



Welcome to the 2017 FRPA Conference!



Learning Objectives

- Demonstrate an understanding of the role of finance personnel.
- Demonstrate the ability to communicate effectively both orally and in writing with Finance personnel.
- Recognize the importance of capturing your program data.



Introductions

- What is your Name?
- Where do you Work (city or county)?
- What is your job?
- What do you want to learn today?



ROLE OF FINANCE PERSONNEL

Finance Personnel From YOUR Perspective

- Intimidating
- Number crunchers
- Always concerned about the bottom line
- Don't understand your operations
- Don't care about your operations
- Want to cut your budget
- Create policies just to make your life miserable



Finance Personnel From MY Perspective

- Serious
- Customer service providers
- Want to make sure your operation is viable
- Legally required to follow federal, state, or local rules and regulations
 - Generally Accepted Accounting Principles (GAAP)
 - Governmental Accounting Standards Board (GASB)
 - Fair Labor Standards Act
 - Inspector General
 - Commission on Ethics
- Interpret federal, state, or local rules and regulations
- Create policies to enact federal, state, or local rules and regulations



Roles and Duties of the County Clerk of Courts Finance Office

Manages and controls all financial functions of all county departments and the Clerk of Courts in accordance with generally accepted principles of government accounting and various Florida Statutes and Administrative Codes.

- The Finance Department is comprised of three main areas:
 - General Accounting
 - Accounts Payable
 - Payroll
- Duties of the Finance Department include:
 - controlling expenditures and obligations (including operating expenses, debt, payroll)
 - receipting and depositing all revenues
 - managing the investment of all monies
 - accounting for all assets and capital project expenditures
 - internal and external reporting

Putnam County Florida Clerk of Courts



Roles and Duties of a City Finance Department

The mission of the Finance Department is to safeguard the assets of the City, to provide accurate and timely financial information to City departments, management and the City Council, to facilitate the operations of the City in the most cost effective manner and to provide quality customer service to the citizens of the City of Clermont.

Responsibilities

- The Finance Department is responsible for accounting, accounts receivables and payables, payroll, financial reporting, budgeting, cash management, debt management, fixed assets control, pension administration, and utility billing customer service. The Finance Department consists of the Finance and Utility Billing Divisions.

City of Clermont, Florida



PBC Parks & Recreation Department FSS Division Org Chart

\$72M Operating Budget
\$21M Revenue Budget
\$51.6M Capital Budget
\$125M Capital Sur Tax Projects
586 Permanent Employees
578 Non-Permanent Employees

Director, Financial
& Support
Services



Sr. Secretary

Revenue &
Customer Service

Capital, Contracts
& Financial
Support

Purchasing/Payroll

Information
Technology



How to Relate to Finance Personnel

VERBAL COMMUNICATION



How to Relate to Finance Personnel

- Build a Relationship
 1. Find Common Ground
 2. Invite them to a Meeting
 3. Tell them a Story



