

Municipal Finance & Budgeting 101 for Elected Officials

Presented by Jeff Hansen, Finance Director
City of Golden



**2024 ANNUAL
CONFERENCE**
LOVELAND • COLORADO



COLORADO
MUNICIPAL
LEAGUE

Today's Objectives

- Keep you awake
- Make this interactive
 - Ask Questions!!!
- Hopefully you learn something
 - Either from me or each other

Polling Question – Who's here?

- New to Council/Board
- 2-5 Years on Council/Board
- 5-10 Years on Council/Board
- 10+ Years on Council/Board
- Staff
- Other (???)

Polling Results

[Link to polling results goes here]



If you would like to do a poll, please send polling questions to Karen Rosen at krosen@cml.org.

Attendees will answer poll through conference app.

CML will insert a link on this slide.

You can refresh the link multiple times to update poll information.

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Outline

- Finance
 - Basics of Governmental Accounting
- Budget
 - Budget Basics
 - Typical Budget Process
 - Budget Oversight
 - Other types of Budget Processes

Basics of Governmental Accounting

- Not-for-profit perspective
 - Accountable to Council/Board, citizens, bondholders
 - Relationship between the charge for a service and the cost to provide it

Basics of Governmental Accounting

- Rule Making/Oversight
 - GAAP (Generally Accepted Accounting Principles)
 - GASB (Government Accounting Standards Board)
 - GFOA (Government Finance Officers Association)
 - State Statutes
 - City Charter/Municipal Code

Basics of Governmental Accounting

- Fund Accounting
 - “Separate Checkbooks”
 - Each Fund needs to balance
- Fund Types
 - Governmental
 - General, Special Revenue, Capital Projects, Permanent
 - Proprietary
 - Enterprise, Internal Service
 - Fiduciary
 - Trust, Agency, Pension



Fund - Defined

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Some funds are required to be established by State law (i.e. Conservation Trust Fund) or bond covenants. However, the Council/Board may establish other funds to help control and manage spendable resources for particular purposes (i.e. Recreation Center Fund). All of the municipality's funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

City of Golden Fund Structure

➤ General Fund

➤ Primary Revenues

- Sales & Use Tax, Property Tax

➤ Primary Functions

- Public Safety/Police

- Public Works (Streets)

- Parks & Rec (Outdoor Rec, Parks, Forestry, RV Park, Bldg Maintenance)

- General Administration (Council, Manager, Clerk, Communications, Finance, HR, Court, Planning, Economic Development)

- Social/Environmental (Affordable Housing, Homelessness, Sustainability)



City of Golden Fund Structure

➤ Special Revenue Funds

➤ Conservation Trust Fund

➤ Lottery Funds

➤ Fire Department Fund

➤ Dedicated Property Tax

➤ Lodging Excise Tax

➤ Marijuana Excise Tax

➤ GDGID Fund

➤ Dedicated Property Tax



City of Golden Fund Structure

- Capital Projects Funds
 - Sales & Use Tax Fund
 - Dedicated Sales & Use Tax (1%)
 - Infrastructure, Facilities, Capital Equip
 - Curb, Gutter, Sidewalks
 - Traffic Calming, Major Street Projects
 - Public Art Program
 - Community Center Equipment/Capital Improvements
 - Capital Related Debt Service



City of Golden Fund Structure

- Capital Projects Funds (cont.)
 - Capital Programs Fund
 - State Highway Users Tax, Fund Transfers
 - Used for Street Improvements
 - Open Space Fund
 - County Open Space Tax
 - Open Space Purchases, Trail Development



City of Golden Fund Structure



- Enterprise Funds

- Water Fund

- Environmental Quality, Treatment, Maintenance, Water Rights, Storage, Capital, Debt Service

- Wastewater Fund

- Environmental Quality, Maintenance, Treatment, Capital

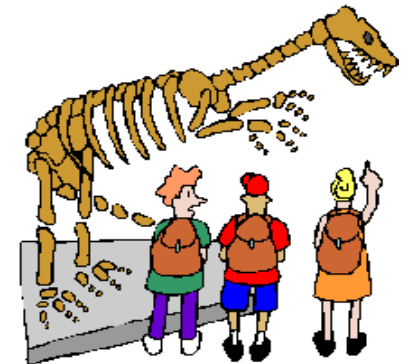
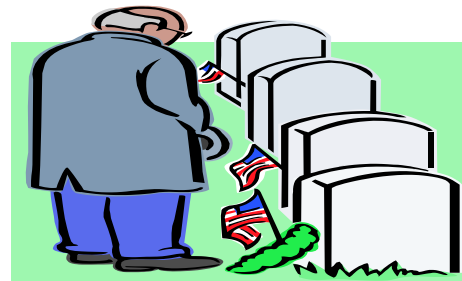
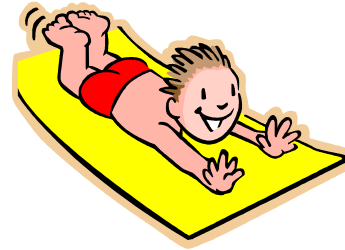
- Drainage Fund

- Maintenance, Capital



City of Golden Fund Structure

- Enterprise Funds (cont.)
 - Community Center Fund
 - Splash Aquatic Park Fund
 - Fossil Trace Golf Course Fund
 - Cemetery Operations Fund
 - Rooney Rd Sports Complex Fund
 - Museums Fund



