

OpenGov 



Manage Your Budget Year-Round: How to get value when you AREN'T building your budget

Bill Hart, Solutions Engineer, OpenGov



AGENDA

Key Takeaways

Framing the Problem

Budgeting Strategically

Aligning Budgets with Progress

Communicating Efficiently

Key Takeaways



"Give me a lever long enough and a fulcrum on which to place it, and I shall move the world." - Archimedes

1 Conceptualize Budget as Strategic Lever

Accept that we're talking about more than a simple math exercise

2 Discuss Various Paths

Understand how different approaches will yield different results

3 Ideas to Action

Tips and tools to get started



Framing the Problem

Shifting the Conversation



COVID, CARES, ARPA and now...Inflation!

Impacts of Inflation on Local Governments

- **Reduced Purchasing Power**
- **Impact on Salaries and Benefits**
- **Impact on Debt**
- **Impact on Capital Projects**
- **Social Impacts**

A Defining Moment

88%

↑ Growing communities

75%

↑ Have seen an increase in resident engagement

Source: OpenGov State of Local Government (592 responses)





The Need for Change

70%

Of finance & budget teams have not grown (or have shrunk) in the face of increasing demands

\$72B

Additional budget needed just for governments to offer the same service level provided in 2020, due to inflation

56%

Of public procurement teams have experienced decreased employee retention over the past three years



Strategic Budgeting

Overview of different approaches

What We're Talking About



Shifting the conversation from budget **automation** towards budget **strategy**

- *Improve decisions*
- *Drive outcomes*
- *Engage Community*



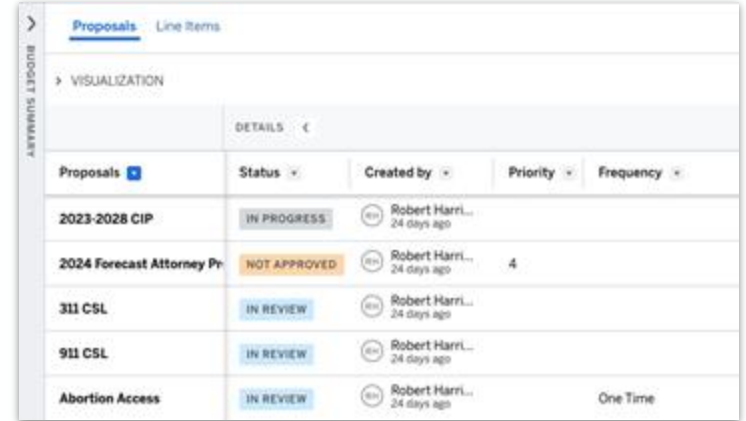
*Move away from “incremental, line item budgeting” by taking advantage of new **ways of thinking**, new **technologies**, and to better meet the **changing needs of communities** with a limited budget.*

Budget Maturity



Budget Structure | Program-Based Budgeting

- Organize budget structure by **Program** instead of by **Department**
- **Cross-collaboration** needed between departments to coordinate services and budget proposals



Proposals	Status	Created by	Priority	Frequency
2023-2028 CIP	IN PROGRESS	Robert Harri... 24 days ago		
2024 Forecast Attorney Pr	NOT APPROVED	Robert Harri... 24 days ago	4	
311 CSL	IN REVIEW	Robert Harri... 24 days ago		
911 CSL	IN REVIEW	Robert Harri... 24 days ago		
Abortion Access	IN REVIEW	Robert Harri... 24 days ago		One Time

Budget Proposals

Physical Budget Structure

Setting Funding Priorities

Include Performance Data

Strategic Initiatives

Document and Include Evidence

Inclusion of Community Voice

Plan

Budget

Report

Engage

Program-Based Budgeting in Boulder



- Over the past 10 years:
 - Operating budget has increased 43%
 - Capital budget has increased 184%
- New process better aligns City's investments with community goals
 - Sustainability, Equity, and Resilience Framework



Setting Funding Priorities | Priority-Based Budgeting

- You have a process to prioritize the proposals before they are accepted in the budget.
- Ask the same set of questions against all proposals to rank them. Involves evaluation team.

