

# Advancing Excellence in Government Finance



**Government Finance Officers Association**

## To Build Thriving Communities

# Where is your jurisdiction?



Serving our members in a  
world that is...

**V**olatile

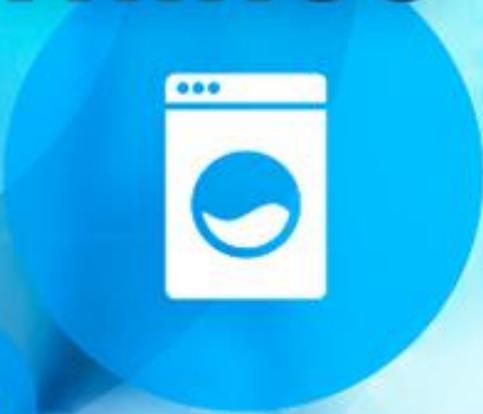
**U**ncertain

**C**omplex

**A**mbiguous



# INTERNET OF THINGS



# Autonomous Vehicles



# Electric Vehicles



# Blockchain

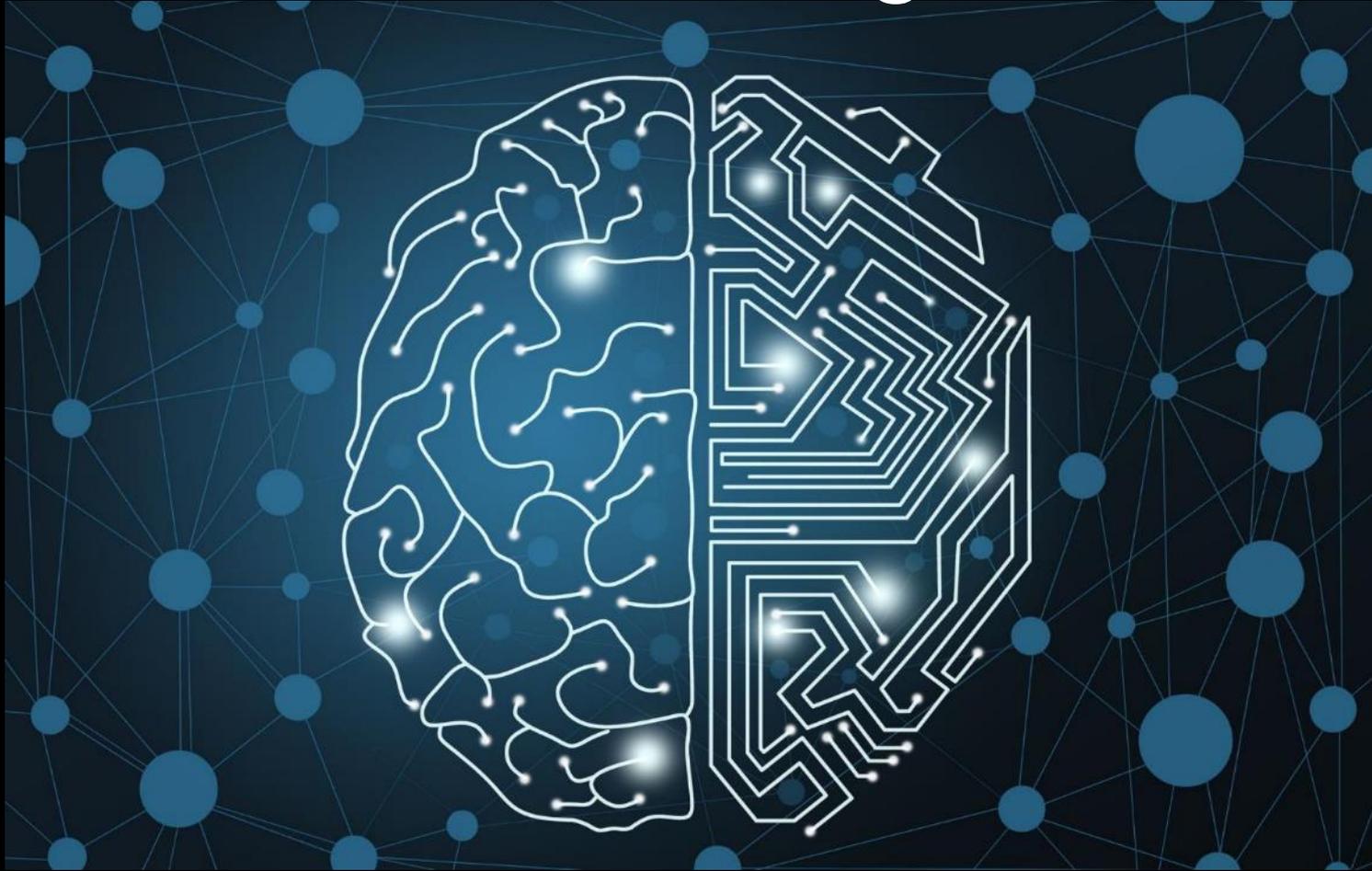


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# Artificial Intelligence



