Pillar 1
ESTABLISH LONG-TERM VISION
Give people a reason to cooperate.

Pillar 2
BUILD TRUST AND OPEN COMMUNICATION
Create the conditions for cooperation.

Pillar 3
USE COLLECTIVE DECISION MAKING
Develop forums for participation.

Pillar 4
CREATE CLEAR RULES
Reinforce constructive behavior.

Pillar 5
TREAT EVERYONE FAIRLY
Promote and protect mutual trust and respect.

FINANCIAL FOUNDATIONS FOR THRIVING COMMUNITIES
ESTABLISH A LONG-TERM VISION
Give people a reason to cooperate.

- Promote Collaboration
  The only thing better than an inspiring vision is an inspiring shared vision. Turn stakeholders into co-creators as you define the long-term vision.

- Balance Long-Term Goals with Short-Term Needs
  In all things, seek balance. Advocate for both the big picture and day-to-day needs. Break long-term goals into shorter-term milestones to maintain momentum.

BUILD TRUST AND OPEN COMMUNICATION
Create the conditions for cooperation.

- Create Open Lines of Communication
  Communication is key. Create and promote two-way channels to connect elected officials and staff with the public.

- Cultivate Trustworthy Reputations
  Trust is everything. Build trust through transparency—say what you mean, mean what you say and follow through.

USE COLLECTIVE DECISION MAKING
Develop forums for participation.

- Engage Key Stakeholders
  Building a sturdy financial foundation is a team effort. We must be proactive and responsive. Let people voice their concerns. Ask for their feedback. Adjust as needed.

- Collective Choice Arrangements
  Give citizens a seat at the table. They’re more likely to support decisions when they have a say in how public resources are used. Prioritize public feedback.

- Networked Enterprises
  We’re stronger together. Share services across local governments to save costs. Build collaborative, cross-sector networks to pool resources for addressing community challenges.

CREATE CLEAR RULES
Reinforce constructive behavior.

- Well-Defined Boundaries
  When the game has clear rules, everyone’s set up to win. Create and share expectations about how decisions get made, who has the final say, and timelines.

- Monitoring
  Everyone must follow the same rules. Hold people accountable. When they understand their reputations are at stake, they’re more likely to play fair.

- Maintain Oversight
  Cooperation is key to thriving communities. Reinforce the importance of cooperation through the power of the purse strings. Encourage a culture of shared values.

- Sanctions and Rewards
  Incentives can encourage both good and bad behaviors. Know the difference and design institutions accordingly.

TREAT EVERYONE FAIRLY
Promote and protect mutual trust and respect.

- Proportional Equivalence Between Benefits and Cost
  People must get what they pay for and pay for what they get. Be proactive—make sure citizens know what they stand to gain for their tax dollars.

- Conflict-Resolution Mechanisms
  We can’t please everyone all the time. Disputes around financial decisions will happen. Anticipate that. Prevent destructive conflict. Promote constructive debate.

- Minimum Recognition of Rights
  Local governments must have autonomy. Use collective decision-making to develop policies and procedures for protecting local choices and addressing unfunded mandates and grants.