INTERNAL EVALUATION

PROGRAM SCORING

On a scale of 1-10 (10 = highest) rate score each of the objectives below

This program supports our City goals *
5

This program minimizes the burden to City taxpayers *
8

This program has experienced a change in demand for services *
4

This Program must be performed by the City *
8

This program serves a critical need for the population receiving services in our City *

Total Project Score (out of 50)
25

Custom Forms & Workflows for Screening and Scoring

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Priority-Based Budgeting in Kansas City



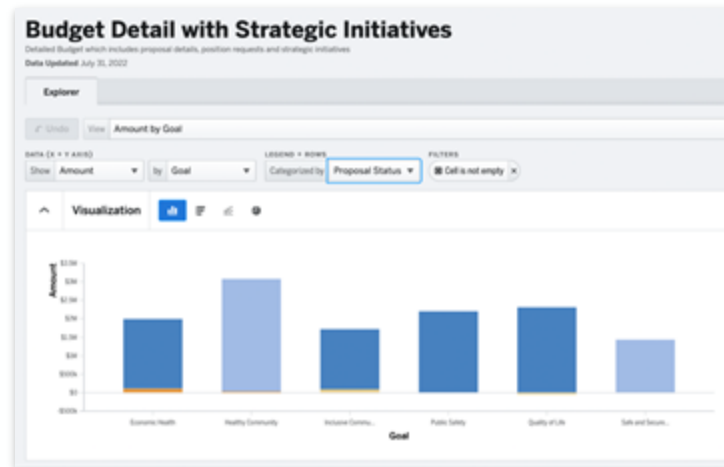
- The budget process creates actions around the Citywide Business plan, providing resources to accomplish the City Goals adopted by City Council in the plan
 - Finance & Governance
 - Housing and Healthy Communities
 - Public Safety
 - Infrastructure and Accessibility
 - Equity and Customer Service (A Lens Across All Goals)



KANSAS CITY
MISSOURI

Strategic Initiatives | Outcome-Based Budgeting

- Measure budget against Strategic Initiatives (or outcomes)
- Assign proposals and worksheets to specific goals, strategies, or initiatives
- Evaluate and prioritize proposals based on how they impact the broader strategic plan



Strategic Initiatives Reporting

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Outcome-Based Budgeting in Minneapolis

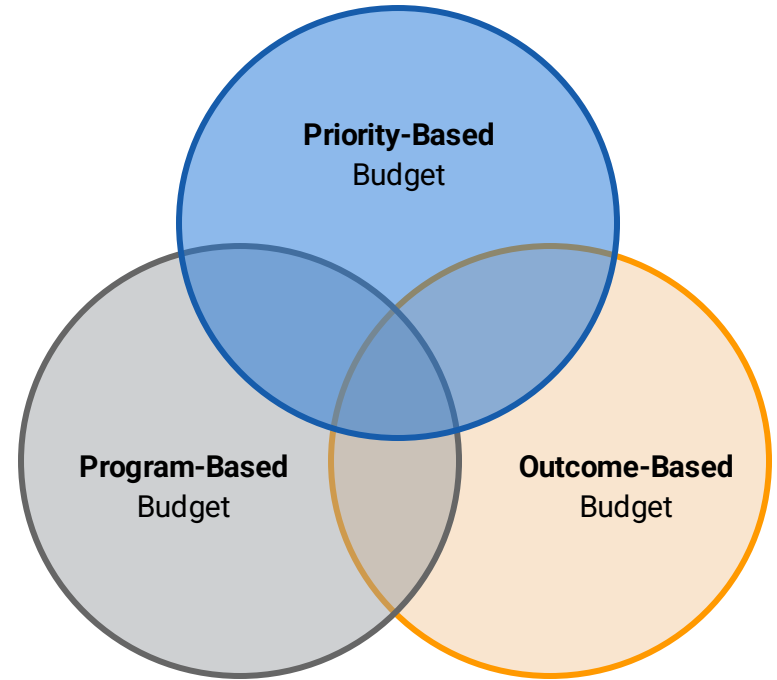
- The City had to make tough budget decisions while also meeting its equity commitments.
- Across the board cuts would not be an effective strategy.
- Forecasted revenues and costs, and then asked departments to provide performance data for programs to assess the impact and inform tradeoff decisions.
- The result is an agile, collaborative multi-year strategic budgeting process that focuses on performance as well as spend.



