



### **Session 3**

#### **Group Exercises**

Organize E-mails  
Determine Meeting Type  
Supervisory Situations 6-1 and 6-2

#### **Individual Exercises**

Worksheet 4.1: Setting Goals  
Worksheet 4.3 Time Management and You  
Worksheet 4.4: Twenty Tips for Time Management  
Worksheet 4.5: Keeping a Time Log  
Worksheet 4.6: Meeting Checklist

#### **Homework**

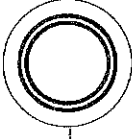
Read Chapters 7, 8, and 9 from the text  
Complete the Individual Exercises and read Articles and Materials from the thumb drive for Session 4  
Review Supervisory Situations 7-1 and 7-2 (Text pages 120 and 121) and be prepared to discuss

#### **Articles and Materials**

Leadership is too often lacking in our profession  
Eisenhower Decision Matrix  
Desk Manual  
Sample: Project Overview, Action Briefing  
Managers Take Note: Less of You is Probably Enough  
Working Hard or Working Smart  
Why are so many Government Projects Late and Over Budget?  
Turning Traditional Budgeting on its Head  
Sample Budget Documents

## Group Exercises

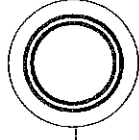
# Exercise: Help Joan Organize her Emails



Joan, a supervisor in HR has approximately 3000 emails in her inbox and is very unorganized and misses deadlines....

1. What suggestion would you make to help her manage her inbox?
2. What categories would you expect Joan to set up her email folder?
3. What would you do with the following items in the inbox?
  1. Memo from immediate supervisor with today's date
  2. Memo from chief administrator 3 months ago
  3. Newsletter from HR organization
  4. Request for reclassification of a clerk, one month old
  5. Inappropriate email from fellow supervisor
  6. Memo from vendor regarding a contract renewal, one week old
  7. Request from DH for list of employees laid off
  8. Status report from an employee on a project he is leading
  9. A work assignment from Joan's supervisor that Joan must complete within 30 days

## Exercise: Determine Meeting Type



- **Basic Meeting Types: Daily Check-in, staff tactical meeting, monthly strategic meeting, quarterly review**
  - Discuss consolidating two departments
  - Give a team a new project
  - Make sure the streets are cleaned in a certain neighborhood
  - Balance an ongoing budget deficit for your department
  - Find out where your team members are on certain projects
  - Make a decision on where to put a new highway that goes through your jurisdiction
  - Set goals for your department

### Supervisory situation 6-1

Nate is the supervisor in the public works department. The community normally has four to five snowfalls per winter, each with one to three inches of snow. Because of previous budget cuts, 75 percent of the local government's snow plows have more than 150,000 miles on their odometers. A month ago, the community had a twelve-inch snowfall in a single day. The heavy, wet snow caused many of the trucks to hit curbs or hidden objects, which put several plows out of service. Citizens and the media were frustrated because it took three days for the streets to be cleared.

1. What are the budget implications of this incident?
2. What do you think Nate should request in the next budget cycle to deal with this problem?
3. In which budget should this request be included?
4. What budget details do you think Nate should include to document his request?
5. What adjustments do you think Nate might have had to make in this year's budget because of his response to this storm?

### Supervisory situation 6-2

Nedra is a supervisor in the parks and recreation department. Because of an increase in gang violence in the community, the mayor decided to launch an after-school program to give teens somewhere to go. Nedra is responsible for establishing this program by the end of the current fiscal year. At the same time as the mayor decided to introduce a new program, the CAO asked all departments to reduce their current budgets by 5 percent because sales tax revenues are coming in at 5 percent less than projected.

1. What budget activities would you suggest Nedra conduct before putting in a request for the after-school program?
2. How might Nedra's approach to the budget process help her to make decisions?
3. What other information does Nedra need to prepare to justify her budget and avoid budget cuts?
4. How can Nedra determine whether she has collected the information that matters to the leaders involved in this new program, particularly the mayor?

## Individual Exercises

## Worksheet 4.1: Setting Goals

This worksheet is designed to help you set effective goals. First, write the goal you want to achieve in the first column. Then describe how you will be able to measure whether this goal has been achieved in the second column. Finally, in the third column, describe what specific steps you will need to take to reach this goal. An example is provided.

Goal	Progress and Results to Be Measured	Tasks and Activities
<i>To learn what an effective supervisor is.</i>	<i>Will be able to state and explain the roles, responsibilities, and skills of a supervisor by the final session of the training program.</i>	<i>Will attend all training sessions. Will complete all assigned readings. Will review material, especially Chapters 1 and 2, prior to final class.</i>

## Worksheet 4.3: Time Management and You

For each of the following statements, circle the answer that best applies. Answer honestly. Circle whether you would behave in the described way *always* (A), *frequently* (F), *occasionally* (O), *seldom* (S), or *never* (N).

### Planning

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1. I set aside time for planning and organizing work—both my own work and that of my work team.   | A | F | O | S | N |
| 2. At the beginning of the day (or the end of the previous day), I list the things I have to do that day and arrange them in order of priority. | A | F | O | S | N |
| 3. It is easy for me to decide what needs to be done next.  | A | F | O | S | N |
| 4. I set realistic deadlines and expectations for myself and my work team.  | A | F | O | S | N |
| 5. I undertake the most important projects at the times when I am operating at my peak performance level.                                       | A | F | O | S | N |
| 6. I do tasks right the first time.   | A | F | O | S | N |
| 7. If I am busy, I set aside uninterrupted time to complete necessary work.   | A | F | O | S | N |

### Organization

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 8. I gather all equipment and materials before beginning a task.  | A | F | O | S | N |
| 9. I am able to quickly locate paperwork and files that I need.   | A | F | O | S | N |
| 10. I have streamlined work procedures, processes, and paperwork. | A | F | O | S | N |

### Delegation

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 11. I delegate routine duties and projects.  | A | F | O | S | N |
| 12. The workload is properly balanced among my team members.   | A | F | O | S | N |
| 13. The employees on my work team know exactly what I expect from them.                              | A | F | O | S | N |
| 14. I have regular appointments with each of my employees to give feedback, directions, or guidance. | A | F | O | S | N |

### Procrastination

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 15. I begin tasks promptly.   | A | F | O | S | N |
| 16. I finish work well before the deadline.                                   | A | F | O | S | N |
| 17. I complete all of the day's work before leaving the work area.            | A | F | O | S | N |
| 18. I am able to complete my work without having to work late or on weekends. | A | F | O | S | N |

### Telephone procedures

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 19. I or my administrative assistant takes notes about the nature of all calls so that I can prepare for the call and find out answers to questions before returning it. | A | F | O | S | N |
| 20. I group the phone calls I need to return and then set aside a specific time for making them.   | A | F | O | S | N |
| 21. Before making a phone call, I list all of the important points that I need to discuss.   | A | F | O | S | N |
| 22. When talking on the phone, I am able to get to the point without excessive socializing.  | A | F | O | S | N |

Continued . . .



## Worksheet 4.3: Time Management and You (Page Two)

### Meetings

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 23. I use agendas for all meetings and follow them closely.          | A | F | O | S | N |
| 24. The meetings that I lead have a clear purpose.                   | A | F | O | S | N |
| 25. The meetings that I lead end within the time set aside for them. | A | F | O | S | N |
| 26. The meetings that I attend are necessary and productive.         | A | F | O | S | N |

### Drop-by visitors

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 27. My supervisor and my employees set appointments with me rather than dropping by unannounced.            | A | F | O | S | N |
| 28. When unexpected visitors stop by, I let them know how much time I am able to spend.                     | A | F | O | S | N |
| 29. Regardless of who stops by, I cut unexpected visits short if I am in the middle of a task.              | A | F | O | S | N |
| 30. I set aside a block of time each day during which my employees or others can come to me with questions. | A | F | O | S | N |

Based on your self-assessment, what is your biggest problem area?

What causes the problem?

How can you better manage your time?

## Worksheet 4.4: Twenty Tips for Time Management

Follow the suggestions below to better manage your time. Circle those that address your weak areas and develop a plan for implementing them. At the end of the list, add other time management techniques that you have found helpful.

1. Keep a log of your time. Review the log to identify time wasters. Did you spend the most time on tasks that were identified as priorities? Did you use your time in a way that helped the work team reach its goals?
2. Set aside time every day to reflect on the events of the previous days. Pay particular attention to events that will affect your plan or goals, and alter the plan accordingly. Then, reflect on tasks that need to be done in the coming days.
3. Set clear goals, priorities, and deadlines. You and your employees need to understand the purpose of the job, the tasks at hand, and the goals toward which you are striving in order to prioritize work.
4. List tasks and prioritize them. One method is to mark each task as
  - A = *Important and urgent*: These tasks must be done before a deadline. If they aren't done, they will interfere with the schedule of the project or other work that needs to be done.
  - B = *Important but not urgent*: These are tasks that need to be done but not necessarily right away.
  - C = *Urgent but not important*: These are tasks that need to be done right away, but aren't important enough to spend a lot of time on. These are often the first tasks that you should delegate.
  - D = *Neither important nor urgent*: These are tasks that need to be accomplished although not at any specific time. Save these tasks for a session each week or month.

