



Arts & Innovation

Best Practices in Communicating Your Budget Effectively



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Oakland, CA***

***Presented by:
Scott Catlett, City of Riverside
Ken Brown, City of Irvine***

www.CSMFO.org





Who We Are

Scott Catlett

Assistant Finance Director

City of Riverside

2012 CSMFO Professional Standards & Recognition Chair

Ken Brown

Manager of Budget and Business Planning

City of Irvine

2013 CSMFO Professional Standards & Recognition Chair



Today's Topics

- The problem with budget documents
- Budget Awards Programs
- Suggested solutions
- The Riverside approach
- The Irvine approach
- Questions



THE PROBLEM WITH BUDGET DOCUMENTS



Budget Communication Challenges

- The problem with budget documents:
They are usually complex and confusing
- Lots of numbers
- Lots of financial terminology
- Structure is foreign to non-government people (Funds/departments/organizational units/cost allocations)



Budget Communication Challenges

- Impact of confusing or inadequate budget documents:
 - Failure to communicate problems and solutions to elected officials and the public
 - Incorrect perceptions of fiscal health (good or bad)
 - Negative press coverage
 - Little value to end-users (including staff)



Budget Communication Challenges

- Common failures:
 - Inadequate summarization
 - Inadequate narrative
 - Inconsistent numbers
 - Lack of “flow”
 - Lack of charts and graphs
 - Lack of “understandability” and “usability”



Budget Communication Challenges

- Budget documents can be detailed without seeming complex or confusing:
 - Well thought out/executed summarization
 - Thorough narrative
 - Consistent numbers with logical organization
 - Logical “flow” to the document’s content
 - Thoughtful charts and graphs
 - Clarity of content and execution



BUDGET AWARDS PROGRAMS



Budget Awards Programs

- GFOA offers the Distinguished Budget Presentation Award
- CSMFO offers the Operating Budget and Capital Budget Excellence Awards





Budget Awards Programs

- Awards don't measure the soundness of a budget's recommendations or the underlying policy direction
- Goal is to demonstrate that the budget document is serving its intended purpose of communicating budget information to elected officials, the public, and staff effectively



SUGGESTED SOLUTIONS FOR BUDGET DOCUMENTS



Suggested Solutions

- Budget document organization
- Thorough explanation of terminology and business processes
- Thoughtful use of charts and graphs
- Thoughtful implementation of performance measurement



Budget Document Organization

- Organize the document like you're telling a story
 - Introduction
 - Beginning
 - Middle
 - End
 - Appendices



Budget Document Organization

- So what does that look like in a budget?
 - Transmittal letter
 - Community profile
 - Organizational priorities and goals
 - Guide to the document
 - Budget summary / overview
 - Detailed data (logical organization)
 - (Limited) Supplemental data



Explaining Terminology and Business Processes

- Take the time to educate the reader about the document they are about to open
 - What is a budget?
 - How is the budget developed?
 - What's in the budget document?
 - What are the accounting and budget frameworks within which we operate?
 - What policies govern our actions?

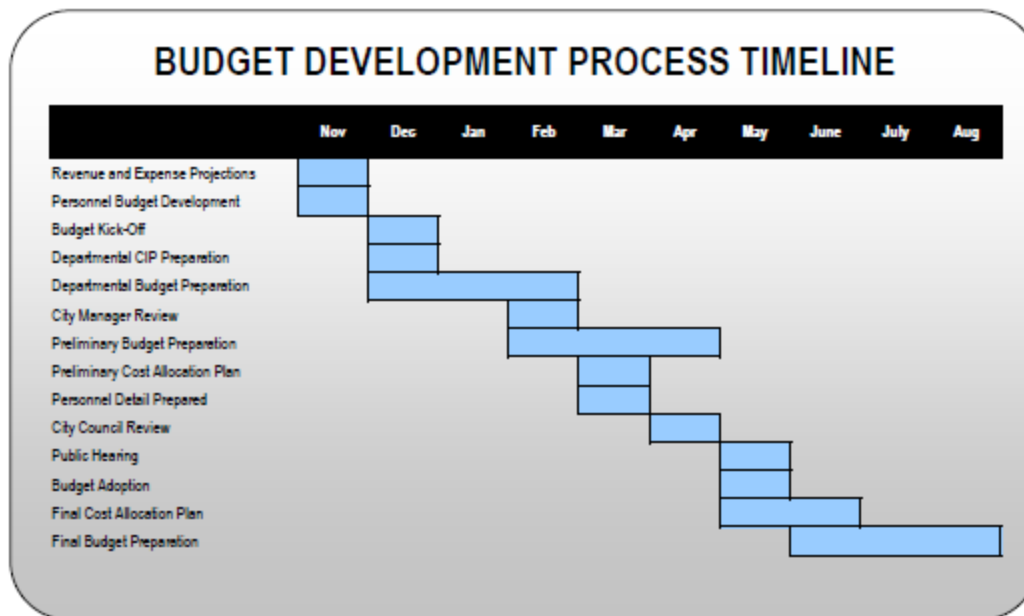


Explaining Terminology and Business Processes

- An informed reader walks away with:
 - A better understanding
 - Fewer misconceptions
 - The message you intend to convey
 - A positive view of your organization and the challenges you face
 - A positive view of your financial controls and operational policies

Thoughtful Use of Charts and Graphs

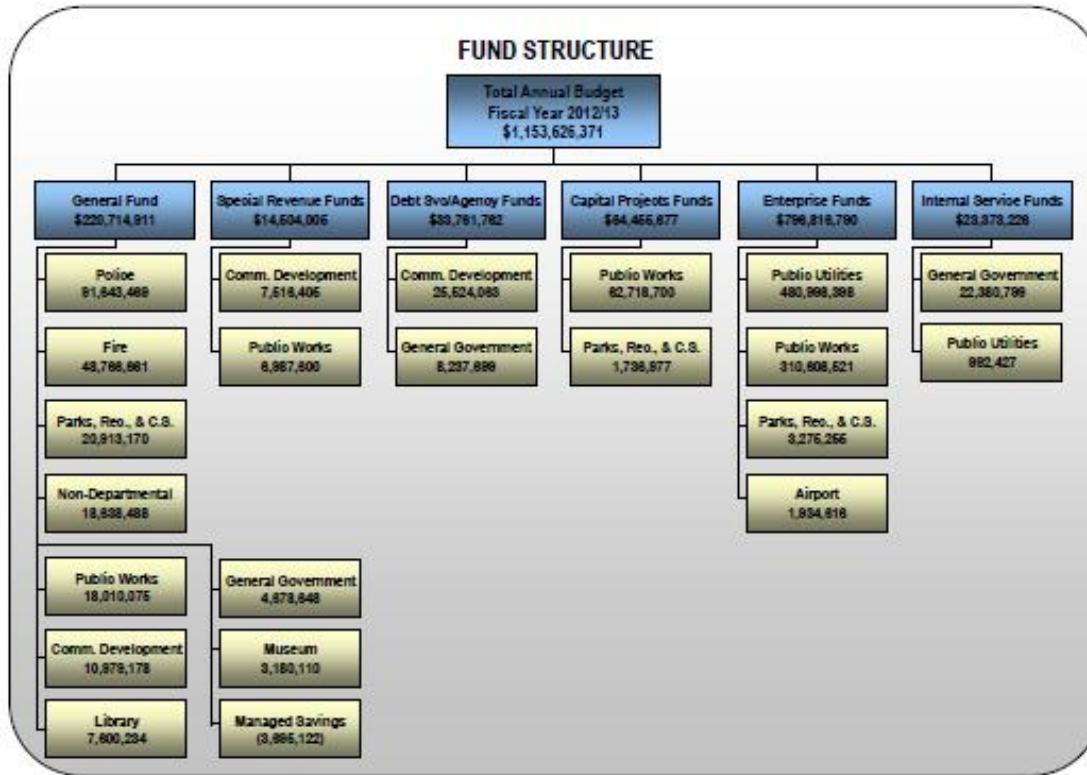
- How does the budget process work?



- Illustrate the process graphically
- Explain it in simple terms

Thoughtful Use of Charts and Graphs

- What is the structure of the budget?



- Link organization to funds graphically
- Not too much detail
- Laying the groundwork

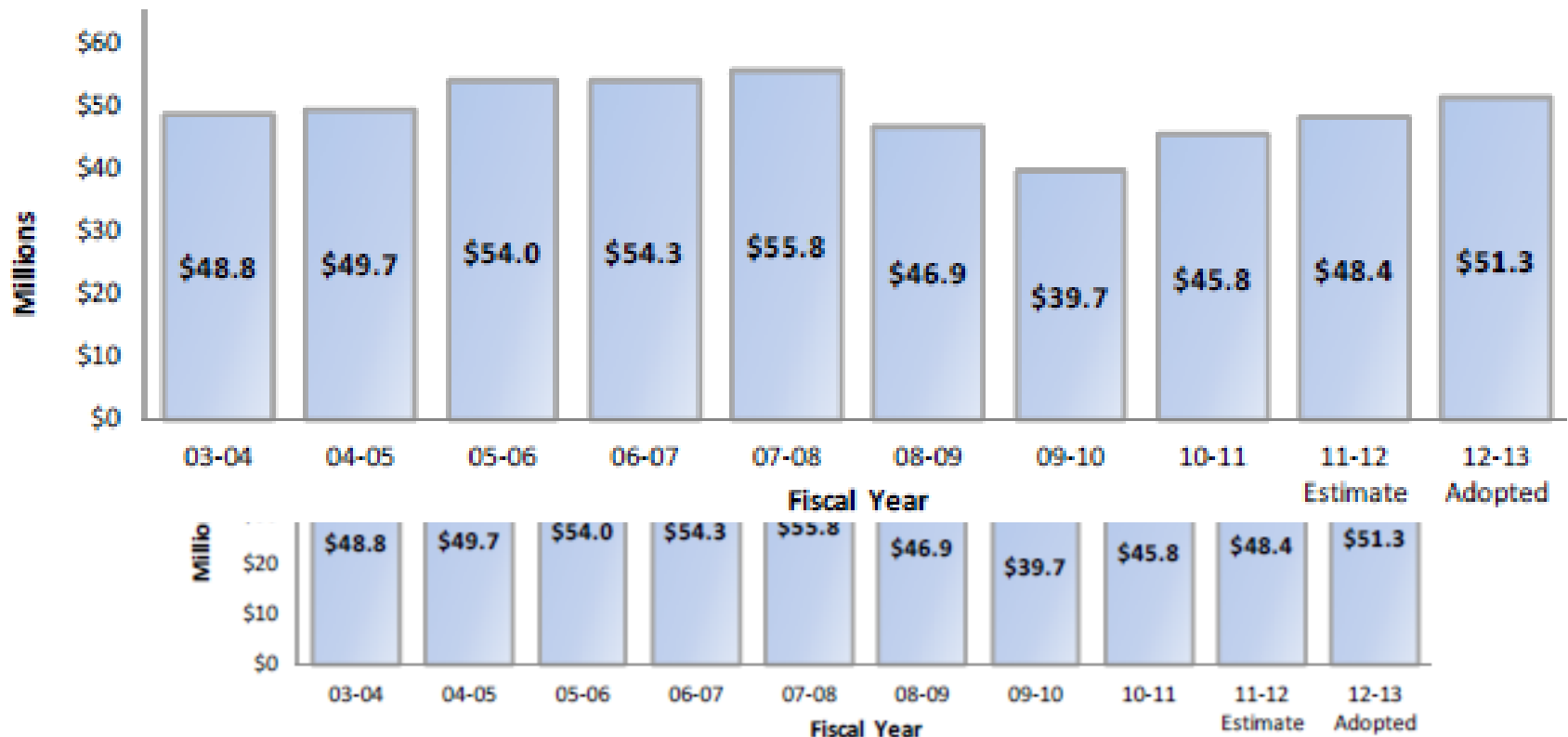


Thoughtful Use of Charts and Graphs

Outlook

The City works closely with its sales tax consultant, HdL Coren & Cone, in projecting sales tax revenue. Based on HdL's analysis of the trend in year-to-date tax receipts, macroeconomic conditions (done in collaboration with its partner Beacon Economics) and an examination of local business data, the consultant anticipates the City will receive sales tax revenue of \$48.4