Not Mutually Exclusive

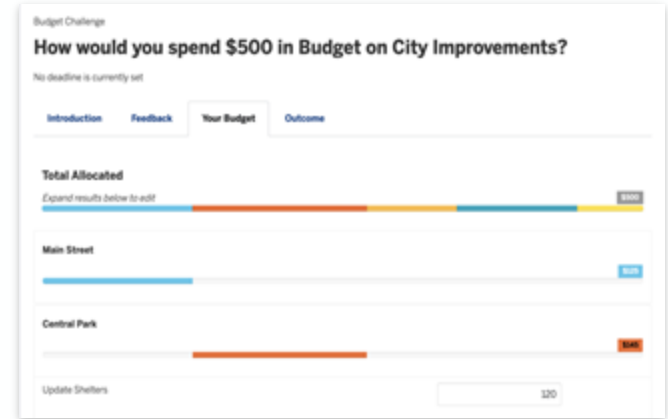


- Approaches can be combined for greater impact
- Key is to start with the end in mind



Community Voice | Participatory Budgeting

- Extremely powerful tool in strategic planning
- However, it is really easy to mis-step and quickly damage community trust
- Key is to balance education, engagement, empowerment
- Often reserved for Strategic Initiatives, Capital Projects, and general community feedback



Community Feedback

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Align Your Budget with your Performance

Measure What Matters



Challenges Governments Face

- Key Performance Indicators (KPIs) **are not linked to the results** that the organization wants to achieve
- KPIs **focus on inputs and activities**, not outputs and outcomes
- KPIs **are all lagging (after the fact) indicators** that don't give much guidance on where the organization is headed or should head
- **No ownership or accountability** is attached to performance measures
- KPIs are selected because **they are easy to count** – e.g., number of citizens served, number of potholes filled
- KPIs are picked because ***“everybody uses these”***

Effective Measurement Systems Impact



Program
Effectiveness/
Value



Improve
Accountability for
Results



Evidence-Based
Decision Making



Better Informed
Budget Process



Inform Continuous
Improvement



Reduce
Uncertainties



What Performance Measures Should We Use?

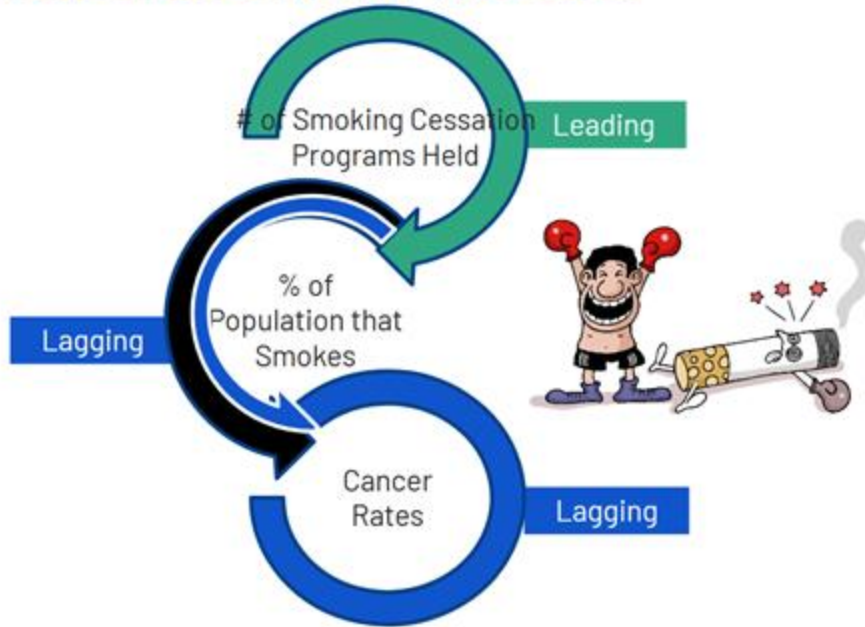
Leading Indicator:

An indicator of performance that is a precursor of future success.



