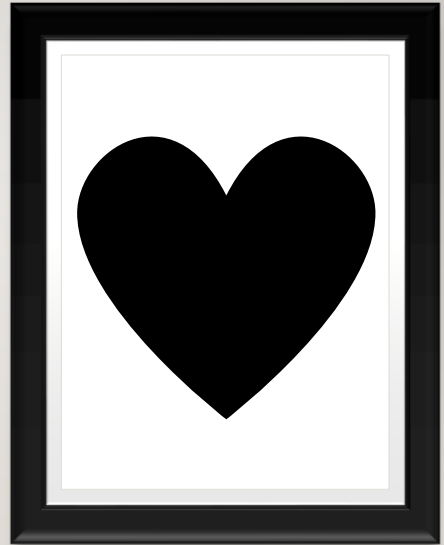


GFOA'S RETHINKING BUDGETING INITIATIVE AND YOU



1



David Goldman
Deputy City
Administrator
City of Oak Harbor

2

LEARNING OBJECTIVES

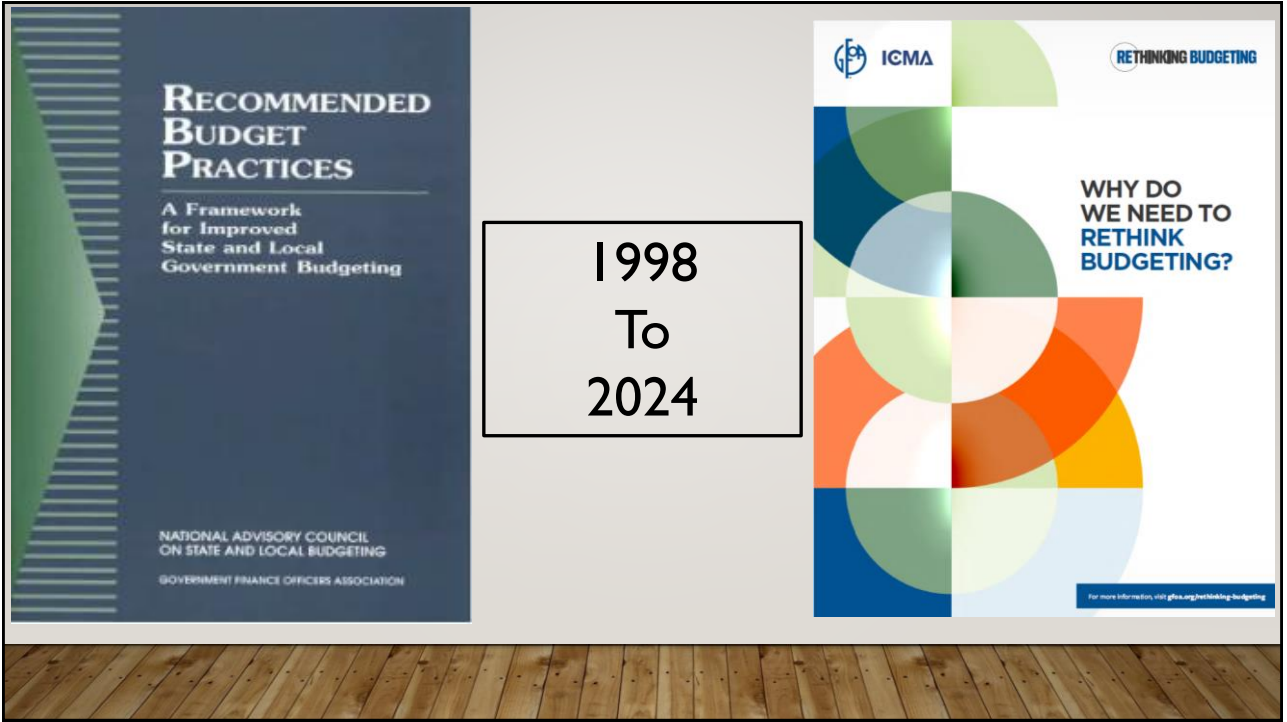
1. What is the GFOA Rethinking Budgeting Initiative (RTB)
2. RTB and the GFOA Distinguished Budget Presentation Award
3. RTB and Oak Harbor

3

SECTION I: WHAT IS RETHINKING BUDGETING?

- Alternative to traditional budgeting.
- Effort to update best practices.
- Adopted by GFOA as budget operating system in 2024.
- 25,000 members, 8,000 organizations.

4



5

Traditional Budgeting

- Focus on line-items, incremental changes

	2021	2022	2023	2024	2025	2026
General Fund - Parks - Expenses	1,037,369	1,082,000	1,128,600	1,177,300	1,228,100	1,281,100
001.70.576.80.1100 SALARIES & WAGES	481,000	505,100	530,400	556,900	584,700	613,900
001.70.576.80.1200 OVERTIME	5,000	5,300	5,600	5,900	6,200	6,500
001.70.576.80.2100 PERSONNEL BENEFITS	186,400	195,700	205,500	215,800	226,600	237,900
001.70.576.80.3100 OFFICE & OPERATING SUPPLIES	98,900	101,900	105,000	108,200	111,400	114,700
001.70.576.80.3105 CUSTODIAL SUPPLIES	6,200	6,400	6,600	6,800	7,000	7,200
001.70.576.80.3500 SMALL TOOLS	11,300	11,600	11,900	12,300	12,700	13,100
001.70.576.80.4100 PROFESSIONAL SERVICES	17,969	18,500	19,100	19,700	20,300	20,900
001.70.576.80.4120 ADVERTISING	800	800	800	800	800	800
001.70.576.80.4200 COMMUNICATIONS	6,300	6,500	6,700	6,900	7,100	7,300
001.70.576.80.4300 TRAVEL	4,500	4,600	4,700	4,800	4,900	5,000
001.70.576.80.4700 PUBLIC UTILITY SERVICES	195,500	201,400	207,400	213,600	220,000	226,600
001.70.576.80.4800 REPAIR & MAINTENANCE	23,500	24,200	24,900	25,600	26,400	27,200