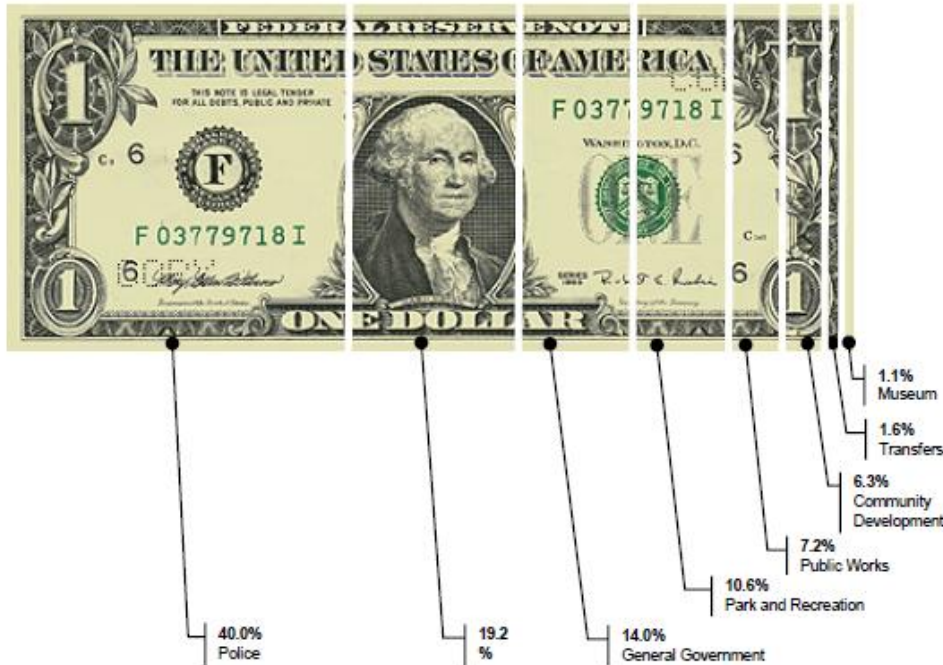
Sales Tax History



Thoughtful Use of Charts and Graphs

- What makes up the General Fund?

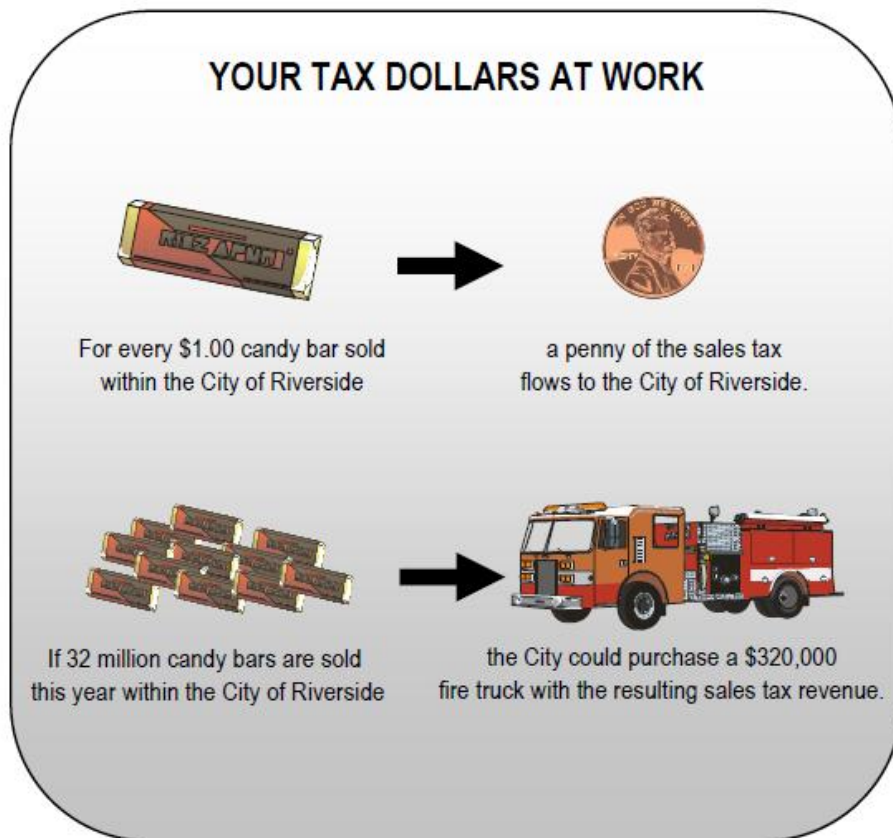
Total General Fund Requirements = \$191.9 Million



– Relates services to something a person can understand

Thoughtful Use of Charts and Graphs

- Where does your money go?



– Relates services to something a person can understand



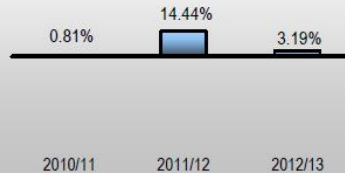
Thoughtful Use of Charts and Graphs

- Consistent presentation of organizational unit data

BUDGET SUMMARY BY BUDGET CATEGORY

	Actual 2009/10	Actual 2010/11	Budgeted 2011/12
Personnel Services	31,491,792	30,608,621	33,737,561
Non-Personnel	25,435,628	26,874,737	32,887,701
Special Projects	5,920,545	5,872,914	5,879,231
Current Operations Budget	\$ 62,847,965	\$ 63,356,272	\$ 72,504,511
Equipment Outlay	2,256,281	595,282	2,307,961
Debt Service	13,847,115	17,414,298	12,458,881
Operating Grants	75,168	125,628	
Capital Outlay & Grants	69,530,459	78,699,087	128,288,671
Charges From Others	15,115,864	15,908,815	
Charges To Others	(17,587,475)	(17,628,720)	
Total Budget	\$ 146,085,377	\$ 158,470,662	

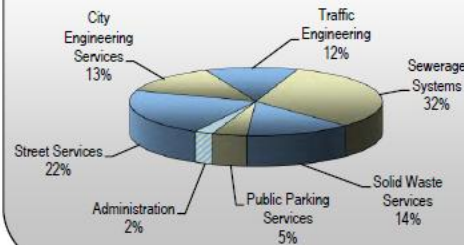
HISTORICAL BUDGET INCREASE
(OVER PRIOR FISCAL YEAR)



HISTORICAL PERSONNEL



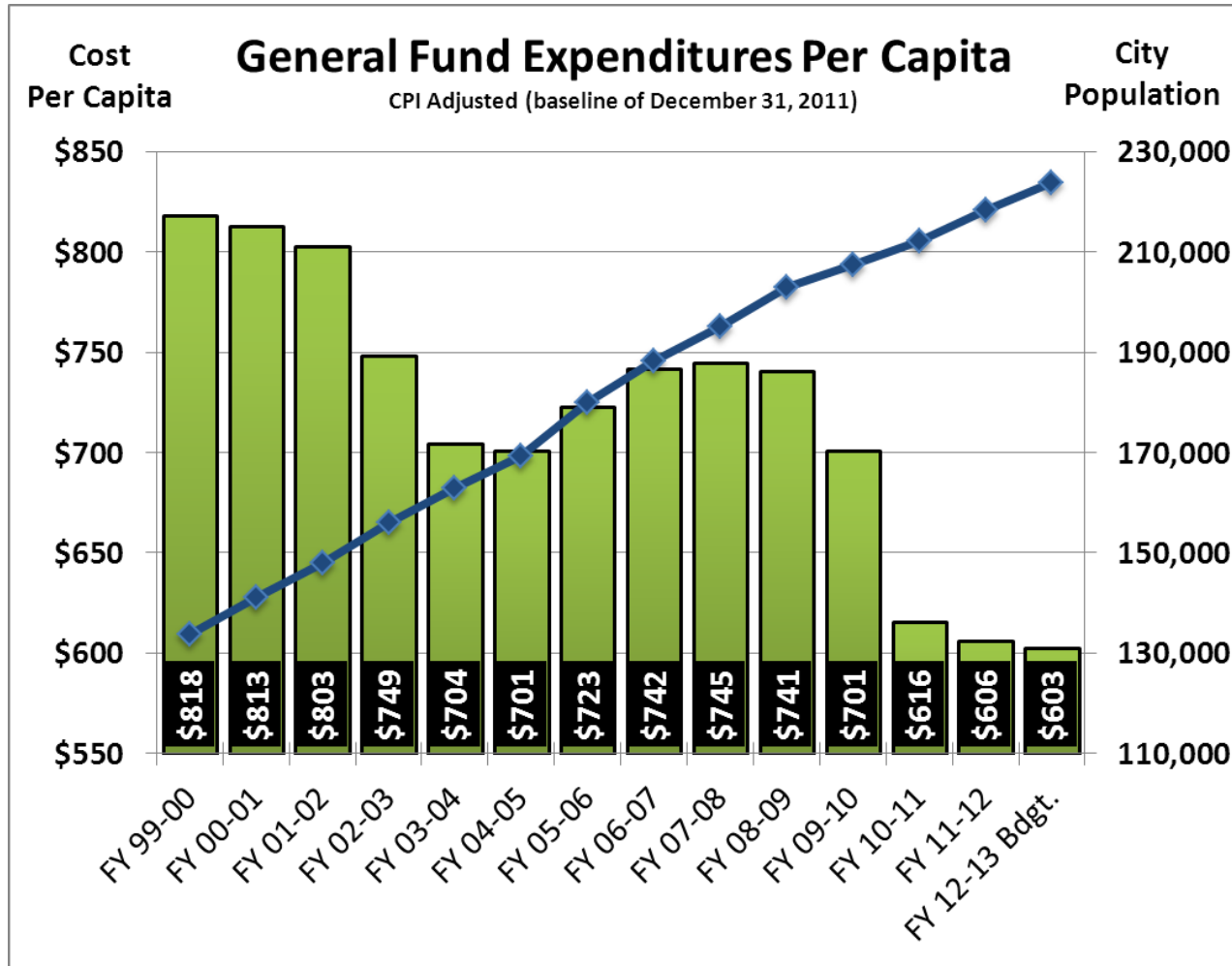
PERSONNEL BY DIVISION



- Users get used to format
- Makes comparisons easier



Thoughtful Use of Charts and Graphs





Performance Measurement

- Layers of performance measurement
 - City goals / strategic planning
 - Department goals
 - Long-term
 - Linked to city goals
 - Meeting legislative priorities
 - Department objectives & accomplishments
 - Short-term
 - Progress is measurable
 - Measurement of performance data
 - Outcomes, not outputs



