



Government Finance Officers Association



Publications Series

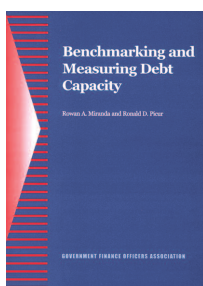
As a major publisher, the Government Finance Officers Association (GFOA) maintains an extensive inventory of books, e-books, manuals, guides, CD-ROMs, and DVDs on government finance topics that are available for purchase, with member discounts.

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GFOA Budgeting Series (Volumes 1 – 8)



Benchmarking and Measuring Debt Capacity – Volume 1

*Rowan A. Miranda
and Ronald D. Picur*

This is the first volume in a series related to the recommended budget practices of the National Advisory Council on State and Local Budgeting (NACSLB). This book provides a useful analytic approach to implementing NACSLB recommended budget practices on measuring debt capacity and implementing debt policies. Using a case study of the City of Pittsburgh, Pennsylvania, the authors illustrate how data collection and analytical techniques can be used to form peer group comparisons and determine debt affordability. Key sections of the book address: a framework for debt capacity analysis; benchmarking techniques for comparing debt burden; measuring debt capacity; elements of a comprehensive debt policy; implementing NACSLB recommended practices.

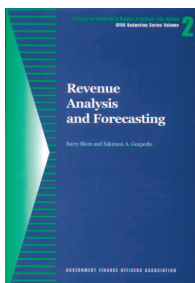
2000. Paperbound. 62 pp.

LOC no. 00-133081

ISBN 0-89125-221-5

■ **\$20 members** | **\$25 nonmembers** ■

■ 2



Revenue Analysis and Forecasting

Volume 2

Barry Blom and Salomon A. Guajardo

This second volume in the GFOA Budgeting Series was written to provide financial analysts and public managers with the tools and techniques they need to improve both the process and the methods for conducting revenue forecasts. Key sections of the book address:

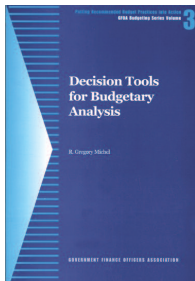
the revenue forecasting process; revenue portfolio analysis; qualitative revenue forecasting methods; quantitative revenue forecasting methods; forecasting validation; monitoring revenue projections; and implementing the National Advisory Council on State and Local Budgeting recommended practices. Included with the book is a CD-ROM containing samples of government revenue forecasts.

2001. Paperbound. 92 pp.

LOC no. 2000135785

ISBN 0-89125-222-3

■ \$20 members | \$25 nonmembers ■



Decision Tools for Budgetary Analysis – Volume 3

R. Gregory Michel

This practical guide presents 12 key budget analysis tools and explains in clear language how to use them. Discussion covers both basic tools (such as decision tables and decision trees) and advanced tools (such as return on investment and cost-benefit analysis), and is well-illustrated with examples specific to local government budgeting.

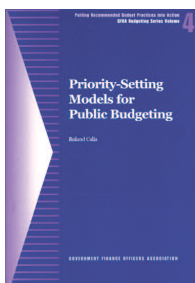
Brief descriptions and step-by-step procedures are provided for each tool. In addition, the book introduces four techniques for simplifying decisions, and highlights some common pitfalls to avoid. It also presents advice on how to communicate budgetary analysis to decision makers and it shows how decision tools can help local governments to accomplish five of the National Advisory Council on State and Local Budgeting's recommended practices.

2001. Paperbound. 127 pp.

LOC no. 2001131427

ISBN 0-89125-251-7

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Priority-Setting Models for Public Budgeting – Volume 4

Roland Calia

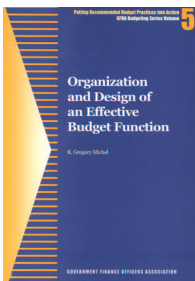
All jurisdictions must set priorities during the budgetary process, whether by formal or informal methods. This volume uses case studies and a review of the public policy literature to offer an intermediate-level discussion of methods.