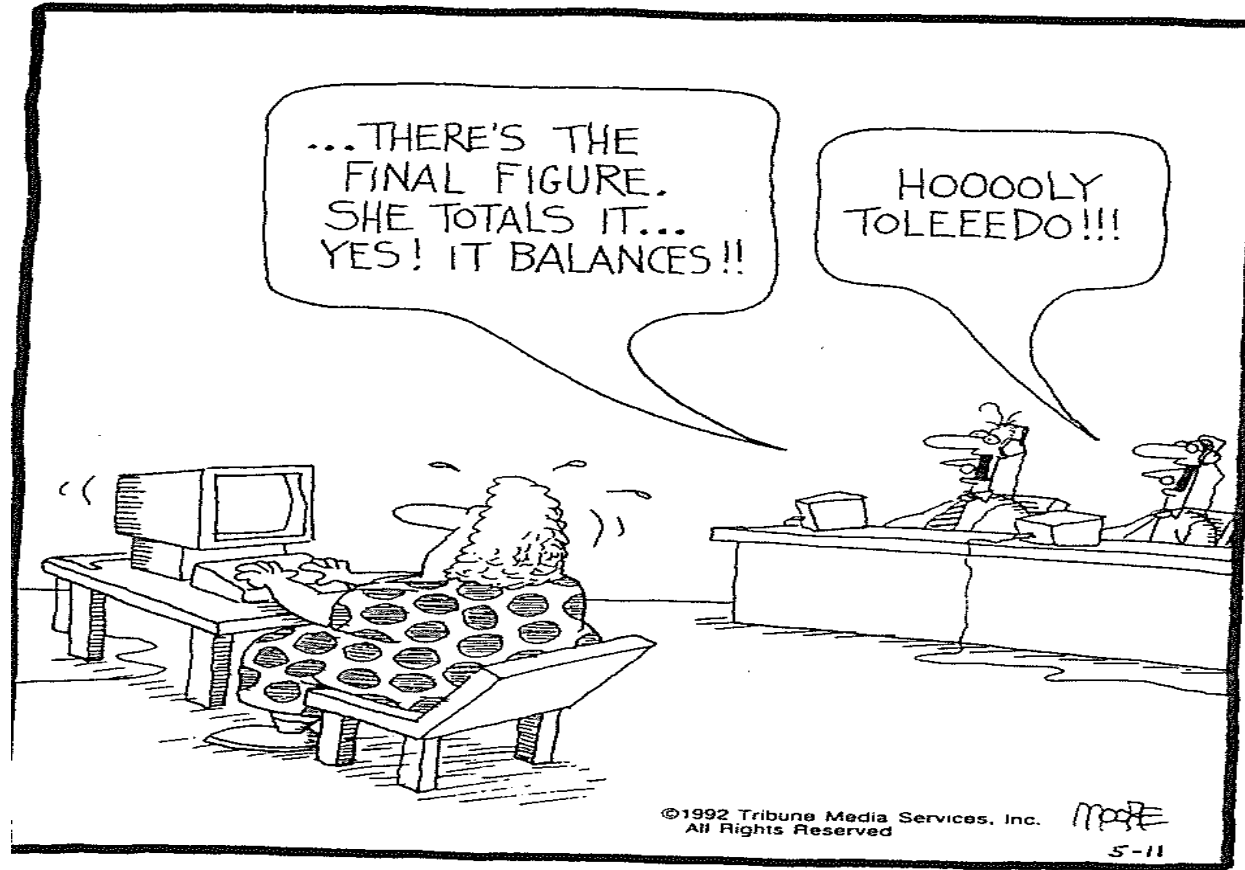
City of Golden Fund Structure

- Internal Service Funds
 - Fleet Management Fund
 - Information Technology Fund
 - Insurance Fund
 - Medical Benefit Fund
 - Workers Comp & Unemployment Ins Fund
- Fiduciary Funds
 - Volunteer FF Pension Alternative
- Permanent Fund
 - Cemetery Perpetual Care Fund



IN THE BLEACHERS

By Steve Moore



Accounting play-by-play

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Budget Basics

Balanced Budget:

Sources of Funds = Uses of Funds

Sources: Beginning Projected Reserves plus Budgeted Revenues

Uses: Budgeted Expenditures plus Ending Projected Reserves

Budget Basics

- Reserve Philosophy
 - Policy on Ending Reserves
 - How much
 - Course of action if over/under
 - Varies by Entity and Fund/Fund Type

Polling Question – What is your entity's budgetary legal level of control?

- Fund Level
- Department Level
- Line Item Level
- Not Sure
- What does that mean?

Polling Results

[Link to polling results goes here]



