Instructor

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1. Adopting Financial Policies

Strong reasons for formal adoption:

- Institutionalizes good financial mgt practices
- Clarifies strategic intent for financial mgt
- Defines boundaries and framework for actions
- Supports good bond ratings
- Promotes long-term, strategic thinking
- Manages risk to financial condition
- Complies with established public management best practices
1. Adopting Financial Policies

*Scope* – Basic categories

- General fund reserves
- Reserves in other funds
- Grants
- Debt
- Investment
- Economic development
- Accounting and financial reporting
- Risk management and internal controls

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1. Adopting Financial Policies

*Scope* – Basic categories

- Procurement
- Long-term financial planning
- Structurally balanced budget
- Capital
- Revenues
- Expenditures
- Operating budget
1. Adopting Financial Policies

Development

- Define problem to be addressed
- Draft policy – legal requirements, public comments, peer governments
- Review with governing body
- Governing body formally adopts
- Implement

Design

- Must be in written form
- Expressed in understandable manner to the intended audience
- Available to stakeholders in more than one medium and accessible by multiple means
- Address all relevant issues and risks in a concise fashion
1. Adopting Financial Policies

**Presentation**

- Same section of the budget
- Original and revision dates on each policy

**Review**

- Monitored, reviewed and updated in a systematic way
- If not being followed, analyze reasons

2. Determining the Appropriate Level of Unrestricted Fund Balance in the General Fund

- Focus on *unrestricted fund balance* (GAAP)
  - Committed fund balance
  - Assigned fund balance
  - Unassigned fund balance
- Minimum level of *unrestricted fund balance*
  - Two months of regular revenues or regular expenditures
2. Determining the Appropriate Level of Unrestricted Fund Balance in the General Fund

• Factors to be considered in context of long-term forecasting
  ▪ Revenue predictability, expenditure volatility
  ▪ Perceived exposure to one-time outlays
  ▪ Availability of other resources or potential drain by other funds
  ▪ Impact upon bond rating, cost of borrowing
  ▪ Commitments and assignments

• Policy components
  ▪ Time period and contingencies for its use
  ▪ How expenditure levels will be adjusted to match any new economic realities
  ▪ Time period over which it will be replenished and the means by which to do so
2. Determining the Appropriate Level of Unrestricted Fund Balance in the General Fund

- Factors influencing the replenishment time horizon
  - Budgetary reasons behind the fund balance targets
  - Recovering from an extreme event
  - Political continuity
  - Financial planning time horizons
  - Long-term forecasts and economic conditions
  - External financing expectations

CITY OF WHEAT RIDGE
UNRESTRICTED FUND BALANCE POLICY
Adopted by City Council June 2011

The City of Wheat Ridge has determined it to be a sound, financial practice to maintain adequate levels of unrestricted fund balance in its General Fund in order to mitigate current and future risks such as revenue shortfalls and unanticipated expenditures as well as to ensure stable tax rates. Additionally, the City believes that adequate unrestricted fund balance levels are a critical consideration to the City's long-term financial planning. In this regard, the City has established the following fiscal policy related to its unrestricted fund balance.

Maximum and Minimum Amounts
The City will maintain a minimum unrestricted fund balance of at least two months or approximately 17%, as recommended by the Government Finance Officers' Association (GFOA), of its General Fund operating expenditures. The City's maximum unrestricted fund balance shall not exceed 35.0% of General Fund operating expenditures. Not precluding the aforementioned minimum and maximum percentages, the City will annually target to maintain a 25.0% unrestricted fund balance percentage level as part of its annual budget process.

Use of Funds
While targeting to maintain an annual unrestricted fund balance of 25.0%, the City understands there may be circumstances that warrant that the City use these funds temporarily. The City has established the following instances where it may elect to use these funds:

- An economic downturn in which revenues are below budget
- Unexpected and unappropriated costs to service and maintain current City operations
- Unexpected and non-budgeted emergencies, natural disaster costs, and/or litigation
- Grant matching
- Early retirement of debt
- To cover deficits in other funds due to a shortfall in budgeted revenues
- Capital asset acquisition, construction and improvement projects

The use of the unrestricted fund balance for the above permitted events which cause the unrestricted fund balance to fall below the targeted 25% level will require a majority vote by City Council. Use of the restricted fund balance which causes the unrestricted fund balance to fall below the minimum required level of 17% will require a super majority vote by Council.
3. Determining the Appropriate Levels of Working Capital in Enterprise Funds

- Use working capital as the measure of available margin or buffer in enterprise funds.
- Defined as current assets minus current liabilities
- Recommendations:
  - Establish appropriate allowance for uncollectibles.
  - Ensure inventories and prepaids included in current assets are realistic one-year estimates.
  - Target of no be less than forty-five (45) days worth of annual operating expenses.

3. Determining the Appropriate Levels of Working Capital in Enterprise Funds

- Considerations and factors for setting a working capital target:
  - Support from general government
  - Transfers out
  - Cash cycles
  - Customer concentration
  - Demand for services
  - Control over rates and revenues.
3. Determining the Appropriate Levels of Working Capital in Enterprise Funds

- Considerations and factors for setting a working capital target:
  - Asset age and condition
  - Volatility of expenses
  - Control over expenses
  - Management plans for working capital
  - Separate targets for operating & capital needs.
  - Debt position

4. Establishing Government Charges and Fees

- Adopt formal policy (public)
  - Factors to be taken into account in pricing
  - Intent to recover full cost?
  - Circumstances where more or less than 100% recovery permitted
  - Rationale for not recovering full cost
- Full cost should be calculated to provide a basis for setting fees or charges
- Review and update regularly
19

As a part of the budget process, the Board set water rates that will go into effect on January 1, 2016.