Do the A tasks first and work your way down the line.
5. Use waiting time effectively. Carry blank index cards to plan activities or jot down ideas and notes.
6. Do your most difficult tasks or most creative work when your energy level is highest (e.g., early in the day if you are a "morning person").
7. Group similar tasks. It is more efficient to do all photocopying, phone calls, filing, etc., at the same time.
8. Don't feel pressured to chat on the phone. Be courteous and professional, but end the conversation when your business is completed. Plan your calls in advance so that you make sure to cover all the important points. Return phone calls right before lunch or at the end of the day, when others will have someplace they want to go.
9. If you are in the middle of a project that requires concentration, have someone take your calls. Later, you can return them all at once rather than having a continuous stream of interruptions.
10. Find ways to make yourself available for questions at your convenience rather than being interrupted when you are working on other tasks. "Manage by wandering around" or set up regular progress meetings. Encourage colleagues and employees to schedule appointments. Tell unexpected visitors that you have only five (or two or ten) minutes to share at the moment; if they need longer, schedule a meeting for another time.
11. Delegate. Avoid the tendency to do everything yourself.
12. Say "no" to additional tasks if you know you don't have enough time to do a good job and to extra work that is not in your plan. If the request comes from a higher authority, ask for help in shifting your priorities.
13. Find "quiet time." Arrive a half an hour earlier than colleagues or set aside time for you and your work team to work without interruptions.

Continued . . .

### **Worksheet 4.4: Twenty Tips for Time Management (Page Two)**

14. Handle each a piece of paper only once: file it, respond to it, or delegate it. When appropriate, answer memos and letters by writing on the bottom of the page.
15. Listen carefully. Ask direct questions to obtain needed information or clarification.
16. Don't feel obligated to attend all meetings to which you are invited. Leave if the meeting is unproductive or addresses issues that don't concern you.
17. Manage meetings wisely. Schedule a meeting only when you can explain its purpose. Set an agenda; make sure everyone who will be at the meeting has a copy well ahead of time. Set a time limit, and quit at the established time. Keep people on their feet for short meetings.
18. Don't procrastinate. If you find yourself putting off tasks, think about what you are avoiding. Break down unpleasant tasks into smaller ones.
19. Keep your work area cleared and ready for action. Place items that need attention in the center of the work area.
20. Continue to find ways to improve your efficiency and results.

## Worksheet 4.5: Keeping a Time Log

1. Maintain a detailed accounting of all your activities by using copies of the Time Log on the next page.
2. Record each activity as the day progresses. Every time your attention shifts from one thing to another, write down the diverting activity (no matter how trivial). Also note the source of or the reason for the diversion. Give as much detail as possible.
3. In the time column, note when you began and finished each activity.
4. Use the priority codes at the bottom of the chart to determine the priority of the item.
5. Use the comments column to record ideas on how you might have completed the task more efficiently. Jot down comments as you go along.

### Do's and don'ts

*Do* record information about interruptions, including their sources and reasons.

*Don't* wait until fixed intervals to record what you are doing. You will miss interruptions and short tasks.

*Do* record each new item as you shift your attention, including as many details as possible.

*Don't* try to catch up at the end of the day.

*Do* record everything.

*Don't* omit time spent daydreaming, socializing, or running errands.

*Do* be specific. List each person to whom you made a phone call, for example.

*Don't* leave out important details. If you note a ten-minute block of time as "phone calls," you won't have an accurate picture of whether they were necessary or time-wasting interruptions.

### Assessing results

At the end of the tracking period (or at the end of each day), review the log. Be honest about your time-savers and your time-wasters. Use the following questions to help assess your time management skills.

1. What was your most productive period or time of the day? Least productive?
2. How much of your time was spent on areas of top priority?
3. How much of your time was spent on time-wasters? What did you do that you should not have done?
4. What did you do that could have been delegated?
5. How could you have done the activities recorded on your log more efficiently and effectively?
6. What were your most common interruptions? (Telephone, visitors, crises, long or unnecessary meetings?)
7. Were your contacts with others important? Could you have accomplished the purpose of these interactions in a shorter period of time?
8. How much time was spent on paperwork? Did you spend time looking for files, papers, or materials?
9. Did you use your waiting or traveling time productively?
10. Did you manage to find blocks of time to complete activities that need concentration?

Continued . . .



---

## Worksheet 4.6: Meeting Checklist

As you listen to the audiotaped case study, check off characteristics that you observe:

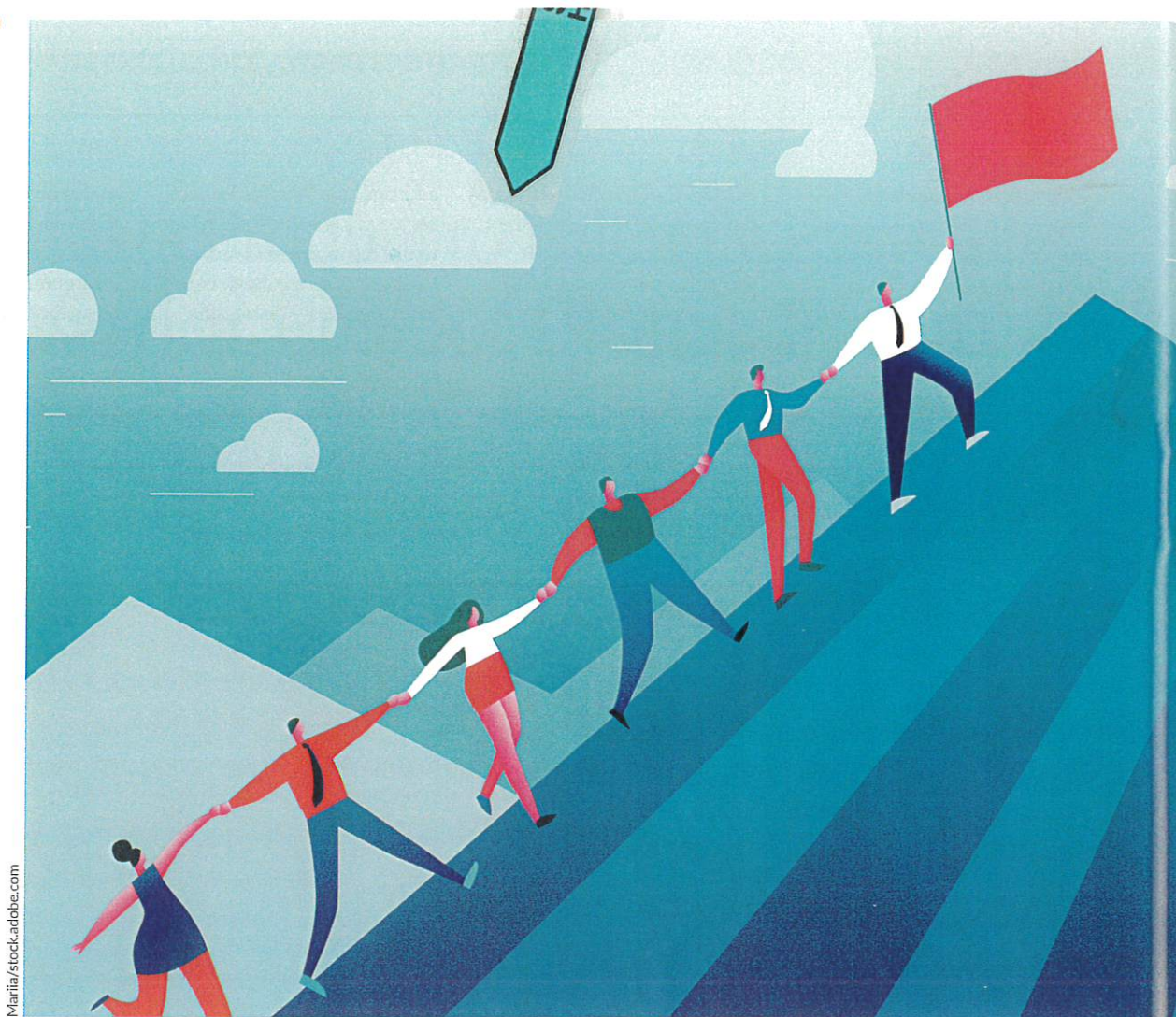
- Well-established agenda
- Relevance to the work at hand
- Active listening
- Trust and openness
- Problem solving
- Team spirit
- Decision making
- Empowerment
- Closure

How would you feel if you were one of the employees at the meeting?

Was this meeting a productive use of Vincent's time? Why or why not?

Was this meeting a productive use of the time of others on the work team? Why or why not?

## Articles and Materials



Marilia/stock.adobe.com

# Leadership Is Too Often Lacking in Our Profession

Introducing a **New Series** in *PM Magazine*

BY EDWARD EVERETT



**EDWARD EVERETT, ICMA-CM**, is a consultant and former city manager, Redwood City, California, and a recipient of ICMA's award for career excellence in 2007 (everetted@comcast.net).

**Our profession** has done a marvelous job teaching management skills. Unfortunately, we have not paid enough attention to leadership and, when we do, we often restrict our focus to the “bosses” within an organization. Anyone in any organization can be a leader. Leadership is in no way restricted to bosses and some bosses are not leaders.

Leadership has never been more critical as we now face a triple crisis: financial, COVID-19, and racial justice. During a crisis, people change in one of two ways: Some experience fear and recede into the safety of inaction or the known, while others have the courage to do things they wouldn't normally do. Use this crisis to lead, regardless of your present position!