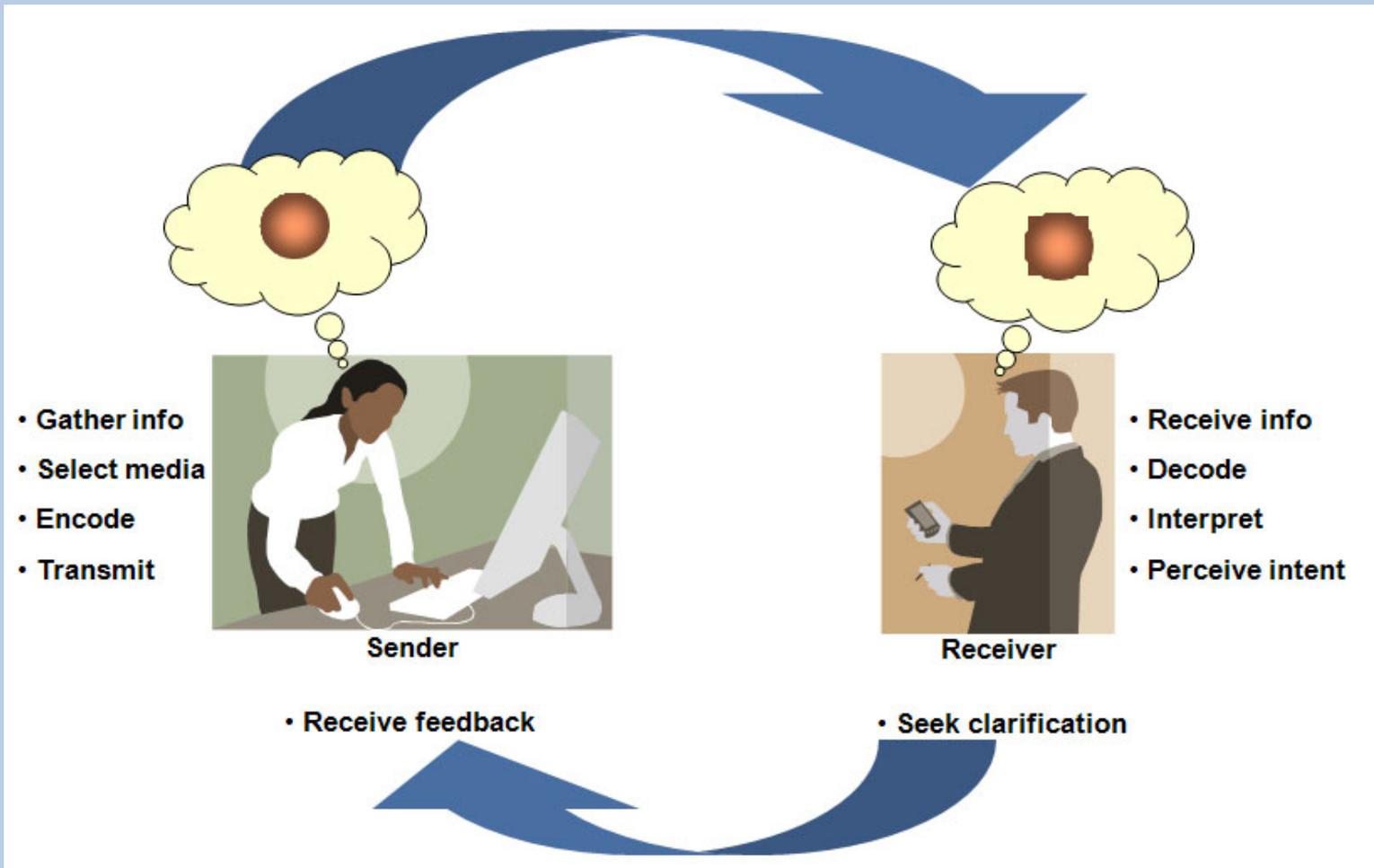


Activity

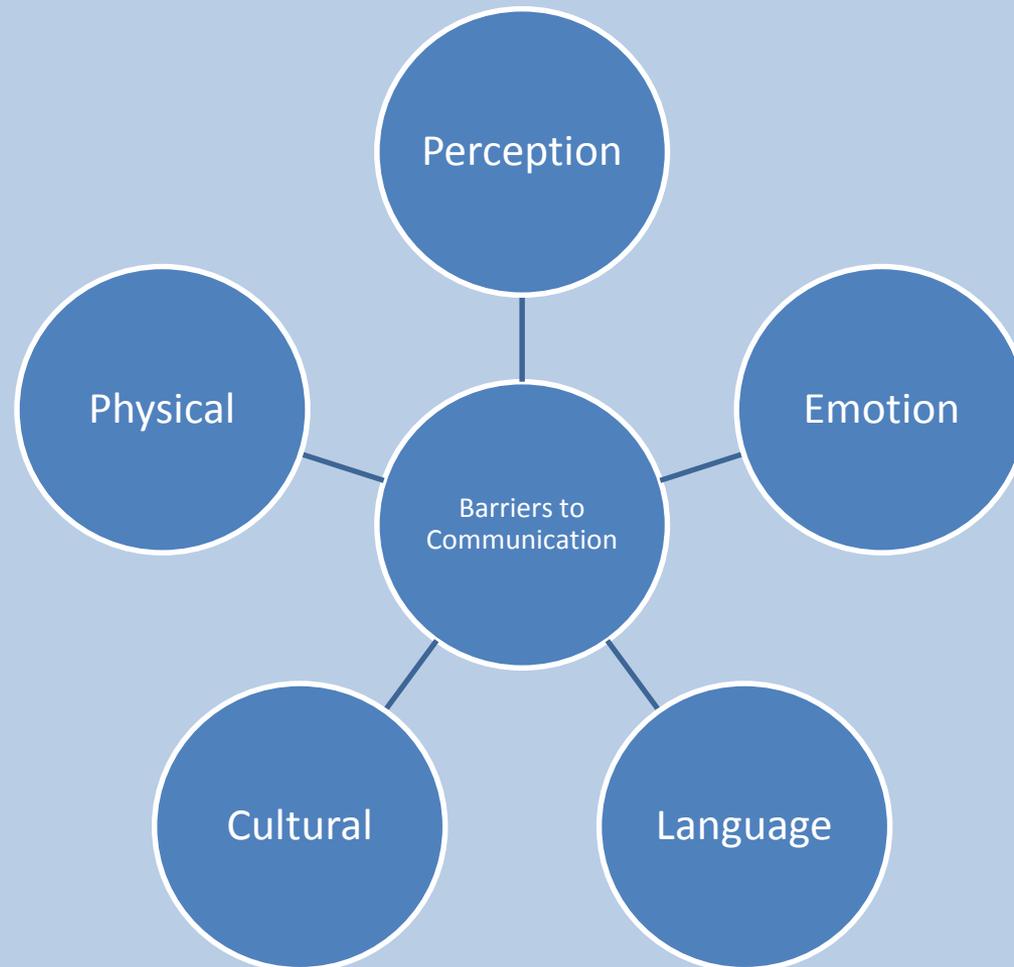
You run the Parks Security section and you contract out for law enforcement services at various park locations. Labor day is coming up and you don't have enough money in your budget to pay the \$30,000 bill. You need to ask your Finance Director if she can find funds to pay for the much needed services. How do you proceed?