The planned water rate adjustment is 2.5% based on a cost of service analysis. This represents an impact of $1/month for the typical residential customer. The main cost drivers that make an increase in 2016 necessary are investments in infrastructure replacement, labor expenses, security enhancements, and a gradual decline in indoor water use.

The 2016 rate is consistent with WaterOne’s approach to avoid rate volatility by creating incremental rate adjustments. Stable, predictable rates are preferred by customers and promote the growth of the local economy.

5. Establishing an Effective Grants Policy

• Provides staff guidance to staff in order to maximize the benefits and minimize the risks of receiving grants.
• Identifies formal steps to take prior to applying for or accepting a grant.
• Policy should include, at a minimum, the following:
  ▪ Grants identification and application
  ▪ Strategic alignment
  ▪ Funding analysis
  ▪ Evaluation prior to renewal or grant continuation
  ▪ Administrative and operational support
Funding Contracts with Outside Granting Agencies

- All applications for new grants, which are submitted by a department during the off-budget cycle and request a match from the County's General Fund, must be approved by the Board of Supervisors.

- All applications for new grants, submitted by a department during the off-budget cycle, which do not require a match from the County's General Fund, must be approved by the County Manager.

- If new grants or contracts are received by the County, either by any of its agencies headed by elected or appointed officials, they must be approved first by the Board of Supervisors.

- Under ARS 42-17102, all expenditures must be shown in the budget, regardless of the source of the funds which pays for the expense.

- Departments must appropriate funds for grants that are received off-budget cycle. If it is a new grant, an appropriation is made to the budget holding account. Once the grant is awarded, a budget adjustment is made to move the appropriation into the new fund.

- Grant funds that have accumulated a fund balance must expend that fund balance before requesting new funds from the granting agency. An exception is made when there are grant restrictions on the use of the fund balance for a specific purpose.

6. Creating a Comprehensive Risk Management Program

- Identify potential events that may affect the government adversely
- Protect and minimize risks to the government’s property, services and employees
- Grown in importance due to:
  - Legal, political, medical liabilities
  - Increased use of technology
  - Higher litigation costs
- Following **5 steps** should be included in an effective risk management program:
6. Creating a Comprehensive Risk Management Program

1. Risk identification
   • Physical environment (disasters & infrastructure)
   • Legal environment (laws and legal precedents)
   • Operational environment (day-to-day activities within the organization, workforce demographics)
   • Political environment
   • Social/community environment
   • Economic environment
   • Internal environment (the attitude of individuals towards risk)

2. Risk evaluation
   • Frequency and severity

3. Risk treatment
   • Loss prevention and control (training, workshops, etc)
   • Risk transfer (financial, contractual, etc)
   • Risk retention (self insures)
   • Risk avoidance

4. Risk management implementation

5. Risk management review
7. Achieving a Structurally Balanced Budget

- Clarify distinction between satisfying a statutory definition and a true structurally balanced budget.
- Define parameters for achieving and maintaining structural balance whereby recurring revenues equal recurring expenditures in the adopted budget.
- Identify key items, including:
  - Recurring and non-recurring revenues
  - Recurring and non-recurring expenditures
  - Reserves
- Adopt a formal, written policy calling for structural balance of the budget.
- Require the budget presentation to clearly identify how recurring revenues are aligned with or not aligned with recurring expenditures.

FY 2016 Adopted Budget

Consolidated Sources, Uses and Fund Balance by Fund Type

<table>
<thead>
<tr>
<th></th>
<th>General</th>
<th>Special Revenue</th>
<th>Debt Service</th>
<th>Capital Projects</th>
<th>Internal Service</th>
<th>Subtotal</th>
<th>Eliminations</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>BEGINNING FUND BALANCE</td>
<td>$82,902,015</td>
<td>$151,975,019</td>
<td>$9,874,372</td>
<td>$693,324,794</td>
<td>$35,327,000</td>
<td>$1,233,403,800</td>
<td></td>
<td>$1,233,403,800</td>
</tr>
</tbody>
</table>

SOURCES OF FUNDS

OPERATING

PROPERTY TAXES | $455,539,207 | $ | $ | $455,539,207 | $455,539,207
SALES TAXES | 11,057,186 | $ | | | $11,057,186
LICENSES AND PERMITS | 2,171,877 | $39,228,701 | $ | | $41,400,578
GRANTS | $165,059,344 | $ | $165,059,344 | $165,059,344
OTHER INTERGOVERNMENTAL | 2,729,302 | $15,169,842 | | | $17,897,144
PAYMENTS IN LIEU OF TAXES | 13,678,670 | $ | | | $13,678,670
STATE SHARED SALES TAX | 458,019,045 | $ | | | $458,019,045
STATE SHARED HIGHWAY USER REV | 98,175,554 | $ | | | $98,175,554
STATE SHARED VEHICLE LICENCE 129,822,876 | 8,800,830 | | | | $147,623,706
INTERGOVERNMENTAL CHARGES FOR SERVICES 17,044,911 | 37,069,937 | 1,371,904 | | | $47,488,755
OTHER CHARGES FOR SERVICES 24,059,636 | 69,032,750 | | | | $93,092,386
INTERNAL SERVICE CHARGES | | | | | $181,960,122
PATIENT SERVICES REVENUE | 9,888 | 2,200,807 | | | $2,200,895
RENTALS & LICENSES | 9,052,032 | $13,352,156 | | | $22,804,188
INTEREST EARNINGS | 2,090,000 | 1,045,982 | | | $3,136,982
MISCELLANEOUS REVENUE 2,762,394 | 10,550,118 | | $30,000 | | $13,570,428
GAIN ON FIXED ASSETS | | | 200,000 | | $200,000
TRANSFERS IN | 158,360,946 | 1,125,896 | 10,934,619 | | $248,444,438

