



Association of Governmental Accountants

If Open Book Management can work in
government, it can work anywhere.

How to communicate and improve financial
literacy within your organization.

***AGA Fall Seminar
November 14, 2019***

Agenda

- ▶ Understanding the numbers
- ▶ Evaluate what the lines mean
- ▶ Identify and tell the story
- ▶ Find a solution
- ▶ Communicate the story visually



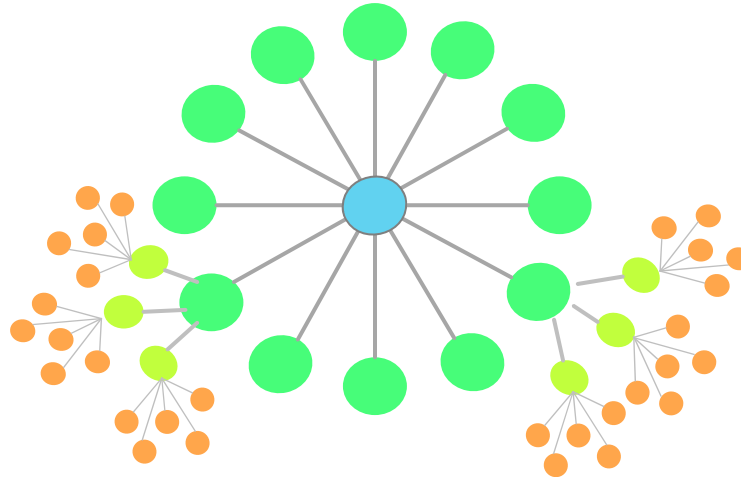
**Do you have
a process
that can be
improved?**

**How is it communicated
to your team?**

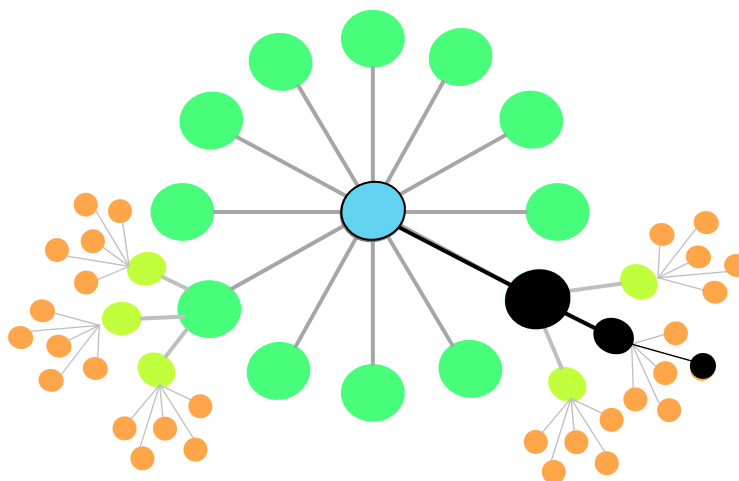




Sharing of Information thru the Organization



Receiving of Information from the Front Line



Understanding The Numbers

- ▶ Define a glossary of terms
- ▶ Get to know your line items
 - What story can be told
- ▶ Identify who has direct impact
 - Take turns reporting



Understanding The Numbers

- ▶ Focus on the Critical Number
 - Direct and Indirect
- ▶ Plan for the future
 - High Involvement Planning



Line Items Defined

- ▶ Income - Where does it come from?
 - How is it generated?
- ▶ Expenses – Where does it go?
 - Ongoing or One time
 - Categories
 - Fixed or Variable
 - Capital



Tell the Story about the Numbers

- ✓ Keep it simple
- ✓ Tell the facts
- ✓ Identify an error
- ✓ Offer a solution
- ✓ Ask for feedback
- ✓ Praise a process



Open-Book **Reporting** Vs. Open-Book **Management**

No matter where it is practiced, ***Open-Book Management*** has two critical elements:

- Sharing business information (***open-book***) and
- Developing a ***system*** that enables everyone to use that information to improve the company (***management***).

Knowing the score is one thing.
Changing the score is **everything!**



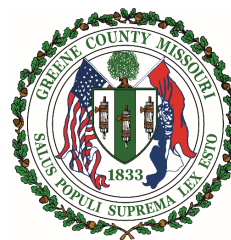
Fans
**Know
the
Score**



What works for ... Greene County



- Weekly agenda emailed to all employees
- Huddle Rhythm
 - Schedule Template
- Dashboard
 - [Huddle recap](#)
 - [Current scorecard](#)
 - [Transparency Portal](#)



Dept Education: Vehicle Services (GR)

- ▶ 1.30% of the General Fund
 - \$540,700 appropriated in 2019
- ▶ Maintains 173 units
 - 142 Sheriff
 - 31 General (7 depts)
- ▶ Vehicle maintenance
- ▶ Fuel costs
- ▶ New acquisitions



Vehicle Services Line Items Defined

- ▶ Fuel
 - Gallons used x cost per gallon
- ▶ Maintenance (Routine)
 - Oil changes, tires, tune-ups
- ▶ Incidents
 - Accidents
 - Major Repairs (replacement of transmissions, engines, above and beyond normal maintenance, etc)



The Numbers Tell a Story

Projected		2019				
		Fuel		Maint	Incidents	
2019	Gallons	\$ Amt	\$ Amt	\$ Amt	\$ Amt	Totals
GR I	123,445.12	236,831.57	136,414.66	94,658.51		467,904.74
Budget		274,100.00	228,600.00	38,000.00		540,700.00
Under / (Over)		37,268.43	92,185.34	(56,658.51)		72,795.26
Change from Prev Yr	-1.87%	-9.78%	-19.09%	23.84%		

 20% or greater
 5 - 20%
 5% or less

General Revenue I

Fuel usage and cost
Maintenance cost

On track and under budget



Accidents – 25
 Major Repairs – 9
 Engines (5)
 Electrical, Oil Pump/Fuel Housing, Power Steering, Transmission
 (1 of each)



See the "Communicate the Story" Dashboard Tool

Recognition:

the
GreatGame
of Business®

2013 Rookie of the Year Finalist
2015 Pioneer Award Recipient

MOODY'S

2016 Rating Upgrade to Aa2



**2017 Distinguished Local
Government Leadership Award**



**2017 Harvard Kennedy School
Award Semifinalist**



2017 - 100 Brilliant Ideas at Work

Dashboard



Financial Dashboard

- ▶ Established March 2016
- ▶ Shares all Great Game of Gov't Information
 - Huddle Education
 - Monthly Reporting

▶ <https://greencountymo.gov/>

Transparency Portal



Transparency Portal

- ▶ Established March 20, 2019
- ▶ Shows Revenue & Expenditures
- ▶ Shares the line item detail in the Checkbook
- ▶ <https://greencountymo.gov/>

What We Value:



AGA

- ▶ Lead and encourage change that benefits our field and all citizens.
- ▶ Help members build their skills and advance their careers.
- ▶ Strive to increase government financial performance and accountability.

Greene County

- ▶ Stay Involved! - Citizen engagement creates good government.
- ▶ Contact Information:
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