Lagging Indicator:

An indicator of past performance that shows how successful we were in achieving results.



Goal: A healthy community

What Performance Measures Should We Use?

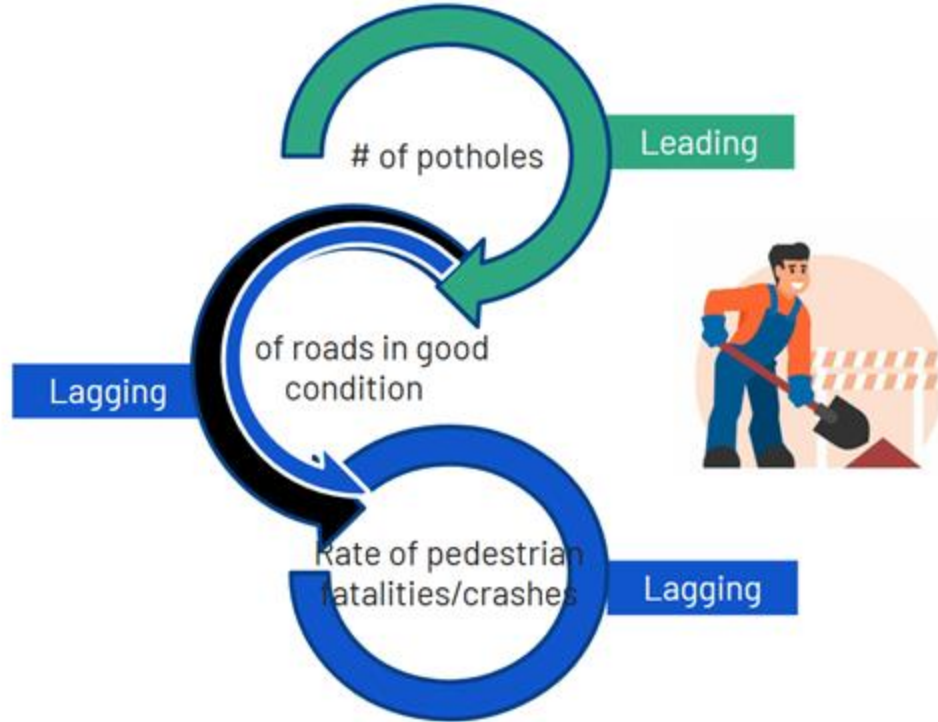
Leading Indicator:

An indicator of performance that is a precursor of future success.



Lagging Indicator:

An indicator of past performance that shows how successful we were in achieving results.



Goal: Safer Streets

The logo for OpenGov, featuring the text "OpenGov" in a black sans-serif font followed by a blue downward-pointing triangle.

OpenGov

Communicate Efficiently

A whole lot more than just Budget Books.



Sharing the Budget with residents has been traditionally done through static PDFs.