TOTAL OPERATING SOURCES | $1,150,455,935 | $695,647,129 | $2,511,723 | $20,543,619 | $315,530,001 | $2,230,061,956 | $482,424,559 | $1,825,626,501 |

NON-RECURRING

GRANTS | $552,473 | | | | $19,200,359 |
OTHER INTERGOVERNMENTAL | 2,375,000 | | | | $2,375,000 |
INTERGOVERNMENTAL CHARGES FOR SERVICES | 365,000 | | | | $365,000 |
OTHER CHARGES FOR SERVICES | | | | | $131,495 |
INTEREST EARNINGS | | | | | $2,000
MISCELLANEOUS REVENUE | 30,686,664 | | | | $30,686,664
TRANSFERS IN | 5,059,672 | 365,120 | 11,007,413 | 87,887,577 | 3,117,591 | 108,380,713 | (108,380,713) |

TOTAL NON-RECURRING SOURCES | $5,517,496 | 31,775,785 | 11,007,413 | $117,982,358 | $3,117,591 | $171,942,951 | $6,346,229 |

TOTAL SOURCES | $1,156,973,431 | $757,422,914 | $13,520,775 | $218,526,977 | $318,647,592 | $2,238,433,913 | $488,811,378 | $1,892,079,289 |
8. Business Preparedness and Continuity Guidelines

- Develop, test, and maintain a plan to continue basic business operations.
- Assess unique risks.
- Strategy should mitigate risks and control costs.
- External planning resources
  - U.S. Dept. of Homeland Security, Center for Domestic Preparedness (CDP) – assessment and testing
  - FEMA guidelines
8. Business Preparedness and Continuity Guidelines

• Other planning considerations
  ▪ Plan compliance with OSHA, EPA, local, state and other federal requirements
  ▪ Risk management (insurance coverage)
  ▪ Administrative support functions (HR, purchasing, treasury, legal, risk management)
  ▪ Outsourced/recovery services (e.g. garbage collection) able to function during disruption

1. Which staff, materials, procedures and equipment are essential for keeping your business operating?
2. Who are your suppliers and other businesses you work with on a daily basis?
3. If your workplace becomes inaccessible, what's your plan? Developing a continuity of operations plan (COOP) is essential to your organization's health.
4. Convene a core team to develop your emergency plan.
5. Train everyone.
6. Work with other organizations.
7. Review your plans annually.
9. The Public Finance Officers Role in Fiscal Sustainability

• Balance needed ("triple bottom line")
  ▪ Economy
  ▪ Environment
  ▪ Social Equity

• Categories of specific representations
  ▪ Define sustainability
  ▪ Reporting
  ▪ Analyze return on investment
  ▪ Integrate sustainability goals into planning and budgeting
10. The Public Finance Officers Role in Collective Bargaining

• Finance officer’s expertise should be utilized.
• Develop timelines.
• Prioritize issues.
• Communicate financial pressures.
• Evaluate renegotiation triggers.

• Make peer comparisons.
• Determine proposal costs and affordability.
• Determine the effects on different employee units.
• Evaluate retroactive proposals.
• Consider one-time payments or non-financial incentives.
11. Key Issues in Succession Planning

- Develop an integrated approach to managing succession.
- Continually assess potential employee turnover.
- Provide formal, written succession plans as frameworks.
- Develop written policies and procedures to facilitate knowledge transfer.
- Leadership skills should be a key component.

- Encourage personal professional development activities.
- Design better recruitment and retention practices.
- Consider collective bargaining agreements and how those agreements fit in.
- Consider non-traditional hiring strategies.
12. Ensuring Other Postemployment Benefits (OPEB) Sustainability

- Prefund benefits (vs. pay-as-you-go) using a formal written policy.
- Require employee contributions.
- Consider impact on OPEB costs before offering early separation packages.
- Do not issue OPEB bonds to fund liabilities.
- Manage costs of offered benefits. Fourteen methods are provided for consideration, such as raising the eligibility age for OPEB.
12. Ensuring Other Postemployment Benefits (OPEB) Sustainability

- Create a qualified trust fund for prefunding.
- Communicate and educate stakeholders.
  - Treat OPEB as part of the total compensation package.
  - Avoid undue burden of benefit costs on employee in order to maintain employer competitiveness.

13. Sustainable Funding Practices for Defined Benefit Pensions and OPEB

- Contribute the full amount of the actuarially determined contribution (ADC) each year.
- Adopt a formal policy.
  - Fully funding liabilities
  - Stable amortization period over time
  - Employee/Employer contributions made at regular intervals
- Select funding and amortization methods aligned with funding policy.
13. Sustainable Funding Practices for Defined Benefit Pensions and OPEB

- Prepare actuarial valuation at least biennially.
- Perform an actuarial experience study at least once every 5 years and update assumptions as needed.
- Perform an independent audit of the actuarial evaluations at least once every 5 to 8 years.
- Prepare and widely distribute a CAFR covering the retirement system, communicating plan status and activities.

13. Sustainable Funding Practices for Defined Benefit Pensions and OPEB

- Reduce ADC volatility by:
  - Smoothing returns on assets, typically 5 years
  - Diversifying the investment portfolio to reduce volatility of investment returns
  - Managing investment returns long term
  - Managing growth in liabilities, including COLAs, benefit increases, benefit formula enhancements
14. Establishment of Strategic Plans

• Every government should use some form of strategic planning

• Essential steps of a sound process
  ▪ Initiate the process
  ▪ Prepare a mission statement
  ▪ Assess environmental factors
  ▪ Identify critical issues
  ▪ Agree on a small number of broad goals

• Develop strategies to achieve broad goals
• Create an action plan
• Develop measurable objectives
• Incorporate performance measures
• Review or adopt the plan
• Implement the plan
• Monitor progress
• Reassess the plan
Council has identified the following goals in order to achieve the vision. All of the following goals are equally important to Council. Progress reports will be regularly presented to Council for its consideration.

