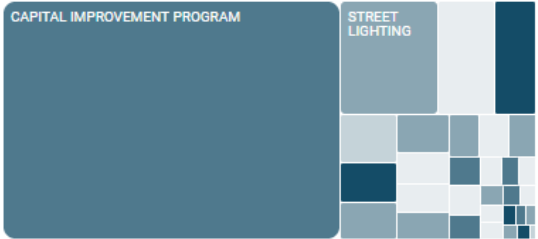
### FINANCE



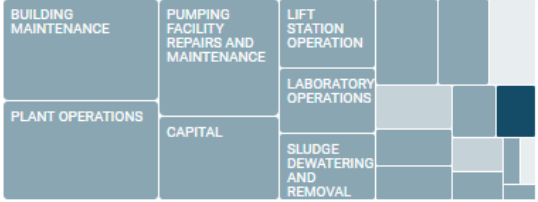
### LIBRARY



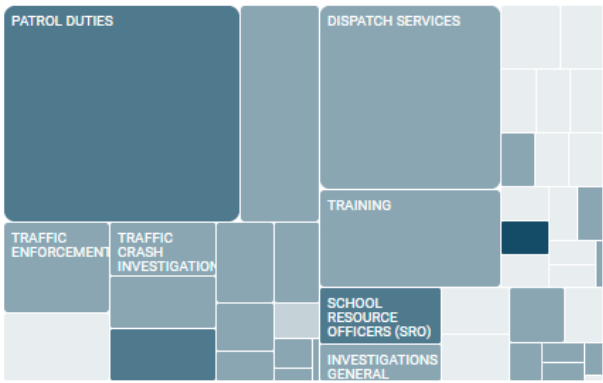
### ENGINEERING



### SEWER PLANT



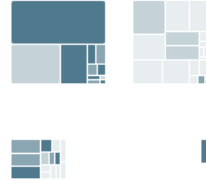
### POLICE



### GENERAL



### PARKS



### POOL





# FINAL PRODUCT

## Safety Codes Inspections

Description: Ensure inspections are carried out for all disciplines (building, electrical, plumbing, and gas) in accordance with the City's Quality Management Plan (QMP). The QMP outlines the City's level of service and is what provides the City with accreditation under the Safety Codes Council.

Total Cost: 155,815.5

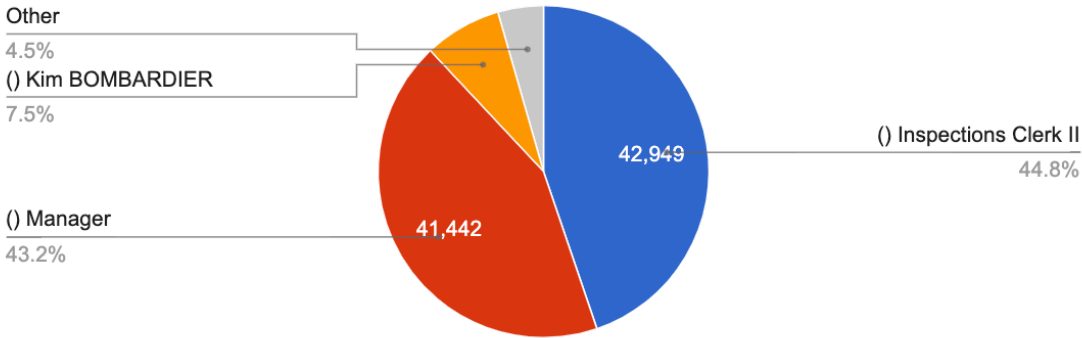
FTE: 1.06

Total Cost

Positions

Operating Costs

Personnel Cost: 95,912



Position	Cost	Allocation
() Inspections Clerk II	42,949	0.60
() Manager	41,442	0.30
() Kim BOMBARDIER	7,240	0.10





# STATUS AND TIMELINE

## Completed:

- ✓ Planning Session - July 21
- ✓ Super Users Identified - August 21
- ✓ Charter Development - August 27
- ✓ Budget Uploaded - August 28
- ✓ Department Users Identified - September 4
- ✓ PBB 101 and Program Inventory Training - September 9 & 10
- ✓ PBB 101 Awareness Piece - September 14th
- ✓ Strategic Priorities approved - September 15th
- ✓ Program Inventory Complete - September 25th
- ✓ Costing Training - October 1
- ✓ Scoring Training - October 7 & 13
- ✓ Peer Review Training - October 22



# STATUS AND TIMELINE

## Upcoming:

- ❑ Cost Allocation and Program Scoring complete - November 6
- ❑ Peer Review begins - week of November 9
- ❑ Insights Training - November 12
- ❑ Peer Review complete - December 4
- ❑ Final Review Training - week of December 7
- ❑ Next Steps: What to do with the Data? - week of December 14
- ❑ Post implementation Check-in - mid January 2021



# RPU – PBB TEAM

- ✓ Kara Swanson, Utilities Senior Analyst
- ✓ Griselda Rivera, Utilities Customer Service Supervisor
- ✓ Rebecca Cortez, Administrative Analyst
- ✓ Tracy Sato, Utilities Power Resources Manager
- ✓ Scott Lesch, Utilities Power Resources Manager
- ✓ Oscar Khoury, Engineering Manager
- ✓ Leo Ferrando, Senior Water Engineer
- ✓ Heather Myers, Administrative Analyst
- ✓ Jessica Tonkovich, Utilities Analyst
- ✓ Ed Cortez, Principal Engineer

thank  
you!