# 3D Printed Houses



# Opioid Epidemic



# SOCIAL AND ECONOMIC IMPACT OF CLIMATE CHANGE



The cost of adapting coastal areas to rising sea levels

Relocation of whole towns



Loss of the capacity to work due to heat

Shrinking productivity of harvests



More wars to gain access to limited resources

Prices of basic foodstuffs and consumer goods will rise



Fresh water will be in short supply in some areas

Extreme meteorological phenomena will cause widespread poverty



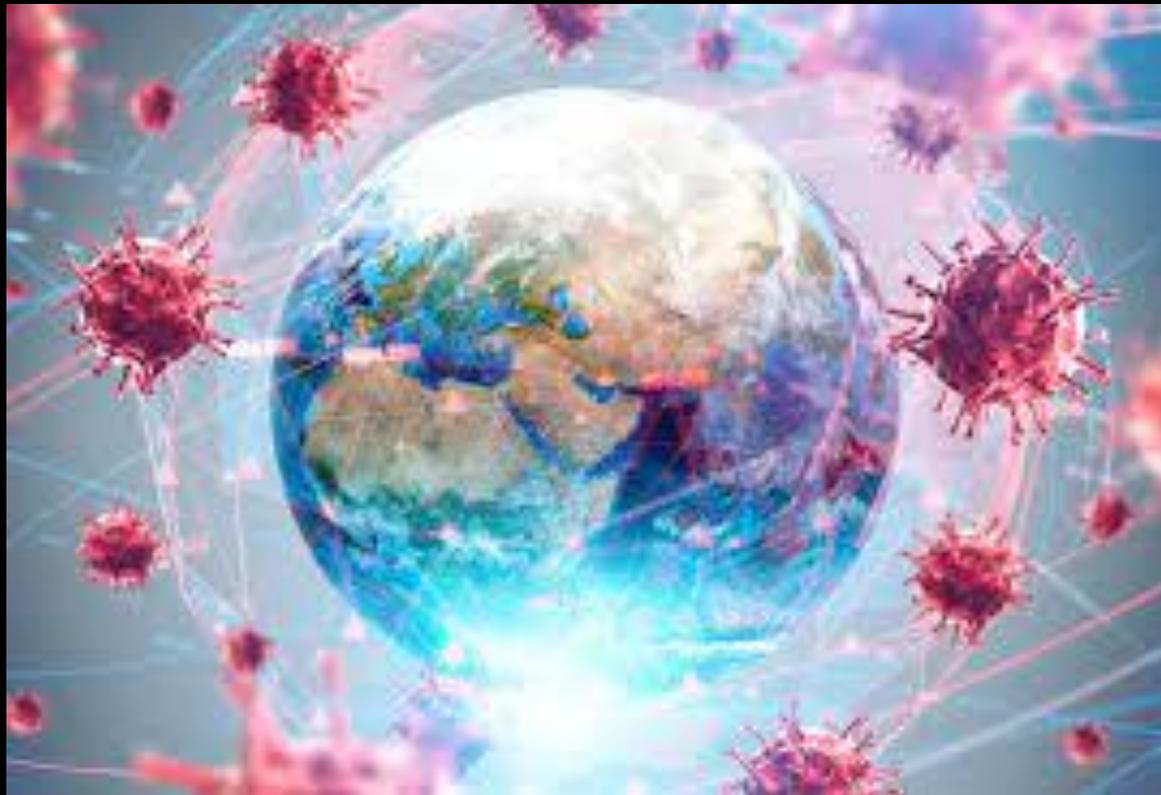
Diseases will spread due to higher temperatures



