Getting the Most Out of a Budget System

Time/Date: 1:30 – 2:20, 5/21/2017

Speakers:  Rana D. Lacer, Chief Financial Officer, Las Vegas Convention and Visitors Authority
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You just made a sizable investment into a budget preparation system. So, why does it look and behave like a glorified spreadsheet? Too many organizations have fallen into the trap of replicating their spreadsheet processes in their enterprise budget systems. This session will show how organizations are using their budget preparation systems in unique and creative ways. Session participants will learn how to focus their systems on process and policy validation rather than on data entry and approval. Representatives of various public-sector organizations, including school districts, will provide their alternatives to the legacy spreadsheet approach.

Session Outline:

Charles Collins

1) The Purpose of a Budgeting System
   - Support Leading the Process Internally and Externally
   - Support Long Range Strategic Planning
   - Support Broad-Based Stakeholder Involvement
   - Support Fiscal Analysis of Policy Options
   - Support Decision-Making (Decision Criteria, Factors and Ranking)
   - Accurately Keep Score
   - Deliver an Appropriation to the Financial System
   - Support Management of Budgetary Performance During Budget Execution
   - Support Agency, Budget Office and Executive Information Needs

2) Essential Functions of a budgeting system
   - Leverage Prior Investments in applications and data - Accounting, HR, Procurement, Fixed Assets and Other Data Without Requiring Human Intervention
   - Collect and Present Information from Internal Sources
   - Support Numbers, Percentages, Dollars, Text and Images
   - Provide Consistency in Calculation Methodology Across the Organization
   - Control Budgeting and Planning Sub Processes Efficiently
   - Accurately Project Salaries and Benefits
     - Scenario development
     - Control Requests for Budgetary Requests for New Positions
   - Support Internal Service Budgeting, Direct Line Operating Budgeting, Capital Improvement Planning and Grant Planning
   - Support Tight Scorekeeping (Internal Service Budgeting, Base Budgeting, Decision Packages, Ranking)
   - Provide Reporting, Analysis and Decision Support
Configurability (implement in Components)
- Budget Process Management – Stages

3) Advanced Features
- Extended Decision Support – Board/Council Deliberations
- Collect and Store Data from External Sources
- Embedded Interactive Analytics (Specific and Ad Hoc)

4) Implementing a Budget System
- Budget process improvement
- Implementation Methodologies
  - Phases and Schedule
  - Resource Requirements
- Foundation and extension approach

5) Maximizing the Value of Your Budgeting System

- Deliver information on community conditions, organizational performance and external constraints to the financial planning process
- Build-In interactive scorecards and dashboards
- Supply Adopted budgetary information to other systems (accounting, human resources, project management and performance management systems)

Larry Stone — Tying detailed costs, personnel hours and production workload to property tax revenue

1) Why: Managing public/internal expectations and maintaining robust funding support
- Continuously demonstrating ROI
- Manage, reallocate quickly, and anticipate workload over time to create increasingly predictable, rather than a reactive organization
- Utilizing cost accounting and budgeting tools to tie costs and budgets to measurable and meaningful outcomes to earn the support of other elected officials responsible for setting government budgets and expectations.
- Building confidence with the media and general public.

2) What: More than a piece of software
- Delivering modern facilities and technology infrastructure
- Investing in staff
- Implementing customer focus and outcome based culture
- Software tools (Jouryx, Kronos/PeopleSoft, assessment data and do not forget Excel)

3) Who: Building "buy in"
- Establishing performance management measurements and outcomes
- Executive leadership
- Unit level supervisory
- Process Assessment professionals
- Results Public
Implementing the tools necessary for comprehensive cost accounting

4) How: Change management

Getting from here to there

- Change management
- Establishing performance management measurements and outcomes
- Redesigning management of workload and
- Overhauling budget reporting document
- Change budgeting process
- to include performance measures

Political considerations
- Using these tools to earn the support of elected officials responsible for setting government budgets
- as well as building confidence with the media and general public