6

Traditional Budgeting

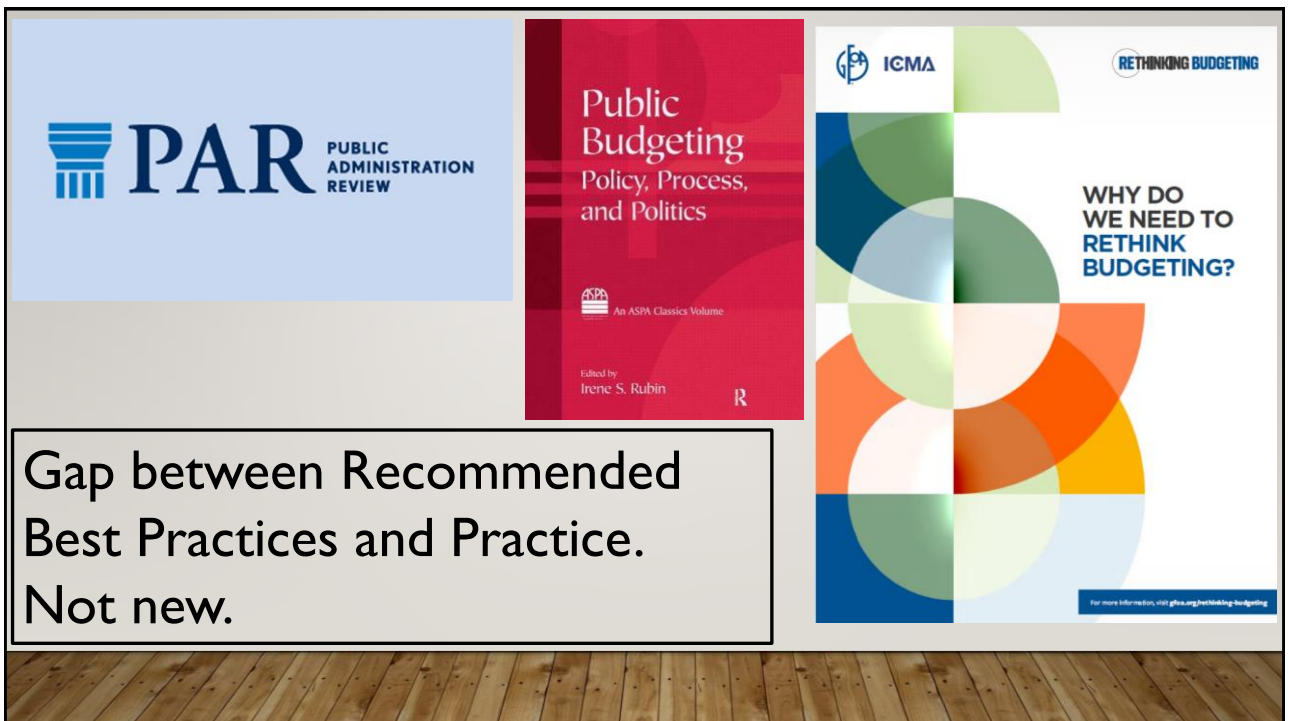
Advantages:

- Simplicity
- Control
- Predictability

Disadvantages:

- Inflexibility
- Not Strategic
- Zero-sum Gain
- Conflict

7



PAR PUBLIC ADMINISTRATION REVIEW

Public Budgeting Policy, Process, and Politics
An ASPA Classics Volume
Edited by Irene S. Rubin

ICMA RETHINKING BUDGETING
WHY DO WE NEED TO RETHINK BUDGETING?
For more information, visit gfoa.org/rethinking-budgeting

Gap between Recommended Best Practices and Practice.
Not new.

8

Barriers can lead to the gap

2023 Survey - Small vs. Mid vs. Large Cities Barriers to Change

- Small cities (less than 20,000)
- Mid-sized cities (between 20,000 and 100,000)
- Large cities (100,000 or greater)

Q#	Questions:	Major/Moderate Barrier		
		Small Cities	Mid-sized	Large Cities
12.a.	Existing knowledge and skill set of staff	49%	42%	40%
12.b.	Resources dedicated for staff training and hiring	47%	41%	42%
12.c.	Lack of support from leadership to change current budgeting practices	33%	30%	32%
12.d.	Lack of knowledge from current leadership on budgeting	30%	26%	23%
12.e.	Limited power of budget staff to influence organizational decision making	36%	40%	51%
12.f.	Entrenched thinking by long-time employees	41%	48%	55%

9

Why is this important; why now?

- Solutions to problems with traditional budgeting.
- Advances in technology in last 26 years.
- Better understanding of how people make decisions.
- Advances in communication techniques.
- More awareness of fairness with the budget.
- Utilize budget process as policy development and communications tool rather than accounting document.

