

# Priority-Based Budgeting (PBB)

Overview and Introduction to the  
PBB Open Data Site



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# What is PBB?

- Budget/Communication Tool
- New way to look at the budget
  - Program oriented
- Prioritization of programs



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# What is PBB Not?

- NOT a complete budgeting tool
- NOT a silver bullet
- NOT perfect



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# Why use PBB?

- Priority Initiative in the Strategic Plan
- Identify existing programs/services
- Identify cost of service
- Link funding decisions to priorities
- Help identify potential efficiencies

# PBB Process

- Step 1: Identify Programs/Services
- Step 2: Cost Allocation
- Step 3: Department Scoring
- Step 4: Peer Review
- Step 5: Analyze



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# PBB Scoring

- Scored against matrix
  - Community Program (external)
    - i.e. Trash Collection, Planning, etc.
  - Governance Program (internal)
    - i.e. Staff Training, Information Technology, etc.
- Scored against Basic Program Attributes
  - Mandate, Reliance, Cost Recovery, Demand, Population Served, Equitable Access



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# PBB Scoring Matrix

Effective Governance and Professional Administration	Innovative Infrastructure and Asset Management	Safe, Healthy, and Welcoming Neighborhoods	Economic Growth and Security	Commitment to Core Services
Transparency and Access to Information	Well Maintained, Efficient and Functional Infrastructure	Diverse and Unique Neighborhoods	Individual Prosperity	Legal Mandates
Develops sustainable fiscal and operational policies and fosters trust and transparency by ensuring accountability, efficiency, integrity, innovation and best practices in all operations	Provides for Sustainable, Well Planned and Future Focused Infrastructure that Supports Short-term and Long-term Community Growth Needs	The diverse and unique features of our neighborhoods are celebrated by creating a stronger community as a whole.	The City of Lawrence fosters an environment that provides both individuals and businesses the opportunity for economic security and empowers people's ability to thrive. Our community succeeds because of individual prosperity and a vibrant, sustainable local economy.	Core municipal services reflect legal mandates and the City's commitment to meet health, safety and welfare needs and maintain assets while adapting service levels to meet evolving community expectations.
Civic Engagement	Facilities Maintenance	Safe and Affordable Housing	Residential Development and Redevelopment	Emergency Response
Delivers responsive and courteous service to its internal and external customers, while ensuring timely and effective two-way communication	Prioritizes the Repair and Maintenance of Existing Transportation, Utilities and Facilities Infrastructure	All people in Lawrence live in neighborhoods that provide opportunities to lead a healthy lifestyle through good neighborhood design with access to safe and affordable housing and other services that help them meet their basic needs.	Stimulates its economy by encouraging investment in revitalization, redevelopment and renovation while preserving its neighborhoods, maintaining its strong community image and promoting the diversity of the community	Prepares and provides for a well-planned, coordinated and prompt response to emergencies and calls for services
Leadership	Asset Management	Quality and Healthy Lifestyle	Attracts Business	Availability of Safe Drinking Water
The City effectively and collaboratively plans and prioritizes in a transparent manner to efficiently move the community forward. We clearly communicate and boldly and professionally implement using sound leadership and relevant best practices.	Develops and Implements Long-term Plans for Sustainable Economic Growth and the Provision of Infrastructure Assets to Support Existing and New Community Members	Fosters a Safe and Affordable Environment for its Residents that Ensures Access to Healthcare, Education, Community Services, Healthy Lifestyle Alternatives and Other Basic Day-to-Day Needs	Markets and promotes its economic advantages including: its location, quality of life, entrepreneurial spirit, centers for knowledge, innovation and urban amenities, to attract national and international investments and talented people	Ensures the availability of safe drinking water and the effective collection and control of stormwater to protect the community from flooding
Workforce	Multi Modal Transportation	Healthy Lifestyle	Commercial Development and Redevelopment	Community Engagement
Attracts and develops a high-quality, engages and productive work force.	Provides effective, efficient traffic flow, safe mobility for vehicles, cyclists, and pedestrians alike and a well-maintained, connected transportation network.	Provides a variety of diverse, quality recreational activities and programs for all ages and abilities that are accessible, affordable and promote a healthy lifestyle	Stimulates economic growth by encouraging investment in well-planned, diverse and sustainable development, redevelopment and community revitalization	Builds an Informed, Engaged and Educated Community that Shares in the Responsibility for its Safety and Well-Being
Collaborative Solutions	Natural and Historic Resources	Parks and Open Space	Supports Local Economy	Safety Presence
The City of Lawrence actively seeks opportunities to leverage partnerships in order to enhance service delivery and quality of life in the most fiscally sound and responsible manner.	Leverages its natural assets and resources to beautify the community and maintain a thriving, healthy environment	Invests in Well Planned, Well Maintained, Safe and Convenient Parks, Trails and Recreational Facilities that Meet the Diverse Needs and Expectations of the Community	Partners with the community to facilitate and encourage business development and expansion by offering appropriate incentives and assistance, providing shared resources, establishing efficient "business friendly" processes and fostering a favorable economic climate in which to operate	Fosters a feeling of personal safety and security throughout the community by establishing a visible, responsive public safety presence that proactively provides for prevention, intervention and safety education
Fiscal Stewardship	Transportation	Culture and Arts	Community Evolution	Equitable Access
The City provides easy access to relevant, accurate data for budgeting and decision making. Decisions are made by prioritizing across all government services considering needs, balanced with available resources, using industry best practices and standards to ensure decision makers understand the current and long term impact.	Provides a public transportation network that is well maintained, well-lit, accessible, and enhances traffic flow and mobility for vehicles, cyclists and pedestrians	Enriches community life through participation in diverse arts and literary experience by promoting diversity and inclusivity, cultural heritage, festivals and events, intangible cultural assets, cultural spaces and facilities, and the arts community	Leverages its strengths to partner and collaborate with others to diversify and advance economic development at the enterprise, community, and regional levels	Equitably provides for the health, welfare and basic needs of the community
		Public Facilities and Outdoor Spaces		
		Fosters a Feeling of Personal Security and Security for Individuals in their Neighborhoods, Commercial Areas, Public Facilities and Outdoor Spaces throughout the Community		