2001. Paperbound. 97 pp.

LOC no. 2001131428

ISBN 0-89125-252-5

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Organization and Design of an Effective Budget Function

Volume 5

R. Gregory Michel

This practical guide examines the responsibilities, design, and staffing of the budget function in state and local government. It highlights the advantages and disadvantages of various organiza-

tional designs and summarizes the actual structures and responsibilities given to budget offices. Features include: survey research of current practices in state and local governments; “naming the budget office” survey results; organizational charts; examples of National Advisory Council on State and Local Budgeting’s recommended practices; and development and training resources for budget analysts.

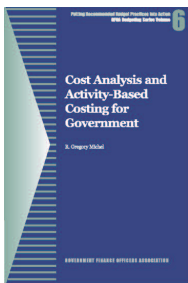
2002. Paperbound. 123 pp.

LOC no. 2002107249

ISBN 0-89125-262-2

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Cost Analysis and Activity-Based Costing for Government – Volume 6

R. Gregory Michel

This book shows how to use cost analysis for government decisions and analyses such as setting fees and charges, make-versus-buy decisions, changing the level of service, measuring efficiency, and life-cycle costing. Other

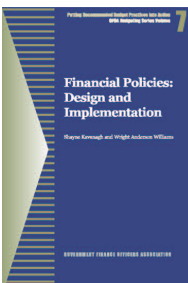
topics include: fundamentals of cost analysis, activity-based costing, information systems for cost analysis, and cost-cutting and budget balancing strategies. Throughout the text, the reader is aided by step-by-step guides, user-friendly diagrams that illustrate important concepts, and analysis tips and traps. This publication is based on the recommended practices of the GFOA and the National Advisory Council on State and Local Budgeting.

2004. Paperbound. 221 pp.

LOC no. 2004107202

ISBN 0-89125-268-1

■ **\$35 members | \$45 nonmembers** ■



Financial Policies: Design and Implementation – Volume 7

*Shayne Kavanagh and
Wright Anderson Williams*

Financial policies are a key element of sound fiscal administration and provide the guidance that shapes the decisions of public managers. This monograph provides governments with a step-by-step

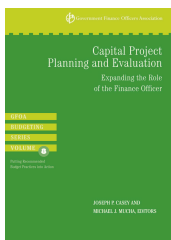
approach to developing and implementing financial policies. The authors provide comprehensive coverage of financial policies for a range of administrative functions, including budgeting, debt management and investments. Like other volumes in the GFOA Budgeting Series, this book references related recommended practices of the National Advisory Council on State and Local Budgeting and provides guidance for governments implementing the practices.

2004. Paperbound. 155 pp.

LOC no. 2004107203

ISBN 0-89125-270-3

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Capital Project Planning and Evaluation: Expanding the Role of the Finance Officer – Volume 8

*Joseph P. Casey and
Michael J. Mucha, Editors*

Finance officers have an opportunity to contribute valuable insight to all stages of capital plans and help insure capital project investments align with long-term service goals, objectives, and strategies. This book is divided into two sections. The first section of the book discusses considerations associated with most capital project types. Topics covered include: public participation; cost estimation and budgeting; project oversight; common funding sources; and the potential for public/private cooperation on projects. Section II of the book provides a short description of twelve important capital project types and basic information to assist with the needs assessment. Project types include: Emergency Communication Systems; Fire/EMS Stations; Correctional Facilities and Jails; Roads; Water and Wastewater Systems; Administrative Facilities; Technology Investments; Solid Waste Facilities; Schools; Public Libraries; Parks and Recreation Facilities; and Convention Centers and Meeting Facilities.

2007. Paperbound. 286 pp.

LOC no. 2007930424

ISBN 0-89125-291-6

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Capital Improvement Programming: A Guide for Smaller Governments

Patricia Tighe

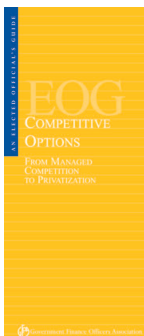
Taking the reader through the steps required to prepare a capital improvement program and budget, the book covers the preparatory phases of CIP development, and extends through identifying capital needs, proposing and prioritizing project requests, preparing the capital program and budget document, adopting the program and budget, and implementing capital projects. Many practice examples are included throughout.