### Facilitate Regional Collaboration

<table>
<thead>
<tr>
<th>Action</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Referendum to twin Kai Tire Place</td>
<td>November 2015</td>
</tr>
<tr>
<td>Resolve specific funding and cost sharing arrangements with RDNO (including the Library, Transit, Fire Services and gateway signage)</td>
<td>December 2015</td>
</tr>
<tr>
<td>Establish a working group with the Okanagan Indian Band to develop a servicing plan for IRIS (with grant funding)</td>
<td>June 2016</td>
</tr>
<tr>
<td>Develop a boundary extension and servicing plan for the Swan Lake Corridor to facilitate development and redevelopment</td>
<td>2016</td>
</tr>
<tr>
<td>Determine future locations of the Art Gallery and Museum, with consideration of a combined facility</td>
<td>2017</td>
</tr>
<tr>
<td>Review the Master Water Plan and associated DCC Bylaw, with due consideration for equitable rates for agricultural, residential and commercial users</td>
<td>2017</td>
</tr>
<tr>
<td>If Electoral Area B, Electoral Area C and/or Coldstream requests an amalgamation study, agree to support it</td>
<td>If required</td>
</tr>
</tbody>
</table>

### Be a Leader in Economic Development

<table>
<thead>
<tr>
<th>Action</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bring forward a resolution to increase the business tax exemption from $10,000 to $50,000 to SILGA/UBCM</td>
<td>March 2015</td>
</tr>
<tr>
<td>Develop and promote inventories of vacant commercial properties to reduce the downtown vacancy rate to 10% or less</td>
<td>December 2015</td>
</tr>
<tr>
<td>Engage realtors in the promotion of economic opportunities</td>
<td>December 2015</td>
</tr>
<tr>
<td>Endorse and implement the Industrial Lands Action Plan</td>
<td>June 2016</td>
</tr>
<tr>
<td>Support sustainable urban development by reducing off site costs and reviewing parking requirements for infill development</td>
<td>September 2016</td>
</tr>
</tbody>
</table>

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15. National Advisory Council on State and Local Budgeting

- **NACSLB (1995-1997)**
  - GFOA and 7 other SLG associations
  - Goal = set of recommended budget practices
- **Recommendation:**
  - Adopt NACSLB Framework and practice statements
  - Blueprint rather than mandatory prescriptions
  - Incremental implementation foreseen
16. Long-Term Financial Planning

- **Time horizon**
  - Five to 10 years into the future
- **Scope**
  - Consider all appropriated funds, but especially those that account for issues of top concern
  - Don’t just focus on the General Fund
- **Frequency**
  - Update long-term planning activities as needed
- **Content**
  - Financial environment
  - Revenue and expenditure forecasts
  - Debt position and affordability analysis
  - Strategies for achieving financial balance
  - Plan monitoring mechanisms
- **Visibility**
  - Effective means to communicate information

17. Budgeting for Results and Outcomes

1) Determine how much money is available.
2) Prioritize results.
3) Allocate resources among high priority results.
4) Conduct analysis to determine what strategies, programs, and activities will best achieve desired results.
17. Budgeting for Results and Outcomes

5) Budget available dollars to the most significant programs and activities.
6) Set measures of annual progress, monitor, and close the feedback loop.
7) Check what actually happened.
8) Communicate performance results.

Budget Process Overview

Budgeting by Priorities (BP) is about deploying the community's resources to address its priority issues. This is different from most government budgeting practices. Instead of starting with the last year's budget, adding a factor for inflation and perhaps a few new initiatives, this budgeting process is a bottom-up approach.

- It directly involves citizens in a new way of thinking for Cities
- All the services the City provides are reconsidered each budget cycle through the prism of what services the citizens' value most
- The final budget "buys" only those services most valued by the citizens
- As a result, the City of Redmond budget is focused on community priorities and not its organizational structure

Budget

The City is using its Budgeting by Priorities (BP) for the fifth time in its 2017/2018 budget. By using lessons learned from each of the three previous efforts, the City strives to continue providing the highest priority services to the community.
18. Performance Management


- Information, measures, goals, priorities, and activities are relevant to the priorities and wellbeing of the government and the community.
- Information related to performance, decisions, regulations, and processes is transparent — easy to access, use, and understand.

Principles continued . . .

- Goals, programs, activities, and resources are aligned with priorities and desired results.
- Decisions and processes are driven by timely, accurate, and meaningful data.
- Practices are sustainable over time and across organizational changes.
- Performance management helps to transform the organization, its management, and the policymaking process.
POLICE

DIVISION/PROGRAM: PATROL SERVICES

PERFORMANCE MEASURES FOR FISCAL YEAR 2015-16

<table>
<thead>
<tr>
<th>Core Value</th>
<th>Five-Year Long Term Goal</th>
<th>Performance Measures</th>
<th>FY 2013-14 Actuals</th>
<th>FY 2014-15 Target</th>
<th>FY 2015-16 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Safe and Prepared Community</td>
<td>Minimize The Impact To Life, Property And The Environment From Natural Hazards And Emergency Situations</td>
<td>Percentage of CSO’s trained in the operation and set up of the Mobile Command Post</td>
<td>60%</td>
<td>75%</td>
<td>80%</td>
</tr>
<tr>
<td>Healthy and Livable City</td>
<td>Maintain A Safe And Family Oriented Environment</td>
<td>Number of overall calls for Police service</td>
<td>85,514</td>
<td>87,083</td>
<td>88,000</td>
</tr>
</tbody>
</table>