GENERAL OBLIGATION BOND ADJUSTMENT CHART								
FY15-20 Amended Capital Improvements Program								
RECOMMENDED								
March 16, 2015								
	\$ YEARS							
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
BONDS PLANNED FOR ISSUE	1,817,500	295,500	374,500	327,500	332,500	332,500	332,500	332,500
Plus PAYGO Funded	194,700	29,950	38,450	30,700	33,200	33,200	33,200	33,200
Adjust for Implementation **	(36,877)	48,903	18,487	18,198	16,903	17,519	18,983	18,983
Adjust for Future Inflation **	(82,247)	-	-	(7,743)	(15,998)	(34,815)	(33,891)	-
SUBTOTAL FUNDS AVAILABLE FOR DEBT ELIGIBLE PROJECTS (after adjustments)	2,186,530	376,203	375,437	375,145	387,205	386,987	386,290	386,290
Less Debt Added: Future Projects	108,257	8,829	13,848	18,358	19,889	19,790	27,867	-
4.98%								
TOTAL FUNDS AVAILABLE FOR PROGRAMMING	2,078,273	375,424	361,789	356,821	367,316	367,197	358,423	358,423
MCPD	(772,782)	(118,150)	(138,781)	(136,484)	(133,118)	(124,187)	(181,139)	-
MONTGOMERY COLLEGE	(153,785)	(27,576)	(25,427)	(30,609)	(25,817)	(12,452)	(26,771)	-
MNCPD PARKS	(87,788)	18,788	(11,103)	(12,128)	(12,677)	(11,222)	(8,882)	-
TRANSPORTATION	(608,312)	(108,572)	(78,496)	(78,212)	(96,534)	(102,492)	(127,765)	-
MCO - OTHER	(558,151)	(81,048)	(123,849)	(98,258)	(82,478)	(88,688)	(44,854)	-
Programming Adjustment - Unspent Prior Years*	75,441	37,214	13,847	4,828	2,217	5,134	-	-
SUBTOTAL PROGRAMMED EXPENDITURES AVAILABLE OR (GAP)	(2,086,272)	(375,424)	(361,789)	(356,821)	(367,316)	(367,197)	(358,423)	(358,423)
NOTES:								
* See additional information on the GO Bond Programming Adjustment for Unspent Prior Year Detail Chart								
** Adjustments include:								
Inflation **	2.03%	1.88%	2.20%	2.33%	2.53%	2.80%		
Implementation Rate **	88.40%	94.81%	94.81%	94.81%	94.81%	94.81%	94.81%	

Technology Modernization -- MCG (P150701)										
Category	General Government					Date Last Modified	8/25/14			
Sub Category	County Offices and Other Improvements					Required Adequate Public Facility	No			
Administering Agency	County Executive (AAGEC3)					Relocation Impact	None			
Planning Area	Countywide					Status	Ongoing			
Total	Thru FY14	Rem FY14	Total 8 Years	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
EXPENDITURE SCHEDULE (\$000s)										
Planning, Design and Subcontract	134,853	87,505	16,863	30,405	19,663	5,506	5,138	0	0	0
Land	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0	0
Other	38	0	36	0	0	0	0	0	0	0
Total	134,891	87,505	16,919	30,405	19,663	5,506	5,138	0	0	0
FUNDING SCHEDULE (\$000s)										
	1,340	0	0	1,340	1,340	0	0	0	0	0
	87,812	48,482	8,420	12,230	11,030	800	800	0	0	0
	741	0	741	0	0	0	0	0	0	0
	2,634	2,624	0	0	0	0	0	0	0	0
	645	0	0	645	645	0	0	0	0	0
	2,623	0	2,623	0	0	0	0	0	0	0
	59,014	38,489	7,135	921	841	0	0	0	0	0
Total	134,909	87,595	16,919	30,405	19,663	5,506	5,138	0	0	0
APPROPRIATION										
	19,683									
	0	5,506								
	10,224									
	0									
	124,187									
	87,585									
	38,822									



ment, upgrade, and implementation of IT initiatives that will ensure ongoing viability of key processes, terms, and produce a high return in terms of customer service and accountability to our residents. h completed through this project include the Enterprise Resource Planning (ERP) Financial and ion phase of the 311/Constituent Relationship Management (CRM), Electronic Time reporting cess Review (BPR). Planning activities for the Department of Health and Human Services (HHS) tems and processes are underway. The Budgeting module of the ERP system (Hyperion) and currently underway and the workforce component of the Hyperion system has been completed. The demize Core Business Systems to improve the efficiency, effectiveness, and responsiveness of the idemization of the County's Tax Assessment Billing System is underway. This system is used to idents for County and municipal property taxes, solid waste fees, water quality fees, WSSC fees, and . The HHS program provides for the development and implementation of an Enterprise Integrated . The system will be implemented as part of a larger Process and Technology Modernization (PTM) program that will move the

Types of Publications Governments Produce

- Ordinances and Resolutions
- Meeting Agendas and Minutes
- Annual Reports (ACFR, Performance)
- Budgets (Capital, Operating, Decision Packages, Quarterly Analysis, Fiscal Impact Statements)
- Public Notices
- Strategic Plans
- Zoning Maps and Plans
- Environmental Impact Reports
- Newsletters and Bulletins
- Citizen Surveys and Public Feedback Reports

Communicate with Stakeholders

...and get their input on critical decisions.