10

45 publications

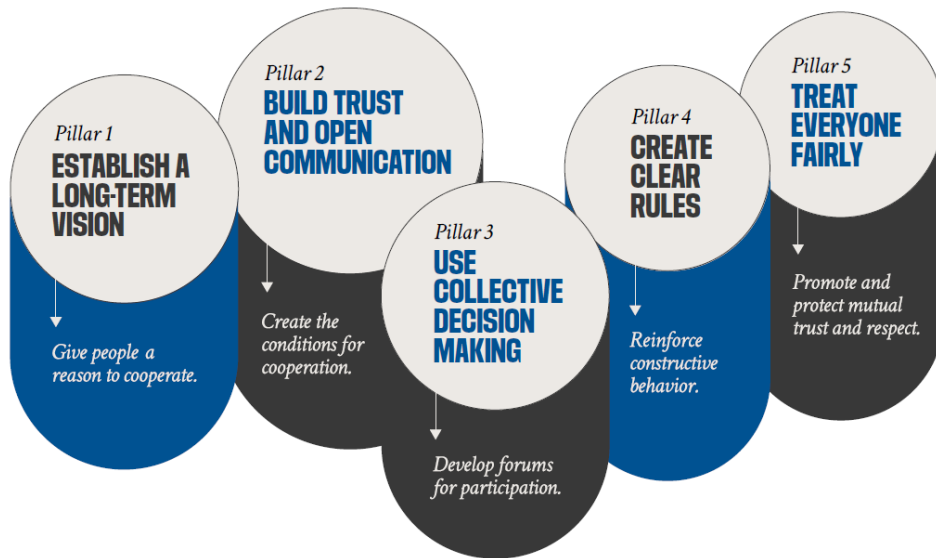
Theme	Type of Publication			Total
	Article	Press Release	Report	
Behavioral Science	0	0	1	1
Behavioral Science & Equity	0	0	6	6
Decision Architect	4	0	13	17
Decision Architect & Behavioral Science	1	1	3	5
Decision Architect and Equity	2	0	2	4
Equity	1	0	2	3
Fiscal Prudence	1	0	7	8
All Themes	0	0	1	1
Total	9	1	35	45

11

RTB Overall Questions

- Are public resources being used efficiently?
- Is the budget fiscally sustainable?
- How are budgetary decisions being made?
- How are we engaging with stakeholders?
- Is the budget fair and just?
- How does organizational governance and leadership effect the budget process?

12



13

EXECUTIVE SUMMARY

FINANCIAL FOUNDATIONS FRAMEWORK

A Practical Approach to Rethinking Police Budgeting

1 ESTABLISH A LONG-TERM VISION

A long-term vision defines desire for a better future

- A shared public safety vision brings people together & creates cohesion
- Encourages thinking long-term and broadly about police and public safety
- Defines goals and measures to support better budgeting for public safety services

2 BUILD TRUST AND OPEN COMMUNICATION

The key for people to work together on a vision and budget

- Show concern by listening to the public.
- Show that officials hold similar values to the public
- Allow the public to scrutinize government's public safety work
- Help the public understand the decision-making process

3 USE COLLECTIVE DECISION MAKING

Making hard choices requires bringing people together

- Bring together the public, police, and elected officials
- Provide a forum for the public to voice concerns with day-to-day policing
- Establish a common set of facts as the basis for conversation
- Have the conversation

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4 CREATE CLEAR RULES
The new rules for budgeting

1. Historical precedent should not determine public safety spending, instead ask: what is the most cost-effective way to achieve our goals?
2. Departments and divisions are not the best decision unit for budgeting, instead more details on services are needed
3. Think outside of department "silos" and look for multidisciplinary solutions to public safety issues
4. Make sure services that prevent problems have a fair chance in the budget
5. Identify services that work and those that don't
6. Look for smart, strategic opportunities to save money
7. Don't budget "either/or," budget "both/and"

5 TREAT EVERYONE FAIRLY
Fair process, fair results

- Ensure decisions are objective and transparent
- People should be given a voice and treated with dignity
- Recognize that different constituencies have different needs and experience with the public safety system
- Budgeting outcomes ought to reflect the community served

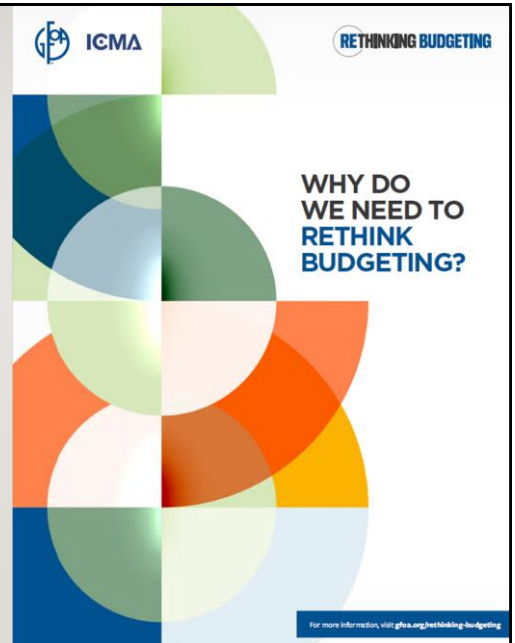
gfoa.org/financialfoundations

Selected Publications

- Why Do We Need to Rethink Budgeting?
- Budget Officer as Decision Architect.
- Rethinking Public Engagement.
- Simplifying Complexity.
- Budget Games

Why Do We Need to Rethink Budgeting?

- Published on 1-19-2022.
- Understanding shortcomings of traditional budgeting and using defining the problem, strategic planning, and public engagement to overcome them.