Performance Measurement

- Why performance measurement?
 - Tell the organization's story to the public and elected officials (what are we doing with resources?)
 - All too often, including performance measures that are weak can do more harm than good
 - Make sure that measures are meaningful and relate to the community and legislative priorities
 - Avoid measuring outputs (e.g. business licenses processes = 19,451)
 - Try to measure outcomes (number of business license renewals with no errors = 98.42%)



SUGGESTED SOLUTIONS FOR PRESENTING BUDGET DATA TO ELECTED OFFICIALS AND THE PUBLIC



Presenting Budget Data

- When presenting budget data:
 - Be engaging so that people pay attention and are interested in content
 - Avoid complicated tables and terminology
 - Select the most effective means of presenting your data
 - Have detail ready if asked, but concentrate on the big picture



Presenting Budget Data

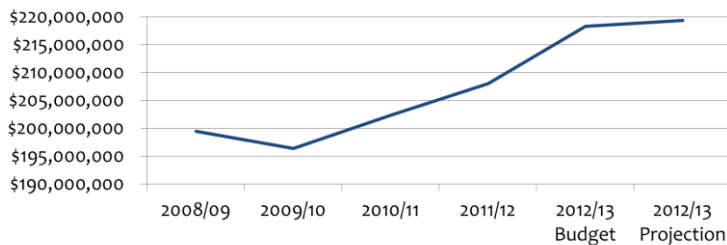
- When presenting good news:
 - Avoid overstating
 - Remember the cyclical nature of revenues
 - Have alternatives prepared (know your needs)
- When presenting bad news:
 - Be direct and don't avoid the issue
 - Provide context for how you got there
 - Provide solutions



Provide Summary Data

- Too much detail in a presentation causes those listening to focus on the data instead of the presentation (have detail ready)

Yes

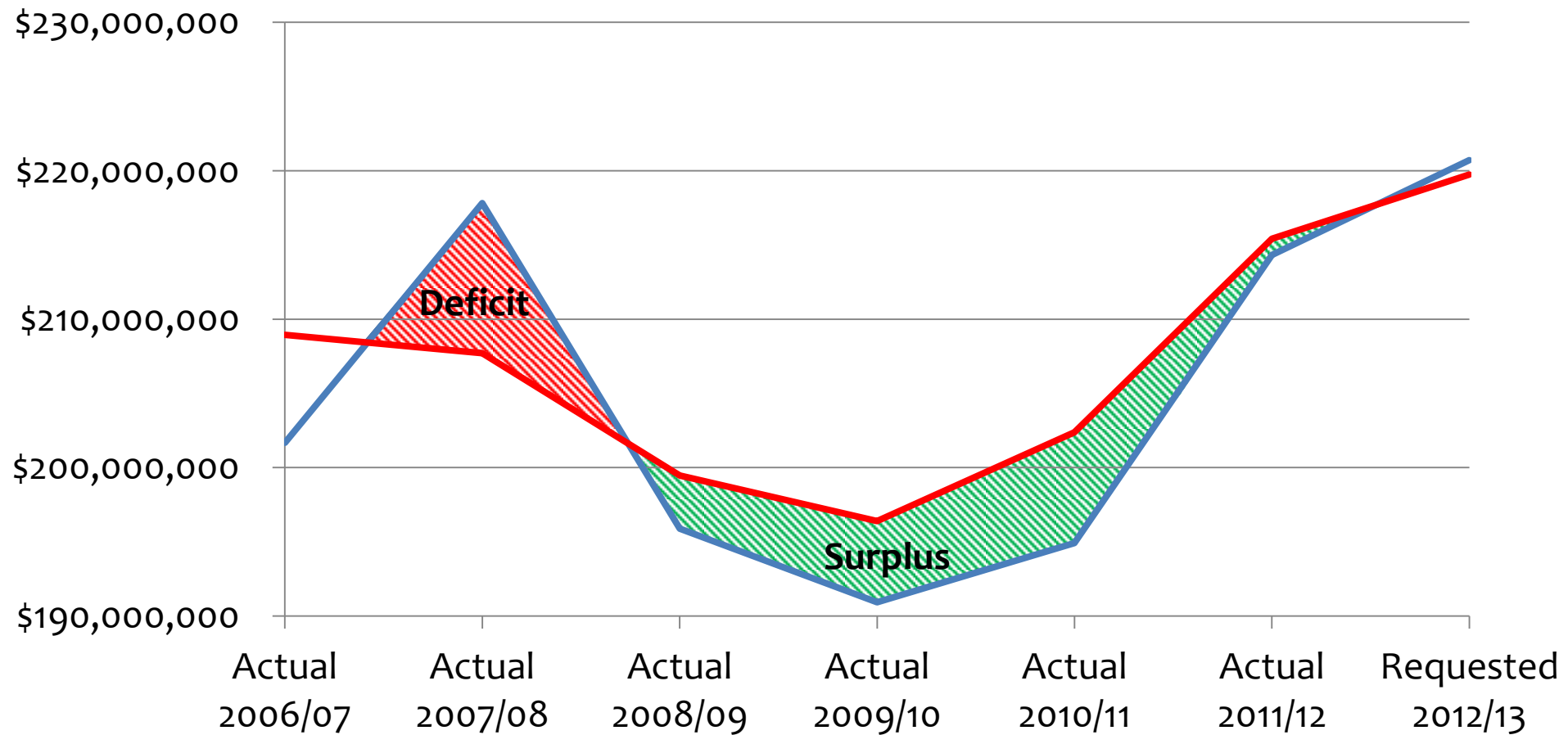


No

	2012/13 Adopted	2012/13 Projected	Budget Variance
Sales & Use Taxes	\$51,079,000	\$50,690,569	\$(388,431)
Property Taxes	47,265,758	47,737,690	471,932
Interfund Transfers	40,890,700	41,340,400	449,700
Utility Users Tax	28,397,050	28,103,000	(294,050)
Charges for Services	11,758,858	12,064,625	305,767
Licenses & Permits	7,456,234	7,769,233	312,999
Franchises	5,099,000	4,999,000	(100,000)
Other	5,044,881	4,579,881	(465,000)
Fines & Forfeits	4,955,437	5,855,563	900,126
Special Assessments	4,749,395	4,408,138	(341,257)
Transient Occupancy Tax	3,912,000	3,800,000	(112,000)
Property Transfer Tax	1,500,000	1,535,000	35,000
Intergovernmental	1,220,000	1,505,947	285,947
One-Time Revenues	5,000,000	5,000,000	-
Total	\$218,328,313	\$219,389,046	\$1,060,733
Prior Year Carry-Forward	1,422,322	1,422,322	-
Adjusted Total	\$219,750,635	\$220,811,368	\$1,060,733