City of Grants Pass, Oregon

Streets Division Performance Measures

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Outputs Miles of streets to maintain</td>
<td>167 N/A</td>
<td>167 N/A</td>
<td>167 170</td>
<td>170 170</td>
<td></td>
</tr>
<tr>
<td>Asphalt digouts/repairs made on segments</td>
<td>25 20 32</td>
<td>20 23 20</td>
<td>20 20 20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>School crosswalk to maintain</td>
<td>84 85 85</td>
<td>85 85 85</td>
<td>85 85 85</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of street segments crack sealed</td>
<td>31 25 60</td>
<td>25 55 35</td>
<td>35 35 35</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effectiveness Percent of asphalt repairs maintaining City standards one year after completion</td>
<td>98 95 100</td>
<td>95 95 95</td>
<td>95 95 95</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of signs inspected per year for readability and retro reflectivity</td>
<td>25 20 30</td>
<td>20 25 20</td>
<td>20 20 20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of School crosswalks maintained each year before school starts</td>
<td>100 100 100</td>
<td>100 100 100</td>
<td>100 100 100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Efficiency Sq. feet of asphalt repairs per man-hour</td>
<td>22 20 25</td>
<td>20 22 20</td>
<td>20 20 20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feet of roadway cracks sealed per man-hour</td>
<td>55 40 45</td>
<td>40 53 40</td>
<td>40 40 40</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Performance Measures

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Total Expenditures / Finance FTE</td>
<td>4,109,504</td>
<td>4,180,696</td>
<td>3,587,043</td>
<td>4,822,693</td>
<td>5,659,118</td>
</tr>
<tr>
<td>Receipts &amp; Checks / Finance FTE</td>
<td>1,954</td>
<td>1,811</td>
<td>1,827</td>
<td>1,843</td>
<td></td>
</tr>
<tr>
<td>Insurance Losses / Worker Hour</td>
<td>0.08</td>
<td>0.08</td>
<td>0.12</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Computer Services as % of Total Expenditures</td>
<td>3.2%</td>
<td>4.5%</td>
<td>1.9%</td>
<td>3.7%</td>
<td>3.2%</td>
</tr>
<tr>
<td>Certificate of Achievement for Excellence in Financial Reporting (Consecutive years)</td>
<td>15</td>
<td>16</td>
<td>17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Distinguished Budget Presentation Award (Consecutive years)</td>
<td>12</td>
<td>13</td>
<td></td>
<td>14</td>
<td></td>
</tr>
</tbody>
</table>

@ Where available, the "Benchmark" represents the average of the seven Puget Sound cities that Maple Valley considers comparable for salary survey information. The benchmark cities are: Burien, Covington, Kenmore, Mill Creek, Sammamish, University Place, and Woodinville.


GFOA has developed a series of Best Practices in School District Budgeting, which clearly outline steps to developing a budget that best **aligns resources with student achievement goals**. The budgeting process presented in these Best Practices is focused on optimizing student achievement within available resources. It encompasses a complete cycle for long-term financial planning and budgeting, including planning and preparing to undertake the budget process, developing a budget, evaluating how the budget process worked, and adjusting accordingly. Within this cycle, the district’s **instructional priorities provide a guide for decision-making**. GFOA recommends that all districts go through the defined steps as part of their planning and budgeting process.
20. Best Practices in Community College Budgeting

GFOA has developed a series of Best Practices in Community College Budgeting, which outline steps to developing a budget that *aligns resources with student achievement goals*. The budgeting process advocated is focused on optimizing student achievement within available resources. It encompasses a complete cycle for long-term financial planning and budgeting, including planning the budget process, developing a budget, evaluating how the budget process worked and adjusting accordingly. Throughout this cycle, the community college’s *institutional goals serve as the guide for decision-making and resource allocation*. GFOA recommends that all community colleges go through the defined steps as part of their planning and budgeting process.


- Can improve accountability and responsiveness
- Not only traditional, public participation, e.g. voting, running for office, attending public hearings, and reading the local newspaper
- New forms of public involvement – surveys, focus groups, neighborhood councils, and Citizen Relationship Management systems – as inputs to decisions about service levels, preferences, priorities, and organizational performance

- Identifying the Public’s Perspective - broader range collected through variety of ways and sources.
- Collection information before a decision has been made
- Should encourage all citizens to participate
- Communicate how public involvement has specifically made a difference, and gather public feedback on how successful the process has been.

Financial Planning Process

The City of Coquitlam’s Financial Plan development process begins with strategic planning and includes public consultation, extensive background briefings for Council and comprehensive discussion sessions that culminate in a proposed Five-Year Financial Plan for Council approval. The process also includes a number of key budget assumptions. Using this as a basis, work plans are developed for each department with resource needs identified. Major capital expenditures are identified on a five-year cycle, with annual reviews and updates. The Five-Year Capital Plan reflects projects consistent with corporate objectives and long-range plans. Together with the Strategic Plan and Business Plan, this approach to financial planning provides a thorough, strategic focus in the budget deliberations.

Key Steps

1. Identify Community Priorities
   a. Statistically valid telephone survey of residents provides opportunity to gain feedback on priorities, issues and progress towards goals (results are accurate to a ±4.4 percentage point, 19 times out of 20).
   b. Online Budget Survey for community members to provide input and recommendations on programs and services
22. Financial Forecasting in the Budget Preparation Process

• Define assumptions – time horizon, objective, political/legal issues, major revenue and expenditure categories.
• Gather information.
• Preliminary/exploratory analysis
  ▪ Business cycles
  ▪ Demographic trends
  ▪ Anomalies
  ▪ Variables

• Select methods – extrapolation, regression, knowledge-based.
• Implement methods, make the forecast, and forecast ranges.
• Use the forecast.
  ▪ Credibility of the forecaster
  ▪ Presentation approach
  ▪ Linking forecast to decision-making.
23. Effective Budgeting of Salary and Wages