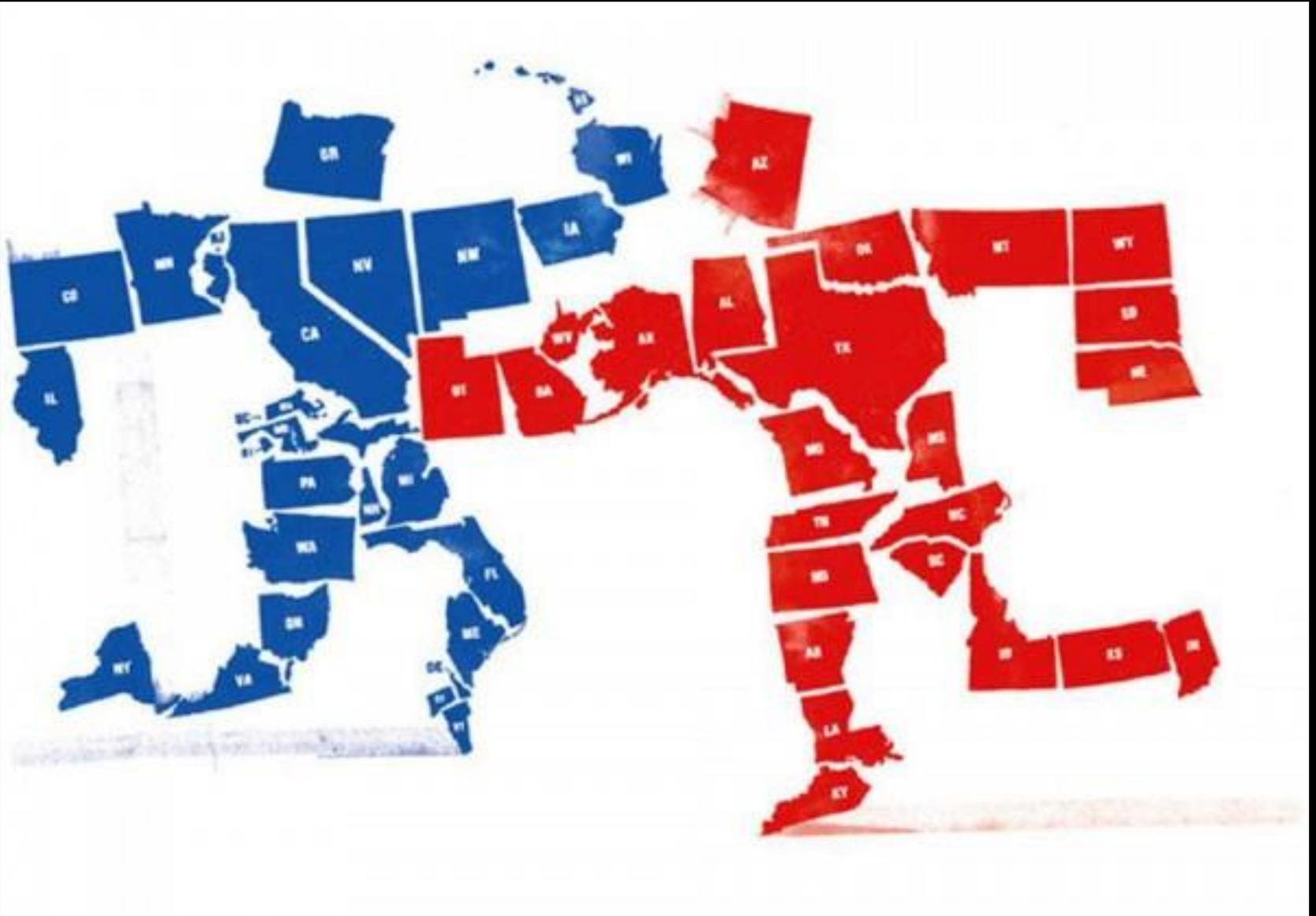
[← Back to Commentary and Analysis](#)

