

Budget and Financial Management

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Faculty

Dick Cushing

Email

dccushing@comcast.net

Program Description

This course will lay a financial foundation including the context, processes and principles of budget preparation, priority setting and funding for operating and capital budgets with an emphasis on local government and non profit organizations. It will explore the political, economic and social forces that shape budgets and financial decisions. It will examine short and long term financial strategies and the trade offs of pursuing various expense and revenue policies and decisions. The class will also address budget implementation and the management of financial resources.

Learning Objectives:

- Identify and understand the context, terms and processes of public and nonprofit budgeting and finance.
- Understand the political, economic and social forces that shape budget decision making.
- Understand, evaluate and set a strategic direction for an organization's operating and capital budget in terms of expenses/priorities, revenues/ financing and financial policies.
- Understand revenue sources, their limitations, and evaluate revenue alternatives for both operating and capital budgets.
- Understand the value and key elements of budget implementation including the sound management of financial resources.

Expectations and Evaluation

This is a weekend intensive class designed as an active/experiential learning community. Much of what will be learned in this class comes from the work we do together and in teams, class discussions, guest speakers and presentations that are based on the readings and outside research. Therefore, attendance and engagement are required.

Credit for the program and a positive evaluation are contingent upon the following:

- 1) Attending and participating fully in every class session;
- 2) Submitting assignments on time;
- 3) Demonstrating progress on learning objectives, as evidenced by class room and assignment performance regarding readings, case studies, guest speakers, lectures, written reports and presentations, etc.

If something prevents you meeting these expectations, you must inform your seminar leader immediately.

Credit denial decisions are by the faculty. Plagiarism (i.e., using other people's work as your own), failing to complete one or more assignments, completing one or more assignments late (without having made arrangements before the due date), or multiple absences may constitute denial of total credit.

In turn, students can expect the faculty to be prepared for classes and seminars, to be available for consultation and scheduled meetings, to respond to telephone or email messages in a timely manner, and to provide timely feedback on assignments

All students are expected to provide a written evaluation of their performance and an evaluation of the faculty. These two evaluations are part of the requirements of the course and must be completed to obtain full credit.

Assignments

Assignments are as follows:

- I. Active participation in class and seminar activities
- II. Complete reading assignments (Bland text, first 75 pages of Blazek text and case studies)
- III. Prepare and submit on the first night of class a one page paper based on the Bland text and a question to be emailed to the class in early January
- IV. Prepare and submit two weeks after class a final paper based on a case study to be provided the last day of class.
- V. Self and Faculty Evaluation

Additional Covenants

In furtherance of our learning community, students and faculty are expected to:

- Act in accordance with the Evergreen Contract and Student Conduct code.
- Promote a cooperative, supportive atmosphere within the community; give everyone an opportunity for self-reflection and expression.

- Use high standards in reading the text and preparing papers, lectures, and comments in seminar.
- Handle all disputes in a spirit of good will.

Both students and faculty agree to discuss any problems involving others in the learning community directly with the individuals involved with the right to support from other program members during those discussions, if that seems helpful. For example, students must first discuss any problems involving a faculty member directly with the person in question; other faculty will refrain from discussing details of any such problem except in the above format.

Required Readings

Bland, Robert L. (2007). A Budgeting Guide for Local Government, Second Edition, International City/County Management Association (ICMA); Item No. 43470; ISBN: 978-0-87326-713-7. (199 pages)

Blazek, Jody (2000), Financial Planning for Nonprofit Organizations. John Wiley & Sons, Inc.; ISBN: 0-471-41285-6 (304 pages) The Glossary plus the first 64 pages will be used in class and are available from the MPA program. Contact Charlie Bloomfield (blocha18@evergreen.edu or 867-5939), program assistant for the MPA program, to arrange a time to pick up the handout (in Lab 1, Room 3019); OR email your address to him and he will mail it to you. (Note that MPA offices are closed from Friday, December 21 through Tuesday, January 1; Charlie will be back in the office starting January 2)

Case Studies: One case study will be available from the MPA program before the first night of class (see instructions above for Blazek reading – Charlie will send this case study to you as well when you request the Blazek reading) and the Case Study for the Final Paper will be handed out the last day of class.

Optional Readings and Other Resources

Aronson, J. Richard and Schwartz, Eli (Ed.) (2004). Management Policies in Local Government Finance (5th Edition). International City/County Management Association (ICMA) Municipal Management Series; Item No. 43062; ISBN: 0-87326-142-9. (624 pages)

Riley, Susan L. and Colby, Peter W. (1991). Practical Government Budgeting: A Workbook for Public Managers. State University of New York Press; ISBN: 0-7914-0391-2. (138 pages)

Washington State Budget Documents:

- “A Citizens Guide to the Washington State Budget”, January 2005, Revised (<http://www.leg.wa.gov/senate/scs/wm/publications/2005/cgsb.pdf>)
- “An Overview of Washington’s Tax Structure”, December 1, 2003 (<http://www.leg.wa.gov/senate/scs/wm/publications/2004/taxoverview.pdf>)

- “Washington State Budget Process”, April, 2, 2004
(<http://www.ofm.wa.gov/reports/budgetprocess.pdf>)
- “Six Year Outlook: 2006-2011”
(www.ofm.wa.gov)
- “The Priorities of Government-What is it?”
(www.ofm.wa.gov/budget/pog/pdf/whatispog.pdf)
- “POG Overview”
(<http://www.ofm.wa.gov/budget/pog>)
- “POG for 2007-2009 Budget”
(<http://www.ofm.wa.gov/budget/pog/plan.html>)
- “POG Results and Indicators”
(<http://www.ofm.wa.gov/fiscal/pog/indicators>)
- “Priorities of Government Lessons” by Wolfgang Opitz
(<http://www.ofm.wa.gov/budget/poglessons/pdf>)
- “Washington State Budget: Frequently Asked Questions”
(<http://www.ofm.wa.gov/budget/faqs.html>)
- Other Publications by Senate Ways and Means Committee
(<http://www1.leg.wa.gov/senate/committees/wm.html>)
- Other Publications by OFM see www.ofm.wa.gov.
- “The Enacted 2003-05 Budget Totals by Result Area”
(<http://www.ofm.wa.gov/budget/pog/pdf/budgettotalsbyresult.pdf>)