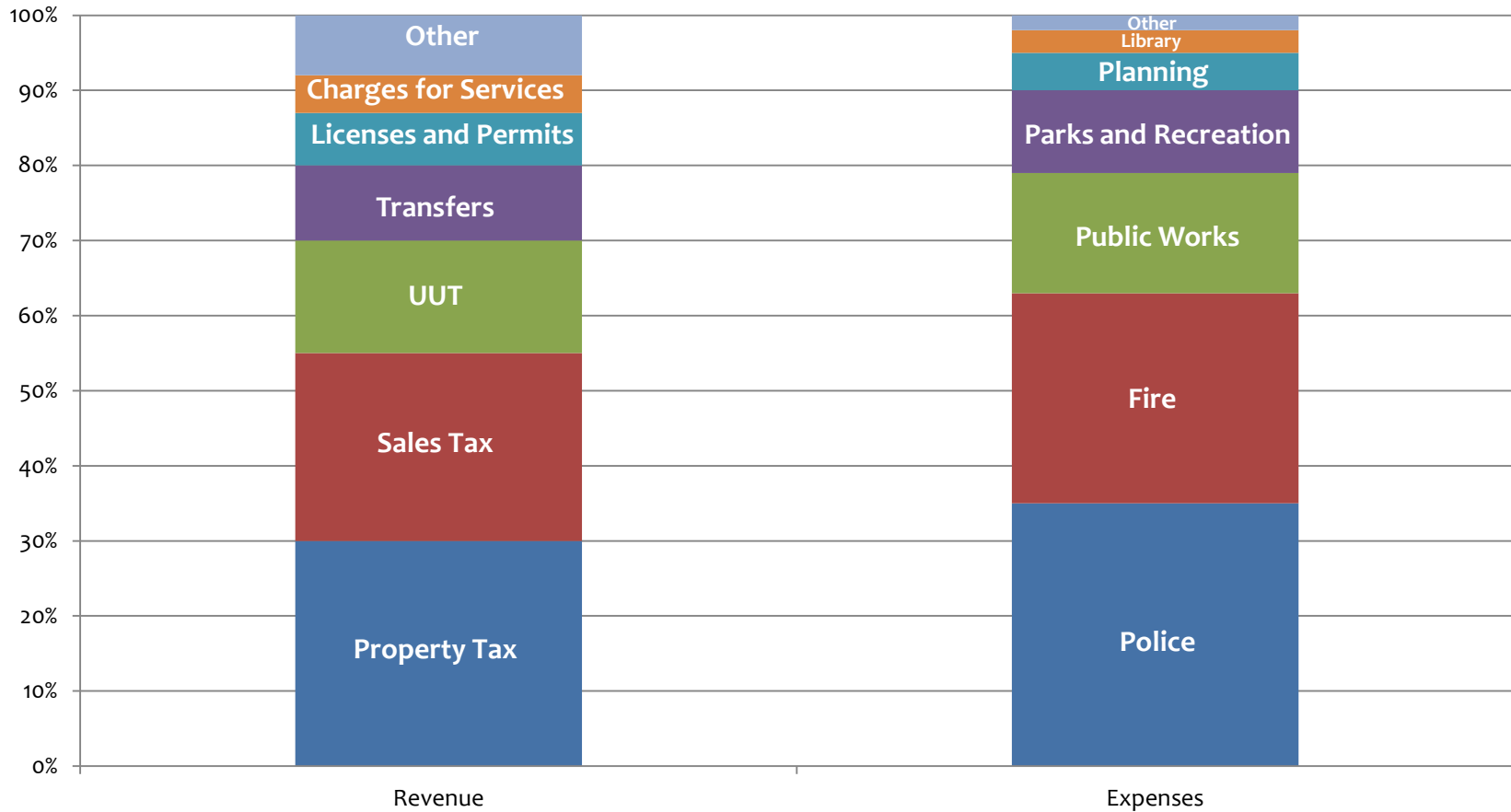


Relate Data To Tell the Budget Story



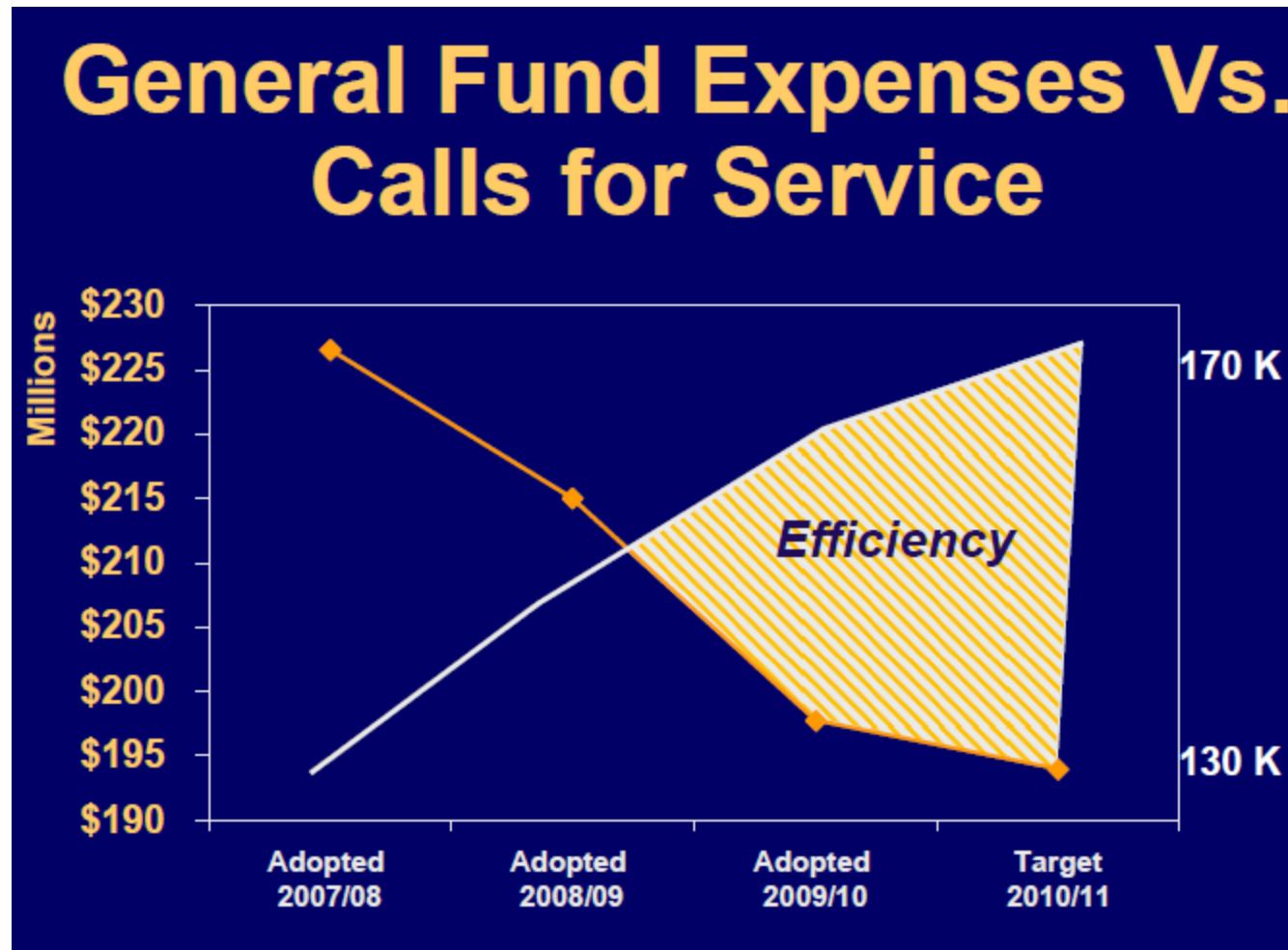


Relate Data To Tell Budget Story





Illustrating the Positive Side of Budget Cuts






THE RIVERSIDE APPROACH



Riverside Budget in Brief

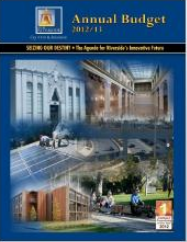
- Summary information
- Strategic goals
- How is the budget funded?
- How is that money spent?



2012/13
BUDGET *IN BRIEF*

INTRODUCTION TO THE ANNUAL BUDGET

The City of Riverside's annual budget is a key communication tool, which illustrates to the public the City's strategic direction, sources of funding, and types of expenditures. This document seeks to distill the budget document into a useful set of tables, charts, and diagrams for the use of the general public. The City's total combined annual budget for fiscal year 2012/13 is \$1,153,626,371.




CITY COUNCIL STRATEGIC GOALS

The Budget is linked to the City Council's Strategic Goals, developed in 2004 and amended in 2008 and 2009. These goals are at the heart of what our community expects from its local government. In turn, these goals are woven throughout the fiscal year 2012/13 Annual Budget, which allocates the resources necessary to achieve our shared vision. The City Council's Strategic Goals are:

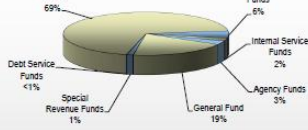
- Economic Development
- Environmental Leadership
- Transportation
- Livable Communities and Neighborhoods
- Arts and Innovation

HOW IS THE BUDGET FUNDED?



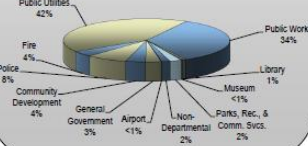
Source	Percentage
Charges for Services	42%
Taxes	14%
Funds on Hand	1%
Interfund Transfers in	4%
Special Assessments	1%
Fines and Forfeits	1%
Revenue from Other Governments	6%
Bond Proceeds	25%
Licenses and Permits	1%
Other	9%

HOW IS THAT MONEY SPENT?



Category	Percentage
Enterprise Funds	69%
Debt Service Funds	<1%
Special Revenue Funds	1%
General Fund	19%
Agency Funds	3%
Internal Service Funds	2%
Capital Project Funds	6%

It may be helpful to think of the different City funds as multiple "business enterprises". Just as businesses vary by size and revenue, so too do the various City funds. There is a tendency to equate the City's General Fund with the City's financial status as a whole, but it is important to remember that the General Fund is just one of many funds, or places of City business.



Category	Percentage
Public Utilities	42%
Fire	4%
Police	8%
Community Development	4%
General Government	3%
Airport	<1%
Non-Departmental	2%
Parks, Rec. & Comm. Svcs.	2%
Museum	<1%
Library	1%
Public Works	34%



Riverside Budget in Brief

General Fund in Brief

WHAT IS THE GENERAL FUND?

The General Fund provides core City services including police, fire, parks, recreation, libraries, and street maintenance. Riverside Public Utilities, the Riverside Airport, and other "business enterprises" of the City with their own distinct revenue sources are accounted for in other Funds. The General Fund is primarily supported by tax revenues, fees, and charges that are collected within the City of Riverside. Therefore, most core City services are budgeted in the General Fund; and it is here that you can see the greatest impact that your tax dollars and fees paid to the City have on providing services to the citizens of the City of Riverside.

The fiscal year 2012/13 General Fund budget totals \$220.7 million. This amount also takes into account something called "Managed Savings", which is the estimated portion of the budget that will not be realized as actual expenditures. The fiscal year 2012/13 budget proposes to balance revenues and expenditures through the use of General Fund reserves while continuing to maintain a reserve balance of approximately \$40 million, in excess of the target of 15% of General Fund expenditures.

YOUR TAX DOLLARS AT WORK

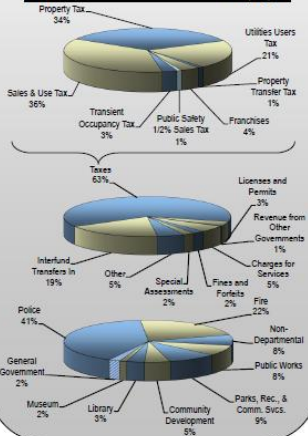


City of Riverside

GENERAL FUND REVENUES AND EXPENDITURES

General Fund Revenue	
Sales & Use Taxes	\$1,079,000
Property Taxes	48,765,758
Utilities Users Tax	28,397,050
Charges for Services	11,758,858
Other Taxes	9,011,000
Licenses and Permits	7,456,234
Fines and Forfeits	4,955,437
Special Assessments	4,749,395
Revenue from Other Governments	1,220,000
Usage of Reserves	964,276
Other	11,487,203
Interfund Transfers In	40,890,700
Total	220,714,511

General Fund Expenditures	
Police	\$1,643,490
Fire	48,706,001
Parks, Recreation, and Community Services	20,913,170
Non-Departmental	18,838,488
Public Works	18,010,075
Community Development	10,679,178
Library	7,800,294
General Government	4,678,648
Museum	3,180,110
Less: Managed Savings	(8,696,422)
Total	220,714,511



- What is the General Fund?
- Your tax dollars at work
- General Fund revenue and expenditures



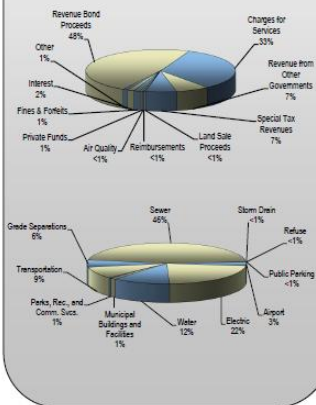
Riverside Budget in Brief

Capital Improvement Program in Brief

CIP REVENUES AND EXPENDITURES

Five Year CIP Revenue	
Revenue Bond Proceeds	490,520,360
Charges for Services	339,651,740
Revenue from Other Governments	74,298,875
Special Tax Revenues	67,943,811
Interest	15,238,596
Fines & Forfeits	14,025,000
Private Funds	4,972,111
Reimbursements	4,609,000
Land Sale Proceeds	2,602,600
Air Quality	50,000
Other	10,774,837
Less: Amounts not Available for Current CIP	(250,284,556)
	774,402,834

Five Year CIP Expenditures	
Sewer	357,037,573
Electric	174,547,000
Water	90,392,500
Transportation	70,130,000
Grade Separations	44,620,000
Airport	23,025,000
Municipal Buildings and Facilities	9,016,000
Parks, Recreation, and Community Services	4,335,821
Storm Drain	750,000
Public Parking	500,000
Refuse	50,000
	774,402,834



WHAT IS THE CIP?