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# PBB Scoring Matrix

Effective Governance and Professional Administration	Innovative Infrastructure and Asset	Safe, Healthy, and Welcoming	Economic Development and Revitalization	Quality of Life and Public Services
Transparency and Access to Information	Effective Governance and Professional Administration			Legal mandates and the health, safety and welfare of the community expectations.
Develops sustainable fiscal and operational plans that foster trust and transparency by ensuring efficiency, integrity, innovation and best practices				
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Effective Governance and Professional Administration	Innovative Infrastructure and Asset Management	Safe, Healthy, and Welcoming Neighborhoods	Economic Growth and Security	Commitment to Core Services
Transparency and Access to Information	Well Maintained Infrastructure	Innovative Infrastructure and Asset Management		
Develops sustainable fiscal and operational policies and fosters trust and transparency by ensuring accountability, efficiency, integrity, innovation and best practices in all operations	Provides Focused Leadership			
Civic Engagement	Prioritized Transportation	Safe, Healthy, and Welcoming Neighborhoods		
Delivers responsive and courteous service to its internal and external customers, while ensuring timely and effective two-way communication				
Leadership	Develops and Leverages Assets to 3	Economic Growth and Security		
The City effectively and collaboratively plans and prioritizes in a transparent manner to efficiently move the community forward. We clearly communicate and boldly and professionally implement using sound leadership and relevant best practices.				
Workforce	Provides vehicle maintenance	Commitment to Core Services		
Attracts and develops a high-quality, engages and productive work force.				
Collaborative Solutions	Leverages community and maintain a driving, healthy environment	Needs and Expectations of the Community	Resources, including efficient business inventory processes and fostering a favorable economic climate in which to operate	responsive public safety premise that proactively provides for prevention, intervention and safety education
The City of Lawrence actively seeks opportunities to leverage partnerships in order to enhance service delivery and quality of life in the most fiscally sound and responsible manner.	Transportation	Culture and Arts	Community Evolution	Equitable Access
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# Quartile Spending Summary

- Programs are placed in a quartile based on the overall program score



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Note: This is a representation and not based on the actual data

# Quartile Spending Summary

PBB Budget Compare

Q1	2019 - Budgeted -				78,285,617
Q2	2019 - Budgeted -			59,484,225	
Q3	2019 - Budgeted -		41,275,538		
Q4	2019 - Budgeted -	8,835,692			