The screenshot shows the Montgomery County website's 'Capital Improvement Program' page for FY 2024-2028. The page features a header with 'MONTGOMERY COUNTY' and navigation links for 'HOME', 'SUMMARY', and 'PROJECTS'. Below the header is a large image of the county's capitol building. The main heading reads 'Capital Improvement Program FY 2024-2028'. Underneath, there are sections for 'Introduction', 'Feedback', 'Next Steps', and 'Guidance'. A 'Action Plan' section is visible, listing various projects and their status. A map is also present, showing the geographic distribution of projects across the county.

The screenshot shows the City of Durango website's 'FY 2024 Adopted Budget' page. The header includes the 'CITY OF DURANGO' logo and navigation links for 'HOME', 'OVERVIEW', 'OPERATING', 'CAPITAL', and 'INDEX'. The main visual is a scenic image of snow-capped mountains. The heading reads 'CITY OF DURANGO, COLORADO FY 2024 ADOPTED BUDGET'. Below the heading, there is a section for the 'County Campus Plan FY2024-2028 Capital Improvement Program'. The page also features an illustration of two people at a table, possibly representing a meeting or consultation.

The screenshot shows the 'County Campus Redevelopment Plan' page. The heading is 'County Campus Redevelopment Plan'. Below the heading, there is a paragraph of text describing the plan's goals and objectives. A list of projects is provided, including 'CAMP Security Upgrade', 'CAMP Station', 'Justice Center - New Courtroom Construction', 'Justice Center - Renovation of Existing Courtroom', 'Justice Center - Expansion and Renovation of Historic Security Post', and 'Historic Renovation of 1960'. A note at the bottom states 'Respective locations of the County Campus plan will...'. The page also features a map showing the locations of the projects.

The screenshot shows a detailed project map with various colored overlays and text boxes. The map includes a legend and a scale bar. The text boxes provide additional information about the projects and their locations. The map is overlaid on a street grid and includes a north arrow.

Considerations When Building Publications

- What is required to win the GFOA Distinguished budget award?
- How can I leverage a digital publication to increase community engagement?
- Does my publication meet the accessibility standards outlined in HB 21-1110?



Questions

PUBLIC SERVICE IS PERSONAL

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PUBLIC SERVICE IS PERSONAL



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01 Click to add agenda topic

02 Click to add agenda topic

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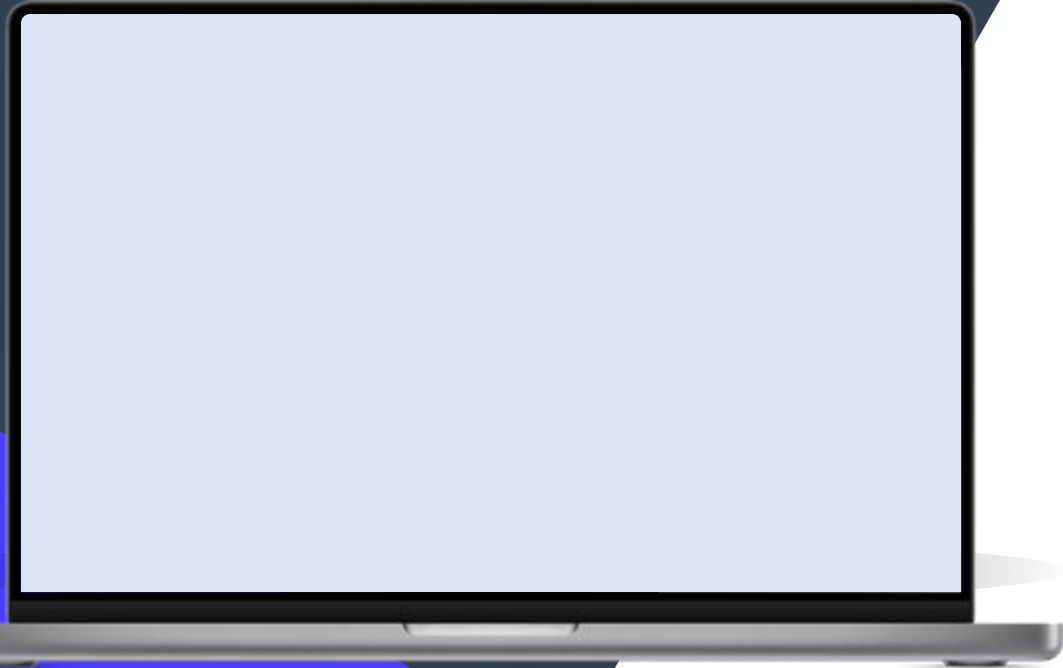