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Rethinking the Rules

Military theorist Carl von Clausewitz said: "No plan survives contact with the enemy." Boxer Mike Tyson had a more prosaic take: "Everybody has a plan until they get punched in the face." General Dwight D. Eisenhower agreed with both, but adds: "Plans are nothing, planning is everything."

This means that detailed plan documents have limited value because they will become obsolete when the world changes. However, Eisenhower's point was that thinking about the future and how we might shape it is invaluable. A rethought planning process maximizes forward-thinking and continuous strategy development and minimizes detailed planning that "won't survive contact with the enemy." In that spirit, we will not offer a new set of rules. Rather, we will suggest design principles, summarized in the table below and explained after. Local governments can use the design principles to develop a planning process that fits their circumstances.

- | | |
|---|---------------------------------------|
| → Accept uncertainty | → Develop a rolling planning process |
| → Define the problem before defining the solution | → Make sure planning is collaborative |
| → Provide focus by introducing constraints | → Make sure planning is fair |

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Budget Officer As Decision Architect

- Published on 2-6-2023.
- Help mitigate the inherent limitations in human judgment and decision-making to widen the option set.
- The budget officer has four primary responsibilities.

BUDGET OFFICER AS DECISION ARCHITECT

OUR CHALLENGE

PUBLIC OFFICIALS make decisions for a living. With good decision-making, they can greatly improve the lives of their constituents. But decision-making is messy. It is often done by groups, so there are conflicting points of view. It is usually time constrained, so there isn't time to consider everything. There is always uncertainty, usually more than we realize. And it is done by humans, so it comes with the myriad cognitive biases and inconsistencies in human thought.

SOLUTION: THE BUDGET OFFICER

BUDGET OFFICERS are uniquely positioned to help public officials make better decisions. Budget officers can design decision processes in ways that produce better decisions. This is known as "decision architecture." To be a good decision architect, the budget officer needs to fulfill four broad responsibilities.

Graphic Digest by Justin Carmon

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RESPONSIBILITY 1

Help decision-makers see a wider option set

Budget officers have a great mental model of government spending. They can see the big picture as well as the devil in the details. They are able to see budgetary needs that are being ignored (because they have seen line items cut, or they see them in budgets of other governments). This mental model allows them to help decision-makers see blind spots. Decision-makers often narrow in too quickly on specific ideas. Sometimes they let the urgent to be the enemy of the important, and they miss glaring needs and opportunities as a result. Budget officers can help widen the view.

- **Establish the decision need:**
- **Reduce unearned power of defaults:**
- **Avoid whether-or-not decisions and find more options:**

RESPONSIBILITY 2

Help decision-makers test assumptions (and uncertainty)

Will a given program work? People have difficulty thinking about and talking about uncertainty. We tend to be overly certain that we are right.¹¹ We make assumptions without realizing it. We tend to speak vaguely about our uncertainties.¹² And we make errors in using data to compute probabilities.¹³

To encourage a better incorporation of uncertainty into government decision-making, decision architects can help stakeholders clarify, reflect on, and test assumptions. No one has a crystal ball, but decision architects can help stakeholders be more realistic about what they know and don't know.

- **Collect and clarify assumptions:**
- **Reflect on assumptions:**
- **Test assumptions:**

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RESPONSIBILITY 3

Help decision-makers choose highest-value options

When program options are considered by stakeholders, there may be disagreement about whether the program objectives are in line with the government's values and mission, and whether they are worth the cost. Navigating those considerations (and accompanying disagreements) can be supported by providing context, encouraging the long-term view, and helping people find common ground.

- **Provide common metrics, scales, and reference points:**
- **Champion the long-term view:**
- **Deal with heterogeneous preferences:**


RESPONSIBILITY 4

Create trust in the process

To effectively serve as decision architects, budget officers will need to nurture trust, both in their role and in the decision process overall. GFOA has emphasized the role of trust in much of its ongoing work, including its Code of Ethics.²¹ Psychologist Susan Fiske has characterized trust as a function of warmth and competence,²² while psychologist Jonathan Haidt has emphasized perceptions of fairness.²³ We suggest that these are responsibilities of the budget officer who seeks to nurture trust: warmth, competence, and fairness.

- **Create trust through warmth:**
- **Create trust through competence and capable processes:**
- **Create trust through fairness:**

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RETHINKING BUDGETING

RETHINKING PUBLIC ENGAGEMENT

Why we need to rethink public engagement and design principles for better engagement

For more information, visit gfoa.org/rethinking-budgeting

Rethinking Public Engagement

- Published on 5-22-2023
- Think like a chef, not a cook
- Go beyond legal mandates.
- Reestablish legitimacy of local gov't.
- Align public expectations with reality of what gov't can accomplish.
- Get feedback from fractured public.

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The Design Principles for Rethinking Public Engagement

PRINCIPLE 1: Quality Over Quantity: More Public Engagement Is Not Always Better. Pick your spots with public engagement to make the best use of your resources and give citizens the best experience.

PRINCIPLE 2: Build or Bolster the Institutions to Support Public Engagement. High-quality democratic decisions depend on high-quality democratic institutions.

PRINCIPLE 3: Think of Public Engagement as the Improved Capacity for Sense-Making. Public engagement turns raw data and opinion into quality information and questions, then, through engagement and discussion, into usable knowledge and mutual understanding, which can lead to wisdom, high-quality decisions, and collaborative action.

PRINCIPLE 4: Help the Public Engage With Complexity. Many of the issues that most inspire the passion of citizens are complex problems. Complex problems pose distinct challenges to democratic discourse, but high-quality public engagement can help.

