

Budget Analyst Training Academy

Course Overview and Typical Agenda

Day 1, 8:30 a.m.-4:30 p.m.

Day 2, 2024, 8:30 a.m.-4:30 p.m.

Day 3, 8:30 a.m.-4:30 p.m.

Day 4, 8:30 a.m.-12:30 p.m.

CPE Credits: 28

Field of Study: Finance

Level: Introductory

Description

The GFOA Budget Academy is an immersion training course that focuses on skills and techniques critical to public sector budget analyst. Using a combination of exercises, discussions, and lectures, the course will provide an overview of the budget development process, including best practices and techniques required in effective budgeting. This course covers essential elements of public sector budgeting such as goal setting, program development, revenue and expense analysis, position budgeting, capital budgeting, and more. Designed for budget analysts from both small and large organizations, this course will provide critical information for new analysts and allow veteran analysts an opportunity to hone their skills.

Learning Objectives

- Learn basic accounting principles and how they relate to the budget
- Identify components of a chart of accounts and their relationship to budgeting
- Understand the importance of long-term strategic planning and the impact it has on service levels, budgeting, and financial management
- Learn how to perform basic revenue and expenditure analysis and to identify structural balance
- Develop operating and capital budget preparation and analysis skills
- Gain an understanding of the link between the capital and operating budgets
- Learn how to foster an effective working relationship between central budget and operating departments
- Identify methods to evaluate and to monitor budgetary performance
- Learn how to communicate and present budget information effectively for various stakeholders

Instructors

- Craig Lesner, GFOA
- Sam Naik, GFOA
- Katie Ludwig, GFOA
- Others TBD

Agenda

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GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)

Budget Analyst Training Academy

Agenda

Time	Training Material	Description
Day 1		
8:30-9:45 a.m.	Lecture and Group Discussion	<ul style="list-style-type: none"> • Introductions <ul style="list-style-type: none"> • Instructors • Attendees: introduce yourself, tell us about your role and your organization, what do you hope to get out of this class • Course overview and logistics for the week
9:45-10:15 a.m.	Lecture and Group Discussion	<ul style="list-style-type: none"> • What is a budget? <ul style="list-style-type: none"> • Spending plan: what are you going to buy? • Operational plan: what are you going to do? • Process vs. document vs. system • What is the purpose or value of the budget? • Link to long-term financial planning: how the budget for a single year fits into the larger long-term analysis
10:15-10:30 a.m.	Break	
10:30 a.m.-12 p.m.	Lecture	<ul style="list-style-type: none"> • Introduction to Government Accounting <ul style="list-style-type: none"> • Funds • Chart of accounts • Accounting basis vs. budgeting basis • Fund balance • Group Exercise and/or Discussion
12-1 p.m.	Lunch	
1-1:30 p.m.	Lecture	<ul style="list-style-type: none"> • Different types of governments and the legal context for budgeting
1:30-4:30 p.m. (includes a break)	Lecture and Group Discussion	<ul style="list-style-type: none"> • Overview of a typical budget process <ul style="list-style-type: none"> • Budget policies <ul style="list-style-type: none"> • Structurally balanced budget

		<ul style="list-style-type: none"> • Other key policies • Major steps in the process • Stakeholders • Technology and systems • Group Exercise and/or Discussion
Day 2		
8:30-9 a.m.	Lecture and Group Discussion	<ul style="list-style-type: none"> • Role(s) of the budget analyst <ul style="list-style-type: none"> • Central budget/finance office vs. working in a department
9 a.m.-12 p.m. (includes a break)	Lecture and Group Discussion	<ul style="list-style-type: none"> • Getting to know the departments and their operations • Reviewing and evaluating requests <ul style="list-style-type: none"> • Operating <ul style="list-style-type: none"> • Personnel <ul style="list-style-type: none"> • Position budgeting • Salary and fringe benefits • Pensions • Labor agreements • Non-personnel • Capital <ul style="list-style-type: none"> • Debt and debt capacity • Criteria: what are you using to evaluate requests? <ul style="list-style-type: none"> • Connection to strategic plan • What if you don't have a strategic plan? • Conflict resolution • Group Exercise
12-1 p.m.	Lunch	
1-4:30 p.m. (includes a break)	Lecture and Group Discussion	<ul style="list-style-type: none"> • Forecasting revenue and coming up with new revenue <ul style="list-style-type: none"> • Taxes • Rate-setting and user fees <ul style="list-style-type: none"> • Enterprise funds • Internal service funds • Grants • Pass-throughs • Group Exercise
Day 3		
8:30-10 a.m.	Lecture and Group Discussion	<ul style="list-style-type: none"> • Making cuts to the budget • Group Exercise
10-10:15 a.m.	Break	
10:15 a.m.-12 p.m.	Lecture and Group Discussion	<ul style="list-style-type: none"> • Managing the budget <ul style="list-style-type: none"> ○ Efficiency and effectiveness ○ Costing ○ Insourcing vs. outsourcing ○ Performance management ○ Revenue and expenditure reports ○ Budget controls

12-1 p.m.	Lunch	
1-1:45 p.m.	Lecture and Group Discussion	<ul style="list-style-type: none"> • Presenting and communicating budget information <ul style="list-style-type: none"> ○ Internal audiences ○ External audiences • Common challenges with the budget document
1:45-2 p.m.	Break	
2-4:30 p.m.	Group Exercise	<ul style="list-style-type: none"> • Working in groups to develop a presentation that your group will present on Day 4
Day 4		
8:30-10:15 a.m.	Group Exercise	<ul style="list-style-type: none"> • Group presentations and feedback
10:15-10:30 a.m.	Break	
10:30 a.m.-12:30 p.m.	Lecture and Group Discussion	<ul style="list-style-type: none"> • Budget analyst's role in other special projects <ul style="list-style-type: none"> ○ Economic development ○ Labor negotiations ○ Audits and responding to audit findings ○ Risk management • Course wrap-up