# The Next Pandemic Could Come Soon and Be Deadlier

AUGUST 25, 2021



# Polarization





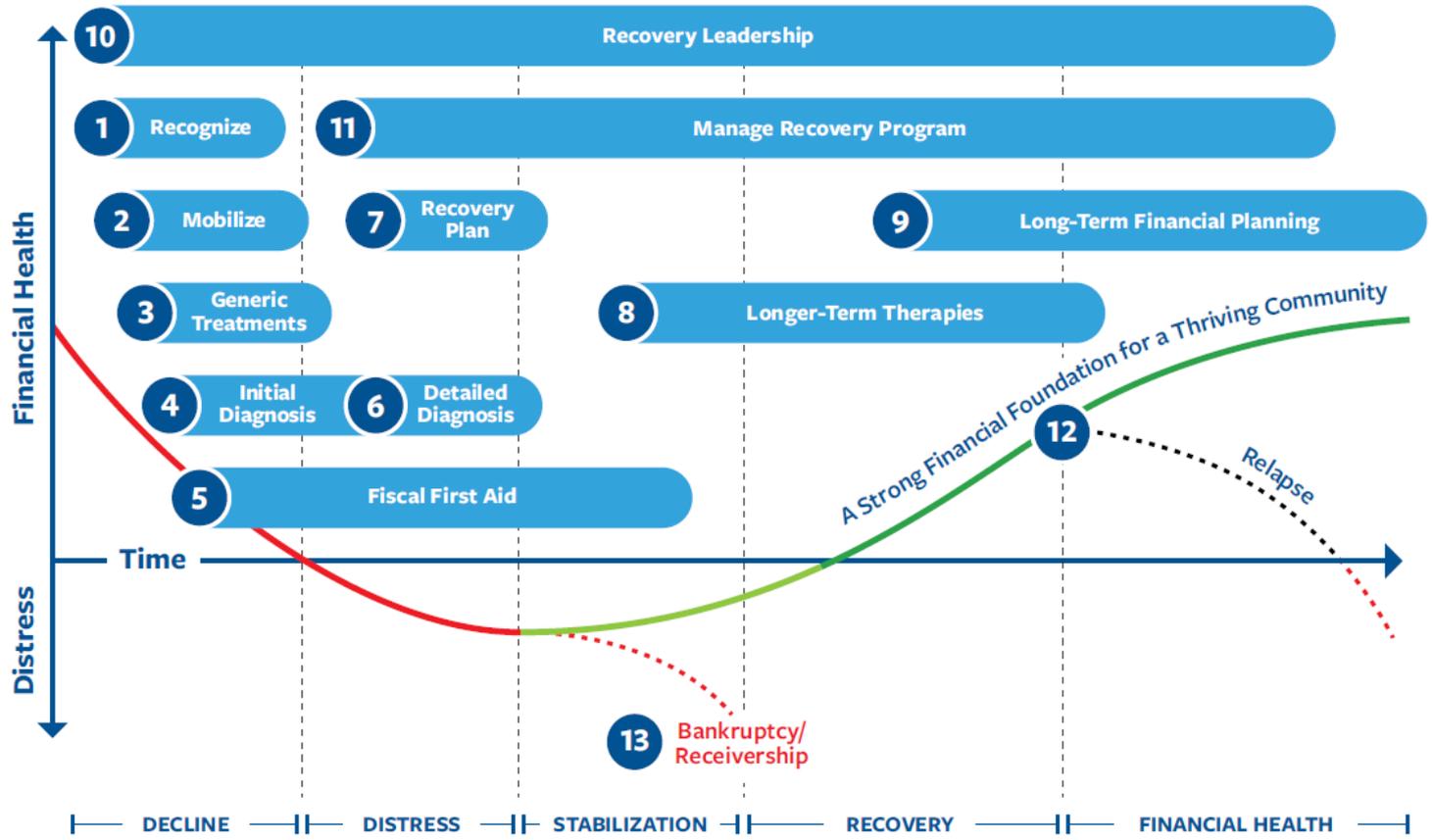




## 3 Stages of Financial Recovery

BRIDGING      REFORM      TRANSFORM

12 Steps  
through the  
process





# Diagnosing the Financial Condition of Your Local Government

Step 4 of GFOA's Fiscal First Aid Financial Recovery Process



# Balancing the Budget in Bad Times

**PART 1**  
Primary Treatments for Reducing Cost and Enhancing Revenues in the Next 12-18 months



## FINANCIAL POLICIES FOR IMPOSED FEES, FINES, AND ASSET FORFEITURES

The Basis for Building Trust with the Public and Fair Treatment of All Citizens  
BY SHAYNE C. KAVANAGH



## Coronavirus Response Resource Center

GFOA's Federal Liaison Center is continuously monitoring events in Washington D.C. related to the coronavirus pandemic. This page will be updated frequently as we strive to provide the most accurate and up-to-date information.



The resources on this page reflect the latest on implementation of the various COVID-19 relief efforts at the federal level. The programs and funding were included in the *Families First Coronavirus Response Act (FFCRA)*, the *Coronavirus Aid, Relief, and Economic Security Act (CARES Act)*, the *Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA)*, and most recently, the *American Rescue Plan Act (ARPA)*.

### Quick Links

ADVOCACY

[The American Rescue Plan](#)

ADVOCACY

[CRRSAA Analysis \(Fourth Coronavirus Relief Package\)](#)

[FAQ & Advocacy Resources](#)

# American Rescue Plan Guidance

[Home](#) / [Federal Advocacy](#) / [Coronavirus Response Resource Center](#) / [FAQ & Advocacy Resources](#) / **Treasury Updates FAQs for the CSLFRF/ERA**

## Treasury Updates FAQs for the CSLFRF/ERA

[Home](#) / [Federal Advocacy](#) / [Coronavirus Response Resource Center](#) / **American Rescue Plan Spending: Recommended Guiding Principles**

## American Rescue Plan Spending: Recommended Guiding Principles

# Coronavirus State and Local Fiscal Recovery Fund Guidance FAQs

GFOA's Federal Liaison Center continues to update CSLFRF Guidance FAQs based on the most common inquiries received from members.

[LEARN MORE](#)

## American Rescue Plan Revenue Replacement Calculator Now Available

For governments considering spending under eligible use category C, "for government services to the extent that there was a reduction in revenue," calculating the jurisdiction's base revenue, revenue loss and growth rate are among the first steps of the process.

[LEARN MORE](#)