1996. Paperbound. 162 pp.

LOC no. 95-80504

ISBN 0-89125-201-0

■ **\$18 members** | **\$24 nonmembers** ■



An Elected Official's Guide: Competitive Options: From Managed Competition to Privatization

Government Finance Officers Association

Targeting elected officials and public administrators, the GFOA's addition to its *Elected Official's* series, *Competitive Options: From Managed Competition to Privatization*, details the managerial perspective of managed competition and provides useful guiding principles and recommendations to practitioners. It

reviews the theory and evidence on why involving the private or nonprofit sectors may lower costs or improve the quality of service delivery. Yet the book also highlights the conditions under which it may be preferable for services to be produced through public agencies and describes the questions that must be answered prior to introducing competition.

2008. Paperbound. 92 pp.

LOC no. 2008939047

ISBN 978-0-89125-299-3

■ \$20 members | \$30 nonmembers ■



An Elected Official's Guide: Economic Development

Judd Metzgar

The role of government as a vehicle to promote job creation and stabilize the economy is something citizens have now come to expect. Interest in economic development is nearly universal: jurisdictions that are fiscally stable use development tools to enhance the tax base while those that are fiscally stressed

rely on economic development initiatives to improve the business climate and thereby increase tax revenue. *An Elected Official's Guide: Economic Development* answers fundamental questions concerning the role of state and local governments in economic development.

relies on economic development initiatives to improve the business climate and thereby increase tax revenue. *An Elected Official's Guide: Economic Development* answers fundamental questions concerning the role of state and local governments in economic development.

2005. Paperbound. 61 pp.

LOC no. 2005927832

ISBN 0-89125-281-9

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An Elected Official's Guide: Government Finance (second edition)

Girard Miller

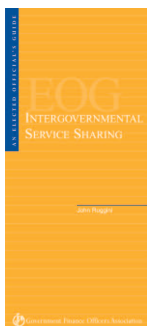
The Government Finance Officers Association launched its most popular publications series 24 years ago when it issued *An Elected Official's Guide to Government Finance*. This second edition provides an overview of key financial management issues by topic, and includes references to new and updated GFOA policies and recommended practices. This book is divided into six general finance categories: Financial Policies, Management, and Operations; Planning and Budgeting; Capital Improvements and Economic Development; Accounting, Auditing, and Financial Reporting; Treasury, Debt, and Investment Management; and Retirement and Benefits Plans. The booklet is once again written by Girard Miller – investor, writer, strategic consultant, and commentator in the public sector and field of investments.

2008. Paperbound. 67 pp.

LOC no. 2008925621

ISBN 0-89125-295-9

■ \$20 members | \$30 nonmembers ■



An Elected Official's Guide: Intergovernmental Service Sharing

John Ruggini

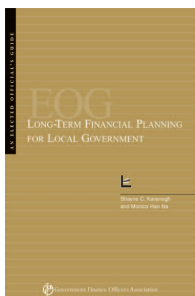
Shared services can be used as a tool to provide more efficient government services at a time when most government budgets are extended. Its proven strategy makes it an attractive alternative to privatization or service cuts. This guide serves as a practical instruction manual by defining shared services; presenting possible types of intergovernmental shared services agreements; discussing the advantages and potential barriers to service sharing; examining the role of elected officials in this process; and by focusing on effective strategies to create a successful agreement while explaining common pitfalls to avoid.

2007. Paperbound. 53 pp.

LOC no. 2007936702

ISBN 0-89125-292-4

■ \$20 members | \$30 nonmembers ■



An Elected Official's Guide: Long-Term Financial Planning for Local Government

*Shayne C. Kavanagh and
Monica Han Na*

Create financial sustainability for your community with *An Elected Official's Guide: Long-Term Financial Planning for Local Government*. Learn the fundamentals of financial planning, from what constitutes a plan to how to establish one that will benefit your community's future. Sections covered include An Introduction to Long-Term Financial Planning; Long-Term Financial Planning and Organizational Roles; Implementing Long-Term Financial Planning; Cornerstones to Financial Sustainability; and Long-Term Financial Planning Implementation.

2008. Paperbound. 51 pp.

LOC no. 2008925620

ISBN 0-89125-294-0

■ \$20 members | \$30 nonmembers ■

An Elected Official's Guide to Multi-Year Budgeting

Salomon A. Guajardo

Over the past decade, interest in multi-year budgeting has increased and many local governments are now considering whether a shift from annual budgeting to a longer time frame is desirable.