The City's Capital Improvement Program (CIP) is a plan for the renovation, expansion, and repair of existing City facilities such as roads, bridges, government buildings, and parks and proposes new projects that will improve the quality of life for the citizens of the City. The CIP projects available funding over a five-year period. The highest priority projects are constructed first. Lower priority projects that have been identified but for which no current funding exists are categorized as unfunded.

The fiscal year 2012/13 funded CIP totals \$774.4 million, with an additional \$548.8 million remaining unfunded. The unfunded CIP is primarily used to catalog longer-term projects for which funding will be identified in the future. At the end of the five-year period outlined in the CIP, the City will see new or remodeled police and fire facilities, several new parks, an expanded Convention Center, additional railroad grade separations, and numerous other improvements. This is all in addition to the routine rehabilitation of streets, sewers, and other facilities that are always part of the CIP.

THE CIP AND THE ANNUAL BUDGET

The CIP is developed separately from the City's annual budget in order to reap the benefits of focused attention paid to long-term planning for capital projects. The approval of the CIP does not signal appropriation of funds but rather serves as a planning instrument for budgeting and infrastructure development. Appropriations for capital projects are made when the City Council approves the annual budget for the City.

The first year's program in the CIP contains projects that are included in the proposed budget for fiscal year 2012/13. The remaining four years reflect staff's recommended priorities for the future and are reviewed and revised annually by the City Council.

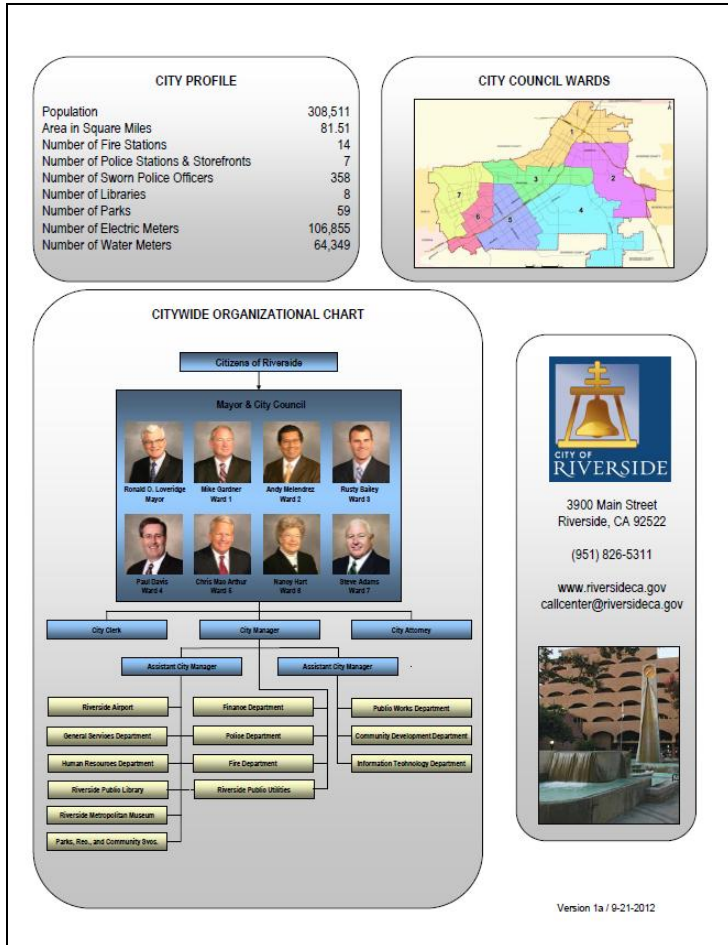
Budget in Brief

- What is the CIP?
- The CIP and the Annual Budget
- CIP revenues and expenditures



Riverside Budget in Brief

- City profile
- City Council wards
- Citywide organizational chart
- Contact information





Riverside Budget Document

ELECTED OFFICIALS

CITY COUNCIL WARDS



3800 Main Street
Riverside, CA 92522
(951) 825-5311

www.riversideca.gov
calcenter@riversideca.gov

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ELECTED OFFICIALS

MAYOR & CITY COUNCIL



Mike Cardone
Mayor



Ronald C. Jennings
Mayor



Kevin Doherty
Council Member



City Clerk Anne



Council Member



Council Member



Council Member



Council Member

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STRATEGIC BUDGET PRIORITIES

THE CITY'S MISSION AND COMMUNITY VISION

The City of Riverside is committed to providing high quality municipal services to ensure a safe, inclusive, and thriving community.

In late spring 2008 a Committee composed of a sub-committee of the Workforce Advisory Panel and the Council of Economic Development members advised that David H. Howell, Ph.D. (Chair of the A. Gary Anderson School of Management at UC Riverside) to create 10 bold and far-reaching strategic statements that "A Vision for Riverside" that served as a foundation for the strategic planning process.

On May 26, 2008, the City Council approved "A Vision for Riverside" to guide our City of Arts & Innovation to a leading position in the region, country, and world. The City Council identified that significant community need should be a major component of strategic planning. From the public trust and as well as through requests by the Committee, *Seizing Our Destiny* was created. *Seizing Our Destiny* showcases the community's vision for the future of Riverside and highlights our most critical issues to be addressed.

SEIZING OUR DESTINY

To attain our shared vision of increasing the community's quality of life through intelligent growth, incorporating innovation, positioning Riverside as the hub of choice for diverse and vibrant, strategic, and thriving economic, business, and jobs to the region, *Riverside will pursue 11 Strategic Initiatives:*

1. Economy

Strong innovative Economy and Public Community
Riverside attracts, retains, and creates an exciting base of cutting-edge 21st Century business people and leaders whose products, services, and organizations have a profound positive impact on the region and the world.

2. Workforce

Well-developed highly skilled labor workforce
Riverside develops diverse, highly trained, multi-generational employees that enhance the entrepreneurial spirit and take full advantage of the abundance of job training opportunities needed to compete in the identified high-growth economic industries.

3. Learning

Lifelong learning for all
Riverside values education as a high priority and supports a culture of education that ensures a pathway for learning, job preparation, and an increased quality of life for through a wide range of educational opportunities.

C-2

STRATEGIC BUDGET PRIORITIES

SEIZING OUR DESTINY (CONTINUED)

4. Healthcare

Integral to our City's health care
Riverside is the home of many centers for health care, research, service and pharmaceutical development and manufacturing, and health-related services. Riverside is a hub for health-related services, research, students, and workers committed to wellness.

5. Green

Integrating green into our City's future
Riverside is the international regional and world leader for sustainable business, environmental innovation, and green living with a strategic partnership of industry, City leadership, and residents.

6. Entertainment

Amplified City's growth through the region, country, and world
Riverside boasts an unparalleled array of nationally recognized and regionally distinctive attractions, including sports, arts, culture, and recreation. Riverside is a hub for providing a wide range of popular venues for dining, shopping, entertainment, and recreation.

7. Places

Transforming Riverside into a place
Riverside is a highly desirable place to live, work, and play. Riverside has successfully developed its historic heritage and space into a vibrant living place.

8. Recreation

Big City Recreation with a difference
Riverside boasts an unparalleled array of nationally recognized and regionally distinctive attractions, including sports, arts, culture, and recreation. Riverside is a hub for providing a wide range of popular venues for dining, shopping, entertainment, and recreation.

9. Quality of Life

The history, culture, and natural beauty of Riverside has given birth to a vibrant community of arts, culture, and recreation. Riverside is a hub for providing a wide range of popular venues for dining, shopping, entertainment, and recreation.

10. Community

Collaborating to build a better community
Riverside possesses an unparalleled array of nationally recognized and regionally distinctive attractions, including sports, arts, culture, and recreation. Riverside is a hub for providing a wide range of popular venues for dining, shopping, entertainment, and recreation.

11. Our City

Integrating our City's future
Riverside is a hub for providing a wide range of popular venues for dining, shopping, entertainment, and recreation. Riverside is a hub for providing a wide range of popular venues for dining, shopping, entertainment, and recreation.

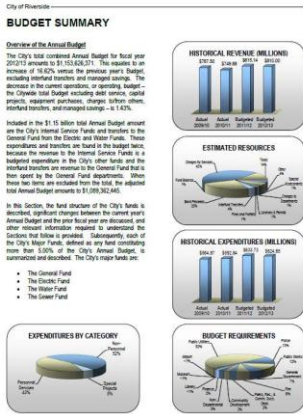
C-3

- Introductory items
- Transmittal letter
- Community profile
- Strategic budget priorities
- Guide to the budget



Riverside Budget Document

- Budget Summary
 - Citywide
 - Organizational changes
 - Debt
 - General Fund
 - Other major funds



2012/13 Annual Budget
BUDGET SUMMARY

REVENUE HISTORY BY REVENUE CATEGORY

Revenue Category	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Change
Local & State Taxes	175,240,000	174,800,000	175,200,000	180,100,000	180,100,000	180,100,000	4.1%
Property Taxes	175,240,000	174,800,000	175,200,000	180,100,000	180,100,000	180,100,000	4.1%
Special Assessments	27,300,000	27,300,000	27,300,000	27,300,000	27,300,000	27,300,000	0.0%
Fees and Fines	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	0.0%
Grants and Donations	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	0.0%
Interest on Debt	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	0.0%
Other	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	0.0%
Total Revenue	\$242,540,000	\$242,400,000	\$242,700,000	\$257,400,000	\$257,400,000	\$257,400,000	4.1%

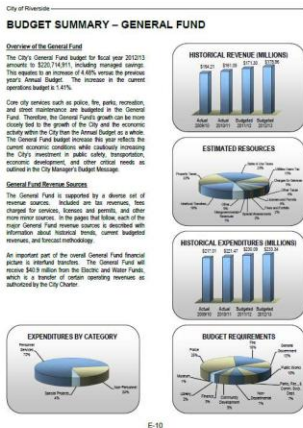
EXPENDITURE HISTORY BY BUDGET CATEGORY

Expenditure Category	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Change
General Services	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Public Works	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Police Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Fire Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Public Health Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Public Works Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Police Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Fire Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Public Health Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Public Works Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Total Expenditure	\$242,540,000	\$242,400,000	\$242,700,000	\$257,400,000	\$257,400,000	\$257,400,000	4.1%

EXPENDITURE HISTORY BY ORGANIZATIONAL UNIT

Organizational Unit	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Change
Police Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Fire Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Public Health Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Public Works Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Total Expenditure	\$242,540,000	\$242,400,000	\$242,700,000	\$257,400,000	\$257,400,000	\$257,400,000	4.1%

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2012/13 Annual Budget
GENERAL FUND – BUDGET SUMMARY

REVENUE HISTORY BY REVENUE CATEGORY

Revenue Category	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Change
Local & State Taxes	85,000,000	85,000,000	85,000,000	85,000,000	85,000,000	85,000,000	0.0%
Property Taxes	85,000,000	85,000,000	85,000,000	85,000,000	85,000,000	85,000,000	0.0%
Special Assessments	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	0.0%
Fees and Fines	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	0.0%
Grants and Donations	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	0.0%
Interest on Debt	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	0.0%
Other	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	0.0%
Total Revenue	\$140,000,000	\$140,000,000	\$140,000,000	\$140,000,000	\$140,000,000	\$140,000,000	0.0%