PRINCIPLE 5: Push Back Against the Politics of Cynicism With the Politics of Co-Creation. Public engagement can be designed to promote mutual understanding and jointly working toward solutions.



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PRINCIPLE 6: Revitalize the “Responsibilities” That Go Along With “Rights.” Shift the question being asked of citizens from “What do you want?” to “What would you do?” and, ultimately, “What should we do?” (the government and public together). This takes the citizen out of the role of an individualistic consumer of public services to being part of a team effort to address community problems.

PRINCIPLE 7: Develop Robust Strategies for Dealing With Bad Actors. Design the engagement to minimize the potential for bad actors, like using deliberative engagement methods, small group discussions, and trained facilitators.

PRINCIPLE 8: Understand the Role of the “Expert” and Play It With Care. The public is less likely than in the past to defer to the expertise of a local government’s professional staff. Public engagement must be designed accordingly.

PRINCIPLE 9: Balance Expert Judgment and Public Engagement to Find the Solutions. Public engagement is different from direct democracy. Quality public engagement weaves together inputs from experts and the public to help public officials reach wise decisions.

PRINCIPLE 10: Make Public Engagement Work for Elected Officials. Elected officials have a lot to gain from high-quality public engagement but also face a lot of risk from public engagement gone wrong. Design public engagement so that it works well for elected officials.