- Personnel tracking system
- Vacancy adjustments
  - Start dates
  - Trends, attrition
  - Frozen positions
  - Funded versus unfunded
- Collective Bargaining Agreements

23. Effective Budgeting of Salary and Wages

- Impact of Inflation
- Optimal Staffing Level
  - Comparison to other Governments
  - Staffing Guidelines
  - Classifying Position by Goal
  - Use of Volunteers/Temporary Positions
23. Effective Budgeting of Salary and Wages

• Compensation approaches
  ▪ Step and grade systems
  ▪ Pay for performance
  ▪ Surveys

23. Effective Budgeting of Salary and Wages

• Personnel categorization
  ▪ Capital versus operating
  ▪ Cost allocation
  ▪ Funding sources
  ▪ Privatization or shared services

• Monitoring
24. Inflationary Indices in Budgeting

- Inflation indices
  - CPI (BLS)
  - GDP Deflator (BLS)
  - Construction Price Index (ENR)
  - Employment Cost Index (BLS)
  - Municipal Cost Index (American City & Co)

- Alternatives to using indices
  - Economic consultants
  - Local universities
  - Peer governments
  - Vendor contacts
  - Industry specific journals
The philosophy of Collier County Government is to provide a market-based compensation program that meets the following goals:

1. Facilitates the hiring and retention of the most knowledgeable, skilled and experienced employees available.
2. Supports continuous training, professional development and enhanced career mobility.
3. Recognizes and rewards individual and career achievements.

The following is a recent history of Board approved compensation plan adjustments.

<table>
<thead>
<tr>
<th>Program Component</th>
<th>FY 09</th>
<th>FY 10 - FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 15</th>
<th>FY 16</th>
<th>Future Fiscal Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of Living</td>
<td>4.2%</td>
<td>0.00%</td>
<td>2.00%</td>
<td>0.00%</td>
<td>Greater of 2.0% or $1,000</td>
<td>Greater of 1.5% or $1,000</td>
<td>Varies Annually</td>
</tr>
<tr>
<td>Awards Program</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>Varies Annually</td>
</tr>
<tr>
<td>Pay Plan Maintenance</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>$1,000</td>
<td>0.00%</td>
<td>1.5%</td>
<td>Varies Annually</td>
</tr>
<tr>
<td>Total</td>
<td>4.2%</td>
<td>0.00%</td>
<td>2.00%</td>
<td>$1,000</td>
<td>Greater of 2.0% or $1,000</td>
<td>3.0%</td>
<td>Varies Annually</td>
</tr>
</tbody>
</table>

25. Strategies for Managing Health-Care Costs

- Monitor medical plan network and prescription drug discounts.
- Set an appropriate level of employee cost sharing.
- Encourage good consumer behaviors.
- Analyze risks in self-insurance
  - Premiums, administrative fees
  - High-cost claims and high cost areas
  - Stop-loss insurance programs
  - Wellness programs
25. Strategies for Managing Health-Care Costs

• Measurements to assess plan performance
  ▪ Medical loss ratio
  ▪ Medical claim trends
  ▪ Network discounts
  ▪ Administrative fees
  ▪ Prescription drug cost trend/generic drug substitution rate

• Additional Strategies
  ▪ Federal Requirements
  ▪ Long-term Plan
  ▪ Build Support
  ▪ Educate Employees
  ▪ Audit Plan Records
  ▪ Rebid Periodically
26. Shared Services and Managed Competition

Carefully analyze all aspects of a service delivery option before changing service delivery methods.

- Current service – level of service, secondary functions
- Required governmental control of service
- Risks and benefits
  - Flexibility, reversibility of the arrangement
  - Public opinion
  - Specialized knowledge

• Risks and benefits
  - Mgt capacity for alternative arrangement
  - Continuity of competitive forces
  - Financial risks – legal liability for performance and safety
  - Continuity
• Risk mitigation
  - Transferring risk thru bonding/ insurance
  - Monitoring
  - Multiple vendors
26. Shared Services and Managed Competition

- Financial analysis
  - Focus on avoidable costs
  - Internal costing information accuracy
  - Present value analysis for multiple year contracts
  - Transitional financial impacts
  - Equipment, capital and infrastructure usage
  - Market input
  - Peer government comparisons
- Communication and change mgt strategy

Joint Services and Initiatives

The seven communities that compose the North Shore of metropolitan Milwaukee (Bayside, Brown Deer, Fox Point, Glendale, River Hills, Shorewood, and Whitefish Bay) pride themselves in working collectively to provide the most efficient, cost effective services possible. Joint ventures include:

**Bayside, Brown Deer, Fox Point, Glendale, River Hills, Shorewood, Whitefish Bay**
- Dispatch 911 Services
- North Shore Fire Department
- Regional Telecommunication Commission
- North Shore Health Department
- Milwaukee Area Domestic Animal Control Commission
- North Shore Public Safety Records Management System
- Milwaukee County Public Works Emergency Response Mutual Aid
- Milwaukee County Radio System

**Bayside, Fox Point, Glendale, River Hills, Shorewood, Whitefish Bay**
- Joint Incident Command Station

**Bayside, Brown Deer, Fox Point, River Hills, Whitefish Bay, Shorewood**
- Public Works Shared Services

**Bayside, Brown Deer, Fox Point, River Hills, Schiltz Audubon Nature Center**
- Capacity Management Operations and Maintenance
- Emerald Ash Borer Management Plan
27. Measuring the Full Costs of Government Service

• Calculate the full cost of all services
  ▪ Useful when considering alternative service-delivery options
    ✓ Distinguish avoidable costs from unavoidable costs
    ✓ Consider cost of transition
    ✓ Consider offsetting revenues

28. Pricing Internal Services

• Identify Goals
  ▪ Govern demand for a service
  ▪ Develop enterprise rate models
  ▪ Calculate indirect costs
  ▪ Provide input for full costing
  ▪ Discuss value of service
  ▪ Promote competition in service delivery
  ▪ Customize service levels for different customers