EXPENDITURE HISTORY BY BUDGET CATEGORY

Expenditure Category	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Change
General Services	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Public Works	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Police Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Fire Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Public Health Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Public Works Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Police Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Fire Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Public Health Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Public Works Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Total Expenditure	\$140,000,000	\$140,000,000	\$140,000,000	\$140,000,000	\$140,000,000	\$140,000,000	0.0%

EXPENDITURE HISTORY BY ORGANIZATIONAL UNIT

Organizational Unit	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Change
Police Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Fire Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Public Health Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Public Works Department	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	0.0%
Total Expenditure	\$140,000,000	\$140,000,000	\$140,000,000	\$140,000,000	\$140,000,000	\$140,000,000	0.0%

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Riverside Budget Document

- Consistent department summaries
 - Organization charts
 - Services provided
 - Personnel data
 - Goals, objectives, accomplishments
 - Tables and charts
 - Significant changes
 - Budget details

CITY OF RIVERSIDE COMMUNITY DEVELOPMENT DEPARTMENT

DEPARTMENT GOALS

1. To attract, protect and increase private investment to stimulate the economy and increase the number of jobs in the City.
2. To increase, preserve and protect the City's housing stock to ensure adequate housing for all residents.
3. To provide urban planning and building services that continue to ensure the responsible growth, maintenance and management of the built and natural environments.
4. To establish and maintain neighborhood design plans, improve strategic planning and effective code enforcement of property maintenance concerns.
5. To meet the immediate operational and capital needs of the Community Development Department and for the Department.

FISCAL YEAR 2012/13 DEPARTMENT ACCOMPLISHMENTS

Accomplishment	Responsible City Staff	Responsible City Staff	Responsible City Staff
1. Completed and executed a U.S. Census sample of the city's under-represented populations.	Staff 42	Staff 42	Community
2. Completed project for the City's Annual Maintenance Field Training Course.	Staff 42	Staff 42	Community
3. Completed Housing Research for the 2009-2010 year.	Staff 42	Staff 42	Community
4. Completed code enforcement of the City's code enforcement program.	Staff 42	Staff 42	Community
5. Completed code enforcement of the City's code enforcement program.	Staff 42	Staff 42	Community
6. Completed code enforcement of the City's code enforcement program.	Staff 42	Staff 42	Community
7. Completed code enforcement of the City's code enforcement program.	Staff 42	Staff 42	Community
8. Completed code enforcement of the City's code enforcement program.	Staff 42	Staff 42	Community
9. Completed code enforcement of the City's code enforcement program.	Staff 42	Staff 42	Community
10. Completed code enforcement of the City's code enforcement program.	Staff 42	Staff 42	Community

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CITY OF IRVINE COMMUNITY DEVELOPMENT DEPARTMENT

FISCAL YEAR 2012/13 DEPARTMENT ACCOMPLISHMENTS (CONTINUED)

Accomplishment	Responsible City Staff	Responsible City Staff	Responsible City Staff
11. Completed code enforcement of the City's code enforcement program.	Staff 42	Staff 42	Community

FISCAL YEAR 2012/13 DEPARTMENT OBJECTIVES

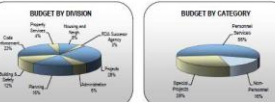
Objective	Responsible City Staff	Responsible City Staff	Responsible City Staff
1. To complete the code enforcement of the City's code enforcement program.	Staff 42	Staff 42	Community
2. To complete the code enforcement of the City's code enforcement program.	Staff 42	Staff 42	Community
3. To complete the code enforcement of the City's code enforcement program.	Staff 42	Staff 42	Community
4. To complete the code enforcement of the City's code enforcement program.	Staff 42	Staff 42	Community
5. To complete the code enforcement of the City's code enforcement program.	Staff 42	Staff 42	Community
6. To complete the code enforcement of the City's code enforcement program.	Staff 42	Staff 42	Community
7. To complete the code enforcement of the City's code enforcement program.	Staff 42	Staff 42	Community
8. To complete the code enforcement of the City's code enforcement program.	Staff 42	Staff 42	Community
9. To complete the code enforcement of the City's code enforcement program.	Staff 42	Staff 42	Community
10. To complete the code enforcement of the City's code enforcement program.	Staff 42	Staff 42	Community

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CITY OF RIVERSIDE COMMUNITY DEVELOPMENT DEPARTMENT

BUDGET SUMMARY BY DIVISION

Division	2010/11	2011/12	2012/13	% Change
Planning	4,482,415	3,013,477	2,526,213	-42.7%
Building & Safety	1,201,110	1,035,859	1,045,155	-13.0%
Public Works	1,201,110	1,035,859	1,045,155	-13.0%
Community Development	1,201,110	1,035,859	1,045,155	-13.0%
Other	1,201,110	1,035,859	1,045,155	-13.0%
Total	8,086,845	6,161,060	5,667,633	-30.2%

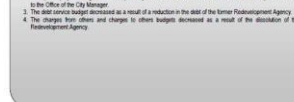
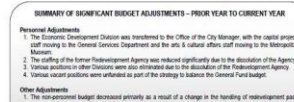


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CITY OF IRVINE COMMUNITY DEVELOPMENT DEPARTMENT

BUDGET SUMMARY BY BUDGET CATEGORY

Category	2010/11	2011/12	2012/13	% Change
Personnel	4,482,415	3,013,477	2,526,213	-42.7%
Materials	1,201,110	1,035,859	1,045,155	-13.0%
Services	1,201,110	1,035,859	1,045,155	-13.0%
Other	1,201,110	1,035,859	1,045,155	-13.0%
Total	8,086,845	6,161,060	5,667,633	-30.2%



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For More information

<http://www.riversideca.gov/finance>



THE IRVINE APPROACH



Irvine Budget in Brief

City of Irvine

Irvine is located 40 miles southeast of Los Angeles and six miles from the ocean in Orange County, California. Incorporated as a Charter City in 1971 with a City Council-City Manager form of government, the first City Council revised the master plan developed by world-famous architect William Pereira for the landowner, the Irvine Company; the Irvine General Plan is the basis for all development in the City.

Services provided by the City include animal control; building and safety regulation and inspection; general administrative services; planning and zoning; police; public facility and capital improvement construction; recreation and cultural programs; open space administration; street lighting; street maintenance; landscape maintenance; and transportation management.

Incorporated	December 28, 1971
Incorporated Area	66 sq. miles
Sphere of Influence	74 sq. miles
Population	223,729
Employment Base	190,600
Dwelling Units	82,283
Full-Time Employees	737
Neighborhood Parks	37
Community Parks	19

Irvine City Officials

Sukhee Kang, Mayor
Beth Krom, Mayor Pro Tem
Larry Agran, Councilmember
Steven Choi, Councilmember
Jeffrey Lalloway, Councilmember

Sean Joyce, City Manager
Sharon Landers, Assistant City Manager

Please visit the City's website at cityofirvine.org for the up-to-date information and upcoming events.

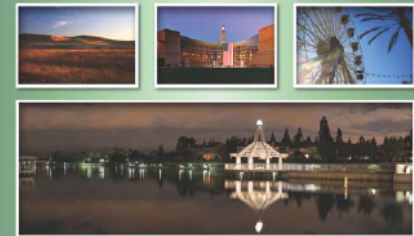
"City of Innovation"



1 Civic Center Plaza
P.O. Box 19575
Irvine, CA 92623
Phone: 949-724-6000

CITY OF IRVINE FY 2012-13

CITY OF IRVINE, CALIFORNIA 2012-13 BUDGET



ADOPTED



BUDGET IN BRIEF

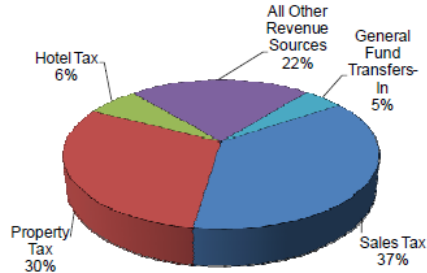


Irvine Budget in Brief

FY 2012-13 Adopted General Fund Budget

Resources

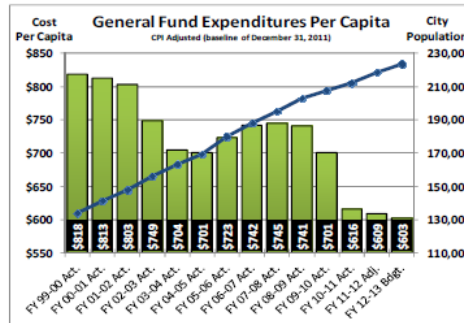
"Where the Money Comes From"



<u>General Fund Resources</u>	<u>FY 12-13 Adopted</u>
Sales Tax	\$51,328,000
Property Tax	42,010,000
Hotel Tax	8,799,000
All Other Revenue Sources	30,279,474
General Fund Transfers-In	6,807,232
TOTAL RESOURCES	\$139,223,706

Top 25 Sales Tax Producers

Apple Computer	Nordstrom
Arbonne	Power Toyota/Scion
Carmax	Ralphs
Chevrolet of Irvine	Rohde & Schwarz
Chevron	Sarcom
Costco	Shell
Edwards Lifesciences	Target
Fladeboe Honda	Toshiba
IPC USA	Tuttle Click Dodge Chrysler
Irvine BMW	Jeep
Irvine Service Station	Tuttle Click Ford/Lincoln/
Living Spaces	Mercury
Main Electric Supply	University of California, Irvine
	Victor Medical



Irvine Quick Facts

CPI adjusted per capita General Fund spending is at a record low (\$603) per available data

Ranked 2nd best run city in America by 24/7 Wall Street

Named safest big city in America by the FBI for 8th consecutive year

41% of the General Fund budget is dedicated to Public Safety

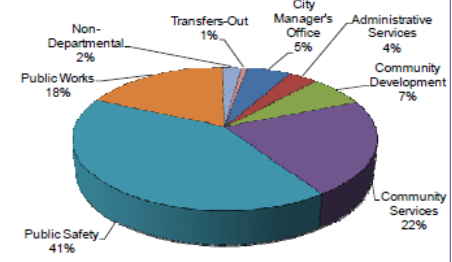
Continuing to provide life-affirming programs and services to the City's youngest, oldest and most vulnerable populations

Sales Tax — Irvine receives 1¢ of every taxable retail sale dollar spent in the City

Property Tax — Irvine receives an estimated 9¢ of every dollar of property tax

Appropriations

"Where the Money Goes"



<u>Operating Appropriations</u>	<u>FY 12-13 Adopted</u>
City Manager's Office	\$7,635,499
Administrative Services	5,036,921
Community Development	9,698,589
Community Services	30,218,318
Public Safety	57,145,930
Public Works	24,980,469
Non-Departmental	3,265,000
Transfers-Out	\$1,005,200
TOTAL APPROPRIATIONS	\$138,985,926

Capital Improvement Program

Capital appropriations total \$97.4 million, including \$17.6 million in significant non-routine capital infrastructure improvements for 28 new projects in FY 2012-13.