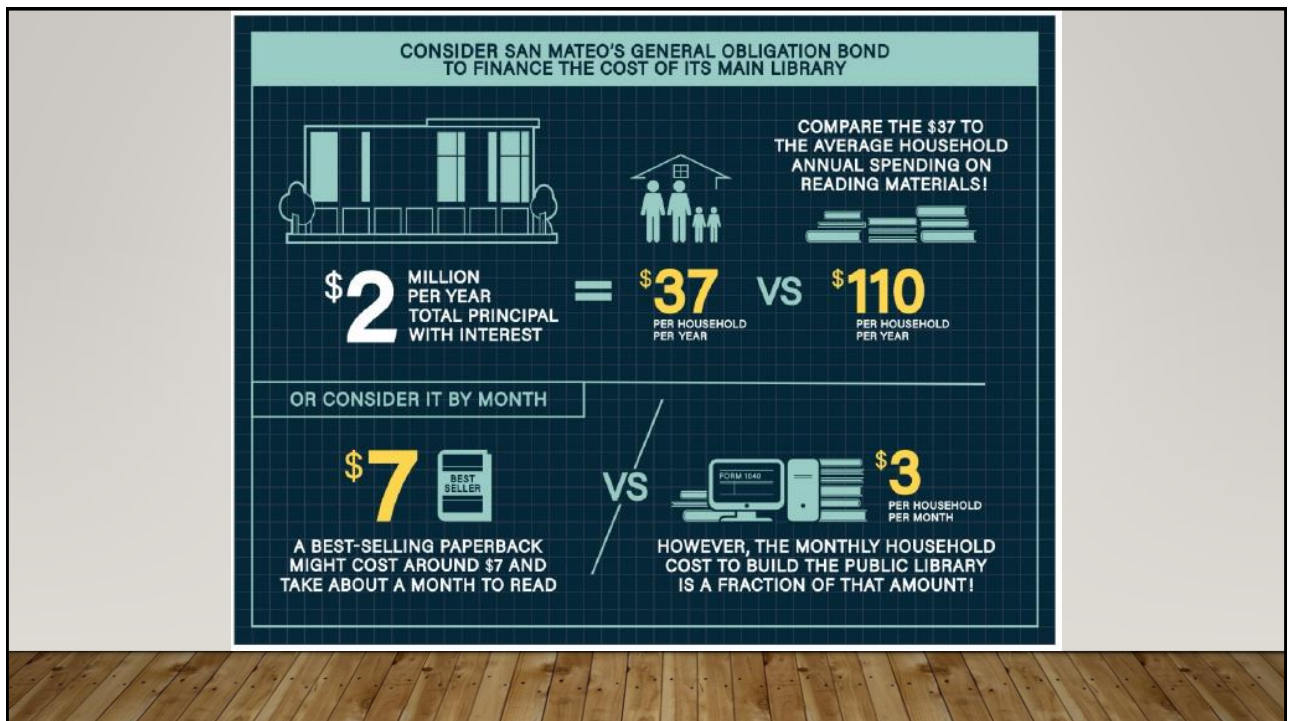
24



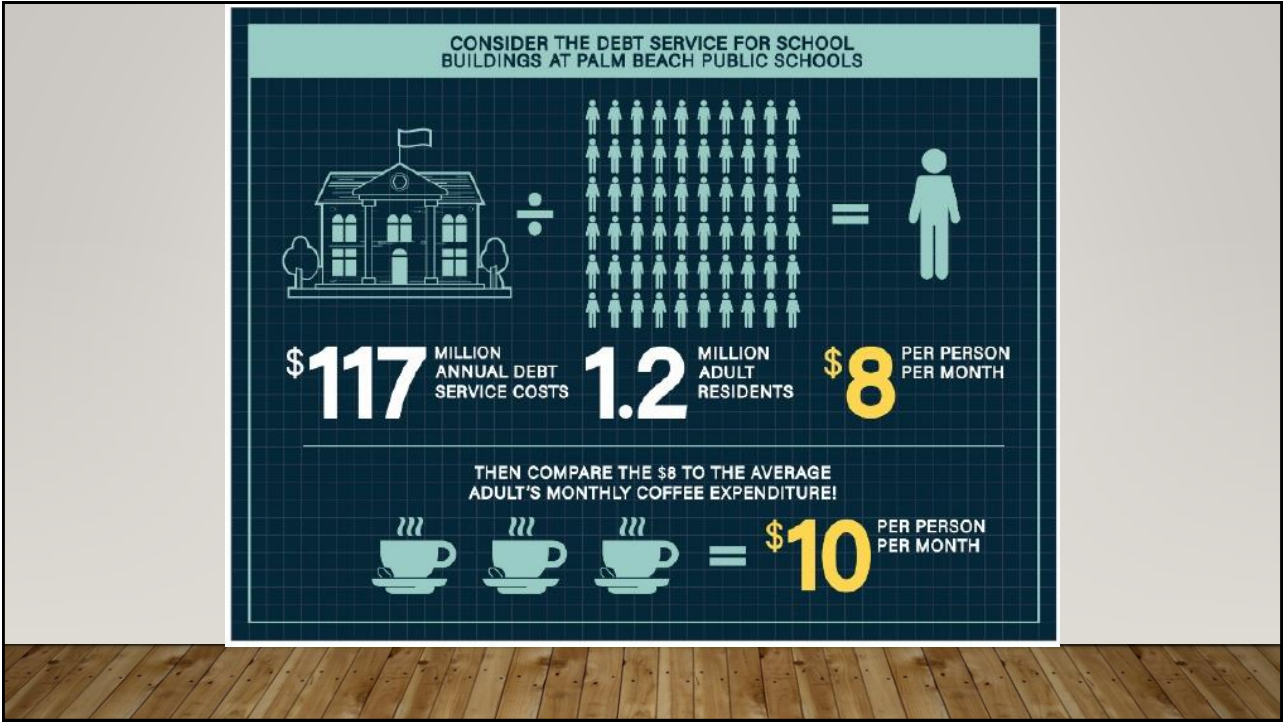
Simplifying Complexity

- Published 5-16-2024
- Make things as simple as possible, but not simpler.
- Every model is imperfect.
- Lean on analogies and metaphors.
- Tell stories: simulation and inspiration.
- Highlight impacts.

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26




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Cost of Living Increases

1. Costs compound over time. It's like adding another layer to a cheeseburger each year.


Year 1



Year 2



Year 3



2. How many slices of cheese were eaten over three years? Six (not three).

3. This is why it is vital to implement sustainable recurring revenues to fund recurring expenses.

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BUDGET GAMES

BUDGET GAMES

Local budgets are often seen by participants as a competition for scarce resources. This competition often results in "budget games."

WHAT ARE EXAMPLES OF GAMES?



WHY ARE GAMES A PROBLEM?

Gamesmanship requires distorting or hiding information. *Thus, gamesmanship degrades the feedback loop between budget requesters and budget authorizers.*

In a budget process where gamesmanship is effective, budget allocations given to the best gameplayers, not those who follow the rules and provide honest estimates. *Thus, gamesmanship detracts from the budget process's reputation of fairness.*

The simplest, most wide-spread game is when departments ask for more than is really needed. This is known as **Padding the Budget**.



The **Crisis Card** is when the budget requestor alleges catastrophic outcomes for the public if the request is not fulfilled. The Crisis Card appeals to the natural risk aversion of public officials.



The paper describes many more and the underlying features of games that help you recognize any game, not just those we describe in the paper.




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SECTION 2: DISTINGUISHED BUDGET PRESENTATION AWARD

AWARDS



Distinguished Budget Presentation Award Program

GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal. Approximately 1,800 governments, including states, cities, counties, special districts, school districts, and more have been recognized for transparency in budgeting. To earn recognition, budget documents must meet program criteria and excel as a policy document, financial plan, operations guide, and communication tool.

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Wichita
Kansas

For the Fiscal Year Beginning
January 01, 2024

Christopher P. Movill
Executive Director

The City of Wichita has earned the Distinguished Budget Award for 36 consecutive years. Additionally, the GFOA Triple Crown designation recognizes governments that have received the Certificate of Achievement for Excellence in Financial Reporting, the Popular Annual Financial Reporting Award, and the Distinguished Budget Presentation Award. The City of Wichita has received all three awards from 2009 through 2022.



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CITY OVERVIEW

12th
Largest City in California

\$630,000
Median Home Sales Price (June 2024)

\$101,513
Average Household Income (2022)

320,785
Population (Estimated 2022)

32.6
Median Age (2022)

4.9%
Unemployment Rate (June 2024)

City Demographic Sources: 2020 United States Census Bureau, Kansas Statewide County Recorder Employment Development Department Data (2020), U.S. Census Bureau, California State of Finance, US Census Bureau, 2020 American Community Survey 5-Year Estimates (most recent data available at time of publication)

KEY STATISTICS

Public Utilities	Police	Fire
112,751 # of Electric Meters at Year End 2023	4 Police Stations 1 Police Substation 628 Police Personnel (Sworn & Non-Sworn)	14 Fire Stations 1 Training Facility 262 Fire Personnel
66,441 # of Water Meters at Year End 2023	8 Library Branches 14 Community Centers	3,011 Acres of Parks 43 Playgrounds 44 Softball/Baseball Diamonds

PUBLIC WORKS

30,745 Streetlights	422 Miles of Sewer Laterals	853 Miles of Gravelly Sewers
893.28 Miles of Streets	20 Wastewater Lift Stations	

KEY OPERATING INDICATORS (2023)

311 149,059 Calls Answered	1,675 Public Records Requests	13,122 Code Enforcement Cases Worked	14.6 Miles of Street Resurfacing
267 Provided Emergency Rental Assistance	2,240 Million Kilowatt-Hours Produced	60,185 Million Gallons of Potable Water Produced	130,483 Annual Flight Operations

BUDGET OVERVIEW

Operating Budget: The City's Operating Budget is a flexible spending plan which serves as the legal authority for departments to commit financial resources. The budget sets forth a strategic resource allocation plan that addresses the City Council's Strategic Goals. The Budget is a policy document, financial plan, operations guide, and communication device all in one. Through this document, the City demonstrates accountability to its residents, customers, and community-at-large.