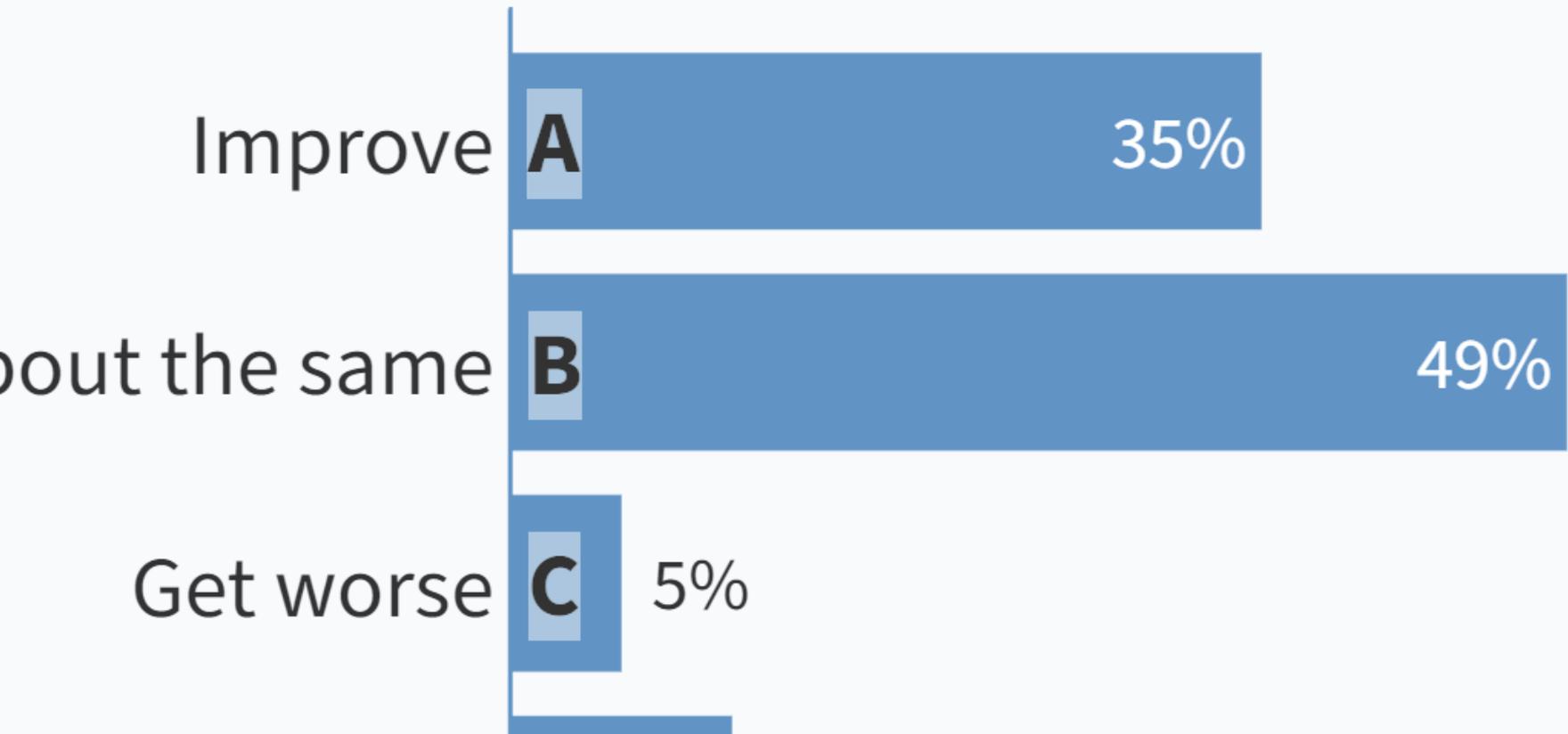
The screenshot shows the GFOA Revenue Replacement Calculator interface. The GFOA logo is on the left. The calculator is divided into several sections:

- Background Information:**
  - 1) Fiscal Year End: June
  - Base Year Revenue Period: 6/30/2019 (FY used for base year calculation)
  - 2) Calculation Date: 12/31/2020
  - Number of Months: 10 (Months between Base Year and Calculation Date)
- Estimate Revenue:**
  - 3) Base Year Revenue: \$ 1 (Link: [Go to Worksheet to Calculate](#))
  - 4) Growth Rate: 4.1% (Link: [Go to Worksheet to Calculate](#))
  - Counterfactual Revenue: \$ 1 (Estimated Revenue Without Pandemic)
  - 5) Actual Revenue: \$ 1 (Link: [Go to Worksheet to Calculate](#))
- Reduction in Revenue:**
  - Revenue Reduction: \$ -0
  - Revenue Reduction %: -0.0%
  - Fiscal Year Ended: 12/31/2020

Respond at [Pollev.com/gfoa](https://Pollev.com/gfoa)

Text **GFOA** to **22333** once to join, then **A, B, C, or D**

# Next 12 months do you think jurisdiction's financial situation will...





# Code of Ethics

Government Name

Ohio GFOA

Government Logo



We, the government finance officers of the United States and Canada, have a deep and abiding desire to show that we are worthy of the special trust that the communities we serve have placed in us. As a member of my government's finance office, I commit to living the following values to show that I am worthy of that trust.

## INTEGRITY AND HONESTY

Integrity and honesty are the foundation on which trustworthiness is built. It means people can believe what I say, I act in accordance with my deepest values, I put principle ahead of my own ego, and I do the right thing even when it is hard.

## PRODUCING RESULTS FOR MY COMMUNITY

Public finance offices have an important job. Doing that job well honors the trust the public has placed in me.

