

Town of Townsend Budget Improvements

December 6, 2016

The Budget Process

...is an ongoing cycle

...involving many stakeholders

Board of Selectmen

Finance Committee

Town Administrator

Finance staff

Department heads

Public

...that should be fully integrated with other major Town processes

Financial forecasting

Capital planning

Strategic planning

Policy setting and review

The Budget Document

...is one of a municipality's most important communication tools

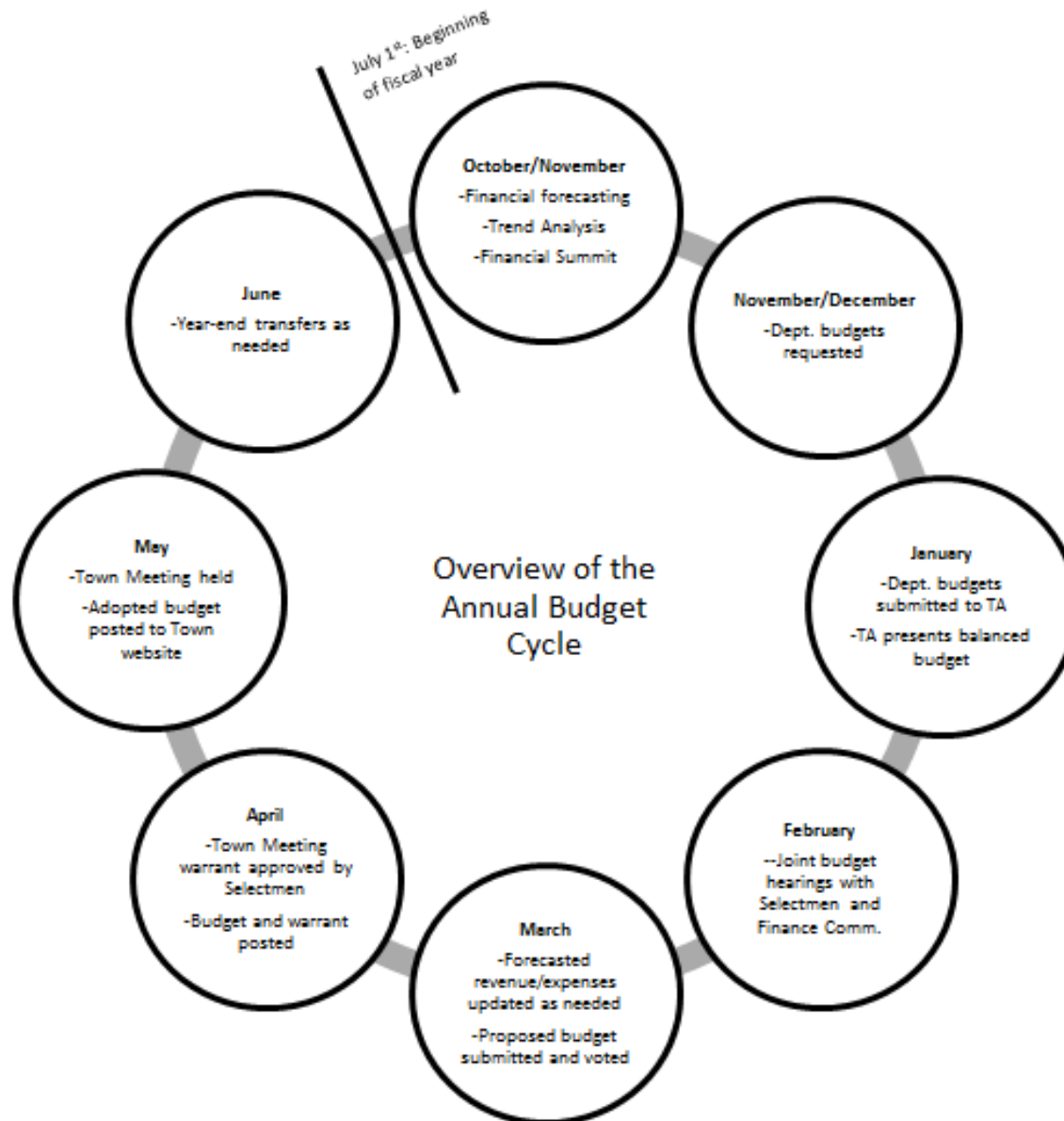
...is a tool for many stakeholders with different, sometimes competing, priorities and needs

...should be more than a collection of financial schedules

...should provide transparency about the government on two fronts:

1. Appropriate content
2. Access to content

The Budget Process Calendar (Draft)



GFOA Distinguished Budget Content Summary

- Budget message
- Budget summary
- Revenue
- Department budgets (Including any enterprise fund(s))
- Regional school district budget
- Debt
- Capital improvement program
- Supplemental data, e.g. policies, budget process description, community profile

New Department Content

- Department Description
- Mission Statement
- Organizational Chart
- FY17 Accomplishments (3 to 5)
- FY18 Goals (3 to 5)
- 3-year staff position summary

Requirement #1: Department Description

- Brief, 3-4 sentence narrative describing the main responsibilities of the department.