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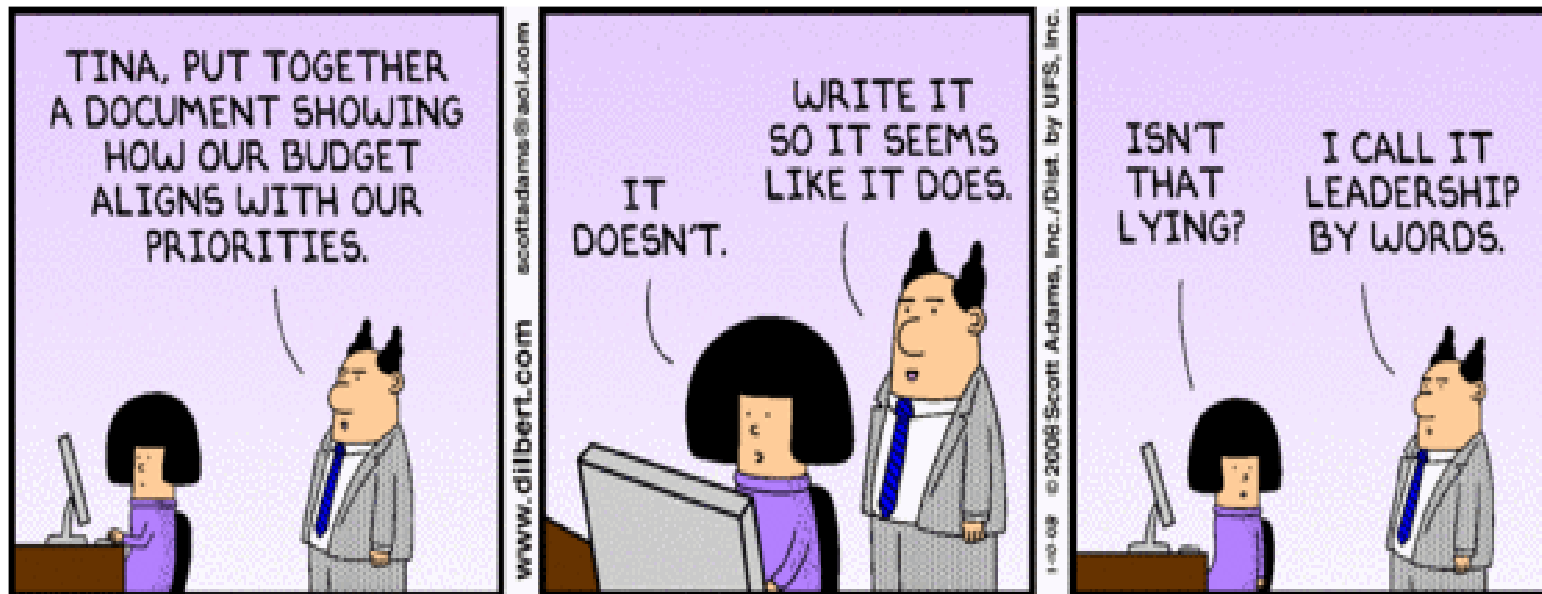
Budget Basics

- Legal Level of Control
 - Fund, Department, or Line Item
 - Most efficient is Fund level

Typical Budget Process

- Council Goals/Priorities
- Revenue Projections
- Operating Budget
- Capital Planning & Budget
- Council Review
- Public Input (throughout the process)
- Adoption

Council Goals/Priorities



Council Goals/Priorities

**Best and most important time for Council
involvement and input**

- General goals/direction
- Specific projects
- Community needs

Revenue Projections

- Needs to be a separate, independent part of the process
 - Initial draft early in the process
 - Adjust only if justified based on current year trends or proposed fee increase

DO NOT ARTIFICIALLY INCREASE REVENUE PROJECTIONS TO BALANCE THE BUDGET!!!!!!!!!!!!

Revenue Projections

- Current Year Projections
- Budget Year Projections
 - Trends
 - Assumptions
 - Inflation
 - Rate/Fee increases?
 - One Time Revenues
- Revenue Manual

SALES TAX REVENUE

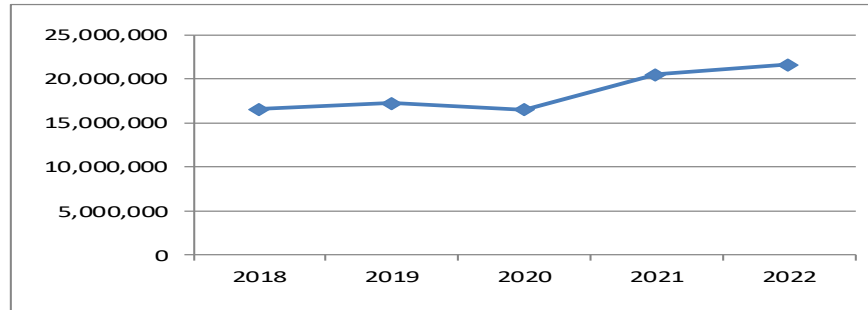
Distribution: General Fund 66.7%
Sales and Use Tax Capital Improvement (SUT) Fund 33.3%

Source: Visitors, residents and employees in Golden.

Collection: In 1979, the citizens of Golden voted to install a 2% sales and use tax. In 1991, the citizens voted to increase the sales and use tax rate to 3%, with the extra 1% to be earmarked for capital improvements. Sales tax is charged on certain services and all retail purchases including food.

AS A HOME RULE CITY, GOLDEN COLLECTS AND ADMINISTERS ITS OWN SALES AND USE TAX. BUSINESSES REMIT TAX TO GOLDEN ON A MONTHLY, QUARTERLY OR ANNUAL BASIS. TAXES COLLECTED ARE DUE TO THE CITY BY THE 20TH OF THE MONTH FOLLOWING COLLECTION. TAXPAYERS CAN REMIT PAYMENT AT CITY HALL, THROUGH THE CITY'S LOCKBOX, ON-LINE THROUGH THE CITY'S WEBSITE, OR THROUGH A COLORADO DEPARTMENT OF REVENUE PORTAL. THE CITY UTILIZES A NUMBER OF ENFORCEMENT PROCEDURES TO COLLECT FROM DELINQUENT ACCOUNTS INCLUDING TAXPAYER EDUCATION, DELINQUENCY NOTICES, PERSONAL PHONE CONTACT AND VISITS, AUDITS, SUMMONS TO MUNICIPAL COURT AND SEIZURES.

Five Year Trend:



<u>Year</u>	<u>General Fund</u>	<u>SUT Fund</u>	<u>Total</u>
2018	11,051,169	5,520,344	16,571,513
2019	11,466,870	5,747,109	17,213,979
2020	11,010,270	5,518,001	16,528,271
2021	13,656,202	6,842,112	20,498,314
2022	14,400,000	7,200,000	21,600,000

Other than 2020 due to Covid-19, sales tax revenues have shown strong, continued annual growth. In 2021, revenues rebounded nicely, aided by the increased remittances from on-line vendors. Projections for 2022 are 16.5% over budget, a reflection of inflation and increased volume for local businesses.

Forecast: **2023 \$22,680,000** **2024 \$23,814,000**

Rationale: Sales tax revenues are projected to see growth from increased inflation, small population increases, and continued increased remittances from on-line vendors. The forecast anticipates a 5% growth in Sales Tax for both 2023 and 2024.