Our profession has a well-deserved reputation of being risk adverse with too many city managers

afraid of being fired. This fear impacts their ability to be an effective leader. Unfortunately, our profession doesn't encourage us to talk about our fears—either how our fears have an enormous impact on our mindset and actions, or how to muster the courage to confront our fears.

Leadership requires a certain mindset. Although my title was city manager, my mindset was that my job was as the “city leader.” My job was to lead the organization, the council, and the community. I completely understood and respected the manager-council relationship; however, that never prevented me from trying to lead the organization, the council, and the community without violating that relationship. Our mindset dictates our actions.

Leadership is challenging, soul-fulfilling, and essential to making positive changes in yourself, your organization,





**Leadership is a very personal journey. To be a good leader you must be willing to truthfully look at yourself and understand yourself. You can't lead others until you can honestly lead yourself.**

and your community; however, discussions of leadership are often too generalized or oversimplified. Many leadership programs have a narrow and limited focus, with program titles like, "The 10 Most Important Things Leaders Must Do." Others become a theoretical and boring academic thesis, which are devoid of applicability to the real world.

Leadership is a very personal journey. To be a good leader you must be willing to truthfully look at yourself and understand yourself. You can't lead others until you can honestly lead yourself. My passion and fascination about leadership has been formed by my:

- 35 years in the profession, with 24 years as a city manager.
- Nontraditional research on the topic of leadership.
- Development of a leadership program to train, coach, and mentor young professionals, as well as inmates in the county jail.

This is the introduction to a series of six practical articles about leadership, each with specific action steps you can take to become a leader or significantly improve your leadership skill set. I will cover topics that most of you haven't encountered in articles about leadership.

Are you courageous enough to be a leader and make the world a bit better?

#### **Overview of the Leadership Articles to Follow:**

**Session 1: What Is Leadership? Who Are Effective Leaders? Myths about Leadership.** We will explore different types of leadership, including leadership with and without organizational authority. We will also bust some leadership myths. *What is one of your leadership myths?*

**Session 2: Leaders Know Themselves Well.** Leaders know and can articulate their strengths, weaknesses, and fears. If you don't know your weaknesses, faults, and the dark side of your personality, you will fail as a leader.

I will recommend some novel and enlightening assessment instruments that will help you more fully know yourself. *Do you know how the dark side (which we all have) of your personality affects you?*

**Session 3: Leadership Is a Series of Paradoxes.** Leadership is an art, not a science, and is riddled with paradoxes. Leaders understand these paradoxes and which ones cause them trouble. *Do you know some of the leadership paradoxes and which ones will trip you up?* Leaders can modify their behavior without compromising their integrity. Even successful leaders struggle with 20 percent of the most important traits of a leader. *How is that possible? How do they deal with that?*

**Session 4: Leaders Acknowledge Their Fears with Courage.** We all have fears. If you cannot identify your fears, then they will manipulate you in negative ways. All leaders have fears, but they also have the courage to face their fears and act in spite of them. *Do you know your fears and which ones paralyze you?*

**Session 5: Leaders Are Grounded and Passionate.** Great leaders are grounded in values, core principles, integrity, and confidence. All leaders are deeply passionate about a few things. *Can you clearly articulate your basic core values/principles? What are you truly passionate about?*

**Session 6: A Brief Summary and Some Takeaways.** I will discuss some additional suggestions to help you on your leadership journey. I will provide some non-academic book recommendations that are unique, motivating, and fun to read.

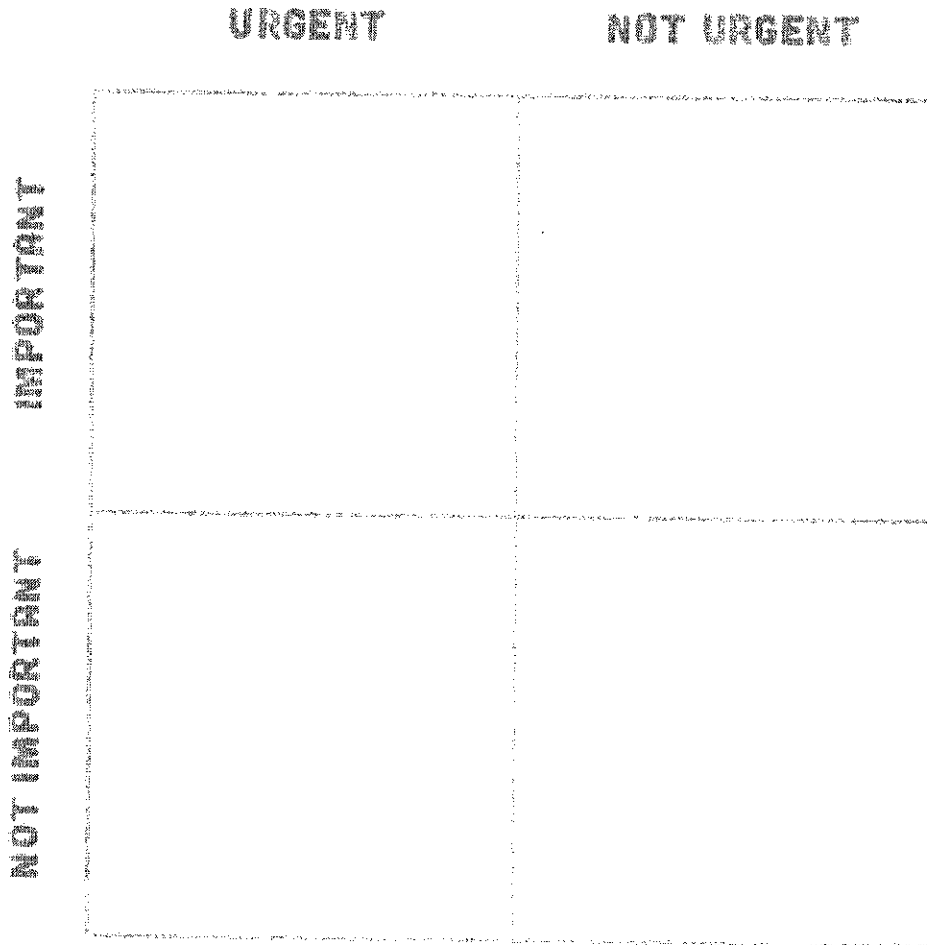
I hope you are intrigued enough to join me on a leadership journey. Great leaders mentor new leaders. Do you? Please share this article throughout your organization to encourage leadership.

I pledge to coach anyone who wants to be a leader. Let's do this and make good trouble. **PM**

# The Eisenhower Decision Matrix

"What is important is seldom urgent and what is urgent is seldom important."  
- Dwight D. Eisenhower

Read the detailed article at  
<http://www.artofmanliness.com/2013/10/23/eisenhower-decision-matrix>



How to Use:

1. Make a list of your common daily activities.
2. Assign each activity to an appropriate quadrant in the matrix.
3. Look for ways to cut time spent on Q1, Q3, and Q4 tasks, and look for ways to spend more time on Q2 activities.

Team:

In order to be proactive, we need your assistance in creating a Desk Manual on how you do your job. We need to be prepared if a sudden emergency occurs or you hit the lottery and you have to be off work for a week or more. We need to be able to easily handle things while you're gone. If you have created a Desk Reference Manual with procedures on how to handle your duties while you're out we can be successful and you can rest assured your job is being taken care of.

### **How to Start – Figure Out What You Actually Do**

Making a list of what you actually do can be rather daunting considering just how much we do on a daily basis.

- A good place to start in creating your desk manual is your job description.
- After listing your duties from your job description, start listing things you do on a daily, weekly, monthly and yearly basis that aren't actually listed on your job description.
- Just figuring out what you do every day is a big task in itself. I found that keeping a time log for a few weeks is a big help in picking up the small duties that are easy to overlook.

### **Next Step – List Procedures**

Once you have a good list of duties developed, break down each duty into the procedures involved.

- There may be one procedure for each duty, but you might also have multiple procedures for each duty. For instance, answering phones would include procedures for answering the phones, transferring calls, putting calls on hold, transferring calls to voicemail, checking voicemail, and taking messages.
- Some of these may seem obvious to you, but for someone walking into your office for the first time, they may not be obvious. Be safe and write a procedure for each one.

### **Writing the Actual Procedures**

Now comes the fun part, writing the actual procedures for your duties. The best advice I can give you is to be as detailed as possible.

- Don't assume that your reader will actually know what you're talking about.
- Include step-by-step instructions. For example, don't just say log-in to the computer, but rather give step-by-step instructions for the log-in.

### **Putting Together the Manual**

Once you have your procedures written, put your manual together.

- Remember to include a Table of Contents so that your manual is easy to navigate, and even an index can be handy.
- You know your job better than any one else, so you are the best one to decide how your manual should be set up.

### **Remember the Little Details**

You deal with important small details every day. Don't forget to include these in your manual.

- Who are the important callers who should always be put through?
- Who should never be put through?
- What format should the report be written in?
- How often should you check the report for outstanding issues?

These little details will help more than anything else in lessening the impact of your absence from the office.

I would like for you to email your Desk Manual to me by March 31, 2017. Please let me know if you have any questions. Thanks for all your help!