Requirement #2: Mission Statement

- Brief, 1-2 sentence statement that explains the department exists and who its customers are.
- Structure: The mission of XXX is to...

Examples of Department Description and Mission Statement (Draft)

Board of Selectmen/Town Administrator

Department Description: "The Board of Selectmen is the Chief Executive Office of the Town and consists of three (3) members elected to three (3) year terms. The Board of Selectmen has all of the executive power possible to have in accordance with the Constitution and the laws of the Commonwealth and by the charter and by-laws of the Town. The Board of Selectmen shall be responsible for the formulation and promulgation of policy directives and guidelines to be followed by all town agencies serving under it and, in conjunction with other elected multiple member bodies to develop and promulgate policy guidelines designed to bring the operation of all town agencies into harmony."

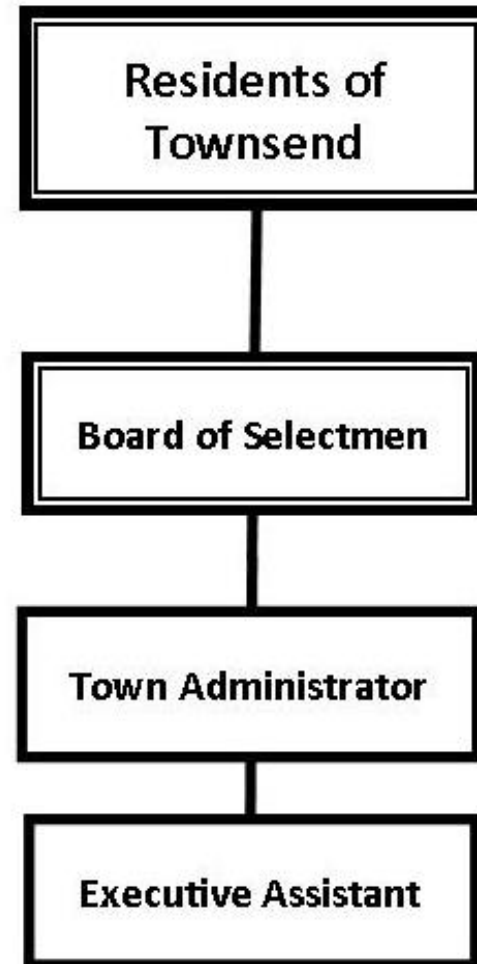
Examples of Department Description and Mission Statement (Draft)

Board of Selectmen/Town Administrator

Mission Statement: “The mission of the Townsend Board of Selectmen to provide a wide range of high quality services to the citizens of Townsend while at the same time supporting a strong economic base for the Town. It is the goal of the Board of Selectmen to provide services as economically as possible so that living or doing business in the community remains affordable, while preserving the current balance of reliance on residential and commercial property.”

Requirement #3: Organizational Chart

- Capture all the authorized (funded or unfunded) positions within the department
- Reflect the department's structure and hierarchy



Requirement #4: FY17 Accomplishments

- This is your opportunity to brag about your department!
- Choose 3 to 5 accomplishments that demonstrate that you are working toward your mission.
- Example of both quantitative and qualitative accomplishments:
 - Town Administrator: Implemented new budget process and received the “Distinguished Budget” award from the Government Finance Officers Association.
 - DPW: Began implementation of new work order system to track and report employee activities.
 - Police: Property crime fell 10% through the first 6 months of the fiscal year as compared with the previous year.

Requirement #5: FY18 Goals

- Choose 3 to 5 goals that are reflective of your mission.
- Goals should achieve improved effectiveness or efficiency.
- Choose goals that you can reasonably accomplish

Examples of Goals

- Town Administrator: “Receive the GFOA Distinguished Budget award for the FY18 budget.”
- Council on Aging: “Investigate and identify at least 3 new grant opportunities to pursue.”
- Fire & EMS: “Procure low-cost, online inspection scheduling software to reduce phone calls to department.”

Requirement #6: Position Summary

<i>Position Title</i>	<i>FY16 FTEs Actual</i>	<i>FY17 FTEs Actual</i>	<i>FY18 FTEs Dept. Req.</i>	<i>Explanation of Changes (FY17 to FY18)</i>

- How to calculate fulltime equivalents (FTEs)

Questions?