The operating budget details the funding for the day-to-day operations and obligations of the City for a specific fiscal year such as personnel costs, vendors and contractors, utilities, building maintenance, and debt payments. Every effort has been made to present the budget document in a "user-friendly" format with increased emphasis on trends and written explanations.

CITYWIDE ADOPTED BUDGET

ADOPTED JUNE 25, 2024

(in thousands)	FY 2024/25	FY 2025/26
Operating Revenue	\$ 1,205,620,034	\$ 1,253,363,290
Debt Transfers In	39,711,510	41,804,977
Operating Transfers In	115,171,560	114,946,265
Use of Section 115 Trust	4,764,089	4,351,712
Self-Aide	-	194,312
Total Incoming Resources	\$ 1,365,267,193	\$ 1,414,660,556
Operating Expenditures	\$ 1,156,035,706	\$ 1,172,739,050
Debt Transfers Out	39,711,510	41,804,977
Operating Transfers Out	115,171,560	114,946,265
Water General Fund	8,522,700	9,183,200
Transfer (GFI) Escrow Designated for Operations	194,312	-
Subtotal	\$ 1,319,435,788	\$ 1,338,473,492
Capital Improvement Plan	\$137,473,508	\$140,796,255
Total Outgoing Resources	\$ 1,457,109,296	\$ 1,479,469,747
Total City Personnel Full-Time Equivalents (FTE)	2,735.24	2,737.24

BUDGET GOALS

- Financial Stability:** Ensuring the City's fiscal health and resilience by responsibly managing short and long-term finances.
- Public Safety:** Prioritize community safety by funding law enforcement, fire protection, and crime prevention to enhance public safety outcomes.
- Housing & Homelessness:** Invest in affordable housing, supportive services, and homeless prevention programs to address housing needs and provide stable housing pathways for vulnerable populations.
- City Infrastructure:** Commit to maintaining and improving essential infrastructure like transportation, parks, and public facilities to support growth and quality of life.
- Economic Growth:** Drive economic prosperity through job creation, business development, and investment attraction, enhancing the City's financial vitality and resilience.

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CURRENT PROGRAM

Section 1 Introduction and Overview:

- Table of Contents (Mandatory)
- Strategic Goals and Strategies (Mandatory)
- Priorities and Issues (Mandatory) Budget Overview (Mandatory)

Section 2 Financial Structures, Policy, and Process:

- Organization Chart (Mandatory)
- Fund Description and Fund Structure
- Department/Fund Relationship
- Basis of Budgeting
- Financial Policies (Mandatory)
- Budget Process (Mandatory)

Section 3 Financial Summaries:

- Consolidated Financial Schedule (Mandatory)
- 3 Year Consolidated and Fund Financial Schedule
- Fund Balance (Mandatory)
- Revenues (Mandatory)
- Long-Range Operating Financial Plans

Section 4 Capital & Debt:

- Capital Program (Mandatory)
- Debt (Mandatory)

Section 5 Departmental Information:

- Position Summary Schedule (Mandatory)
- Departmental/program descriptions (Mandatory)
- Departmental/Program goals and objectives
- Performance Measures (Mandatory)

Section 6 Document-Wide Criteria:

- Statistical/Supplemental Section
- Glossary
- Charts and Graphs
- Understandability and Usability

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PROGRAM CHANGES

The new award program will change to better align with RTB.

- How is the budget communicated?
- What forms of communication are used?
- How were stakeholders included in budget decisions?
- How does the budget address major community challenges?
- How are results of public investment measured?
- How are long-term impacts taken into account?

MORE DETAILS TO COME LATER THIS YEAR!

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SECTION 3: RTB AND OAK HARBOR



35

Systematic Approach to Advanced Budgeting

- Transitioning can seem overwhelming.
 - Resource constraints
 - Knowledge constraints
 - Influence constraints
 - Organizational resistance
 - Difficulty in choosing between advanced budgeting types
 - Scalability helps



The most important thing is to get started!

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Oak Harbor Case-study: Kick-starting the Creation of a Program-Performance Budget (Phase I)

- Build a service inventory
- Group similar service inventory items into programs
 - Develop easily understood programs
 - Not too many and not too little
- Tie dedicated revenues with program expenses
- Allocate Departmental budget between programs
 - Labor cost tracking
 - Operating expense tracking
- Develop meaningful and measurable (and available) performance measurements
- Automate collection and processing of data as much as possible
- Build data trends and interpret data.



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Oak Harbor 2025-26

- 61 Programs
- 3-4 Performance Measures each
- Revenue Coverage

*City of Oak Harbor
Mayor's Preliminary 2025-2026 Biennial Budget*

Departments, Programs, and Performance

By working together as a team, we have developed 61 programs. Detail regarding Department missions, programs, goals, and performance measures are provided in this section of the document.