## PROJECT OVERVIEW

<b>Name of Project:</b>		<b>Duration:</b>			
<b>Subject/Course:</b>		<b>Teacher(s):</b>			
<b>Other subject areas to be included, if any:</b>		<b>Grade Level:</b>			
<b>Project Idea</b> Summary of the issue, challenge, investigation, scenario, or problem:					
<b>Driving Question</b>					
<b>Content and Skills Standards to be addressed:</b>					
		<b>T+A</b>	<b>E</b>		
<b>21<sup>st</sup> Century Skills</b> to be explicitly taught and assessed (T+A) or that will be encouraged (E) by project work, but not taught or assessed:	Collaboration		Other:		
	Presentation				
	Critical Thinking:				
		<b>T+A</b>	<b>E</b>		
<b>Culminating Products and Performances</b>	<b>Group:</b>			<b>Presentation Audience:</b>	
				<b>Class:</b>	
				<b>School:</b>	
	<b>Individual:</b>			<b>Community:</b>	
				<b>Experts:</b>	
				<b>Web:</b>	
		<b>Other:</b>			

Form  
**ACTION BRIEFING**

<b>Prepared by (Name / Title):</b>		<b>Date / Time:</b>
<b>Event or Incident:</b>		<b>Contact Info for Further Details:</b>
<b>Situation Overview:</b>		
<b>Objectives:</b>		
<b>Tasks / Assignments (prioritized):</b>	<b>Assigned to:</b>	<b>Completion Time:</b>
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
<b>This Brief Distributed to:</b>		
<b>Name / Title:</b>	<b>Name / Title:</b>	
<b>Name / Title:</b>	<b>Name / Title:</b>	
<b>Other Comments:</b>		
<b>Attachments (list):</b>		
<b>Next Scheduled Brief / Meeting / Update:</b>		



[How One Election May Have Shifted The Bar For Gun Control](#)



[State Attorneys General Are Waging A Climate Change Battle Against The Trump Administration](#)



[What Stands Between Young People And Local Government Jobs?](#)



[Cities And States Look To Tap More Tax Revenue From Expensive Real Estate Sales](#)

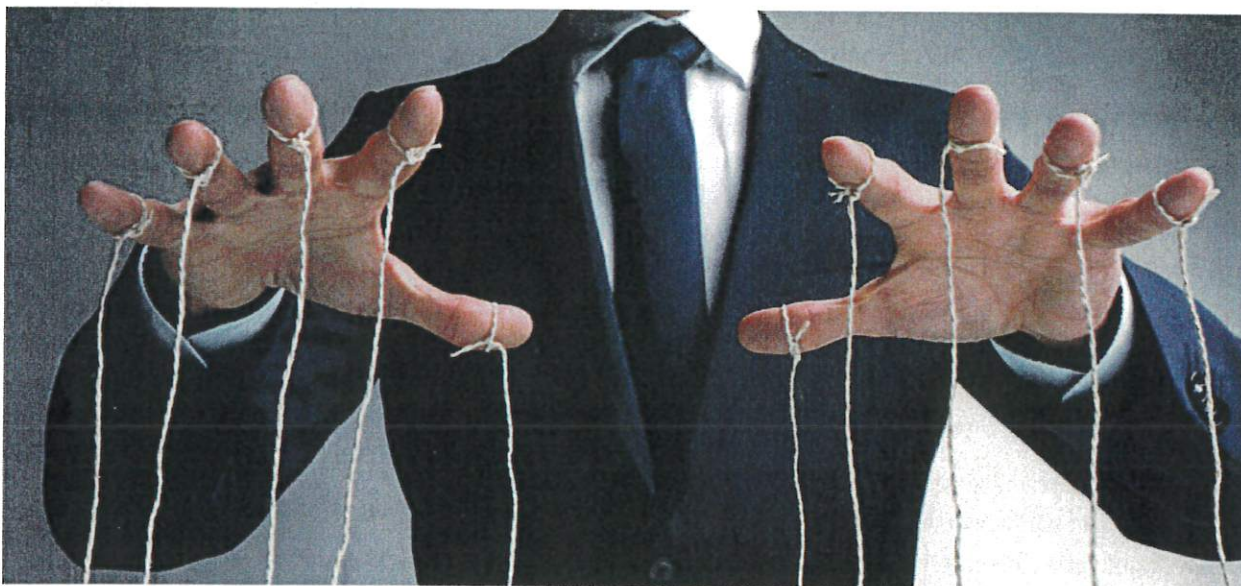


[State And Local Agencies Can Bolster Security By Combating Complexity](#)



[Ecosystem Of Tech Powers Emergency Responders In Real Time At Operation Convergent Response](#)

## Managers Take Note: Less of You is Probably Enough



SHUTTERSTOCK/ANDREY\_POPOV

By [Art Petty](#) | DECEMBER 30, 2019 09:00 AM ET

Your success isn't directly correlated to how much time you spend telling people what to do.

[WORKFORCE](#)   [MANAGEMENT PRINCIPLES](#)



In October, the *Wall Street Journal* ran a great article by Dr. Robert I. Sutton: "Bosses Get Out of Your Employees' Way." Read it if you have access.

Dr. Sutton's work is always backed by research, so there are a variety of studies cited that indicate, in many circumstances, too much managing is a bad thing. I agree. However, learning to let go for many managers takes time, practice, and the self-confidence to know that your success isn't directly correlated to how much time you spend telling people what to do.

### Most Popular

- [1 The Water Safety Conundrum](#)
- [2 Yeah, It's an Uber. Buckle Up Anyway.](#)
- [3 To Influence Local Politics, Showing Up to Vote Isn't Enough](#)

### Sign up for Route Fifty Today

Your daily read on state and local government

Enter your email

### Featured eBooks

As managers and leaders, we often fall victim to the belief that our teams need us to survive and thrive. In reality, if **we've done our jobs right** in selecting, developing, and placing people in the right positions, and worked hard to create a healthy environment, what they need is less of us.

### It's Good When They Don't Need You

The situations when I've learned whether I've done my job are the moments when I needed to direct my focus off of the team and onto something else.

In one perfect storm of circumstances, I focused elsewhere based on board demands and was dependent upon the team executing a combination of complex projects and market initiatives.

Their work was masterful. The results were excellent, and my pride in them as professionals and as a team soared through the roof. And, well, maybe there was a tinge of self-pity in the recognition that I was dispensable, but ultimately, I knew that was a good thing.

### Beware Assuming You Are the Reason for the Team's Success

It's easy to let your identity as a manager become intertwined with the belief that you are the principal reason the group is thriving. Don't get caught in this trap.

It's your job to create a healthy working environment and get the right people in the right seats. And, if you've done your job, they can generate results without your constant intervention and oversight. According to the studies cited by Professor Sutton in his *Wall Street Journal* article, their results might be better without your direct involvement.

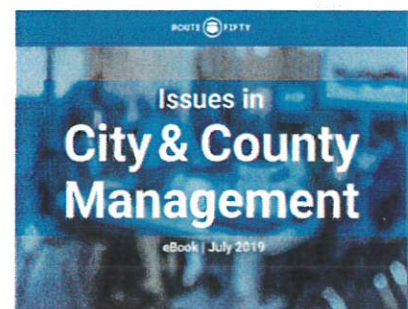
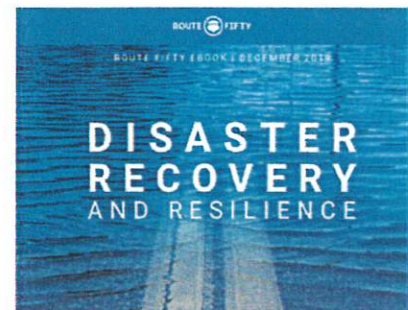
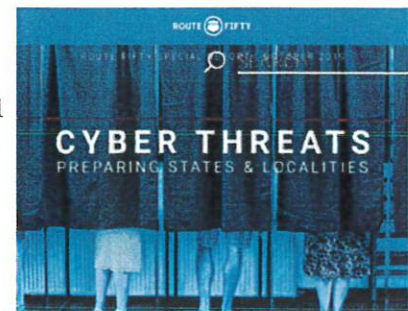
### Learn to Let Go to Drive Great Results

Something unusual happens when you surround yourself with capable, motivated individuals and give them a healthy working environment that includes the room to run and freedom to experiment. They strive to succeed at ever-higher levels by collaborating, problem-solving, and innovating.

In environments where I've observed high-performance groups, the pursuit of success in the form of strengthened results, creative problem-solving, and game-changing innovations takes root and then spreads like parking tickets in snow zones on Chicago streets during January. Don't let your instinct to over-manage stop the spread of excellent results.

You play a role in your team's success. Just make sure it's the right role. Less of you is probably enough. 📌

Art Petty is a coach and consultant working with top executives and management teams to unlock business and human



#### Recommended For You

[Rising Sun: Solar Energy Growing Across the Country](#)

[How One Election May Have Shifted the Bar for Gun Control](#)

[The Water Safety Conundrum](#)

## Working hard or working smart? Take a break to figure it out

March 2, 2016 at 5:00 am by: [Tammy Binford](#)

It's a rare boss who expects workers to spend hours constantly on task without taking the occasional 10- or 15-minute break to rest and recharge. But tell that to employees who, because of workplace culture or their own insecurities, think their careers will suffer if they're not knocking themselves out every minute of the day. Tell that to a supervisor who is constantly under pressure to get more work out of a dwindling workforce.

The pace of many workplaces has a way of discouraging people from breaking away from work even if a break is likely to enhance productivity. A report in the February [McKinsey Quarterly](#), a publication of management consultancy McKinsey & Company, encourages a change in attitude.