Operating Budget

- Current Year Projected Spending
- Subsequent Year Requests
 - Additional Staff
 - New/Different Programs
- Justifications
- Council should stay out of the minutia unless/until the situation dictates they need to get into the minutia.

GENERAL FUND							
FINANCE & ADMINISTRATIVE SERVICES							
	Account Description	Actual 2022	Actual 2023	Original Budget 2024	Actual Jan-Apr 2024	Projected Actual 2024	Proposed Budget 2025
01-3031							
	<u>SALARIES & BENEFITS</u>						
40100	Salaries, Full-Time	\$ 789,376	\$ 863,093	\$ 900,135	\$ 251,630		
40110	Overtime	1,760	1,722	2,000	169		
40130	Salaries, Part-Time	-	18,104	28,350	8,368		
40150	Employee Assistance	457	457	561	114		
40170	Social Security - FICA	56,230	63,249	66,506	19,242		
40180	Health Insurance	122,825	123,297	142,812	42,520		
40190	Worker's Comp	767	1,363	2,794	932		
40200	Retirement	39,730	43,084	45,007	12,493		
40210	401(a) Match	21,609	22,657	23,730	6,472		
40220	Life, AD&D, LTD	8,517	11,623	9,721	4,253		
40240	Vantage Care	6,579	9,668	-	413		
40270	Employee Allowances	840	840	840	940		
40290	Dental Insurance	3,886	4,065	5,408	1,350		
40310	Unemployment Comp	3,836	4,498	4,647	1,548		
	Subtotal - Salaries & Benefits	1,056,412	1,167,720	1,232,511	350,444	-	-
	<u>SUPPLIES & SERVICES</u>						
51900	Office Supplies	1,940	3,089	2,000	141		
52555	Employee Engagement	1,350	1,607	1,300	256		
53100	Cash Over/Short - Bad Debt	-	30	-	-		
60400	Professional Services	169,997	157,976	120,300	20,384		
60401	UB Printing & Mailing Service	28,569	30,369	34,000	5,149		
60403	Treasurer Fees	90,623	78,427	110,000	38,723		
60406	Merchant Fees	183,121	230,564	200,000	68,652		
60700	Training & Travel	4,372	7,739	9,900	1,450		
62200	Dues & Subscriptions	2,435	16,189	2,500	75		
63400	Postage	7,397	9,886	11,000	6,148		
63700	Telecom/Data Services	749	-	600	-		
64300	Rentals & Leases	5,772	5,387	5,800	962		
64500	IT Lease	251,976	284,712	312,710	104,236		
64600	Printing/Advertising	9,750	5,651	9,700	3,139		
	Subtotal - Supplies & Services	758,051	831,626	819,810	249,315	-	-
	<u>CAPITAL</u>						
90150	Office Furniture/Equipment	290	1,239	4,500	171		
	TOTAL	\$1,814,753	\$2,000,585	\$2,056,821	\$ 599,930	\$ -	\$ -

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Capital Budget

- Should have a 5-year Capital Improvement Plan (CIP) at minimum
 - Need for future fee increases or debt issuances?
- Identify impact on operating expenses

CITY OF GOLDEN																			
CONSERVATION TRUST SPECIAL REVENUE FUND CAPITAL PROGRAMS (LOTTERY)																			
TEN YEAR CAPITAL IMPROVEMENT PLAN																			
2023-2032																			
																			5/23/2024
DESCRIPTION	ACTUAL 2020	ACTUAL 2021	ACTUAL 2022	BUDGET 2023	AMENDED BUDGET 2023	YTD ACTUAL 10/31/2023	Projected 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL 2024 TO 2033	
REVENUES:																			
Colorado State Lottery	211,272	251,418	257,398	260,500	260,500	197,990	280,000	285,000	290,000	292,900	295,829	298,787	301,775	304,793	307,841	310,919	314,028	3,001,873	
Interest	5,679	4,574	12,707	7,500	7,500	16,149	20,000	20,000	16,000	12,000	10,000	8,000	6,000	6,000	6,000	6,000	6,000	96,000	
TOTAL REVENUES	216,951	255,992	270,105	268,000	268,000	214,139	300,000	305,000	306,000	304,900	305,829	306,787	307,775	310,793	313,841	316,919	320,028	3,097,873	
EXPENDITURES:																			
Creek/White Water Course R&M	5,760	27,589	49,850	50,000	50,000	45,764	50,000	60,000	-	60,000	-	60,000	-	60,000	-	60,000	-	300,000	
Park Repair & Maintenance	-	-	-	60,000	60,000	-	60,000	-	-	-	-	-	-	-	-	-	-	-	
Lions Park Tennis Courts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Peak-to-Plains Trail Collaboration	-	-	-	200,000	200,000	200,000	200,000	-	-	-	-	-	-	-	-	-	-	-	
Trees	-	-	-	20,000	20,000	20,000	20,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000	
Misc Recreation Improvements	29,050	-	-	30,000	30,000	-	30,000	195,000	-	-	-	-	-	-	-	-	-	195,000	
Park Improvements	-	5,666	84,803	70,000	70,000	30,699	70,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	1,300,000	
Trails Repair & Maintenance	-	-	-	30,000	30,000	5,073	30,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	350,000	
Trail Signage	-	-	-	20,000	20,000	-	-	20,000	-	-	-	-	-	-	-	-	-	20,000	
Splash Improvements	-	-	96,540	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
P&R Master Plan	-	-	-	150,000	150,000	-	-	150,000	-	-	-	-	-	-	-	-	-	150,000	
TOTAL	34,810	33,255	231,193	630,000	630,000	301,536	460,000	615,000	190,000	250,000	190,000	250,000	190,000	250,000	190,000	250,000	190,000	2,565,000	
(Use)/Accumulation of Surplus Funds	182,141	222,737	38,912	(362,000)	(362,000)	(87,397)	(160,000)	(310,000)	116,000	54,900	115,829	56,787	117,775	60,793	123,841	66,919	130,028		
ENDING FUND BALANCE	589,641	812,378	851,290	222,378	489,290	763,893	691,290	381,290	497,290	552,190	668,019	724,806	842,581	903,374	1,027,215	1,094,134	1,224,163		