Education

Measure R, the Irvine School Support Initiative approved by Irvine voters November 2010, continues the City's direct financial support to Irvine schools - \$1.5 million annually through FY 2013-14.



The Irvine Approach

Presentation Slide Examples: Telling the Story

FY 2012-13 General Fund Budget Presentation

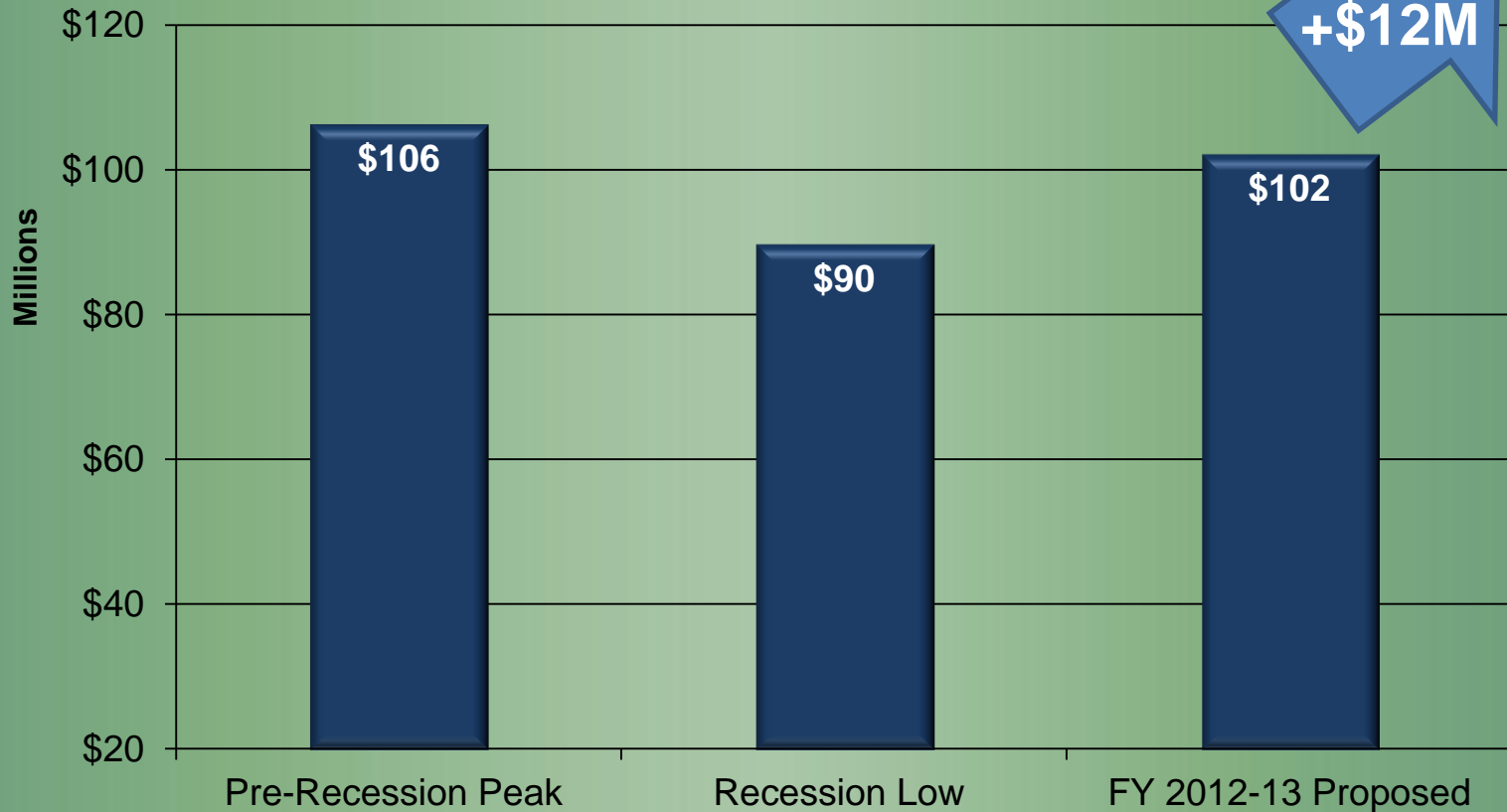


CITY OF IRVINE
2012-13 BUDGET



Top Three Revenues

Sales, Property and Hotel Taxes



The Four Pillars



1
No Tax
Increases

2
No Staff
Layoffs

3
No Pay
Raises

4
No
Material
Reduction
of Core
Services

CITY OF IRVINE
2012-13 BUDGET



Strategic Priorities

Accomplishments

- ☒ Maintain Core Services
 - Safest Big City
 - Human Services
 - Infrastructure & Aesthetics
 - School Support
- ☒ Contingency Reserve Funding
- ☒ Infrastructure Rehabilitation Funding



Expected Business Openings



FY 2012-13 Budget

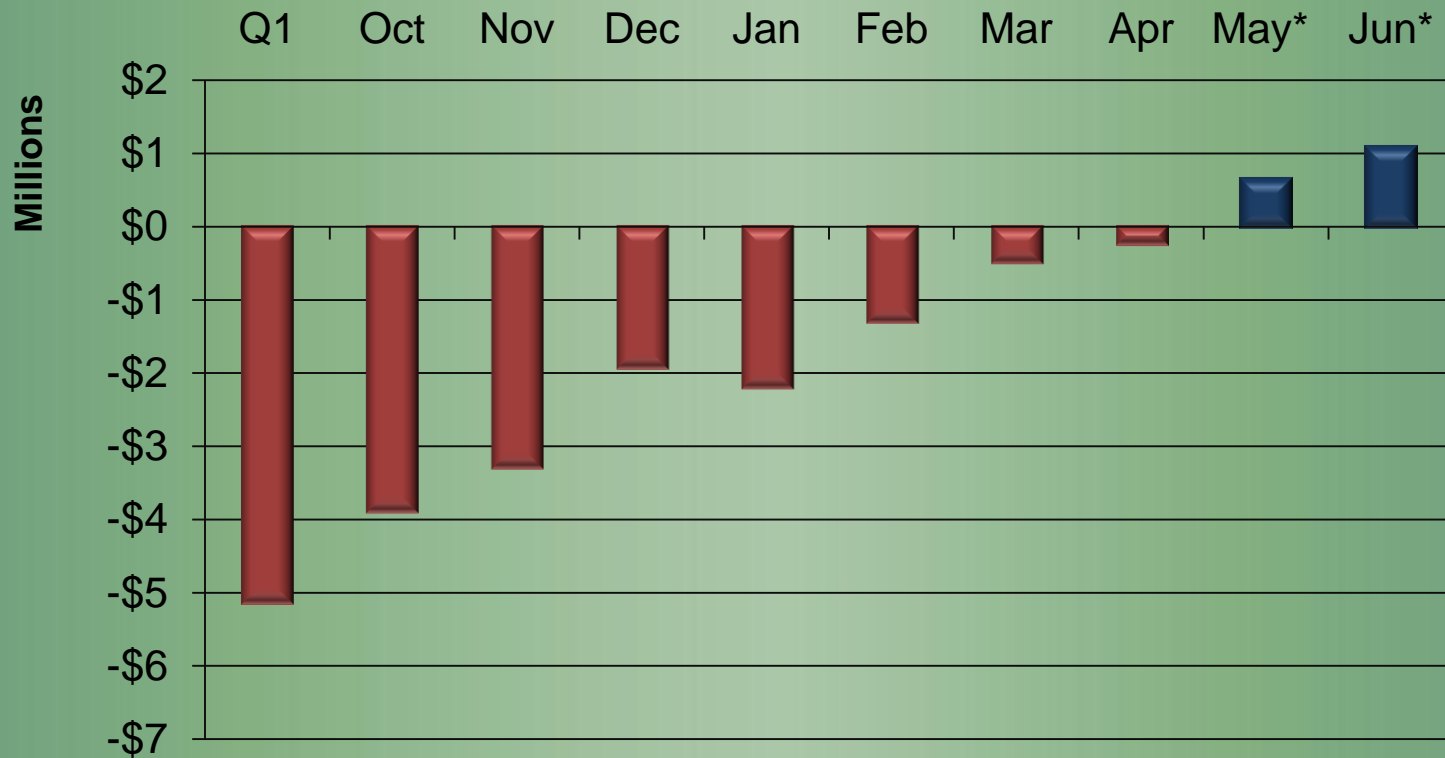
One-Time Funding Sources:	
Bake/I-5 Fee District Close-Out	\$3.4M
Jeffrey Grade Separation Project Close-Out	1.0M
Bowerman Funding (Irvine School Support)	1.0M
Less:	
Transfer to Contingency Reserves	-0.5M
Unallocated Fund Balance	-0.2M
Total*	\$4.7M