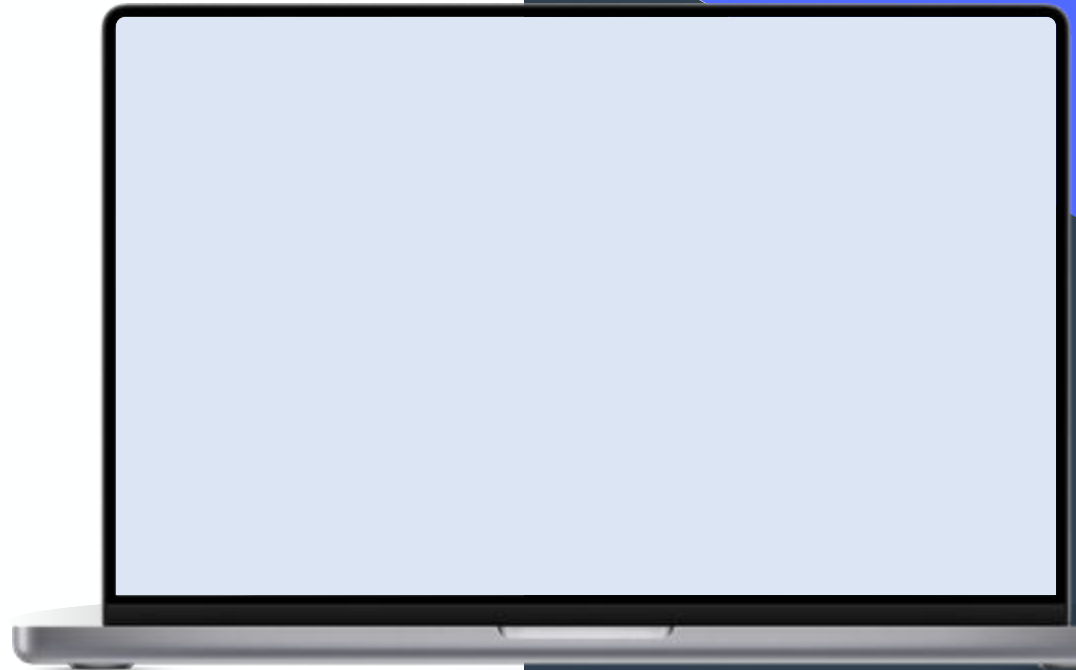


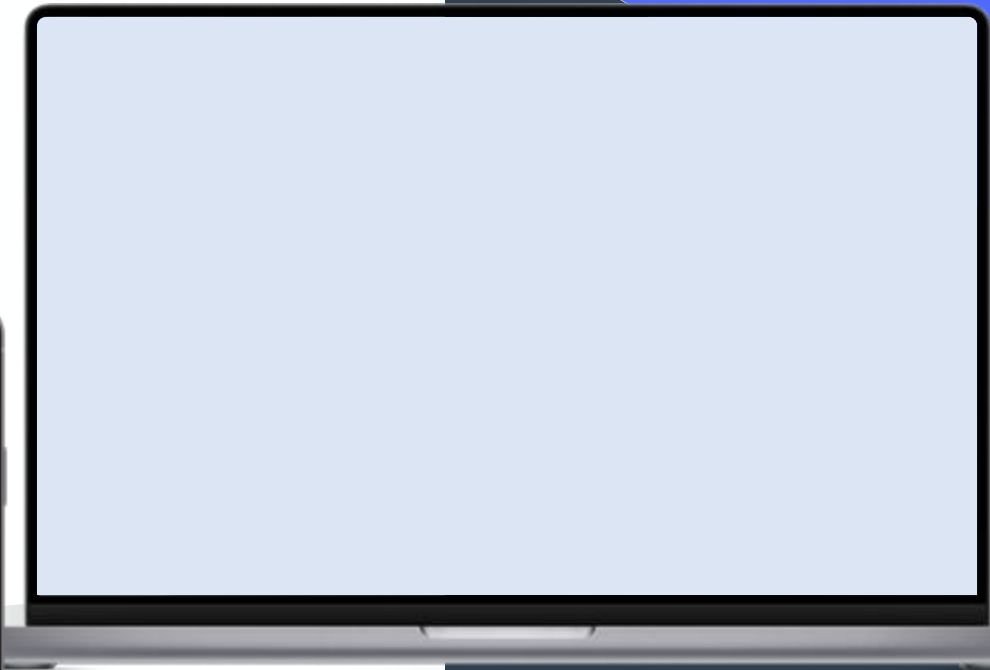
























Thank You

First Name Last Name
address@email.com
888-888-8888

OpenGov ERP



**Budgeting
& Planning**



**Procurement
& Contract
Management**



**Financial
Management**



**Tax &
Revenue
Collection**



**Asset
Management**



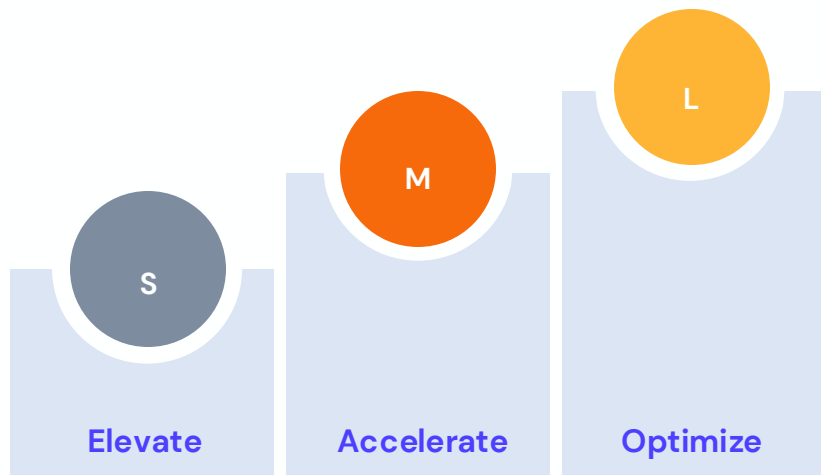
**Permitting
& Licensing**

OpenGov Platform

GIS | Artificial Intelligence | Dashboards | Real-time Reporting | Performance | Public Engagement | Security & Compliance (SOC 2 & 3, StateRAMP, TX-RAMP) | Multi-Tenant Cloud | Uptime | No Version Lock | Automatic Upgrades | | Mobile | Scalability

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We Offer Three Tiers of Expert Service



1. Elevate

When your team needs a little boost

2. Accelerate

When your team is ready to run faster

3. Optimize

When your team is ready for the next level

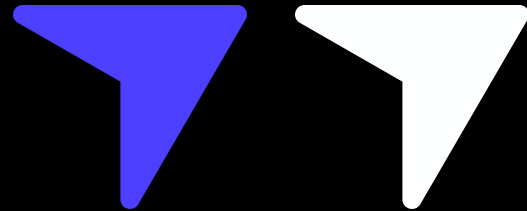
Note:

Elevate = Not available for FIN

Optimize = Not available for T&R

OpenGov Logos

Visit www.opengov.com/brand for logo usage best practices and guidelines.



OpenGov Icons



Asset Management



Budgeting & Planning



Financial Management



Permitting & Licensing



Procurement & Contract Management



Tax & Revenue Collection



Gov



Risk



Software



AI



Award



Adapt



Bullseye



Calendar



Location



Cloud



Communication



Innovate



Spotlight

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New icons can be requested via the Creative Request Form [here](#).

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Innovate



Stoplight

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