UKIAH'S NEW BUDGET STORY:

USING TECH TO SIMPLIFY AND IMPROVE

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October 22, 2019

Panelists

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CEO, OpenGov

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Finance Director at City of Ukiah, CA

Mark Welch

OpenGov Solutions Engineer and Former Administrative Services/Finance Director of Ashland

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How Technology Can Uncover Hidden Capacity in Your Local Government

- Traditional, largely Excel-driven budgeting and performance operations make for inefficient processes and, frankly, wasted time and taxpayer dollars.

- However, modern government technology greatly boosts efficiency and increases collaboration throughout the government. This session will demonstrate how innovative technology strategies have enabled local governments to save the equivalent of a full-time employee and more because of new technology initiatives.

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Our Journey Today

1

Our old story

Where we've been

2

Our evolution

How we changed

3

Our new story

Where we arrived...and
look to grow!

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A LITTLE BIT ABOUT US

Ukiah's Community Profile

- Location: Mendocino County, California

- County seat

- 2.5 hours north of San Francisco

- Incorporated 1876

- Population: 16,075

- Median household income: $43,480

- Median home value: $293,400

Ukiah CA

★ Designed by TownMapsUSA.com

*Source: US Census Bureau/quick facts

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City Organization

- Full-service City

  ➤ Electric, water, sewer

  ➤ Police and fire

  ➤ Airport

  ➤ Golf course

  ➤ Conference center

  ➤ Landfill (closure)

  ➤ Robust recreation program

- Council-manager form of government

- 221 FTE (over 250 full and part-time team members)

City Finances

- Revenues: $80.3 mil

- Funds: 56 (budgeted in 2020)

- Departments: 14

- Finance department staff: 27 (including 5 in IT)

OUR OLD BUDGET STORY

Where we've been

Where we've been...

- Very numbers focused
  - ➤ Line item detail (chart of accounts)

- Based entirely in disparate Excel workbooks and Word documents
  - ➤ Multiple sources
  - ➤ Not linked

- Little contextual narrative
  - ➤ No CM message
  - ➤ No big picture

- Much more a management document

- Not compliant with GFOA best practices in budget presentation

Where we've been... (cont)

- Strengths:
  - ➤ Focus on transparency
  - ➤ Much more a management document

- Weaknesses:
  - ➤ no context
  - ➤ Pervasive errors (manual entry)
  - ➤ Much more a management document

Challenges

- Difficult to compile

- Multiple datasets

- Manual entry

  ➤ Vulnerable to data entry error

- Communication issues

- Leadership turnover

"Classic old school budget."

Our Old Budget Story

City of Ukiah

Operations and Capital Budget
Fiscal Year
2016-2017

STEVE SCALMANINI   JIM BROWN
MAYOR   VICE MAYOR

COUNCIL MEMBERS
KEVIN DOBLE
MAUREEN MULHEREN
DOUGLAS CRANE

WWW.CITYOFUKIAH.COM

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OUR EVOLUTION

How we changed

Goals

- Simplify but expand presentation

- Implement best-practices
  - ➤ GFOA award-ready

- Budget development based on value

- Transfer budget custody to departments (decision-makers)
  - ➤ Budget development is not just a Finance function

- Develop budget directly in ERP
  - ➤ Centralized dataset

- Utilize a collaborative platform

- Focus on innovation

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Accomplishments

- Received GFOA award for 2017-18

- Provided much more context through narrative

- Condensed and simplified presentation

- Engaged departments more deeply in budget process

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Ukiah

California

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

Executive Director

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Challenges

- Limited staffing

- Considerable time needed

  ➤ Over 2,000 hours spent by primary budget team

- Focus on formatting, less on analysis

- Lengthy budget document

  ➤ Static

"It's good. Good but not great."

Our Transitional Budget Story

OUR NEW BUDGET STORY

Where we arrived and look to grow

Outputs

- Staffing resources more effectively utilized

- Much more powerful, dynamic presentation

- Tracking and metrics

Outcomes

- A dynamic, interactive budget presentation

- A central point of data (central dataset)

- Enhanced usability of budget information

- More departmental empowerment in the process

- Able to run analysis more effectively and readily

- Significantly less time to prepare

  ➤ Estimated about 1/3 in savings

How We Used Latest Technology

- OpenGov platform

- Office 365

  ➤ SharePoint

  ➤ Planner

- Produced management budget in pdf

  ➤ Report generated from ERP and bookmarked by division (department)

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How We Plan to Use Technology

- OpenGov Budget Builder

- Move completely away from traditional paper (pdf) document

  ➤ Contingent on discussion and buy-in from GFOA

Remaining Challenges

- Complete team member buy-in

- Refining communication

- Additional training on use of OpenGov and Office 365

PRESS HERE FOR OUR NEW BUDGET STORY

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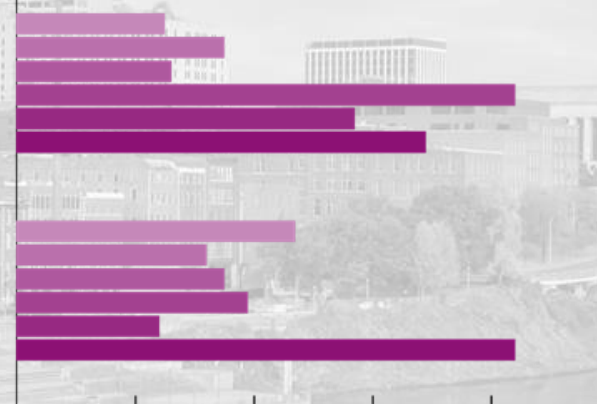PRESS HERE FOR OUR NEW CIP STORY

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Lessons learned

We have the technology

Vision and communication

Singular focus and effort

TRACKING AND FEEDBACK

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THANK YOU

Questions?

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