Program List	Program List
<ul style="list-style-type: none"> Art (PAR) Creative Arts Central Services (PW) <ul style="list-style-type: none"> Equipment - Repairs and Maintenance Equipment - Preventative Maintenance Compliance Facilities - Preventative Maintenance Compliance Facilities - Reactive vs. Planned Maintenance Purchasing - Service-Solicitations Purchasing - Vendor Dependency Development Services <ul style="list-style-type: none"> Building Plan Review, Permits, and Inspections Code Enforcement Current Planning Economic Development Long Range Planning Engineering (PW) <ul style="list-style-type: none"> Capital Projects Cultural Resource Monitoring Development Review Finance <ul style="list-style-type: none"> Expense Management Grants Revenue Collection Strategic Budgeting Treasury and Debt Fire <ul style="list-style-type: none"> Fire Prevention Fire Suppression/EMS Services Public Education Training Human Resources <ul style="list-style-type: none"> Employee Health Benefits - Wellness Risk Management Talent Acquisition Training, Development, and Performance Management Judicial <ul style="list-style-type: none"> Judicial Effectiveness 	<ul style="list-style-type: none"> Law <ul style="list-style-type: none"> Legal Advice Litigation Prosecution Mayor / Exec. Admin. <ul style="list-style-type: none"> Council Support Engagement Information Management Leadership Partnerships Parks & Rec. <ul style="list-style-type: none"> Events Facility Rentals and Leases Marina Parks Maintenance and Usage Recreational Programs Police <ul style="list-style-type: none"> Community Outreach Police Operations School Outreach Solid Waste (PW) <ul style="list-style-type: none"> Commercial Pick Up Recycling Pick Up Recycling Landfill Diversion Residential Pick Up Yard Waste Pick Up Storm Drains (PW) <ul style="list-style-type: none"> NPDES Compliance Streets (PW) <ul style="list-style-type: none"> Roadway Maintenance Sidewalk Maintenance Program Snow Removal Traffic Controls Wastewater (PW) <ul style="list-style-type: none"> NPDES Compliance Treatment Efficiency Sewer Line Maintenance Water (PW) <ul style="list-style-type: none"> Structures DWH Water Quality Program Performance Water Loss Prevention

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Department: Development Services Mission: The mission of the Development Services Department is to help the community shape and implement its vision for Oak Harbor. We do this by refining and enforcing the Comprehensive Plan, development regulations, and design standards, while ensuring public health, safety, and welfare through accurate guidance and efficient project evaluation. Proposed Budget 2025: \$2,002,212 2026: \$1,823,638					Department: Development Services Program: Current Planning Mission: The Development Services, Current Planning program manages land development for upcoming projects in conjunction with federal, state, and county regulations as they relate to the physical and economic health of the city. Projected Budget 2025: \$392,487 2026: \$409,655					Cost Recovery % 2023 Result 2024 YTD Result 2025 Projected 2026 Projected																																																							
Department Summary & Program List: The Development Services Department safeguards public health, safety, and welfare by ensuring safe construction and compliance with building standards. The department promotes safety, energy efficiency, accessibility, and fire protection in the built environment, while also considering natural forces. It provides permits, conducts plan reviews, inspections, and enforces City ordinances. Additionally, it ensures compliance with local, state, and federal regulations, including the Growth Management Act, environmental policies, and flood management requirements. The department supports citizens, the development community, and other agencies with code information and project records.					Program Summary: The Current Planning program is responsible for current planning, growth management planning, environmental reviews, zoning assistance, urban design review, community development projects, and general public assistance in land use matters. Past Performance: Past performance data is currently unavailable as we have recently transitioned to program budgeting for this initiative. This is the first year of implementation, and historical budget data was not tracked at the program level under the previous financial structure. Goal Statement: Maintain the City's compliance with the Growth Management Act and continue implementation of the Capital Improvements Plan and other adopted city plans.						5.47%																																																						
Summary of Key Changes in this Budget: There are no significant changes to the budget, aside from the shift to a performance-based budgeting approach.					Program Performance Measurements - Preliminary					2.58%																																																							
Department Financials by Program					Program Performance Measurements - Preliminary																																																												
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LET'S TALK FINANCE

The City of Oak Harbor is proud to announce the creation of the "Let's Talk Finance" series of short videos to help explain City finances. I'm David Goldman and I'll be your host of the Let's Talk Finance series. The Let's Talk Finance series will cover a number of topics including: the City's biennial budget and budget process, annual financial statements audit report, revenues and resources including taxes, City departments and programs, bonds and loans, investments and more! Feel free to explore the finance videos as they are added and updated over time.



David Goldman
 Deputy City Administrator
 & Finance Director
 City of Oak Harbor

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CONCLUSION

1. What is the GFOA Rethinking Budgeting Initiative (RTB)
2. RTB and the GFOA Distinguished Budget Presentation Award
3. RTB and Oak Harbor

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Additional Rethinking Budgeting Resources

- Envisio – Priority-based budgeting
- Polco – Webinars and data
- Balancing Act – Budget simulations
- <https://www.gfoa.org/rethinking-budgeting>

Rethinking Budgeting Reports

View reports related to fairness, making better decisions, better strategic planning and reserves, public engagement, how to budget, politics, conflict, and controversy, addressing fragmentation of local government, and more.

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The Arlington City Council took its first look today at the proposed \$672.6 million Fiscal Year 2024 operating budget, which includes a recommendation for a property tax rate reduction for an eighth consecutive year and increases for residents' water rate, the garbage collection rate and stormwater fee.

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<https://www.linkedin.com/in/davidpubadmin/>

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