Quartile	Budgeted Costs	Number of Programs
Quartile 1	\$78,258,617	42
Quartile 2	\$59,484,225	96
Quartile 3	\$41,275,538	81
Quartile 4	\$8,835,692	50



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# 4 Levels of PBB Mastery

## 4 Levels of PBB Mastery



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# PBB Open Data Site-Results



## SAFE, HEALTHY, WELCOMING

**SAFE AND AFFORDABLE HOUSING** All people in Lawrence live in neighborhoods that provide opportunities to lead a healthy lifestyle through good neighborhood design with access to safe and affordable housing and other services that help them meet their basic needs

## ECONOMIC GROWTH AND SECURITY

**QUALITY AND HEALTHY LIFESTYLE** Fosters a Safe and Affordable Environment for its Residents that Ensures Access to Healthcare Education Community Services Healthy Lifestyle Alternatives and Other Basic Day-to-Day Needs

## INFRASTRUCTURE AND ASSET MGMT

**HEALTHY LIFESTYLE** Provides a variety of diverse quality recreational activities and programs for all ages and abilities that are accessible affordable and promote a healthy lifestyle

## COMMITMENT TO CORE SERVICES

**PARKS AND OPEN SPACE** Invests in Well Planned Well Maintained Safe and Convenient Parks Trails and Recreational Facilities that Meet the Diverse Needs and Expectations of the Community

## OVERALL

**CULTURE AND ARTS** Enriches community life through participation in diverse arts and literary experience by promoting diversity and inclusivity cultural heritage festivals and events intangible cultural assets cultural spaces and facilities and the arts community

## GOOD GOVERNANCE

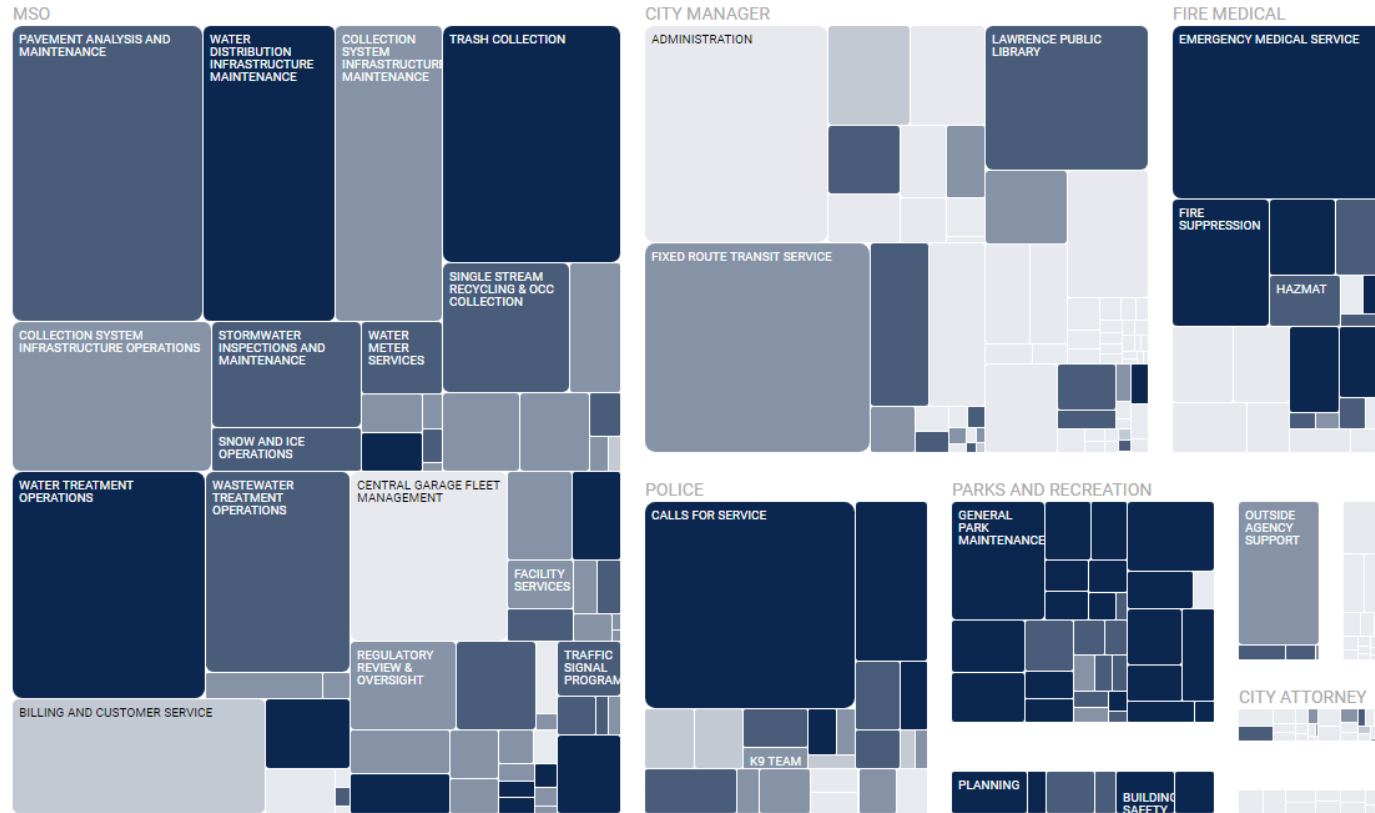
**PUBLIC FACILITIES AND OUTDOOR SPACE** Fosters a Feeling of Personal Security and Security for Individuals In their Neighborhoods Commercial Areas Public Facilities and Outdoor Spaces throughout the Community