## TREATING PEOPLE FAIRLY

Local governments depend on trusting relationships. Therefore, I will treat people fairly and develop processes and procedures that are fair.

## DIVERSITY AND INCLUSION

Embracing diversity and fostering inclusiveness helps finance offices cultivate organizations and promote policies that reflect the communities they serve. When people feel included, they see that I am concerned for their wellbeing. That shows I am worthy of their trust.

## RELIABILITY AND CONSISTENCY

When I consistently apply my standards – especially to myself – I honor my commitment to the community I serve and make it easier to do the right thing even when faced with challenging circumstances.



# The Code's Five Values



**INTEGRITY  
AND  
HONESTY**



**TREATING  
PEOPLE  
FAIRLY**



**RELIABILITY  
AND  
CONSISTENCY**



**PRODUCING  
RESULTS  
FOR YOUR  
COMMUNITY**



**DIVERSITY  
AND  
INCLUSION**

When poll is active, respond at [pollev.com/gfoa](https://pollev.com/gfoa)

Text **GFOA** to **22333** once to join

## Which code element do you think is most important for building trust?

Integrity and Honesty

Producing results for my community

Treating people fairly

Diversity and Inclusion

Reliability and Consistency

I can't pick just one!

*GFOA Code of Ethics*

I commit to valuing diversity within my organization and within my community, recognizing my own biases, and calling out unfair discrimination of any kind.

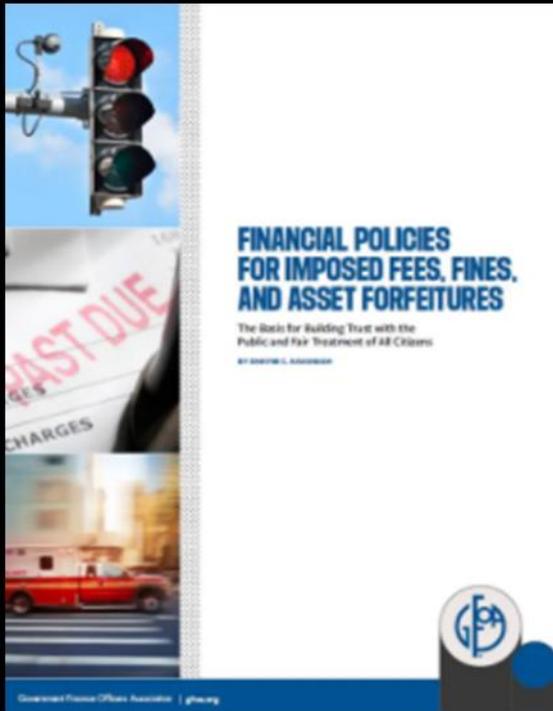
# End the Acronym

*GFOA issues new guidance on the proper referencing of the Comprehensive Annual Financial Report*

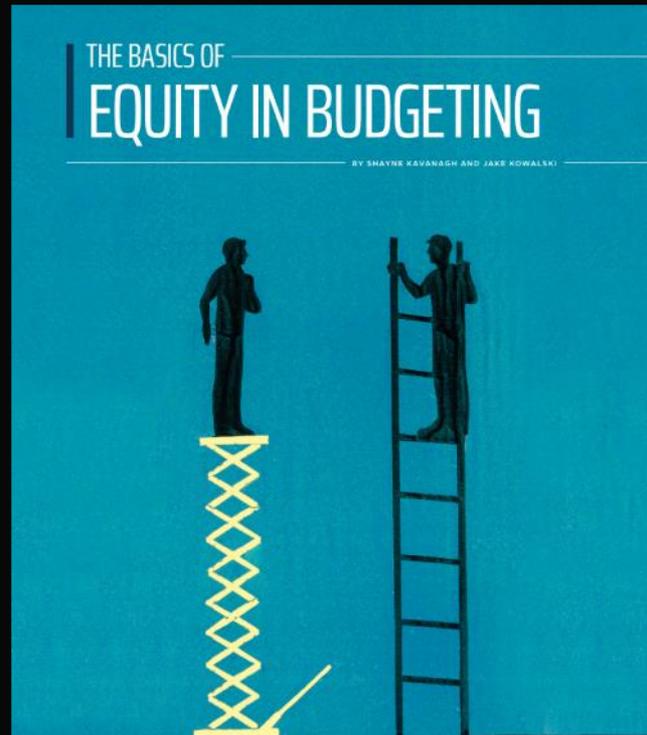


**Effective immediately, GFOA is asking all industry affiliates to stop using the four-letter acronym commonly associated with the Comprehensive Annual Financial Report.**