Among other things, the article says leaders who encourage workers to take breaks not only have science on their side, they also can encourage a healthy work style by setting an example and taking breaks themselves.

### **Lead by leaving**

The article tells of an executive who made the decision to encourage his employees to take breaks when he started a technology consultancy in 2011. In making that decision, he looked to the science of how the brain works and why interruptions and distractions hurt productivity.

He then set an example by taking time offline to let employees know that they should feel comfortable doing the same, instead of feeling like they always need to be accessible to the boss via email, instant messaging, or in person. And he went further: Between his own focused work sessions, he said he would sometimes "bugger off for a walk."

The example he set resulted in a new attitude among employees. His example communicated to his workforce "that breaks are a legitimate use of time because we get so much more done afterward," the article quotes the executive as saying. He went on to say his workforce "adopted the phrase 'leaving by example,' encouraging people to use it instead of a mumbled, guilty excuse for taking a break."

### **Working with purpose**

The McKinsey report follows a 2014 study from DeskTime, a maker of time-tracking and productivity software. The study claims those in the top 10 percent of the productivity scale work for 52 minutes and then take a break for 17 minutes. Why do those people end up being so productive? They're extremely focused on what they're doing while they work, according to DeskTime. They work with purpose.

"Working with purpose can also be called the 100 percent dedication theory," the DeskTime article states. "The notion that whatever you do, you do it full-out. Therefore, during the 52 minutes of work, you're dedicated to accomplishing tasks, getting things done, making progress."



### **Too guilty for a break**

So if breaks are so beneficial to productivity, why don't more workers use them effectively? Office supply retailer Staples released a survey of office workers and managers in May 2014 showing that one in five employee respondents cited guilt as the reason they don't take time away from their work stations.

The Staples survey found that 55 percent of the employees surveyed didn't feel they could leave their desks to take a break. Even though most said they didn't feel encouraged to take breaks, they thought breaks would help their performance. The survey reported that 59 percent said regular breaks would improve their work, 43 percent said breaks would improve their personal happiness, and 37 percent said breaks would improve their health.

In its report of the survey's findings, Staples urged employers to stock break rooms with healthy snacks and beverages and comfortable furniture to encourage employees to take relaxing breaks. Of course, Staples sells break-room supplies and furniture, but the retailer also passed along other suggestions, including urging employees to disconnect from work-related technology when taking a break.

Staples also recommended urging employees to do something during breaks to generate positive feelings, "since these emotions are energizing, improve creativity, and can increase productivity."

# Why Are So Many Government Projects Late and Over Budget?

***Ironically, it can happen because managers skip steps in an effort to go faster.***

BY: Katherine Barrett & Richard Greene | November 2018

State and local projects -- whether setting up a new child care program or building a bridge -- often go overtime or over budget. Or they come in on time and on budget, but fail to deliver the promised outcomes.

Do we have governments full of inept project managers? Not by a long shot,

but it's relatively common to find those who haven't been trained effectively for the job. "Based on our research," says Murat Bicak, senior vice president of strategy for the Project Management Institute, "a lot of project managers are accidental project managers."

In a number of cases, employees come up through the ranks as engineers or technicians, and when a new project comes along, they are suddenly elevated -- sometimes with little additional pay -- to the role of project manager. There's no training provided.

Making sure there is the right amount of experience at the project director level is crucial. This is true for both big and small projects. "You could have 10 small projects," says Stephanie Dedmon, deputy CIO of Tennessee, "and if they are not managed well, you could still lose a lot [of money]."

But even the best-trained project managers frequently come up against challenges that are out of their hands. Corrie Stokes, Austin's city auditor, says that "even if we had an army of the best project managers, the city often skips design reviews." Austin protocols require that reviews of the progress of projects be conducted at 30, 60 and 90 percent of completion. But those reviews are often skipped, in part to keep a project on time. When that happens, major problems can appear later on.

One such project, according to Stokes, was the installation of a fire suppression device in the city's central library. "Very late in the project, they had to retrofit it when they realized they didn't have access to electricity close enough to the device." In other words, no one made sure there was a place to plug the thing in.

How does this happen? Sometimes, Stokes says, "we are so focused on not having delays that we haven't taken the time to keep things working along the line."

The focus on avoiding delays and cost overruns is widespread. "Budget conversations can become more important than the actual projects," Bicak says.

Project managers can better oversee a project when they can work with clear-cut procedures intended to improve chances of success. Dallas City Auditor Craig Kinton and his team wrote that in one project, "Public Works did not consistently follow processes designed to contain costs and ensure the quality of capital projects." According to Kinton's team, "If Public Works bypasses its quality management process, the city may pay for the decision in avoidable project cost increases." In this case, many of the change estimates, and accompanying cost increases, reviewed for the construction of a new central library stemmed from missing, unclear or conflicting items in the designs that a review might have caught.

One of the most important elements in a project's design comes at the very outset, when careful review and deliberation make it less likely that project managers will run into snags. According to

Amy Delcomyn, deputy chief operating officer with the Illinois Department of Central Management Services, her state, which has little fiscal wiggle room, can't afford surprises. So Illinois is making efforts to involve all the participants in a project from its genesis. "That makes for less scope creep," she says. "It shortens timelines. It reduces overspend. And it lowers the number of defects."

This article was printed from: <http://www.governing.com/columns/smart-mgmt/gov-government-project-deadline.html>

# Turning Traditional Budgeting on Its Head

*Inertia and incrementalism drive the process in most places. Budgeting for outcomes is a powerful way to overcome that.*

BY: [Andrew Kleine](#) | October 9, 2018

It is time to sweep traditional public budgeting into the dustbin of history. The way governments do their most important job -- deciding how to spend tax dollars -- hasn't really changed in a hundred, maybe a thousand, years. Like glaciers, budgets accumulate layers over time and become so large and slow-moving that they seem impossible to change.

Budget inertia means that funding levels continue to be adjusted incrementally each year. Revenue shortfalls are answered with across-the-board cuts that protect lower-performing programs, punish programs that deliver results and offend as few people as possible. New initiatives are funded only in the rare event of a surplus, if there's any money left after backfilling prior-year cuts or giving bigger pay raises. Problems remain unsolved, potential untapped and opportunities unseized. Leaders are unapologetic, claiming that the budget is "at the bone." Interest groups defend their favored programs against even the tiniest of reductions, equating funding level with value.

Thankfully, change is possible. A small and growing number of cities and other governments have taken on the status quo by budgeting for outcomes.

Budgeting for outcomes (BFO for short) was introduced to the public sector by David Osborne and Peter Hutchinson in their 2004 book *The Price of Government*, which inspired the state of Iowa and cities of various sizes -- from Fort Collins, Colo., to Redmond, Wash., to Baltimore, where I was budget director -- to turn traditional budgeting on its head. Here's how BFO is different:

**The starting point:** Traditional budgeting starts with what agencies spent the year before. The starting point for BFO is a set of outcomes that the jurisdiction wants to achieve, including indicators to measure progress. Roanoke, Va., another BFO city, has a "livability" outcome, with indicators such as percentage of homeownership and voter turnout rate. Here's [a request for results](#) issued by the city.

**Funding targets:** In traditional budgeting, agencies are given a funding target at the outset of the process. It is typically the previous year's appropriation, plus or minus some percentage, depending on the revenue projection. In BFO, funding is allocated to outcomes instead of individual agencies to start budget planning. The idea is for funding to be pooled, not siloed. In Baltimore, we found that the way the mayor and her senior team thought funding should be invested by outcome was wildly different from the city's actual budget. This realization led to a shifting of available dollars from traditional law enforcement to more proactive crime-reduction strategies, such as youth development and conflict mediation.

**Budget submissions:** In traditional budgeting, agency budget requests explain how the target funding amount will be spent. Line items are accounted for in excruciating detail, while information about how the spending will translate into service performance and outcomes is usually scant. In BFO, agencies submit proposals for each service they want funded, competing and collaborating with other agencies for funding. Fort Collins publishes service proposals, which it calls "offers," on its website for the public to review. Check out, for instance, the city's [offers relating to economic health](#).

**The debate:** The goal of BFO is to shift the budget discussion from "what to cut" to "what to keep." BFO is about building the budget from the ground up, not adding and removing floors year to year.

BFO doesn't take the politics out of budgeting -- nothing can do that -- but it does increase what I like to call the Outcome Quotient: the percentage of spending that is tied to rational analysis and results.

In the decade since the Great Recession, most cities and states have seen their costs, not to mention their needs, grow faster than their revenues. Aging infrastructure and residents, costly employee benefits, federal retrenchment, equity considerations and more are putting unprecedented pressure on government balance sheets. Leaders want to respond, but they are stuck with budgets full of fossilized priorities from generations past.

Cities are discovering the power of data to solve problems and cut bureaucracy. Now, they need to discover a data-driven budget process that redirects resources toward the outcomes of the future.