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Completed by: [Name] [Title]
Department: Road Services

Responsible Department: [Name] [Title]
Fund: [Fund Name]

Project Name	White Water Course Repair & Maintenance				
Right Description	Paving project with safe operation of the City's Greenways.				
Funding Source	Existing Grant Funds Identified for Project	Potential Grant Funds Identified	Funds Identified From Capital Project Fund	Funds Identified From Other Fund (Name)	No Identified Funding
New/Additional Revenue Generated	Significant Ongoing Revenue Source	Small Ongoing Revenue Source	One-time Revenue Generated	No New/Additional Revenue Generated	
Legally Mandated	Court Decision	Regulatory Requirement	Permits/ Legal Action	Potential Legal Action	Verbal Liability
Public Health & Safety	Existing Severe Hazard	Existing Minor Hazard	Potential Severe Hazard	Potential Minor Hazard	No Health or Safety Issue
Operating Budget Impact	Increases Operating and/or Personnel Costs	Minimal or No Impact on Operating and/or Personnel Costs	Slight Increase to Operating and/or Personnel Costs	Significant Increase to Operating and/or Personnel Costs	
Environment and Sustainability	Enhances Environmental and/or Sustainability	Neutral Environmental and/or Sustainability	No Environmental Impact	Minor or Negative Environmental Impact	Degrades Environment
% of Population Served	100% of Population Served by Project	Majority of Population Served	Approximately 25% of Population Served	Less than 25% of the Population Served	
Preservation of Facility	Loss of Facility Imminent without Project Completion	Additional Damage to Facility without Project Completion	Project Contributes to Normal Wear/ Maintenance	Project Contributes to Normal Wear/ Maintenance	New Facility/ Safety Issue
Project Useful Life	20+ Years with Normal Maintenance	10-20 Years with Normal Maintenance	10-20 Years with Normal Maintenance	3-10 Years with Normal Maintenance	1-4 Years with Normal Maintenance
Conformity to Strategic Plans & Department Goals	Contributes to Accomplishing Established Plans / Goals	Addresses Accomplishing Established Plans / Goals	Will Not Address or Will Hinder Accomplishing Plans / Goals	Recommended by City Council	Recommended by Staff
Recreational or Aesthetic Value	Major Value	Medium Value	No Value	Possibly Deteriorated	
Estimated Frequency of Use	Every Day	Several Times per Week	Several Times per Month	Once per Month or Less	

2030 Guiding Principles Priority - (Choose One Best Fit)

(A) Safe and Reliable Public Infrastructure (B) Economic Vitality and Community Amenities that Improve Quality of Life (C) Public Safety (D) Culture

Category of Capital Expenditures - (Choose One Best Fit)

Land Improvement Building Improvements Equipment Vehicle Technology Infrastructure

Financial Impact - Expenses											
Life-to-Date*	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Project Costs	52,000			5,000	50,000						107,000
On Going Maintenance											
Total Project Costs	52,000			5,000	50,000						107,000

Basis for Project Cost Estimate

Formal Proposal Contractor/Engineer Estimate State Purchasing Co-Op Staff Estimate

Financial Impact - Revenues											
Life-to-Date*	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Revenue Estimate											

*The revenue for this project is assumed to be the amount of project cost up to 2032 and not paid for the total life of 2032.

Project Name:	White Water Course Repair & Maintenance
Please provide details for the following: 1. Project Description 2. Justification 3. Measure of Success 4. Description of Resource Generation (if applicable)	1. The final process and/or services to be provided to meet a safety, structural and integrity in cooperation with the US Corp of Engineers. 2. Provide make and equipment instructions for this work. 3. Contractor review of recommendations. 4. 4. This request supports a priority of Safety, Education and Equitable and Economic Opportunities as defined in the Strategic Plan.
Strategic Action Plan Success Factor(s)	Active, Connected, and Sustainable Safe, Inclusive, and Engaged
Does this project contribute to and support Strategic Action Plan success factor(s) identified above?	Validating the safety and integrity of the bridge structure is essential to the pedestrian use of the bridge. The bridge is a vital link between the two communities and is a key asset for the community. The bridge is a key asset for the community and is a key asset for the community. The bridge is a key asset for the community and is a key asset for the community.
Are any resources for implementation?	1. Funded and by 2. Site located by the community for the bridge and by 3.

Reviewed by: Date:
 Approved by:

Council Review

- Reviews at various stages in the process
 - Revenues, Rate & Fee increases, CIP, Operating Expenditures
- Draft Budget should already be balanced
 - Staff's final recommendation
 - Discussions at Council Study Sessions
- Any changes at this point still need to balance

Public Input

- Social Media Solicitation
- Formal Public Hearings
 - Schedule at each major stage of the process
- Informal
 - Boards and Commissions
 - One on one with Councilors
- Don't expect much input
 - Other than special interests

Budget Oversight

- Annual Comprehensive Financial Report (ACFR)
 - Transmittal Letter, MD&A, Auditor's Opinion
- Interim Reports
 - At least quarterly
 - Review revenues and expenditures
 - Compare to budget
 - Compare to prior year