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Link: <https://openpbbdata.net/Lawrence/>

# PBB Open Data Site-Results



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Link: <https://openpbbdata.net/Lawrence/>

# How to use the PBB Open Data Site-Results

- Tabs:
  - These are the priorities of the community as outlined in the strategic plan.

SAFE, HEALTHY,  
WELCOMING

ECONOMIC GROWTH  
AND SECURITY

INFRASTRUCTURE AND  
ASSET MGMT

COMMITMENT TO  
CORE SERVICES

OVERALL

GOOD GOVERNANCE



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# How to use the PBB Open Data Site-Results

- Tabs:
  - Click on a tab to view the definitions of that priority.

## SAFE, HEALTHY, WELCOMING

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# How to use the PBB Open Data Site-Results

- Key Definitions:
  - Plot: Represents the service/program
  - Size: Represents the budget
    - Large area = Large budget
  - Shade: Indicates how closely the program aligns with the selected tab
    - Dark shade = Close alignment with selected tab



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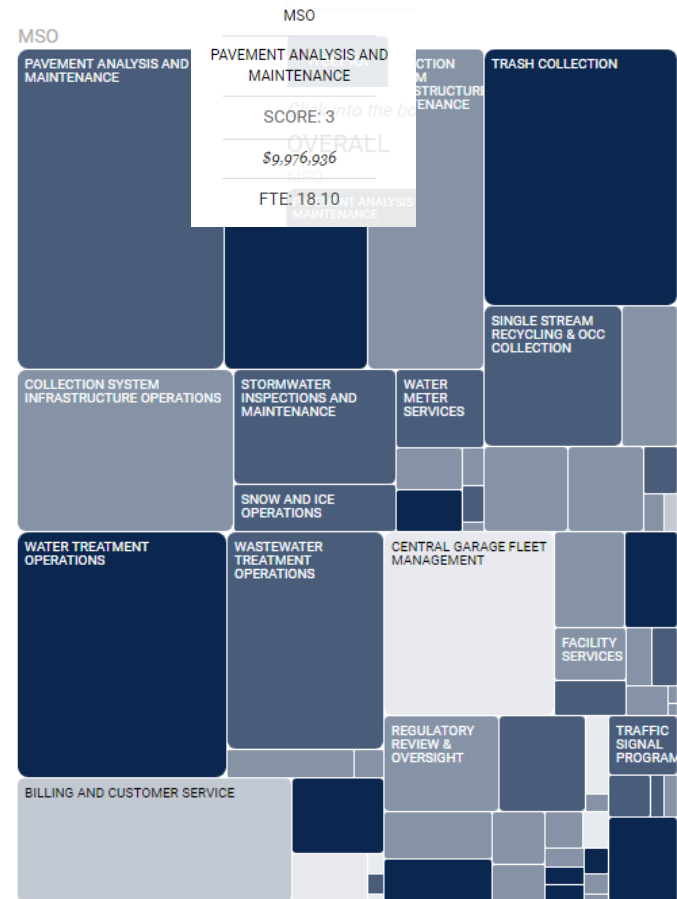
# How to use the PBB Open Data Site-Results