*Andrew Kleine is the author of City on the Line: How Baltimore Transformed Its Budget to Beat the Great Recession and Deliver Outcomes (Rowman & Littlefield).*

This article was printed from: <http://www.governing.com/gov-institute/voices/col-how-government-budgeting-for-outcomes-is-different.html>

# City of Mauldin

## Budget Calendar FY2018

- January 3, 2017 Budget Request Forms prepared by Finance Department & Distributed to Departments
- January 3, 2017 Finance Department compiles salaries, fica, retirement, wc costs and inputs into master budget worksheets
- January 30- Feb 2, 2017 Finance Department compiles Projected Revenues
- February 6, 2017 Department Heads begin turning in budget requests
- February 10, 2017 Preliminary department requests due to the City Administrator
- February 13-28, 2017 City Administrator & Department Heads meet one on one and as a team to develop Budget  
*(Meeting times will be set by City Administrator)*
- March 1, 2017 Department changes due back to Finance department
- March 2-10, 2017 All budget requests are input into master budget document by Finance Department. Council budget notebooks are compiled
- March 16, 2017 Budget Workshop
- March 20, 2017 Regular Council Meeting
- April 4, 2017 Budget Workshop
- March 31-Apr 6, 2017 Budget revisions made to master budget document
- April 6, 2017 Budget Workshop (if needed determined by City Council)
- April 7-13, 2017 Budget Revisions completed. Budget Ad prepared
- April 12, 2017 Deadline to submit ad to paper
- April 17, 2017 Regular Council Meeting
- April 25, 2017 Budget Workshop
- April 26, 2017 Ad runs in Tribune Times
- May 15, 2017 Regular Council Meeting  
**PUBLIC HEARING AND FIRST READING**  
*(Note must be 7 days between first and second reading)*
- June 19, 2017 Regular Council Meeting  
**PUBLIC HEARING SECOND READING AND ADOPTION**

DEPARTMENT:		BUSINESS AND DEVELOPMENT SERVICES					
		FUND NUMBER:		100			
		DEPARTMENT FUNCTION CODE		424			
LINE ITEM OBJECT #		DETAIL & JUSTIFICATION FOR ITEMS BUDGETED	DETAIL AMOUNTS:	FY2018 BUDGET:	FY2017 BUDGET:		FY2016 ACTUAL
010		<b>SALARIES</b>	276,398.49		267,825.78		
		Merit	3,430.63		2,999.56		
010		TOTAL		\$ 279,829.12		\$ 270,825.34	\$ 256,108.71
011		<b>BOARDS EXPENSE</b>	4,200.00		4,200.00		
011		TOTAL		\$ 4,200.00		\$ 4,200.00	\$ 2,023.50
021		<b>FICA</b>	21,406.93		20,488.67		
021		TOTAL		\$ 21,406.93		\$ 20,488.67	\$ 18,162.09
024		<b>RETIREMENT</b>	35,146.54		30,960.66		
024		TOTAL		\$ 35,146.54		\$ 30,960.66	\$ 28,336.40
025		<b>GROUP INSURANCE</b>	36,839.21		40,622.39		
025		TOTAL		\$ 36,839.21		\$ 40,622.39	\$ 29,813.77
028		<b>WORK COMP</b>	5,586.44		5,954.90		
028		TOTAL		\$ 5,586.44		\$ 5,954.90	\$ 4,526.15
100		<b>SUPPLIES</b>					
		General office supplies, including copy paper, printer cartridges, fax cartridges, pens, pencils, printed forms and tags, tape, staples, paper clips, note pads, etc...					
		General office supplies	4,500.00		4,500.00		
		Misc Inspection tools, PH signs, misc field work supplies	1,250.00		700.00		
		commission training supplies and other misc.			1,800.00		
100		TOTAL		\$ 5,750.00		\$ 7,000.00	\$ 6,596.24
110		<b>POSTAGE</b>					
		Postage for business license renewals and general correspondence	3,200.00		3,200.00		
110		TOTAL		\$ 3,200.00		\$ 3,200.00	\$ 2,600.86
150		<b>EMPLOYEE EXPENSES</b>					
		Employee Expenses, including training, continuing education, certification exams and renewals, hotel and per diem expenses, professional association membership renewals, etc. CFM, BLO, APA, ICC, SCLLR, SCHMP, MASC, MBO	1,000.00		900.00		
		<i>Director, Building Code Official, Permit Specialist, Business License/Zoning Specialist</i>					
		Business License, Permit Tech Training	750.00		950.00		
		Permit Facilitator Training	500.00		750.00		
		Combination Inspector / Building official training	1,750.00		2,000.00		
		Zoning Specialist Training	750.00		750.00		
		Director	2,600.00		1,250.00		
150		TOTAL		\$ 7,350.00		\$ 6,600.00	\$ 8,905.38
170		<b>REPAIRS &amp; MAINTENANCE AUTO</b>					
		Vehicle repair and maintenance including tire replacement, routine maintenance, and non-warranty service.	500.00		1,000.00		
170		TOTAL		\$ 500.00		\$ 1,000.00	\$ 63.92
180		<b>GAS &amp; OIL</b>					
		Fuel and Oil for the above vehicle	500.00		1,500.00		
180		TOTAL		\$ 500.00		\$ 1,500.00	\$ 285.11
210		<b>TELEPHONE</b>					
		VC3 Telephone	2,628.00		2,628.00		
		Charter Communications	1,200.00		1,200.00		
		Cell Phone:					
		Kim Hamel	952.00		952.00		
		Steven Woods	880.00		880.00		
		Paula Foltz	700.00		700.00		
		Monthly ipad (field inspections)	900.00		900.00		
210		TOTAL		\$ 7,260.00		\$ 7,260.00	\$ 7,427.88

DEPARTMENT:		BUSINESS AND DEVELOPMENT SERVICES					
		FUND NUMBER:	100				
		DEPARTMENT FUNCTION CODE	424				
LINE ITEM OBJECT #	DETAIL & JUSTIFICATION FOR ITEMS BUDGETED	DETAIL AMOUNTS:	FY2018 BUDGET:	FY2017 BUDGET:		FY2016 ACTUAL	
<b>260</b>	<b>REPAIR AND MAINTENANCE</b>						
	General department repairs and maintenance	1,000.00		1,500.00			
<b>260</b>	<b>TOTAL</b>		\$ 1,000.00		\$ 1,500.00	\$ 113.24	
<b>610</b>	<b>LEGAL ADVERTISING</b>	\$ 1,250.00		\$ 1,250.00			
<b>610</b>	<b>TOTAL</b>		\$ 1,250.00		\$ 1,250.00	\$ 761.31	
<b>624</b>	<b>LIABILITY INSURANCE</b>						
	General Payroll Liability	1,697.04		1,359.86			
<b>624</b>	<b>TOTAL</b>		\$ 1,697.04		\$ 1,359.86	\$ 1,321.13	
<b>001-624</b>	<b>LIABILITY INSURANCE-AUTO</b>	1,172.38		939.44			
<b>001624</b>	<b>TOTAL</b>		\$ 1,172.38		\$ 939.44	\$ 2,103.94	
<b>650</b>	<b>CONTRACTS &amp; SERVICES</b>						
	Copier	6,750.00		6,750.00			
	RCI - inspection and Plan review services	66,000.00		56,000.00			
	Municode Annual Fee, Ordinance Copies	2,200.00		2,200.00			
	GIS Software Annual Fees	1,500.00		2,000.00			
	Viewpointe(Annual User Fees and Custom Reports)	14,250.00					
	ADA Contract Services	5,000.00					
<b>650</b>	<b>TOTAL</b>		\$ 95,700.00		\$ 66,950.00	\$ 85,312.58	
<b>700</b>	<b>OTHER EXPENSES</b>						
	Other Expenses, misc.	1,500.00		2,500.00			
<b>700</b>	<b>TOTAL</b>		\$ 1,500.00		\$ 2,500.00	\$ 943.83	
	Department (Function) Grand Totals		\$ 509,887.66		\$ 474,111.26	\$ 455,425.92	



Annual Budget

Sample Spreadsheet for Annual Budget Development

EXPENSE BUDGET: O&M, General and Administrative		Prior Year	Current Year		Current Year	Next Year	Next Year
		Actuals	Year to Date Actuals	Projected to Year End	Projected Actuals	Changes to Budget	Budget
<b>EXPENSES</b>							
<b>Operation and Maintenance</b>							
	Personnel Costs w/benefits				0		0
	Utilities - Power				0		0
	Gas				0		0
	Telephone				0		0
	Sewer				0		0
	Chemicals, Treatment, and Monitoring				0		0
	Outside Services - Operator, Backhoe, Equip Rentals				0		0
	Small Equipment, Materials, and Parts				0		0
	Purchased Water - Wholesale				0		0
	Transportation				0		0
<b>General and Administrative</b>							
	Personnel Costs w/benefits				0		0
	Office Supplies-Postage, Paper, Copies				0		0
	Insurance - Vehicles, Liability, Workers Comp				0		0
	Customer Billing and Collection				0		0
	Income Tax				0		0
	Fees - Permits				0		0
	Property taxes or payments in lieu of taxes				0		0
	Professional Services - Engr, Acctg, Legal				0		0
	Regulatory fees				0		0
	Depreciation (if applicable)				0		0
	<b>Total Expenses (total lines 2A to 23A)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Line Item Budget