Communication Model



Barriers to Communication





Overcome Barriers to Communication

- Listen
- Think before you speak
- Know your audience
- Be aware of language, tone, and content of message
- Ensure proper feedback
- Follow up when necessary
- Listen



Role Play

- Scenario:
 - You manage a recreation center and need to purchase t-shirts for your summer camp participants. You received a sponsorship check from McDonalds and in exchange, McDonalds wants their logo on the shirt. You are new in your position and don't know how to proceed. What do you do?
 - Ask forgiveness?
 - Ask permission?



WRITTEN COMMUNICATION



Do's and Don'ts of Email Etiquette

- *Do* have a clear subject line
- *Don't* forget your signature
- *Do* use a professional salutation
- *Don't* use humor
- *Do* proofread your message
- *Don't* assume the recipient knows what you are talking about
- *Do* reply to your emails
- *Don't* send an email when your angry
- *Do* keep private material confidential
- *Don't* WRITE IN ALL CAPITALS



Email Example

 Mon 8/21/2017 10:55 AM
[Redacted]
Organizational Changes

To: [Redacted]
Cc: [Redacted]

 You replied to this message on 8/21/2017 11:07 AM.

Good morning Colleagues,

As you are aware, each year we prepare a section in the budget book titled "Organizational Changes". Please provide me with any organizational changes that would be appropriate for your department for this section of the budget book as soon as possible (or by the end of this week).

Thank you for your cooperation and assistance with this request.

 Wed 9/24/2014 4:14 PM
[Redacted]
A-12 Organizational Changes- FY 15 DRAFT.xlsx

To: [Redacted]
Cc: [Redacted]

 A-13 Organizational Changes- FY 14.xlsx
34 KB

Good Day All,

In preparation of the FY 2015 Annual Budget Document please see the attached on the Organizational Changes that took place in FY 2014. Kindly update or prepare a new paragraph for your department for FY 2015 if needed and return to me no later than October 3rd, 2014. If there has been no changes please email me indicating "no change".

If you have any questions please do not hesitate to contact me.