Plot size indicates budget size: this does not change even if a different tab is selected

Shade: indicates how closely each program aligns with the selected tab, this will change depending on which priority area is selected

Hover: hover over plots to see additional data (i.e. score, cost, FTE)

Drill down: click on the box to view more information (i.e. description, costs, FTEs)



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# How to use the PBB Open Data Site-Results

- Drill Down:
  - First drill down will show the division that each program is housed within

OVERALL > MSO

FIELD OPERATIONS

PAVEMENT ANALYSIS AND MAINTENANCE

COLLECTION SYSTEM  
INFRASTRUCTURE  
MAINTENANCE

COLLECTION SYSTEM  
INFRASTRUCTURE  
OPERATIONS

WATER DISTRIBUTION INFRASTRUCTURE MAINTENANCE

STORMWATER INSPECTIONS  
AND MAINTENANCE

SNOW AND ICE  
OPERATIONS

WATER METER  
SERVICES

SOLID WASTE OPERATIONS

TRASH COLLECTION

SINGLE STREAM  
RECYCLING & OCC  
COLLECTION

ROLL-OFF SERVICES

YARD  
WASTE COLLECTION

CONTAINER  
MAINTENANCE  
OPERATIONS

PLANT OPERATIONS

WATER TREATMENT OPERATIONS

WASTEWATER  
TREATMENT  
OPERATIONS

ADMIN - MSO

BILLING AND CUSTOMER  
SERVICE

ASSET  
MANAGEMENT  
UTILITIES  
INFRASTRUCTURE  
AND EQUIPMENT

LEARNING  
AND  
SAFETY  
PROGRAMS

GARAGE

CENTRAL GARAGE FLEET MANAGEMENT

REGULATORY REVIEW  
& OVERSIGHT

CMED

FACILITIES

LIFT/PUMP STATION  
OPERATION AND  
MAINTENANCE

FACILITY  
SERVICES

TRAFFIC



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# How to use the PBB Open Data Site-Results

- Drill Down:
  - If you click in the program again, you will find any sub-categories of the division and then additional information

## Pavement Analysis and Maintenance

**Description:** Conduct condition ratings of pavement, establish a repair priority list, and annual maintenance such as patching, joint repairs, curb & gutter, brick street repair, pothole repairs, crack-sealing, alley maintenance