PROGRAMMES / PROJECTS	Location	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY16-FY25 TOTAL
<b>Parking and Enforcement</b>		<b>3,333</b>	<b>2,445</b>	<b>2,590</b>	<b>2,705</b>	<b>4,435</b>	<b>4,141</b>	<b>4,317</b>	<b>4,509</b>	<b>4,709</b>	<b>4,917</b>	<b>38,102</b>
Revenues	Regional	1,507	1,391	1,591	1,591	1,679	1,571	1,774	1,983	2,097	2,216	17,394
Parking Programme	Regional	2,052	1,054	1,083	1,115	2,755	2,569	2,542	2,526	2,612	2,701	20,708
<b>Public Transport and Travel Demand Management</b>		<b>197,874</b>	<b>276,709</b>	<b>437,113</b>	<b>446,073</b>	<b>441,194</b>	<b>560,502</b>	<b>189,426</b>	<b>-32,733</b>	<b>76,599</b>	<b>93,587</b>	<b>2,686,346</b>
Renewals	Regional	4,541	5,343	5,343	5,639	5,953	6,287	7,028	7,433	7,856	8,270	61,653
City Rail Link	Regional	155,557	266,987	431,771	438,429	425,058	480,610	102,111	87,671	13,060	13,060	2,212,852
CBD Bus Intra Requirement Wellesley	Regional	0	0	0	0	0	0	0	0	0	0	0
CBD Bus Intra Requirement Fanchang St	Regional	0	0	0	0	0	0	0	0	0	0	0
CBD Intra - Wynyard Interchange	Regional	0	0	0	0	0	0	0	0	0	0	0
CBD Intra - Learning Quarter Interchange	Regional	0	0	0	0	0	0	0	0	0	0	0
Downtown Interchange	Regional	0	0	0	0	0	0	0	0	0	0	0
PT Te Atatu Motorway Bus Interchange	Regional	0	0	0	0	0	0	0	0	0	0	0
Mamaku Bus Interchange (Lot 59)	Regional	0	0	0	0	0	0	0	0	0	0	0
Ohaupo Bus Interchange	Regional	0	0	0	0	0	0	0	0	0	0	0
Swanson Station Upgrade	Regional	718	0	0	0	0	0	0	0	0	0	718
Diesel Refurbishment (Puke)	Regional	0	0	0	0	0	0	0	0	0	0	0
Northern Busway (Add Stations)	Regional	0	0	0	0	8,117	0	0	0	0	0	8,117
Bus Priority & Trains Imp	Regional	0	0	0	0	0	0	6,169	136	348	0	6,653
AUS Expansion	Regional	0	3,793	0	2,006	2,067	3,433	2,199	2,274	8,097	13,639	37,507
PT Integrated Fares	Regional	10,260	0	0	0	0	0	0	0	0	0	10,260
EMU Procurement	Regional	26,798	999	0	0	0	0	0	0	0	0	27,796
SMART (formerly as SWAMMCP)	Regional	0	0	0	0	0	0	0	0	0	0	0
PT Bus Stop Improvements	Regional	0	0	0	0	0	0	0	0	0	0	0
PT Bus Station Minor Capex	Regional	0	0	0	0	0	0	118	126	131	155	632
PT Wharves Capex - Minor	Regional	0	0	0	0	0	0	473	489	522	540	2,530
Akaroa Busway Station Improvements	Regional	0	0	0	0	0	0	473	489	522	540	2,530
Alcornoque Busway Station Improvements	Regional	0	0	0	0	0	0	0	0	0	0	0
<b>Roads and Footpaths</b>		<b>239,453</b>	<b>302,494</b>	<b>272,096</b>	<b>247,697</b>	<b>288,524</b>	<b>398,839</b>	<b>639,358</b>	<b>512,903</b>	<b>528,855</b>	<b>511,149</b>	<b>3,941,368</b>
Renewals	Regional	173,727	188,613	204,376	215,694	227,719	240,505	254,111	268,863	284,320	300,520	2,358,447
Donmonion Road Corridor Upgrade	Regional	0	0	24,480	0	0	0	0	0	0	0	24,480
Murphy's Rd Bridge Improvements	Regional	0	27,923	0	0	0	4,971	5,130	0	0	0	10,102
Long Bay Glenvar Ridge Rd	Regional	2,571	2,586	2,832	0	0	0	0	0	0	0	7,990
Warkworth SH1 Intersection Improvement	Regional	0	3,831	0	0	0	0	0	0	0	0	3,831
Te Atatu Rd - Corridor Improvements	Regional	0	0	0	0	0	13,280	1,984	1,28	0	0	15,392
Lincoln Rd - Corridor Improvements	Regional	0	0	0	0	0	10,971	12,809	12,809	21,369	3,700	55,187
Albany Highway Upgrade	Regional	23,570	13,290	1,054	0	0	0	0	0	0	0	37,954
Mall Road Improvements	Regional	0	0	0	0	0	0	0	0	0	0	0
Taharoto/Wairua - Stage 3	Regional	0	0	0	0	0	0	0	0	0	0	0
Flat Bush Main Street Collector Link	Regional	0	0	0	0	0	0	0	0	0	0	0
Brigham Creek Road Corridor Improvements	Regional	0	0	0	0	0	0	0	0	0	0	0
PC 12 Peninsula North Transport Mitigation	Regional	0	0	0	0	0	0	0	0	0	0	0
PC 12 Te Atatu North Transport Mitigation	Regional	0	0	0	0	0	0	0	0	0	0	0
East West Link	Regional	0	0	0	0	0	0	0	0	0	0	0
NORSSGA PC 13 Hobsonville Point	Regional	1,094	0	0	0	4,592	20,812	29,744	9,368	36,656	32,862	135,118
NORSSGA PC 14 Hobsonville Village	Regional	24	3,176	539	0	0	0	0	0	0	0	3,739
NORSSGA PC 15 Massey North T/C	Regional	2,675	10,634	5,523	0	0	0	0	0	0	0	19,126
AMEITI Panmure Roundabout	Regional	17,146	9,708	6,208	7,094	0	0	0	0	0	0	40,156
AMEITI Panmure to Panmure Bridge	Regional	0	211	0	0	0	0	0	0	0	0	211
AMEITI Panmure Bridge	Regional	316	237	0	0	230	237	244	0	0	0	1,026
AMEITI Pakuranga Rd Busway	Regional	1,694	574	0	0	574	9,469	30,123	23,367	11,231	0	32,466
AMEITI Pakuranga Bus Station	Regional	4,531	4,531	4,531	4,531	4,531	4,531	4,531	4,531	4,531	4,531	41,520
AMEITI Reeves Rd Flyover	Regional	16,711	1,370	0	0	0	11,836	81,842	59,772	32,189	0	171,309
AMEITI Botany Bus Station	Regional	0	0	0	0	0	0	0	0	0	0	0
AMEITI Mt Wellington Highway	Regional	0	0	0	0	0	0	0	0	0	0	0
AMEITI Morn to Merton Link	Regional	0	0	0	0	0	0	0	0	0	0	0
Sea Extensions and Local Transport Improvements - North	Regional	1,026	1,094	1,083	1,115	1,148	1,184	1,222	1,263	1,306	1,350	90,999
Encroachments Resolution	Regional	317	1,282	1,318	1,357	1,441	1,487	1,537	1,589	1,641	1,693	11,750
Improvements Complementing Development	Regional	821	843	867	892	918	947	977	1,008	1,045	1,082	7,972
Red Light Camera New	Regional	0	0	0	0	0	0	0	0	0	0	0
Regional safety programme	Regional	0	0	0	0	0	0	0	0	0	0	0
Safety and minor improvement	Regional	5,190	2,923	0	3,655	24,756	1,895	3,665	17,054	17,054	16,283	138,235
Safety around schools	Regional	0	0	0	0	0	0	0	0	0	0	0
Safety street management	Regional	0	0	0	0	0	0	0	0	0	0	0
Seismic strengthening (Excluding renewal p-5)	Regional	3,026	1,054	1,083	1,115	1,148	1,184	1,222	1,263	1,306	1,350	9,368
Quay Street Seawall Seismic Upgrade	Regional	0	0	0	0	0	0	0	0	0	0	0
Local Board transport capital fund	Regional	10,260	10,537	10,832	11,136	11,481	11,836	12,215	12,633	13,060	13,504	117,502
Route Optimisation	Regional	0	0	0	0	0	0	0	0	0	0	0
W+C Programme Risk Management	Regional	0	0	0	0	0	0	0	0	0	0	0
Waterway C&W Connection	Regional	3,591	3,688	6,749	0	0	12,831	13,486	0	14,418	29,817	70,551
Road Deferral New Capex	Regional	0	0	0	0	0	0	0	0	0	0	0
<b>AT Organisational</b>		<b>12,897</b>	<b>13,245</b>	<b>13,616</b>	<b>14,011</b>	<b>14,431</b>	<b>14,878</b>	<b>15,355</b>	<b>15,877</b>	<b>16,416</b>	<b>16,975</b>	<b>147,700</b>
Fleet Vehicle Replacement	Regional	0	2,424	1,003	2,424	2,424	2,424	2,424	2,424	2,424	2,424	20,859
General AT Asset replacement	Regional	6,156	8,899	6,499	5,685	6,314	7,326	7,326	6,442	7,326	5,402	59,643
Digital Technology	Regional	6,741	6,212	7,117	7,323	7,543	7,777	8,025	8,298	8,580	8,872	77,199
<b>Transport</b>		<b>453,557</b>	<b>594,894</b>	<b>725,416</b>	<b>710,487</b>	<b>748,584</b>	<b>978,361</b>	<b>848,455</b>	<b>500,555</b>	<b>626,580</b>	<b>626,628</b>	<b>6,813,516</b>

# Program Budget

## Football Program Budget

### Income

	Players	Price/ea.	Total
Membership and Registration	85.00	\$ 200.00	\$ 17,000.00
Coaching Levy	85	\$ 20.00	\$ 1,700.00
Fee Per Game			
\$ 5.00			
Wks per Season			
18			
Match Fees	85	\$ 106.00	\$ 9,180.00
<b>Total Expected Income</b>			<b>\$ 27,880.00</b>