2000. Paperbound. 61 pp.

LOC no. 99-73510

ISBN 0-89125-215-0

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An Elected Official's Guide to Negotiating and Costing Labor Contracts

Sam Ashbaugh

Understand the fundamentals and challenges involved in negotiating and costing public-sector labor contracts with this guide. It presents an introduction to bargaining models and describes the success these models have had in the

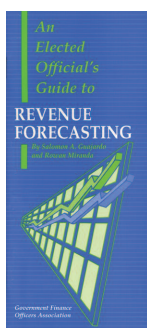
public sector. Major sections of the booklet address: key actors and bargaining strategies; the legal and policy context of public-sector labor negotiations; traditional and innovative bargaining models; benchmarking analysis tools for negotiations; developing, costing, and justifying contract proposals; administering labor contracts; and tips and traps for negotiation and costing labor contracts. Appendices include a glossary and contract negotiation preparation steps. The plain-language question-and-answer format makes this booklet ideal for distribution to those new to the process.

2003. Paperbound. 111 pp.

LOC no. 2002107250

ISBN 0-89125-260-6

■ \$20 members | \$30 nonmembers ■



An Elected Official's Guide to Revenue Forecasting

*Salomon A. Guajardo and
Rowan Miranda*

Revenue forecasting plays an important role in the budgeting and financial planning processes of state and local governments. Since a budget is only as good as the assumptions and methods on which it is based, an accurate revenue forecast is necessary for the credibility of the entire fiscal policy process. This book presents the art and

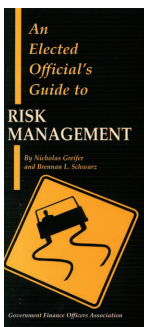
science of revenue forecasting in a concise and readable format. Major sections address: basic questions; qualitative and quantitative revenue forecasting methods; frequently asked questions; and glossary.

2000. Paperbound. 77 pp.

LOC no. 99-73509

ISBN 0-89125-217-7

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An Elected Official's Guide to Risk Management

Nicholas Greifer and Brennan Schwarz

What new risks does the public sector face? What are some differences between regular insurance, self insurance, and risk pools? These and other questions are answered in this guide on risk management fundamentals. Carefully selected and understandable information is provided on the practices of local governments

that have specialized risk management units, as well as those that do not. Sections of the booklet address: trends; identifying and evaluating risk; tools and techniques for treating risk; and implementing and financing a risk management program.

2001. Paperbound. 60 pp.

LOC no. 2001 131709

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Financing the Future: Long-Term Financial Planning for Local Government

Shayne C. Kavanagh

Faced with downward pressures on tax revenues, increasing expenditures, shifting demographics, as well as a host of other complex challenges, local governments need a new approach to planning. Readers

of *Financing the Future* will discover key features of a successful long-term financial plan; phases pivotal to plan implementation; and how to involve elected officials, staff, and citizens to create a plan that gets results that are valuable to their community. With this publication, you will learn how to achieve and maintain long-term financial sustainability.

2007. Paperbound. 256 pp.

LOC no. 2007928591

ISBN 0-89125-288-6

■ \$40 members | \$60 nonmembers ■

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Implementing Performance Measurement in Government: Illustrations and Resources

Joni L. Leithe

Written to help government finance practitioners develop effective performance measures and put them to use. The book explains how to get started and what the keys are to a successful

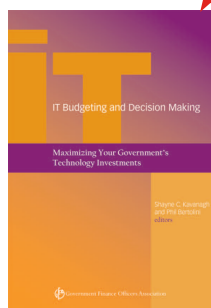
system. In addition, it contains examples from governments with performance measurement systems, providing practical guidance on how to use the data. It also describes how performance measurement relates to other management tools and techniques, such as total quality management, program evaluation, and operations analysis.

1997. Paperbound. 55 pp.

LOC no. 97-71272

ISBN 0-89125-233-9

■ \$18 members | \$22 nonmembers ■



NEW IT Budgeting and Decision Making: Maximizing Your Government's Technology Investments

*Shayne Kavanagh and
Phil Bertolini, Editors*

This book explains how the budget process can be combined with concepts of IT governance to allocate technology dollars to the most promising uses

and to create the management systems needed to achieve every possible benefit from technology budgets. IT governance specifies the decision rights and accountability framework to encourage desirable behavior in the use of IT. Recognized in the private sector as crucial, IT governance is getting increasing attention in the public sector. This publication demonstrates the important role financial professionals have in IT governance given its close connection to IT budgeting and financial decision making.