**Total Cost:** 9,976,936

**FTE:** 18.1

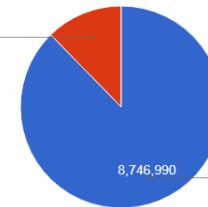
Total Cost

Positions

Operating Costs

**Total Cost: 9,976,936**

Personnel  
12.3%



NonPersonnel  
87.7%

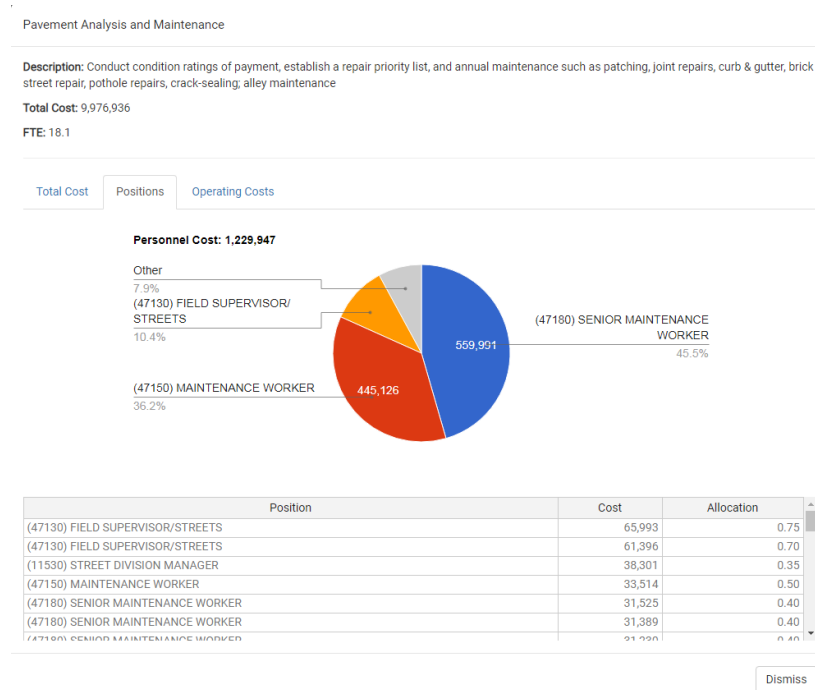
Dismiss



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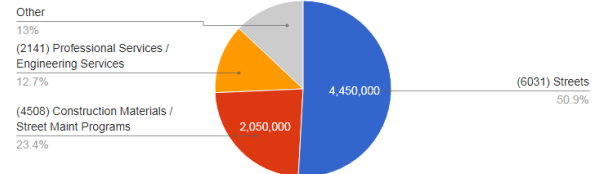
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**Total Cost:** 9,976,936

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Total Cost Positions Operating Costs

**NonPersonnel Cost: 8,746,990**



Operating Cost	Cost	Allocation
(6031) Streets	4,450,000	1.00
(4508) Construction Materials / Street Maint Programs	1,750,000	1.00
(2141) Professional Services / Engineering Services	1,110,000	1.00
(4508) Construction Materials / Street Maint Programs	300,000	1.00
(6004) Vehicle Replacement	236,364	0.59
(6005) Equipment	180,000	0.60
(4508) Construction Materials / Asphalt	116,000	1.00

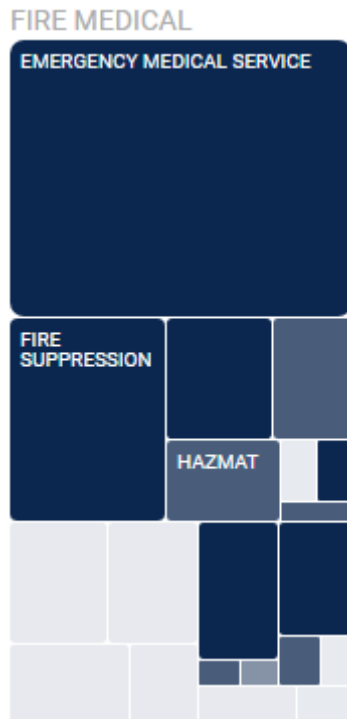
Dismiss



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# How to use the PBB Open Data Site-Results

- Tree Plot



- Table

More Info	Safety	DirectCost	Program	Description
<a href="#">More Info</a>	4	8,788,018	Calls For Service	Responds to calls for service that include, but not limited to, accidents, theft, burglary, robbery, property damage, check welfare, domestic violence, medical, etc. This includes report writing and follow-up investigation. Attempt to eliminate opportunity for misconduct through police presence in areas of expected crime.
<a href="#">More Info</a>	4	7,806,352	Water Treatment Operations	treatment of raw water for potable drinking water
<a href="#">More Info</a>	4	7,484,399	Trash collection	Residential and commercial trash collection and disposal, including all dumpster services except roll-offs
<a href="#">More Info</a>	4	7,375,041	Emergency Medical Service	A program for advanced and basic life support, medical emergency response and ambulance transport services to medical alarm responses, fire emergency medical, and motor vehicle collision response in both the City and the County. Including the required patient care documentation/record of all pertinent events that occurred during a medical response.



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# How to use the PBB Open Data Site-Results

- Search Function:
  - Go to table display
  - Search box will appear

TreePlot

Table

*The table shows the highest cost program by category. Click more info to see a detailed breakdown of the program costs.*

Copy

Excel

Print

Search:

More Info

Safety

DirectCost

Program

Description



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# How to use the PBB Open Data Site

- Sets of Data:
  - Results
  - Basic Program Attributes
  - Policy Questions

Select a Tabset

Results| ▲

Policy Questions

Program Attributes

Results



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# Next Steps

- Get comfortable with the PBB Open Data Site
- April 9: Review discussion questions
  - Are we over-providing to high mandate programs with low alignment to our priorities?
  - Are we over-providing to self-mandated or no-mandate programs with low alignment to our priorities?
  - Are there others in the community who can provide this service?
  - What is the impact of this program?



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# Questions?



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