* Difference between ongoing revenues and ongoing expenditures



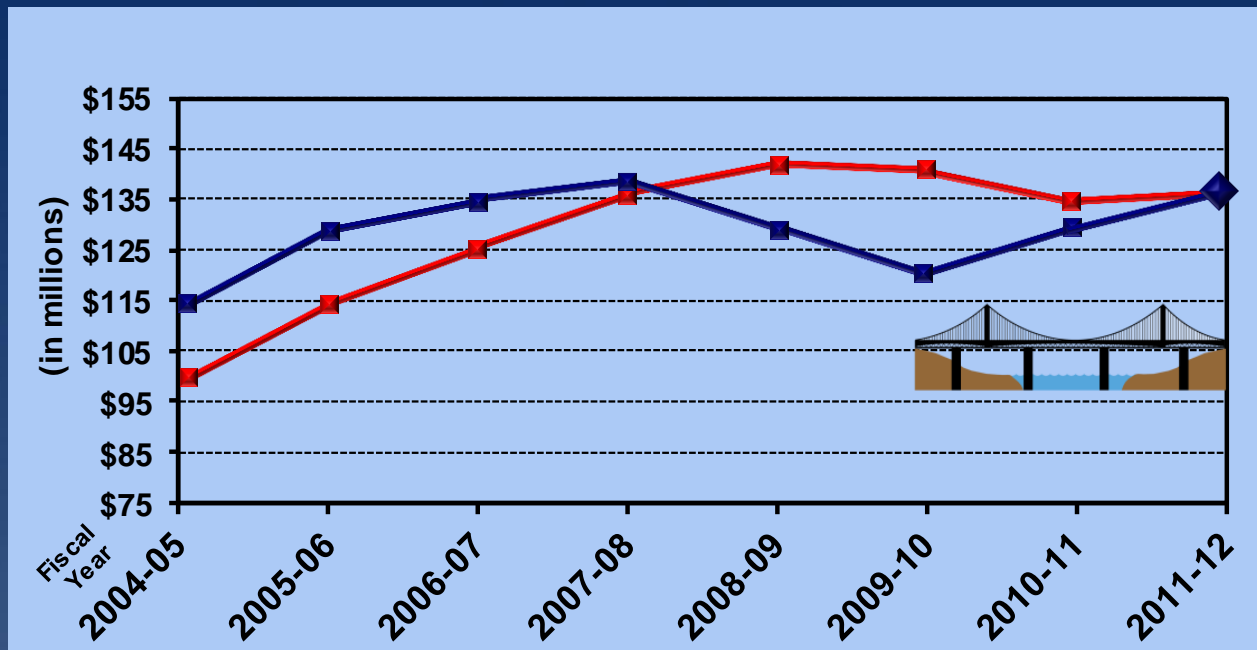
FY 2011-12 General Fund Update

YTD Budget Variance



* Preliminary estimates for May and June

Operating Revenues vs. Expenditures



■ Revenues ■ Expenditures



Irvine Intranet Internal Report

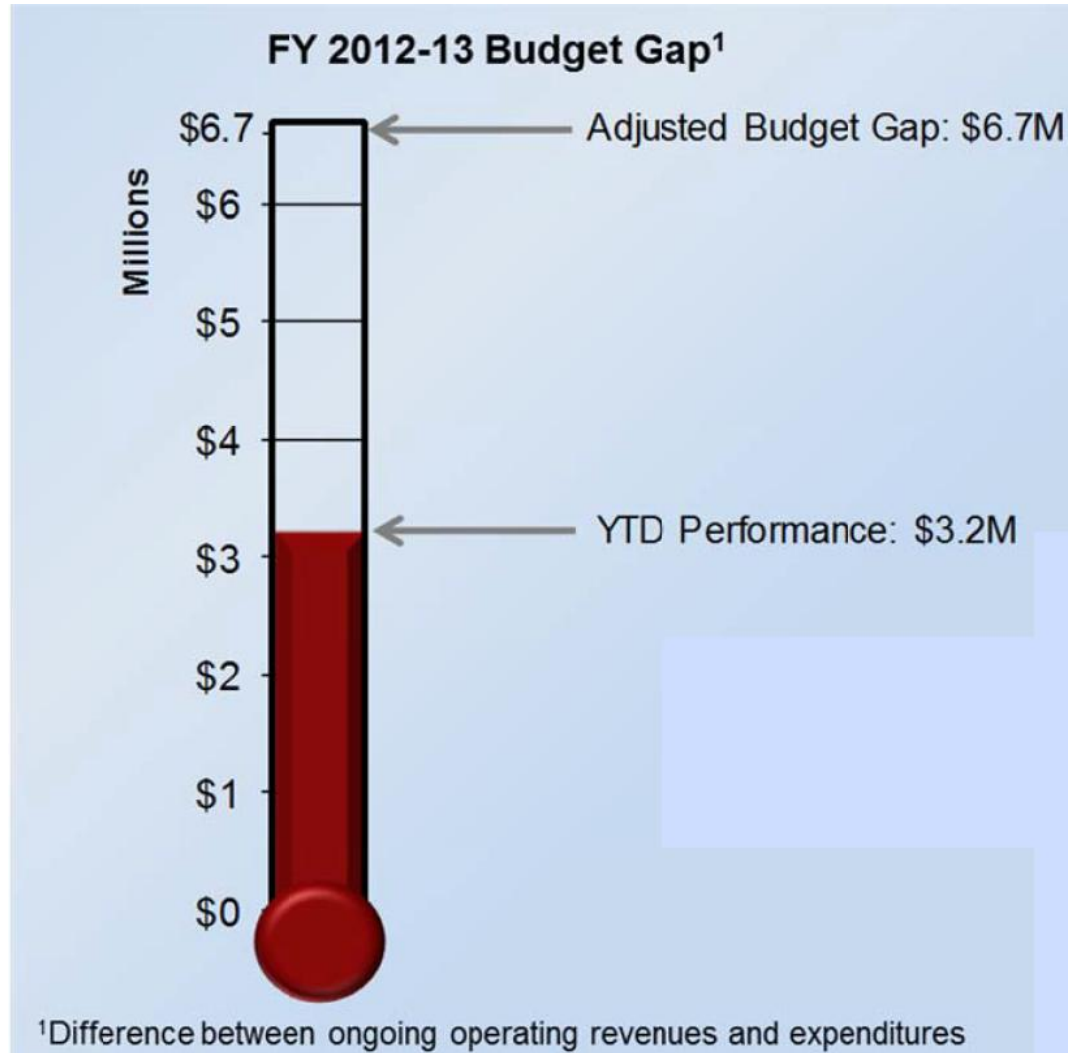
City of Irvine Fiscal Year 2012-13 November Financial Dashboard

The City Manager asked the Budget Team to prepare and present monthly financial dashboard reports to City staff to keep employees current on financial trends. To view the latest two-page report please [click here](#).

The report summarizes information recently shared with the City Council. If you have any questions regarding this information, please contact Budget Manager Ken Brown at extension 6046.



Irvine Intranet Internal Report



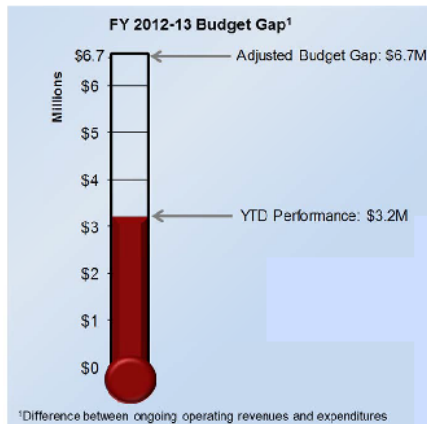


Irvine Intranet Internal Report

FY 2012-13 November Financial Dashboard

The Budget Office develops monthly budget update reports for the City Council and Finance Commission after the first quarter of the fiscal year. To also keep City staff current on financial trends, the City Manager asked the Budget Team to prepare and present monthly financial dashboard reports for employees. In developing these reports, the Budget Office works with City department budget coordinators to estimate monthly revenues and expenditures. Year-to-date budget estimates are typically made on the basis of historical experience when the exact timing of payments is unknown.

The City's FY 2012-13 Adjusted Budget contains a gap of approximately \$6.7 million. The budget was balanced by utilizing "one-time" measures, including the use of surplus funds from a completed capital improvement project and funds from a fee-district closure. Through November, however, the City has outperformed budget expectations by \$3.2 million and is working toward the goal of closing the budget gap by year-end.



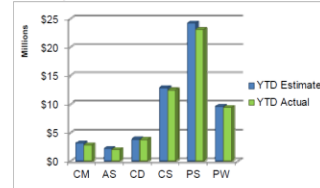
Summary – as of November 30, 2012

	Adjusted Budget	YTD Estimate	YTD Actual	YTD Variance
Revenues	\$132,426,474	\$27,341,848	\$28,450,715	\$1,108,866
Transfers-In	\$6,807,232	\$1,981,600	\$2,015,941	\$34,341
Expenditures	\$139,919,054	\$57,071,774	\$54,820,264	\$2,251,510
Transfers-Out	\$1,005,200	\$2,355,495	\$2,523,390	(\$167,895)
		YTD Budget Variance ²		\$3,226,822

²The year-to-date budget variance is the positive/negative difference between estimated and actual revenues and expenditures.

FY 2012-13 November Financial Dashboard

Expenditures as of November 2012



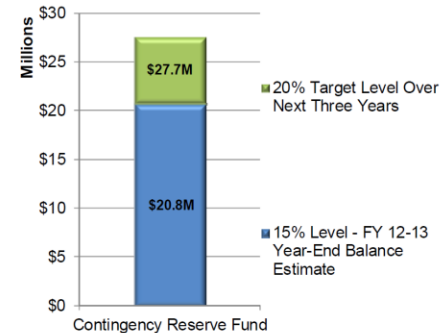
Top Three Revenue Sources as of November 2012



Property Tax, Sales Tax and Hotel Tax combined account for 77% of the City's total annual budgeted revenues (excluding transfers-in)

Contingency Reserve Fund

At the close of FY 2011-12, the City Council adopted a policy to increase the Contingency Reserve Fund balance from the target level of 15% of General Fund adopted budget operating appropriations to 20% over the course of the next three fiscal years. This 5% increase to fund balance would be approximately \$6.9 million based on the current year's adopted budget. At the end of FY 2012-13, the City will have approximately \$20.8 million or 15% of General Fund operating appropriations in reserves.



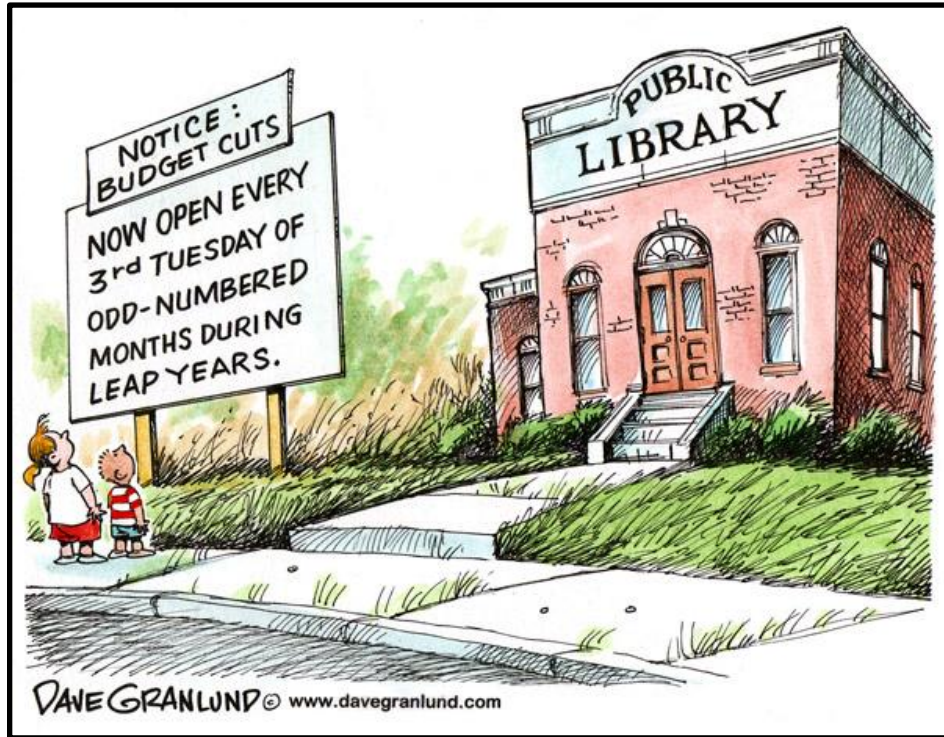
For more information, please click [here](#) for the complete November Report that was presented to the City Council and Finance Commission.



For More information

<http://cityofirvine.org/budget>

Questions?





Speaker Contacts

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Ken Brown

City of Irvine

(949) 724-6046

kbrown@ci.irvine.ca.us