• Decide Basis of Allocation
  ▪ Cause and effect relationship
  ▪ Benefit received
  ▪ Fairness
  ▪ Legal constraints
### Examples of Cost Allocation Bases

<table>
<thead>
<tr>
<th>Internal Service</th>
<th>Basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payroll processing</td>
<td>No. of employees, No. of checks</td>
</tr>
<tr>
<td>Budgeting</td>
<td>Labor hours, size of budget</td>
</tr>
<tr>
<td>Insurance</td>
<td>No. of employees, experience</td>
</tr>
<tr>
<td>Legal services</td>
<td>Direct labor hours</td>
</tr>
<tr>
<td>Office space / rent</td>
<td>Square feet of space occupied</td>
</tr>
<tr>
<td>Procurement services</td>
<td>No. of POs, dollar volumes, direct labor</td>
</tr>
<tr>
<td>Vehicle costs</td>
<td>Miles driven, hours used</td>
</tr>
<tr>
<td>Information technology</td>
<td>No. of devices, server time, No. of help desk calls, direct labor hours</td>
</tr>
</tbody>
</table>

### 29. Presenting Official Financial Documents on Your Government’s Website

- **Benefits**
  - Heightened awareness
  - Universal accessibility (range of potential users)
  - Potential for interaction with users
  - Enhanced diversity (use of different languages)
  - Facilitated analysis (can extract data)
  - Increased efficiency (reduce redundant reports)
  - Lower costs
  - Broadened potential scope (use of hyperlinks)
29. Presenting Official Financial Documents on Your Government’s Website

• Specific guidelines:
  ▪ Consistency with hardcopy version (if any)
  ▪ Legibility (font size and page layout/direction) should be consistent
  ▪ Pagination (numbers pages sequentially)
  ▪ File size
  ▪ Security (protect document from unauthorized changes)

• Specific guidelines:
  ▪ Placement (predominately on homepage)
  ▪ Software compatibility
  ▪ Features such as zooming, bookmark, facing pages and search mechanism should be available
30. Making the Budget Document Easier to Understand

- Organization – Consider Budget Awards criteria
- Avoid excessive detail
- Attractive, simple and easy to use design
- Consistency – ex. department presentations
- Highlights
  - Consider a budget-in-brief
  - Effective tables, charts, illustrations
- Format
  - PDF numbering matches document pages
  - Hot links in table of contents
  - All pages same direction
How to Use This Document

This document is divided into 6 sections. The breakdown is listed below:

**General Overview:** This section is designed to give the reader a general look at Lenexa and an overview of the total budget and is divided into two main sections. The City Overview includes demographic data and tables and the Financial Overview includes summary information on the budget. Many parts of this section can be reproduced for the general public and media.

**Capital Improvement Program/Debt Management:** A general description of the 2016–2020 Capital Improvement Program along with the funding sources can be found in this section. The general guidelines the city uses to manage the Debt program, debt rates and debt schedules are also listed.

**Fund Budgets:** A description of the funds and departments can be found in this section. A summary of all department expenditures is listed, along with a mission statement, accomplishments, objectives, key performance measures, staffing requirements and budget highlights.

**Non-Budgeted Funds:** This section lists the city's non-budgeted funds with a short description of each one. Also included are listings of uses for the money transfers into the Capital Improvement Fund.

**Appendix:** This section contains a detailed personnel table and a glossary of terms and acronyms that are used throughout the document.

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31. Accurately Displaying Total Expenditures in Budget Presentations

- **Identification.** Identify items that may be appropriated twice (e.g. interfund transfers, internal service funds). Determine how your organization uses internal service funds. Government-wide services may be provided by the organization versus externally (i.e. fleet, warehouse, and print/mail/graphics). Consider if different uses affect presentation preference for policy and other purposes. Look at the magnitude or size of the double-counted items and determine whether they are relevant or material to the overall budget. Consider any ramifications of the double-counting.

- **Requirements.** Determine whether there are statutory requirements or state and provincial guidance for reporting the total budget, or any other legal rules, forms, and formats regarding presentation of budgets consistent with such statutory reporting.

- **Presentation.** Determine the presentation preference for the organization. Consider how information may be interpreted by different audiences. Investigate how other peer governments report and present double-counting transactions in their budgets.

- **Transparency.** Be transparent and consistent in presentation. Provide a written explanation in non-technical terms with the presentation. This may include presenting the total budget with the identified items and then net those items with an explanation.
32. Department Presentation in the Operating Budget Document

- **Design.** Enhances clarity, consistency, graphics
- **Brevity.** Especially in financial schedules, text
- **Services.** A description of services or functional responsibilities must be included.
- **Issues.** Challenges, issues, opportunities
- **Revenues.** May include any fees or charges that the department generates
- **Expenditures.** Analysis in a broad manner

32. Department Presentation in the Operating Budget Document

- **Staffing.** Two options -- 1) organization chart as a supplement the overall organization chart of the government, or 2) brief schedule summary of headcount over a period of time (including the upcoming budget year
- **Prioritization/Goals and Objectives.**
- **Performance Measures.** Sometimes tied to government-wide strategic plan
33. Incorporating the Capital Budget into the Budget Document

• Directly link to, and flow from, the multi-year capital improvement plan.
• Define capital expenditure.
• Place in a distinct section of the document.
• Focus presentation on financial sources and uses for both upcoming budget year and for multi-year plan.