2009. Paperbound.

LOC no. 2009930000

ISBN 978-0-89125-300-6

■ \$45 members | \$70 nonmembers ■



Preparing High Quality Budget Documents

John Fishbein

This comprehensive book draws upon a multitude of real-life examples to demonstrate the practical application of each of the criteria used by the GFOA to evaluate budget documents submitted to its Distinguished Budget

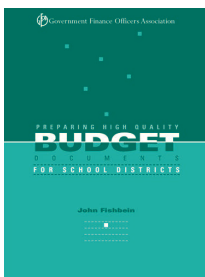
Presentation Awards Program. The examples selected represent a broad cross-section of state and local governments of all types and sizes from both the United States and Canada.

2006. Paperbound. 270 pp.

LOC no. 2006924130

ISBN 0-89125-284-3

■ \$45 members | \$70 nonmembers ■



Preparing High Quality Budget Documents for School Districts

John Fishbein

This comprehensive book presents numerous real-life examples from the best school district budgets across the United States and aims to improve the quality of the budget document for school districts. The GFOA has identified

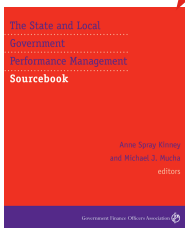
27 specific criteria from the GFOA's Distinguished Budget Presentation Awards Program for assessing the usefulness of budget documents. This publication draws upon a wealth of real-life examples to demonstrate the practical application of each of these criteria. For information on the GFOA's Distinguished Budget Presentation Awards Program and to learn how you can serve as a participant and/or reviewer in the program, visit www.gfoa.org.

2008. Paperbound. 210 pp.

LOC no. 2008925623

ISBN 0-89125-297-5

■ \$45 members | \$70 nonmembers ■



NEW The State and Local Government Performance Management Sourcebook

Anne Spray Kinney and Michael J. Mucha, Editors

GFOA's latest publication on performance management presents findings from over two years of research into identifying trends and leading practices among public sector practitioners across the United States and Canada. The book explains essential components of a performance management system including budgeting, citizen participation, evaluation, management, and technology and provides strategies to help governments use performance management as a tool to be more accountable, make better decisions, and ultimately improve services. Also included in the book is a listing of public sector performance management efforts.

Release is scheduled for early Fall 2009.

2009. Paperbound.

LOC no. 2009930001

ISBN 978-0-89125-301-3

■ **\$40 members** | **\$60 nonmembers** ■



Technologies for Government Transformation: ERP Systems and Beyond

Edited by Shayne C. Kavanagh, and Rowan A. Miranda

This book provides a comprehensive examination of the benefits, challenges, and key success factors related to the implementation of a broad range of enterprise technologies in the public-sector. Applications examined include enterprise resource planning (ERP) and its components as well as software that extends ERP—such as constituent relationship management, maintenance management, utility billing, and data warehousing/business intelligence. With 25 chapters written by leading researchers, public-sector practitioners, and consultants, this book presents thought-provoking articles and case studies that are a must-read for those seeking to achieve a whole-scale transformation of public management.

- Winner of Governmental Research Association's 2006 national award for "Most Effective Education"
- Named one of the top ten books for public CIOs by *Public CIO* magazine in June 2008

2005. Paperbound. 326 pp.

LOC no. 2005925701

ISBN 0-89125-279-7

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■ 14

Technology Needs Assessments: Evaluating the Business Case for ERP and Financial Management Systems

*Rowan Miranda, Shayne Kavanagh,
and Robert Roque*

Advances in information technology have led many governments to consider replacing their current financial systems. Yet government officials sometimes find it difficult to comprehensively assess whether the current system meets business needs, whether a sizeable investment should be made in a new system, or if there are other alternatives worthy of consideration. This book provides a step-by-step approach to help government officials conduct technology needs assessments. Major sections of the book address: methodology for needs assessments; evaluating the current financial system; best practice definition and market research; technology investment/ROI analysis; procurement strategy and implementation readiness assessment; and frequently asked questions.

2002. Paperbound. 97 pp.

LOC no. 2002107252

ISBN 0-89125-263-0

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