Thanks





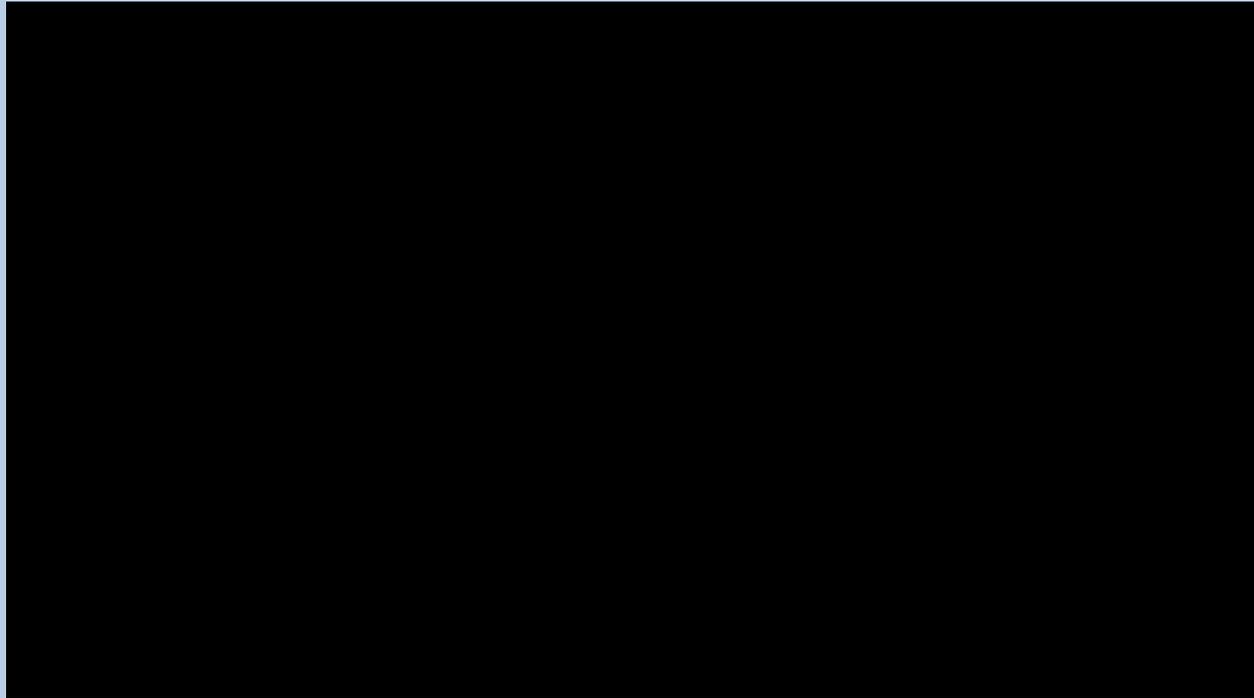
Activity

You run the Summer Camp program and you have a contract for food deliveries. You were informed this morning that the vendor has an issue and you will not receive your food delivery for today. You have 20 kids that need to be fed lunch and have no means to provide them food. Take 10 minutes to draft an e-mail to finance personnel for direction.





Effective Communication in the Workplace





Performance Budgeting

WHY IT'S IMPORTANT TO CAPTURE YOUR PROGRAM DATA

Why Collect Program Data?

- To help you make decisions about your program
 - Should I keep the program as is?
 - Should I keep the program but make changes?
 - Should I divest of the program?
- To demonstrate that your program is worth keeping
 - If you can prove results you have a better chance at generating support for your program



Performance Budgeting

Performance-based budgeting is the allocation of funds based on programmatic results that contribute to organizational goals.

John Hopkins University, Center for Government Excellence



Performance Budgeting

- Performance-based budgeting uses evidence to maximize the allocation of funds toward programs that work and away from those that don't.
- Performance-based budgeting is not intended to punish or reward departments or agencies, but instead to focus on progress toward measurable goals during the budget process.
- This approach allows governments to make and justify budgetary changes that meet community needs, instead of defaulting to the status quo.



Performance Budgeting

- Performance-based budgeting allows governments to strengthen the budgetary process in light of competing claims for resources by using objective criteria to:
 - determine resource allocation
 - ensure accountability among those responsible for management
 - shift the budget focus to city priorities rather than department- or agency-specific goals
 - make the budget process more transparent
 - engage the community in the budgeting process
- Especially in times of fiscal constraint, performance-based budgeting helps cities focus on funding programs that advance progress on the determined goals and priorities.



Activity

Your section runs an adult soccer program. Over the past two years the number of participants has declined significantly. You budget \$50,000 for sports officials (i.e. umpires, etc.) and the contract is up for renewal. You have a meeting with Finance to discuss renewing the contract. What information would you bring with you to the meeting?



PALM BEACH COUNTY



PARKS & RECREATION

*We create opportunities for
healthy, happy living!*

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For more information about the Florida Recreation and Park Association visit www.frpa.org.