33. Incorporating the Capital Budget into the Budget Document

• Communicate the decision making process.
  ▪ Calendar juxtaposed with operating budget schedule and statutory deadlines
  ▪ Criteria for prioritization
  ▪ Schedule for reporting status and completion dates
• Identify projects as recurring or non-recurring
  ▪ Greater detail for non-routine projects
33. Incorporating the Capital Budget into the Budget Document

- Include detail for each major project.
  - *Concise description* - purpose, funding sources, total project cost and current budget year cost
  - *Timetable*, including phases
  - *Graphic illustrations* – photos, maps
  - *Links to other organizational plans*
  - *Operating impacts*, described and quantified
  - Additional info as links or references, avoiding excessive detail

34. The Impact of Capital Projects on the Operating Budget

- A specific policy on operating impacts should be included under the capital section in the financial policies of the government. A rule might be established that the capital improvement program may not be submitted/approved until impacts are noted.
- In order to accurately reflect and describe these impacts, assumptions should be noted. Staff involved with estimating operating impacts should be trained on how to set up the methodology.
34. The Impact of Capital Projects on the Operating Budget

• Operating impacts can be classified into one of three elements or a combination of the three. These include increased revenues, increased expenditures or additional cost savings.
• Long-range financial plans should include anticipated operating impacts from approved or anticipated capital projects.

35. The Statistical/Supplemental Section of Budget Document

• Ensure relevance of data
  • Relate to rest of document
  • Fit to the specific type of government
  • Avoid excessive detail
• Organize information by major category
  • Form of government
  • Geography
  • Community profile - demographics & economics
• Provide explanations
36. Basis of Accounting versus the Budgetary Basis

- Clearly define the basis of budgeting.
  - State if the *basis of budgeting* and the *basis of accounting* are the same.
  - If not, note major differences and similarities.
- Avoid technical terminology.
- If use of technical terminology is unavoidable, define and explain terms.

37. Budget Monitoring

- *Revenues*. Governments need to carefully analyze sources of funds with particular attention to:
  - Seasonality, and whether comparable to prior observations
  - Any potential volatility and the resulting impacts
  - Trends and comparison to projections
  - Timing of receipts
  - Relationship to economic indicators and potential impacts
  - Changes in policy/practice of overarching governments involved in disbursement of revenues
  - Review of patterns at other similar/related governments
37. Budget Monitoring

- Expenditures. Governments need to carefully monitor all expenditures as well—
  including one-time uses and also examining key aspects of the following:
  - Personnel. Examine additional detail beyond just regular payroll expenses,
    including analysis related to hiring and vacancy information and also, depending
    on magnitude, analysis of part-time, overtime and special pay. In addition,
    conduct analysis of re-class/promotions to see if on-track with expectations. And
    whether fringe benefit costs are within budgeted expectations as well.
  - Non-personnel. Monitoring needs to include more than just current expenses.
    Governments need to analyze draw down of encumbrances, outstanding
    purchase orders, and its major contracts to develop a better picture of not only
    what was spent, but what remains to be spent.

- How the elements should be analyzed
  - Root cause. Governments should move beyond just identifying
    deviations from budget versus actuals and work towards analyzing
    and articulating why deviations occurred in order to move towards
    resolution.
  - Time frame. Is it anticipated for any identified variance to continue
    or is there an underlying reason for the variance? How does the
    current spending pattern impact the subsequent year’s budget?
  - Requirements. Structure budget monitoring to meet any
    interim reporting requirements that the government may have,
    if possible.
37. Budget Monitoring

- At what level of detail should the analysis be conducted. This will vary depending on revenue/expenditure type. Organizations should discuss benefits of more versus less detail and its impacts on the timeliness, usefulness, and degree of difficulty to compile, among other factors. Potential levels at which to monitor the budget should mirror an organization’s chart of accounts, including the following:
  - **Fund.** Use for high level analysis and also may be the only monitoring needed for minor revenue/expenditure areas
  - **Department.** Analysis at this level can be used to establish budget accountability for department heads
  - **Sub-department/division.** Appropriate to analyze in particular if budget accountability resides at the sub-department head level.
  - **Function.** Use to track expenditures by major organizational responsibilities, i.e. public safety, public works, etc.
  - **Object/account.** Utilize for examining key types of expenditures at an organization-wide basis, such as overtime.
  - **Project/program/grant/activity.** Use to track revenue/expenditures of specific activities associated with areas that need additional scrutiny or for reporting requirements

37. Budget Monitoring

- Who is responsible and outlining roles
  - **Production.** Who produces the analysis, reports, etc. related to budget monitoring should be clearly articulated and disseminated.
  - **Roles.** Collaboration and ownership within the organization should be promoted to help provide context related to any potential issues.
  - **Ownership.** Identify who is responsible for resolving variances related to both spend and service delivery as well as any other problems identified that need attention.
37. Budget Monitoring

- Tools for conducting the analysis
  - *Electronic system.* An organization’s enterprise resource planning (ERP) system should drive data gathering and analysis related to budget monitoring. Use of the ERP system allows for real-time information to be readily accessible for encumbrances and other time-sensitive information as opposed to reliance on static, stand-alone reports.
  - *Automation.* Budget monitoring data and reports should be integrated into and generated by an organization’s ERP system to ensure efficient use of staff time and also consistency of information.
  - *Overspend Protection.* Governments should also ensure that mechanisms are in place in their ERP system to automatically prevent overspending of budget and notify the organization’s financial leadership.
  - *Consistency.* Off-system analysis should be consistently applied to all aspects of monitoring the budget and clearly articulated to both staff conducting the analysis and end users.

37. Budget Monitoring

- Communications
  - *Frequency.* The frequency of how often budget monitoring reports and information is generated should be agreed upon at all levels of the organization.
  - *Delivery.* How the information is communicated and to which stakeholders, both internally and externally, needs to be clearly structured.
  - *Format.* The format for how information related to budget monitoring needs to be clearly established as well.
  - *Transparency.* How can the information be shared on a wide spread basis to the community and include the proper context to best inform the public and minimize additional request for more information.