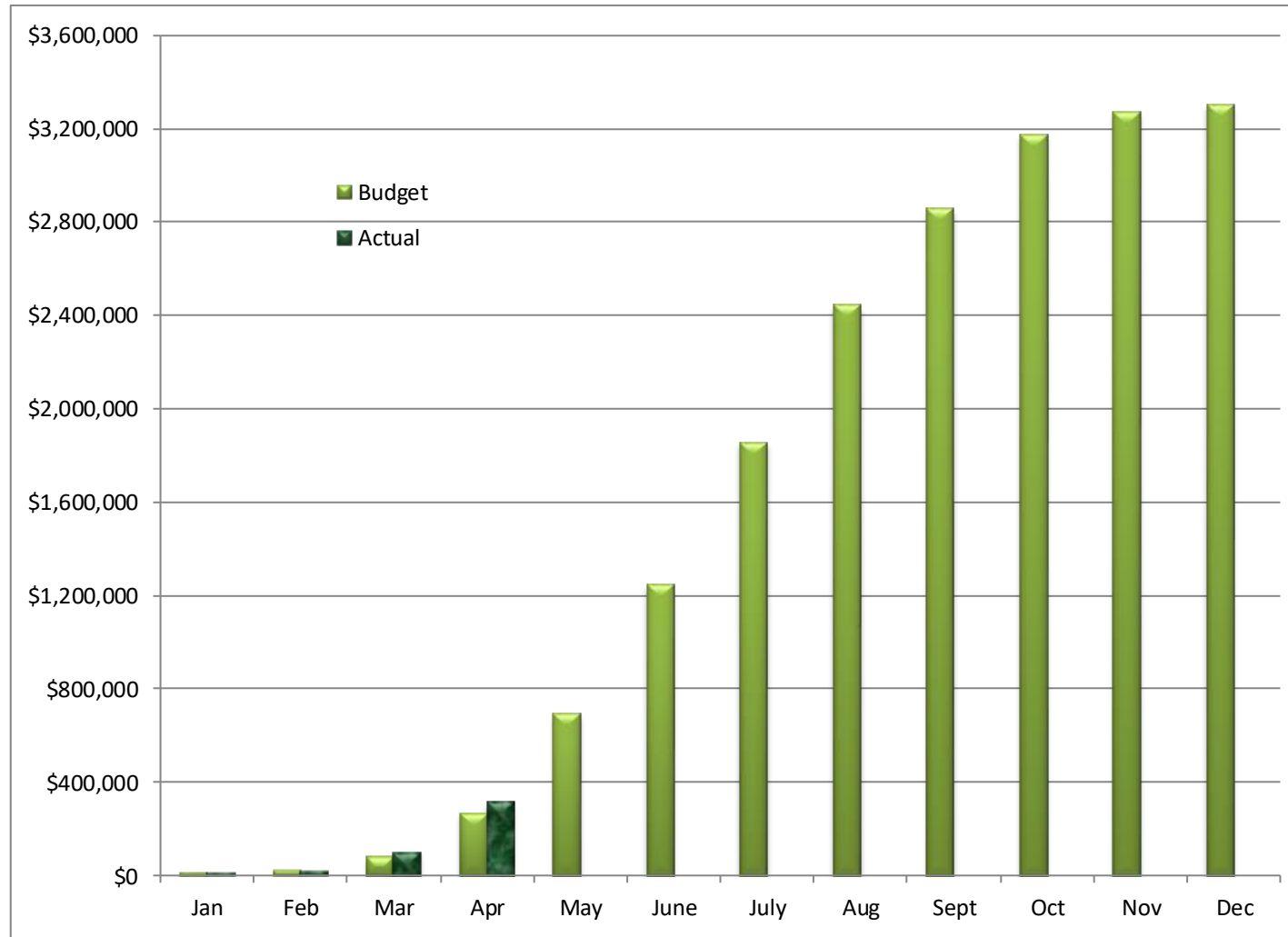
CITY OF GOLDEN
Revenues and Expenditures
Budget to Actual - 1st Quarter 2024
Cash Basis, Interim & Unaudited

Prior Year Budget	Prior YTD Actual	Description	Current Year Budget	Current YTD Actual	% of Budget	Diff. Current to Prior Actual	% Change Current to Prior
FOSSIL TRACE GOLF CLUB REVENUES:							
2,850,000	79,705	Greens Fees	3,300,000	100,356	3%	20,651	26%
825,000	26,594	Cart Fees	900,000	35,480	4%	8,886	33%
142,000	17,785	Driving Range	142,000	13,629	10%	(4,156)	-23%
775,000	43,854	Merchandise	900,000	35,389	4%	(8,465)	-19%
240,000	6,345	Lessons	260,000	7,630	3%	1,285	20%
215,000	1,595	Food & Beverage	225,000	0	0%	(1,595)	-100%
165,000	17,351	Miscellaneous Revenue	190,000	15,329	8%	(2,022)	-12%
27,000	9,030	Interest	30,000	9,032	30%	2	0%
0	0	Gain/(Loss) on Sale of Equipment	160,000	0	0%	0	-
5,239,000	202,259	Total Fossil Trace Revenues	6,107,000	216,845	4%	14,586	7%
FOSSIL TRACE GOLF CLUB EXPENSES:							
MAINTENANCE:							
949,030	184,477	Salaries/Benefits	929,711	209,342	23%	24,865	13%
522,680	68,979	Operating Supplies & Services	457,451	96,409	21%	27,430	40%
220,000	0	Capital	345,000	112,459	33%	112,459	-
1,691,710	253,456	Total Maintenance	1,732,162	418,210	24%	164,754	65%
PRO SHOP:							
1,141,211	147,699	Salaries/Benefits	1,311,787	117,619	9%	(30,080)	-20%
1,154,758	224,080	Operating Supplies & Services	1,313,562	193,499	15%	(30,581)	-14%
717,000	0	Capital	600,200	246,209	41%	246,209	-
3,012,969	371,779	Total Pro Shop	3,225,549	557,327	17%	185,548	50%
TRANSFERS:							
700,000	0	Transfers to Rec Campus Debt Service	700,000	0	0%	0	-
5,404,679	625,235	Total Fossil Trace Expenses	5,657,711	975,537	17%	350,302	56%