### Expenditure

	Qty	Cost	Total
Registration Fees	85	\$ 35.00	\$ 2,975.00
Coaches Payments	8	\$ 1,000.00	\$ 8,000.00
Coaching Equipment			
Coach Ball Bags	8	\$ 14.30	\$ 114.40
Coach Bibs	48	\$ 9.02	\$ 432.96
Coach Dress Shirts	8	\$ 28.30	\$ 226.40
Coach Jackets	8	\$ 47.30	\$ 378.40
Coach Markers	400	\$ 2.20	\$ 880.00
Coach Training Shirts	8	\$ 23.65	\$ 189.20
Coach Training Shorts	8	\$ 14.30	\$ 114.40
Coach Training Socks	16	\$ 7.26	\$ 116.16
Sub-total Equipment			\$ 2,451.92
Team Shirts	85	\$ 30.00	\$ 2,550.00

	Matches per Week	Wks	Total Matches	Cost per Match	Total
Match Officials					
U11 Matches	2	18	36	\$ 22.50	\$ 810.00
U12 Matches	2	18	36	\$ 24.00	\$ 864.00
U13 Matches	2	18	36	\$ 25.50	\$ 918.00
U14 Matches	2	18	36	\$ 28.50	\$ 1,026.00
U15 Matches	1	18	18	\$ 31.50	\$ 567.00
U16 Matches	1	18	18	\$ 34.50	\$ 621.00
Sub-total					\$ 4,806.00
Trophies			85	\$ 15.00	\$ 1,275.00
<b>Total Expected Expenditure</b>					<b>\$ 22,657.92</b>

### Expected Surplus (Deficit)

	\$	5,222.08
--	----	----------

# Performance Budget

Performance Budget	2011	2011	2012	2013
Sub-Program Goals	Planned	Actual	Planned	Planned
Number of licenses issued	3850	3872	3960	4100
Average license trainees satisfaction rating	3.3	3.2	3.4	3.5
<b>Activity 3. Conduct training and licensing of toxics handlers</b>				
	Unit of Output	Number of Units	Unit Cost	Total Cost
Sub-Activity 3.1. Conduct background checks on applicants	A background investigation completed	5260	\$783	\$4,120,000
Sub-Activity 3.2. Conduct license training classes	A training class conducted	550	\$13,600	7,485,000
Sub-Activity 3.3. Provide information and support services	Webinars	26,715	\$77	2,225,000
<b>Totals</b>		4100	\$3385	\$13,850,000

Top Performers - Microsoft Excel

Sheet    Insert    Page Layout    Formulas    Data    Review    View

Font: Cambria, 10, Bold, Italic, Underline, Text Color, Background Color, Bullets, Numbering, Paragraph Spacing, Indentation, Alignment, Number, Conditions Formatting

	A	B	C	D	E	F	G	
1	<b>IM&amp;C GUANO PROJECT</b>							
2								
3	The following worksheet contains the same information as Tables 6-2 through 6-7 in Brealey-Myers.							
4	You can use this worksheet as a template for most capital budgeting problems.							
5								
6	Cost of capital	20%						
7								
8	Year	0	1	2	3	4	5	
9								
10	Depreciation (for taxes)		20.00%	32.00%	19.20%	11.52%	11.52%	
11	Net working capital		550	1,289	3,261	4,890	3,583	
12	Change in net working capital		550	739	1,972	1,629	(1,307)	
13	Net property, plant & equipment	10,000	8,000	4,800	2,880	1,728	576	
14								
15	Sales		523	12,887	32,610	48,901	35,834	
16	Less COGS		(837)	(7,729)	(19,552)	(29,345)	(21,492)	
17	Less depreciation		(2,000)	(3,200)	(1,920)	(1,152)	(1,152)	
18	Less other costs	(4,000)	(2,200)	(1,210)	(1,331)	(1,464)	(1,611)	
19	EBIT	(4,000)	(4,514)	748	9,807	16,940	11,579	
20	Less taxes @ 35%	1,400	1,580	(262)	(3,432)	(5,929)	(4,053)	
21	EBIAT	(2,600)	(2,934)	486	6,375	11,011	7,526	
22	Plus depreciation	-	2,000	3,200	1,920	1,152	1,152	
23	Less change in net working capital	-	(550)	(739)	(1,972)	(1,629)	1,307	
24	Cash flow from operations	(2,600)	(1,484)	2,947	6,323	10,534	9,985	
25	Less capital investment	(10,000)	-	-	-	-	-	
26	Plus capital disposal	-	-	-	-	-	-	
27	Less taxes on capital disposal	-	-	-	-	-	-	
28	Net cash flow	(12,600)	(1,484)	2,947	6,323	10,534	9,985	
29	Present value factor	100%	83%	69%	58%	48%	40%	
30	PV of cash flow	(12,600)	(1,237)	2,047	3,659	5,080	4,013	

Ready

		IRR								
		Project A		Project B						
Cost of capital (WACC)		10.7%		18.6%	28.2%					
<b>Calculation of Payback Period</b>										
Year		0	1	2	3	4	5	6	7	
Net working capital Project A		(3,750)	(3,000)	(2,000)	(1,000)	0,000	0,000	0,250	(2,000)	
Change in net working capital		(3,750)	(6,750)	(6,750)	(9,750)	(3,750)	2,250	11,510	9,510	
		FALSE	FALSE	FALSE	FALSE	FALSE	TRUE	FALSE	FALSE	
		0.00	0.00	0.00	0.00	0.00	4.83	0.00	0.00	
<b>Calculation of Payback Period</b>										
Year		0	1	2	3	4	5	6	7	
Net working capital Project B		(5,750)	1,000	2,000	2,100	2,200	2,350	2,500	\$0	
Change in net working capital		(5,750)	(3,850)	(1,850)	250	2,450	4,800	7,300	7,300	
		FALSE	FALSE	FALSE	TRUE	FALSE	FALSE	FALSE	FALSE	
		0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	
<b>Calculation of Net Present Value (NPV)</b>										
<b>Project A</b>										
Capital investment		10,000								
Depreciation			20.00%	30.00%	19.20%	11.62%	11.62%	6.76%		
Sales			9,230	15,670	32,610	48,901	35,834	28,956		
Less COGS (60%)			5,538	(9,402)	(19,552)	(29,345)	(21,492)	(17,450)		
Less depreciation			(2,000)	(3,000)	(1,920)	(1,152)	(1,152)	(576)		
Less other costs			(4,000)	(2,200)	(1,210)	(1,331)	(1,464)	(1,611)		
EBIT			(4,000)	10,568	2,058	9,807	16,940	11,879	9,188	
Less taxes @ 25%			1,000	(2,642)	(515)	(2,452)	(4,235)	(2,995)	(2,290)	
EBIAT			(3,000)	7,926	1,544	7,355	12,705	8,884	6,898	
Plus depreciation			-	2,000	3,000	1,920	1,152	1,152	576	
Less change in net working capital			(3,750)	(6,750)	(8,750)	(9,750)	(2,250)	11,510	9,510	
Cash flow from operations			(6,750)	3,176	(4,207)	(475)	10,107	12,086	18,955	9,510
Less capital investment			(10,000)							
Net cash flow			(16,750)	3,176	(4,207)	(475)	10,107	12,086	18,955	9,510
Present value factor			100%	90%	82%	74%	67%	60%	54%	49%
PV of cash flow			(16,750)	2,869	(3,433)	(350)	6,790	7,270	10,300	4,868
Cumulative PV			(16,750)	(13,881)	(17,314)	(17,664)	(8,833)	(3,683)	6,617	11,305
<b>Calculation of Net Present Value (NPV)</b>										
<b>Project B</b>										
Capital investment		10,000								
Depreciation			20.00%	30.00%	19.20%	11.62%	11.62%	6.76%		
Sales			9,230	15,670	32,610	48,901	35,834	28,956		
Less COGS (60%)			5,538	(9,402)	(19,552)	(29,345)	(21,492)	(17,450)		
Less depreciation			(2,000)	(3,000)	(1,920)	(1,152)	(1,152)	(576)		
Less other costs			(4,000)	(2,200)	(1,210)	(1,331)	(1,464)	(1,611)		
EBIT			(4,000)	10,568	2,058	9,807	16,940	11,879	9,188	
Less taxes @ 25%			1,000	(2,642)	(515)	(2,452)	(4,235)	(2,995)	(2,290)	
EBIAT			(3,000)	7,926	1,544	7,355	12,705	8,884	6,898	
Plus depreciation			-	2,000	3,000	1,920	1,152	1,152	576	
Less change in net working capital			(5,750)	(3,850)	(1,850)	250	2,450	4,800	7,300	7,300
Cash flow from operations			(8,750)	6,076	2,694	9,525	16,307	14,636	14,745	7,300
Less capital investment			(10,000)							
Net cash flow			(18,750)	6,076	2,694	9,525	16,307	14,636	14,745	7,300
Present value factor			100%	90%	82%	74%	67%	60%	54%	49%
PV of cash flow			(18,750)	5,489	2,198	7,028	10,659	8,804	8,012	3,683
Cumulative PV			(18,750)	(13,261)	(11,063)	(4,042)	6,617	16,621	23,633	27,217