# New Research Reports



<https://www.gfoa.org/materials/fees-fines-foreitures>



<https://www.gfoa.org/materials/gfr-equity-in-budgeting-2-21>



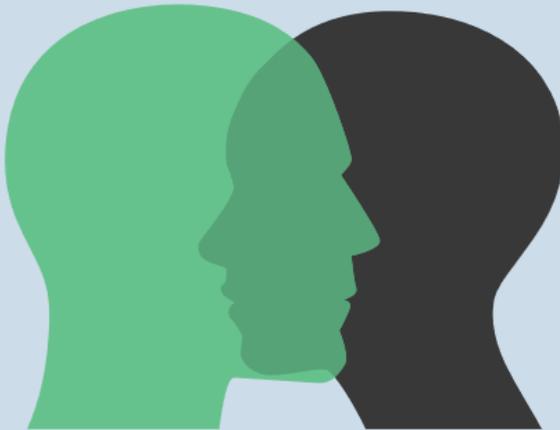
<https://www.gfoa.org/materials/time-for-change>



RETHINKING BUDGETING

## WHAT'S FAIR? EXPLORING THE BEHAVIORAL SCIENCE OF JUSTICE AND FAIRNESS

→ PART 2: Understanding Political Polarization with Moral Psychology



### Main Menu

✓ **Lesson 1.** Explore the inner workings of the mind (30 min)

✓ **Lesson 2.** Uncover the roots of our ideological differences (30 min)

✓ **Peer-to-Peer Conversation 1** (45 min: requires partner)

✓ **Lesson 3.** Cultivate intellectual humility (30 min)

✓ **Lesson 4.** Welcome diverse perspectives (30 min)

**Peer-to-Peer Conversation 2** (45 min: requires partner)

# New Website gfoa.org



MEMBERSHIP & EDUCATION

BEST PRACTICES & RESOURCES

ADVOCACY & AWARDS

I WANT TO

 SEARCH

 EVENTS CALENDAR  MATERIALS LIBRARY

[LOGIN](#) | [SIGN UP](#)

THE TREASURY DEPARTMENT

## Treasury Issues Payroll Tax Deferral Guidance

As follow up to the August 8 issuance of the Presidential Memorandum to defer the collection of the employee share of payroll taxes, the U.S. Treasury issued guidance on August 28 to help employers with implementation.

[LEARN MORE](#)

# Learning Management System (LMS)



# Welcome to GFOA Member Communities

GFOA's new member communities allow you to take the public finance conversation further with members across the United States and Canada. Ask questions, offer insight to others, upload helpful documents, and more.



**General GFOA Forum**

**COVID-19 Forum**

**Networking Groups**

**CPFO Forums**

# Certified Public Finance Officer

The logo for the Certified Public Finance Officer (CPFO) program. It features the letters 'CPFO' in a bold, dark blue, sans-serif font. The letters are centered within a white square that is framed by a thick, light blue border. The border is composed of four segments, one on each side, which do not meet at the corners, creating an open square effect.

**CPFO**

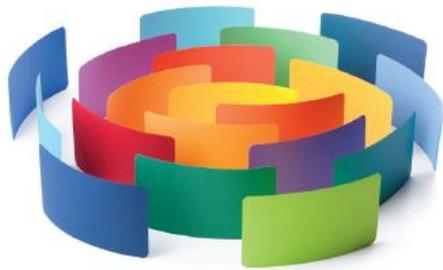
**Certification. Career. Community.**

# Future of the profession initiative

 Government Finance Officers Association

## Become a GFOA Student Member

Discover Careers  
in Government Finance



**CONNECT | EXPLORE**  
**EXCHANGE**

#GFOA

[gfoa.org](http://gfoa.org)



Over  
**\$110,000**  
in scholarships  
awarded annually



Are you a student interested in:

- Accounting
- Government
- Public Finance
- Public Service



## Student Chapter

# Begin with Trust

The first step to becoming a genuinely empowering leader by Frances  
X. Frei and Anne Morriss

From the Magazine (May-June 2020)