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CITY OF GOLDEN
Budget to Actual Comparison
(adjusted for seasonality)
2024 Green Fees

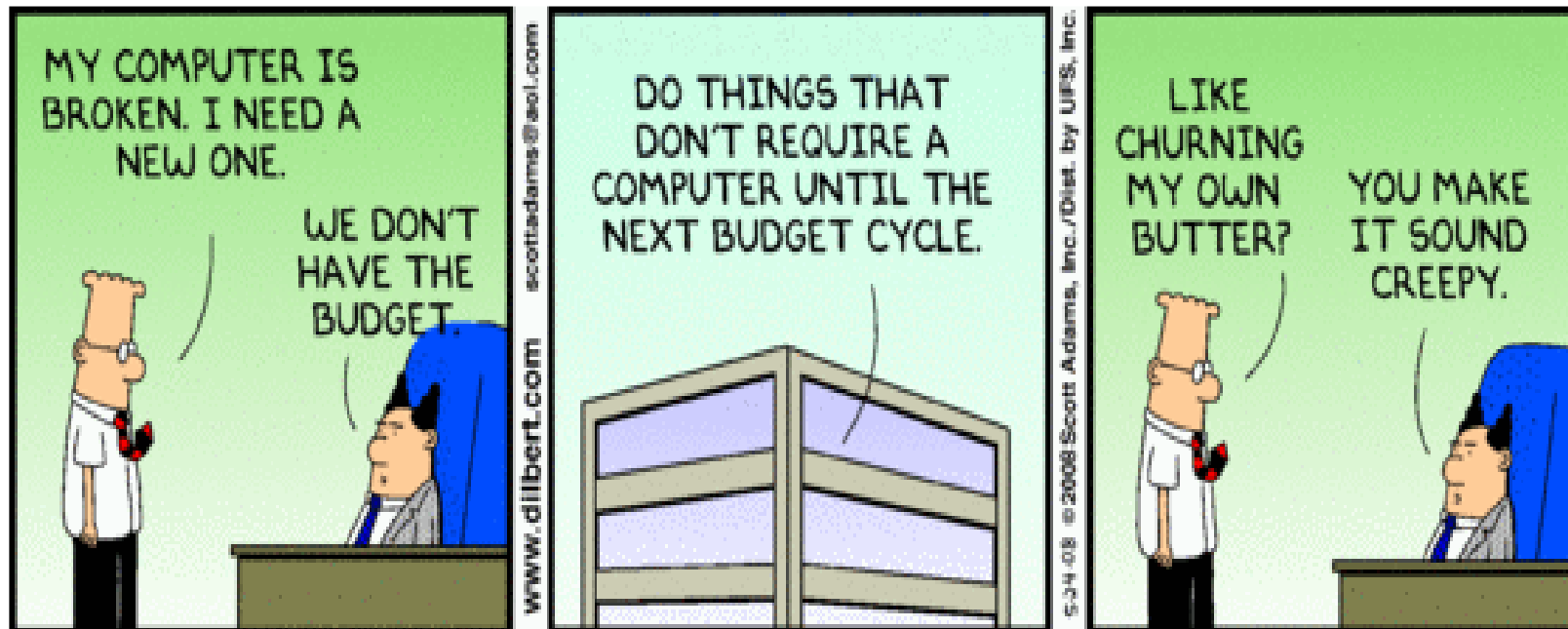
<u>Month</u>	<u>YTD Budget</u>	<u>YTD Actual</u>
Jan	\$14,796	\$11,858
Feb	22,551	17,800
Mar	78,648	100,356
Apr	266,553	313,553
May	692,590	
June	1,244,075	
July	1,853,790	
Aug	2,442,142	
Sept	2,854,704	
Oct	3,173,568	
Nov	3,272,734	
Dec	3,300,000	



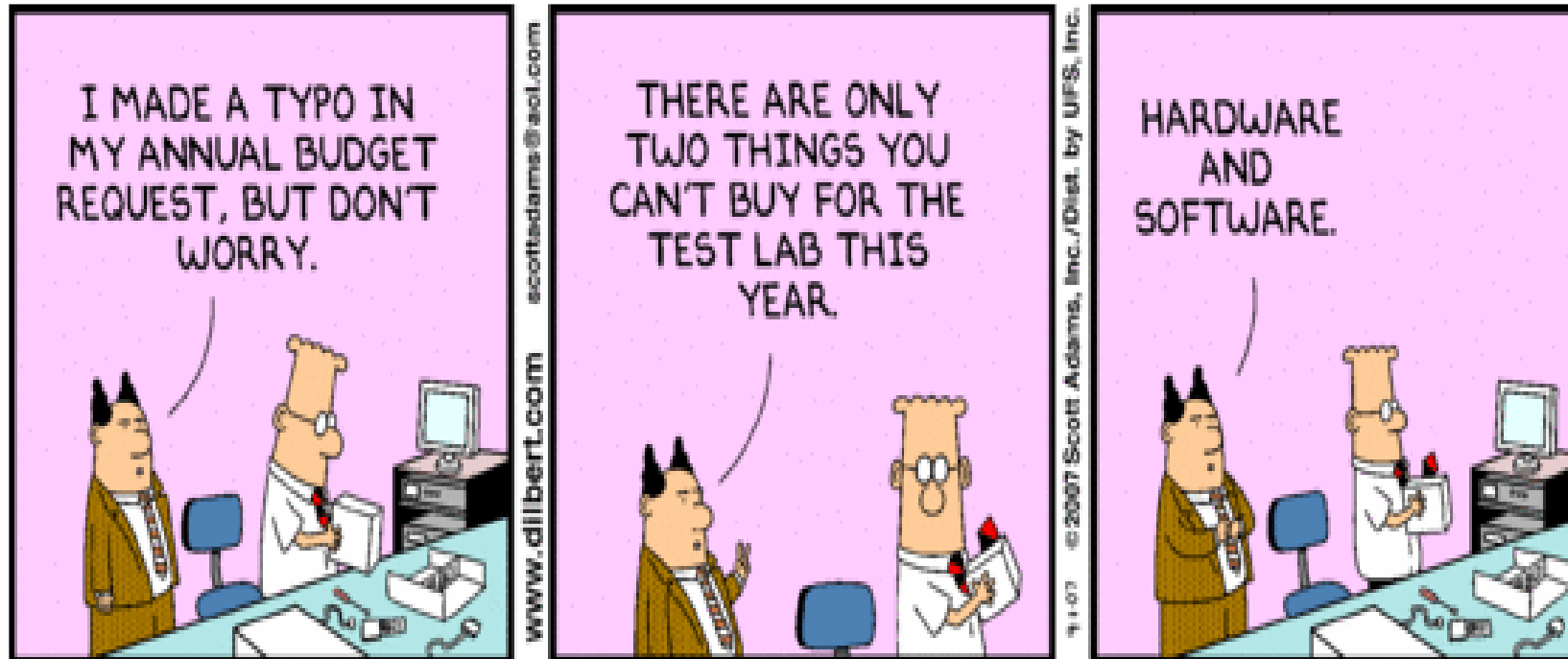
Budget Oversight

- Budget Sub-Committees
 - Councilors
 - Citizen group
 - Combination
- Budget Amendments
 - Why?
 - When?

Budget Amendments



Budget Amendments



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Polling Question – What budgeting process does your entity use?

- Zero Based
- Incremental
- Priority Based
- Outcome Based
- Not Sure

Polling Results

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Types of Budget Processes

- Annual vs Biennial
- Zero Based
- Incremental
- Priority Based
- Outcome Based

Annual vs Biennial Budgets

- Annual – Entire process every year
 - Time consuming and labor intensive
- Biennial – majority of process every other year
 - Adopt budget for both years
 - Likelihood of formal budget amendments in year 2
 - Adopt budget for current year only
 - Year 2 adjustments for significant changes

Zero Base Budgeting

- Start from scratch each year
 - “Justify your entire existence”
- Pros – includes prepared alternative levels of service/funding
- Cons – labor intensive and time-consuming process, information overload, not amenable to fixed mandates, encourages dog & pony shows – who wins/loses?

Incremental Budgeting

- Start with prior year budget
 - Allowance for \$ or % increases without justification
- Add new staff, capital and/or programs as funds allow

Incremental Budgeting

- Pros – efficient use of time, not labor intensive, easy to calculate new budget, avoid conflict/competition between departments
- Cons – allocates budget where it may not be needed, takes budget away from other areas of need, doesn't always work well with changing Council goals/priorities, may promote use it or lose it mentality

Priority Based Budgeting

- Focus on programs and services, not departments
- Public Process
 - Community priorities
 - Competitive process

Priority Based Budgeting

➤ Prioritize Services

Police

Patrol

Traffic Enforcement

School Resource

SWAT

Drug Task Force

Public Works

Snow Plowing

Street Sweeping

Traffic/Street Signs

Street Maintenance

Street Lights

Priority Based Budgeting

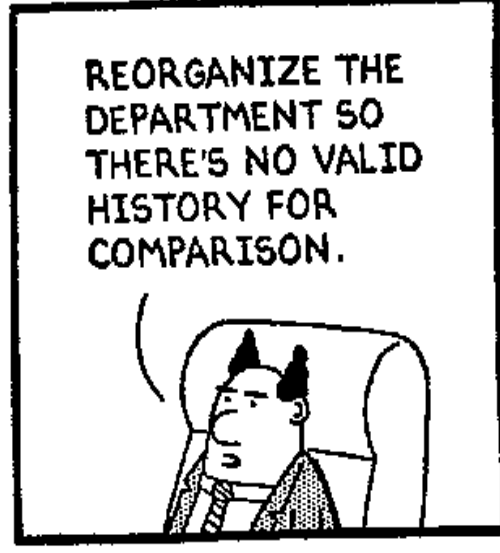
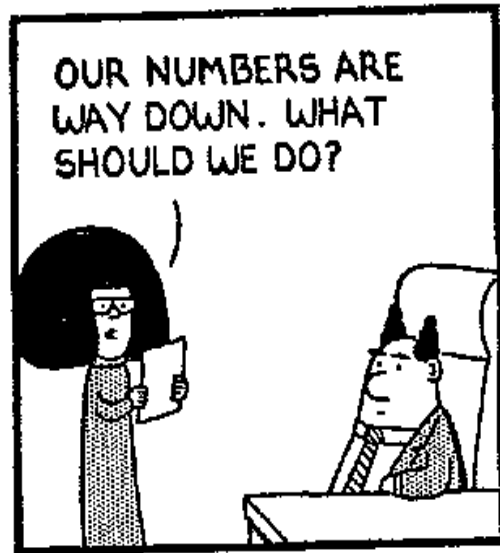
- Pros – Effective in flat/declining revenues, true cost of doing business, transparency, accountability
- Cons – Mandates may not be community priorities, subsequent years, changing priorities, uncertainty in workforce, support services

Outcome Based Budgeting

- Desired Outcomes identified
- Costs provided to achieve outcomes

- Pros – allows for private sector to bid on certain outcomes, works well with sufficient revenues
- Cons – line-item detail not provided, costs could be inflated

So, what's the best method of budgeting???



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Thank You!

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