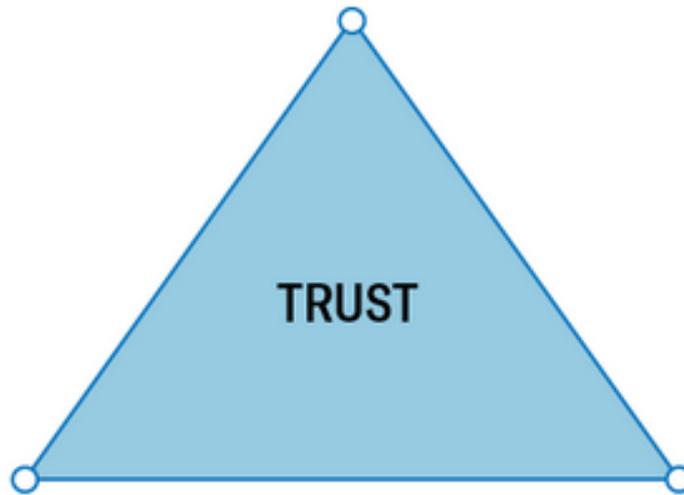


Holly Andres

**Authenticity**

*I experience  
the real you.*

**Logic**  
*I know you  
can do it; your  
reasoning  
and judgment  
are sound.*



**Empathy**  
*I believe  
you care  
about me  
and my  
success.*

From: "Begin with Trust," by Frances Frei  
and Anne Morriss, May-June 2020

 HBR



# FINANCIAL FOUNDATIONS FOR THRIVING COMMUNITIES



## FINANCIAL FOUNDATIONS FRAMEWORK

Pillar 1  
**ESTABLISH LONG-TERM VISION**

*Give people a reason to cooperate.*

Pillar 2  
**BUILD TRUST AND OPEN COMMUNICATION**

*Create the conditions for cooperation.*

Pillar 3  
**USE COLLECTIVE DECISION MAKING**

*Develop forums for participation.*

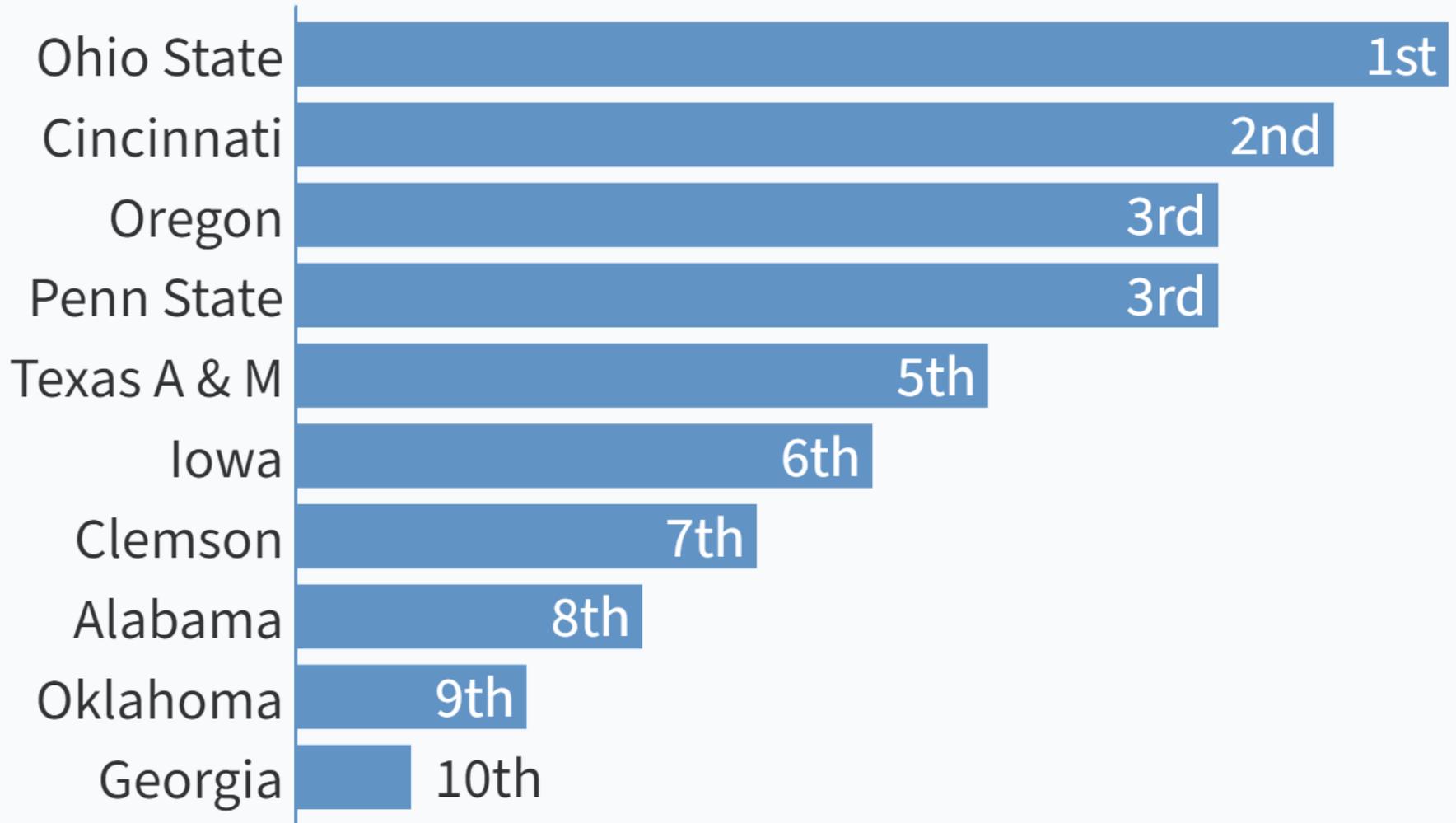
Pillar 4  
**CREATE CLEAR RULES**

*Reinforce constructive behavior.*

Pillar 5  
**TREAT EVERYONE FAIRLY**

*Promote and protect mutual trust and respect.*

## Rank College Football Teams



Hope to see you next year in...



# Thank You



**Government Finance Officers Association**

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